

# Agenda Including Addeds

## Strategic Priorities and Policy Committee

15th Meeting of the Strategic Priorities and Policy Committee

May 9, 2023

4:00 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, Métis and Inuit 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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Pages

1. **Disclosures of Pecuniary Interest**
2. **Consent**
  - 2.1 2023 Industrial Land Development Strategy 2
3. **Scheduled Items**
4. **Items for Direction**
  - 4.1 Mayor's Provincial and Federal Government Lobbying Activities in Support of Health and Homelessness System Response
    - a. *(ADDED) Mayor J. Morgan* 41
  - 4.2 London Police Services Board Candidates Interview Process
    - a. *(ADDED) Mayor J. Morgan* 43
  - 4.3 Resignation from Eldon House Board of Directors 44
  - 4.4 *(ADDED) Confirmation of Appointment to the Governance Working Group* 45
  - 4.5 *(ADDED) May Progress Update - Health and Homelessness Whole of Community System Response* 46
5. **Deferred Matters/Additional Business**
6. **Adjournment**

## Report to Strategic Priorities and Policy Committee

**To:** Chair and Members  
**Strategic Priorities and Policy Committee**  
**From:** Scott Mathers, MPA, P.Eng.  
**Deputy City Manager, Planning and Economic Development**  
**Subject:** 2023 Industrial Land Development Strategy  
**Date:** May 9, 2023

## Recommendation

That, on the recommendation of the Deputy City Manager, Planning and Economic Development, with concurrence of the Deputy City Manager, Finance Supports, on the advice of the Director Economic Services and Supports and Director, Realty Services, the following actions be taken with respect to the 2023 Industrial Land Development Strategy:

- (a) That the 2023 Industrial Land Development Strategy, attached as Appendix A, **BE ADOPTED** as City Council's strategy for developing municipally-owned industrial land, noting that this Strategy is based on continuing the goal of developing and maintaining an ongoing supply of 200 hectares of strategically-located serviced industrial land;
- (b) That the funding requirement of maintaining an ongoing supply of 200 hectares of serviced industrial land **BE CONSIDERED** as part of the multi-year budget process;
- (c) That Civic Administration **BE DIRECTED** to ensure that the inventory of municipally-owned industrial land are sold to targeted industries including: Advanced Manufacturing, Life and Health Sciences, Information and Digital Media, and Research and Development while prohibiting sales to non-targeted uses, including Warehouses, Transportation and Logistics, Truck Terminals, businesses that store and process data for retrieval, or speculative development to the private sector without verification that the end-user will be a targeted industry; and,
- (d) That Civic Administration **BE DIRECTED** to undertake an Industrial Land Needs Assessment.

## Executive Summary

The Industrial Land Development Strategy (ILDS) has been a successful strategy for the City of London to guide industrial land development over the past two decades. It has also led to an increase in attracting supplier companies and other investments that generate spin-off benefits for those living and working in London.

The City of London's first ILDS was prepared in 2001 which guided the City in its planning, acquisition, servicing, and marketing of industrial land. The successes of industrial land development following the 2001 ILDS caused there to be an inadequate supply of appropriately sized, located, and serviced industrial land by 2014. A 2014 update to the ILDS introduced targeted industrial sectors which were the focus of attraction, retainment, and sale of municipally-owned industrial land. Given the emergence of new industries, the global challenges due to the COVID-19 pandemic, and the need to replenish the City's inventory of industrial land, it is an appropriate time to review and update the ILDS to guide the City's actions, direct investment, focus servicing and expand our targeted industrial base for the next decade.

The 2023 ILDS identifies 5 Goals which are further organized into multiple Priority Actions to implement the Goals. These Goals and Priority Actions are as follows:

- Invest in Developing Inventory of Shovel-Ready Sites
  - Purchase lands that are suited to the needs of our targeted industries

- Develop lands, including budgeting, planning, and executing development of sites
- Ensure that Urban Growth Boundary expansions align with the land needs requirements of our targeted industries
- Attract Targeted Industries
  - Identify targeted industries
  - Highlight targeted industry land needs and infrastructure requirements
  - Ensure that Community Improvement Plan incentive programs continue to remain relevant to the needs of the City's industries
- Attract Talent
  - Position London as a great place to work
  - Position London as a great place to live
  - Position London as a great place to stay
- Continuous Support for Business Retention and Expansion
  - Continuation of the enterprise-wide ILDS Implementation Team
  - Prioritize improvements to internal processes and policies
- Work with Partners to Continue Increasing Economic Development Potential
  - Establish Post-Secondary Education Training to ensure continuous supply of skilled workforce
  - Seek Federal and Provincial funding partnerships as appropriate

In collaboration with Staff from Economic Services and Supports, Planning and Development, Realty Services as well as the London Economic Development Corporation (LEDC), the aforementioned priority actions will be implemented to achieve the goals and ensure success of the ILDS for the next decade.

## Linkage to the Corporate Strategic Plan

This report supports the 2023-2027 Strategic Plan for the City of London through the “Economic Growth, Culture, and Prosperity” strategic area of focus by implementing the expected results of “*London has a sufficient supply of serviced lands in strategic locations*” and “*London is a regional centre that proactively attracts and retains talent, business and investment*”. These expected results are intended to achieve a variety of strategies including “Update and support the implementation of the Industrial Land Development Strategy” and “Attract and retain a skilled workforce by marketing London as a destination for new investments, education, and talent”.

## Linkage to the Climate Emergency Declaration

On April 23, 2019, Municipal Council declared a Climate Emergency. The ILDS supports the City's commitment to reducing and mitigating climate change by approving a list of targeted industries including those that produce environmentally sustainable products, such as advanced manufacturing of renewable and clean technology as well as those involved in research and development of clean technologies, and through enhancements to the open space features in the design of the City's industrial subdivisions.

## Analysis

### 1.0 Background Information

#### 1.1 Previous Reports Related to this Matter

November 18, 2013 – Strategic Priorities and Policy Committee, “Industrial Land Development Strategy 2013-2023”

April 23, 2013 – Planning and Environment Committee, “Expansion of the Urban Growth Boundary for Industrial Uses”

December 18, 2012 – Investment and Economic Prosperity Committee, “A Path to Prosperity: Community Business Ideas to Stimulate our Economy”

December 4, 2012 – Strategic Priorities and Policy Committee, “O-8014: Industrial Lands Review”

September 25, 2012 – Investment and Economic Prosperity Committee, “A Paradigm for Economic Prosperity”

March 5, 2012 – Strategic Priorities and Policy Committee, “Status of the 2011 Industrial Land Development Strategy Update”

January 23, 2012 – Investment and Economic Prosperity Committee, “Developing a Strategic Investment and Economic Prosperity Plan”

September 20, 2011 – Committee of the Whole, “Industrial Land Development Strategy Update” R. Panzer, Consultant

## **1.2 History of the ILDS**

The Industrial Land Development Strategy (“ILDS”) has guided City-owned industrial land development over the last two decades and led to an increase in attracting supplier companies and other investments that generate spin-off benefits for those living and working in London.

The City of London’s first ILDS was prepared in 2001 and it guided the City in its planning, acquisition, servicing, and marketing of industrial land. This facilitated the growth of the industrial sector in London. By 2014, the success of the ILDS caused an imbalance in the inventory of appropriately sized, located, and serviced industrial land with the needs of the City’s targeted industries. This necessitated in the need to re-evaluate and refresh the ILDS to meet the changing needs of the prospective industries and resulted in the adoption of a new ILDS in 2014.

Now, in 2023, we are once again seeing the need to re-evaluate and refresh our ILDS. There have been further updates to the City’s targeted industrial sectors based on a changing economy and a review of emerging industries. It is also appropriate at this time to re-assess our supply of appropriately sized, located, and serviced industrial land to ensure that London remains able to capitalize on major employment growth opportunities and meet the needs of prospective industrial enterprises.

## **2.0 Discussion and Considerations**

### **2.1 Importance to our Economy**

London has a strong economic history as home to a diverse network of economic sectors and clusters. This range of economic sectors is supported by the city’s competitive advantage in location, skilled workforce, and high quality of life.

A minimum of one-fifth of all businesses in London in various size classifications ranging from 20 to 5,000 employees are located on industrial lands. Furthermore, manufacturing alone makes up almost 14% of all employment in the city of London.

### **2.2 The Need to Compete**

The City’s approach since 2001 has been to act in a leading role in the development of industrial lands, including acquiring, servicing, completing all due diligence studies, and selling parcels, thereby enabling the end-user to acquire “shovel-ready” sites for industrial development. There is a proportionally smaller number of private sector developers participating in industrial development activities, versus the residential/commercial development, and the City must play a leading development role in order to ensure a continuous supply of serviced industrial land. The City is also facing increased competition from other local municipalities who are preparing investment-ready sites looking to attract the same industrial opportunities as the City of London.

The return on this investment for the City can take many forms including indirect benefits related to job creation, assessment growth, property taxes, and economic spin-offs.

## **2.3 Recent Challenges**

The city of London is facing many current challenges, several originating as spin-off effects from the COVID-19 pandemic. Despite these challenges, inquiries for industrial land have continued to remain steady as companies look at the longer-term horizon.

### *2.3.1. Covid-19 Lockdown*

During the COVID-19 pandemic the unemployment rate in London reached an annual high of 8.2% for 2020. Comparatively, the annual unemployment rate in 2020 reached 9.6% for the Province of Ontario and 9.5% in Canada.

In 2022, the city did experience a period of economic recovery from the pandemic lockdowns, finishing the year with an overall annual unemployment rate of 5.6%, however, there are new headwinds arising from the pandemic that continue to impact industrial prosperity such as labour force shortages, inflationary pressures, and increasing interest rates.

### *2.3.2. Workforce Shortages*

Manufacturing sales have grown steadily amid the COVID-19 pandemic, but the Manufacturing industry is one of the sectors in Ontario that is most in need of labour – after the hospitality, health care, and retail sectors. Many employers are unable to find qualified workers and must choose between settling for candidates that do not have the credentials or leaving the position vacant. In Q3 2022, there were 21,630 job vacancies in London, a 121% increase from Q1 2021.

### *2.3.3. Supply Chain Disruptions*

Contributing factors to worsened supply chain challenges have been increased delays in deliveries; increased prices of inputs, products, or supplies; and supply shortages that resulted in fewer inputs, products, or supplies being available.

In Q2 2022, over 70% of manufacturing businesses reported that supply chain challenges have worsened over the past year, and they expect continued challenges for at least the next three months.

### *2.3.4. Inflation and Interest Rate Increases*

Throughout 2022, The Bank of Canada continuously increased the interest rates month-over-month reaching a rate of 4.5% on January 25, 2023, but now expect to take a pause on rate increases to assess the full impact on the economy. In a 2022 survey, just over half of medium-sized business-owners believed that their business and cash flow would experience material, substantial, or considerable pressure if the prime lending rate were to increase by 1%, while a large majority also believed that they can pass on cost increases to their customers without losing business or market share.

The impacts of these rate increases will play out over 2023 in terms of the effect it will have on lowering inflation and impacts to the real estate market and construction activity.

### *2.3.5. Changing Demographics*

From 2020 to 2021, London grew at the fastest rate of any other city in Ontario, and the fourth fastest in Canada. The city's population has increased from 383,822 in 2016 to 422,324 in 2021 according to Statistics Canada.

The city of London's employment base is forecast to reach 305,500 jobs by 2051, representing an increase of approximately 108,200 from 2021. This is an average annual employment growth rate of 1.5%, notably higher relative to the historic annual growth rate of 0.5% from 2001 to 2021. Industrial employment is expected to account for 11% of total job growth.

## **3.0 Financial Considerations**

### **3.1 Sales Activity**

Despite uncertainty experienced as a result of the pandemic, activity has continued to remain strong in terms of land sales in the City's industrial parks. In 2020, the City of

London sold approximately 61 acres of industrial land, followed by 43 acres in 2021, and an additional 30.5 acres in 2022.

Recent announcements to establish two electrical vehicle battery manufacturing facilities in southwestern Ontario (Stellantis-LG in Windsor and Volkswagen in St. Thomas) are anticipated to attract spin-off industries and supplier interest in local industrial lands to support these two facilities. London's location with direct access routes to both facilities could generate additional sales interest in the City's inventory of industrial lands.

### **3.2 Industrial Land Pricing**

Effective July 1, 2022, Municipal Council approved a recommended price increase based on continued strong demand for industrial parcels, keeping up with market pricing, and recapturing increased servicing costs. The price increases were as follows:

Innovation Park (Phases 1 to 4), Skyway Industrial Park, River Road Industrial Park, Huron Industrial Park (all phases), and Cuddy Industrial Park parcels:

- Lots up to 4.99 acres from \$125,000 per acre to \$175,000 per acre
- 5.00 acres and up from \$115,000 per acre to \$165,000 per acre

Pricing for serviced industrial land in Trafalgar Industrial Park:

- All lot sizes – from \$115,000 per acre to \$165,000.00 per acre;

Pricing for serviced industrial land in Innovation Park Phase V:

- All lot sizes – \$250,000.00 per acre;

The approved price adjustment was recommended to reflect current market conditions while maintaining competitiveness and improving the City's overall revenue position.

### **3.3 Climate Change Consideration**

The ILDS gives consideration to the City's Climate Emergency Action Plan by approving a list of targeted industries including those that produce environmentally sustainable products such as advanced manufacturing of renewable and clean technology as well as those involved in research and development of clean technologies. In addition, some targeted industries that have recently chosen to locate around London are environmentally conscious. Maple Leaf Foods became the first major food company in the world to be carbon neutral and continues working towards reducing greenhouse gas emissions through ambitious science-based targets.

Additionally, through the design and construction of industrial subdivisions, the City has led by example and implemented sustainable forms of development. For example, Skyway Industrial Park features natural channels designed for stormwater management that help to protect and enhance the health of the Natural Heritage System and the Thames Valley Corridor. Furthermore, the zoning for Phase IV of Innovation Park increased the required landscaped open space coverage for light industrial developments from 10% to 20% which leads to lower impact industrial developments on the surrounding ecosystem. These sustainable features will help with climate change mitigation and adaptation in London.

### **3.3 Adequate Industrial Land Supply**

London's recent success in servicing, marketing, and selling industrial land has reduced the supply of appropriately sized, located, and serviced industrial land able to capitalize on major employment growth opportunities and meet the needs of prospective industrial enterprises. We currently have an adequate supply of marketable land that meets the demands of London's targeted industrial sectors; however, it is forecast that this will fall below the targeted supply of land by 2025 and the timeline to acquire, zone, design, and construct industrial subdivisions is three to five years.

### **3.4 Multi-Year Budget Request**

As previously mentioned, the City of London remains a key stakeholder in developing zoned, serviced, pre-grading, and shovel ready lands in the City to attract targeted industries. However, other regional municipalities are beginning to make investments in developing their supply of industrial lands which is additionally important for London to

continue with the ILDS. A funding request will be submitted as part of the Multi-Year Budget to ensure the ILDS program is funded to make strategic acquisitions, even if a market downturn occurs. This funding will provide the opportunity to maintain the target of 200 hectares (494 acres) of City-owned industrial land.

### **3.5 Industrial Land Needs Assessment**

It is recommended that City Staff undertake an Industrial Land Needs Study which assesses the ability of the city's industrial land supply to accommodate the projected employment population and growth. If an expansion of the Urban Growth Boundary is warranted, considerations prescribed by the Provincial Policy Statement will be taken into account. The amount and location of industrially designated land impacts the City's ability to purchase and service lands that are ideally located to attract targeted industries.

## **4.0 Purpose and Goals of the ILDS**

The ILDS has been developed with a focus on enabling the development of "bricks and mortar" industrial facilities as well as attracting the talent that goes into staffing these facilities. To stay investment ready, the City of London needs to continue its lead role in developing industrial lands. This is because the City addresses servicing and land needs issues from a comprehensive, area-wide strategic level which would be very difficult to accomplish if led by the private sector focusing on a smaller scale of parcel fabric. In some cases, the direct costs of acquiring land, extending services, and completing all due diligence studies are not quickly recovered which may act as a disincentive to private sector investment. The City is uniquely positioned to invest in infrastructure expansion that benefits from longer-term returns through increased assessment values and tax revenues, as well as indirectly through job creation and "multiplier effect" employment that is a spin-off associated with base employment like industrial jobs.

In an effort to attract and facilitate new industrial development and expansion, it is important for London to position itself as an appealing destination for skilled labour. This includes being a destination of choice for migrants and positioning ourselves as a city where students want to remain after graduation.

### **4.1. Goal 1: Invest in Developing Inventory of Shovel-Ready Sites**

The objective of this goal is to maintain a 10-year supply (494 acres / 200 hectares) of shovel-ready industrial land in prime strategic locations ensuring London is competitively situated to attract industrial investment. In order to achieve this objective, the following priority actions have been identified:

- Purchase lands that are suited to the needs of our targeted industries:
  - Have a continuous budget to maintain inventory;
  - Regularly identify lands which are ideal for development;
  - Expand the UGB, as needed, to ensure the City has consistent and constant supply of marketable industrial lands.
- Develop lands, including budgeting, planning, and executing development of sites:
  - Initiate all necessary Zoning By-law and Official Plan amendments to maximize the value of sites before land is put on the market;
  - Ensure sites are adequately serviced to meet the needs of target industries.
- Ensure that Urban Growth Boundary expansions align with the land needs requirements of our targeted industries:
  - Complete the Land Needs Study that is currently underway and expected to be finalized in 2024.

### **4.2 Goal 2: Attract Targeted Industries**

The objective of this goal is to develop and implement a comprehensive marketing and growth strategy intended to highlight the benefits London can provide for targeted industrial prospects. In order to achieve this objective, the following priority actions have been identified, noting that the City's current list of targeted industries includes:

Advanced Manufacturing, Life and Health Sciences, Information and Digital Media, and Research and Development:

- Identify targeted industries:
  - Highlight the City's marketing strategy and identify any future improvements or changes.
- Highlight targeted industry land needs and infrastructure requirements:
  - Ensure that we have an internal team of nimble experts that can answer questions, respond in a timely fashion, and approve development applications quickly.
- Ensure that Community Improvement Plan incentive programs continue to remain relevant to the needs of the City's industries;
  - Complete the five-year review of Community Improvement Plans to be finalized in 2023.

#### **4.3 Goal 3: Attract Talent**

The objective of this goal is to continue to make London an attractive city to live and work to entice skilled labour to London and make London's workforce talent pool highly attractive for future investments. In order to achieve this objective, the following priority actions have been identified:

- Position London as a great place to work:
  - Grow and nurture our industrial business economy to provide Londoners with a highly competitive and diverse range of well-paying employment experiences.
- Position London as a great place to live:
  - Make London a highly livable and desirable place to which high-end talent and new immigrants will locate or relocate.
- Position London as a great place to stay:
  - Leverage relationships with our major educational partners to dynamically address the needs of their student populations so that more students, including international students, will remain in London beyond graduation.

#### **4.4 Goal 4: Support Expanding Businesses**

The objective of this goal is to continue to support existing industries after they have established themselves in London by providing quality service, facilitating expansion opportunities, and improving infrastructure where possible. In order to achieve this objective, the following priority actions have been identified:

- Continuation of the internal ILDS Implementation team
  - Ensure that the composition of the ILDS Team reflects an enterprise-wide approach comprised of City departments and agencies ideally positioned to bring maximum value to City-owned industrial lands so that the City of London's efforts are best coordinated.
- Prioritize improvements to internal processes and policies:
  - Engage in continuous improvement, including reviewing and refreshing City of London policies and processes, to ensure that they are efficient to facilitate short-term and long-term economic prosperity;
  - Improve the policy regime affecting our industrial business community from a customer service perspective by regularly reflecting upon how we can make our internal processes 'better' and responsive to the needs and demands of private sector actors.

#### **4.5 Goal 5: Framework for Partnerships**

The objective of this goal is to leverage key external partners to maximize the City of London's ability to create and grow a world-class industrial investment experience by bolstering funding for land acquisitions / municipal servicing, as well as establishing a meaningful dialogue with major educational institutions to ensure that they are offering training programs which adequately meet the needs of current / prospective industrial employers in the City. In order to achieve this objective, the following priority actions have been identified:



- Establish post-secondary education training to ensure continuous supply of skilled workforce:
  - Collaborate with the City’s post-secondary institutions to create a curriculum that provides the training which complements the needs of our targeted industries.
- Seek Federal and Provincial funding partnerships as appropriate:
  - Regularly and consistently seek and secure external funding from upper tier governments to fund industrial land acquisition and servicing.

## **Conclusion**

The Industrial Land Development Strategy (ILDS) has been a successful strategy for the City of London to guide industrial land development and has also led to an increase in attracting supplier companies and other investments that cause spin-off benefits for those living and working in London. Given the emergence of new industries, the global challenges due to the COVID-19 pandemic, and the need to replenish the City’s inventory of industrial land, it is an appropriate time to review and update the ILDS to guide the City’s actions, direct investment, focus servicing and expand our targeted industrial base for the next decade.

**Prepared by:** Darcy Vander Pryt  
**Planner I, Economic Services and Supports**

**Reviewed by:** Michael Tomazincic, MCIP, RPP  
**Manager, Strategic Land Development**

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

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

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



# 2023 Industrial Land Development Strategy



Prepared by the City of London  
May 2023

# Contents

1.0	Our Strategy	1
1.1	History of the Industrial Land Development Strategy	
1.2	The Importance to our Economy	
1.3	Why Should the City Develop Industrial Land?	
1.4	Need to Compete	
1.5	Success of the 2014 ILDS	
1.6	Climate Change Consideration	
2.0	Context	8
2.1	Recent Challenges	
2.2	Time to Refresh our Industrial Land Development Strategy	
3.0	Purpose and Goals of the ILDS	16
3.1	Why is it Important for the City to Play the Lead Role in Industrial Land Development?	
3.2	Adequate Industrial Land Supply	
3.3	Attract Targeted Industries	
3.4	Attract Talent	
3.5	Support Expanding Businesses	
3.6	Framework for Partnerships	
4.0	References	25
5.0	Appendix A	29

# 1.0 OUR STRATEGY

## 1.1 HISTORY OF THE INDUSTRIAL LAND DEVELOPMENT STRATEGY (ILDS)

The Industrial Land Development Strategy (ILDS) has been a tremendously successful strategy for the City of London. The economic impacts and employment creation that occur as a result of the ILDS can be observed directly and therefore allow the City to track desired outcomes. The ILDS has guided industrial land development over the past two decades and led to an increase in attracting supplier companies and other investments that generate spin-off benefits for those living and working in London.

The City of London's first ILDS was prepared in 2001. The 2001 ILDS guided the City in its planning, acquisition, servicing, and marketing of industrial land. This in turn, allowed the growth of the industrial sector in London. The successful sale of industrial land caused there to be an inadequate supply of appropriately sized, located, and serviced industrial land by 2014. Additionally, between 2001 and 2014 there were shifts in the City's targeted industrial sectors and their land, servicing, and design requirements. Therefore, it was necessary to re-evaluate and refresh the ILDS in order to meet the changing needs of prospective industries in strategically important target sectors, bringing forward a new ILDS in 2014.

Now, in 2023, we are once again seeing the need to re-evaluate and refresh our ILDS. Since 2014, there have been further shifts in the City's targeted industrial sectors based on a changing economy and a review of emerging industries. We must also re-assess our supply of appropriately sized, located, and serviced industrial land to ensure that London remains able to capitalize on major employment growth opportunities and meet the needs of prospective industrial enterprises.

To support ILDS initiatives, the City of London has assembled an interdisciplinary team working on Council's behalf to deliver mandates related to economic development and the provision of market-ready industrial land. The ILDS Implementation Team is made up of representatives from Economic Services and Supports, Planning and Development, Realty Services, and the London Economic Development Corporation.

## 1.2 THE IMPORTANCE TO OUR ECONOMY

London has a strong economic history as home to a diverse network of economic sectors and clusters. This range of economic sectors is supported by the city's competitive advantage in location, skilled workforce, and high quality of life.

As seen in Table 1: Businesses by Employment Size, with data obtained through Environics Analytics, a minimum of one-fifth of all businesses in London employing 20 to 5,000 employees are located in industrial lands. Furthermore, manufacturing alone makes up almost 14% of all employment in the city of London, shown in Figure 1: Workforce by Sector<sup>1</sup>.

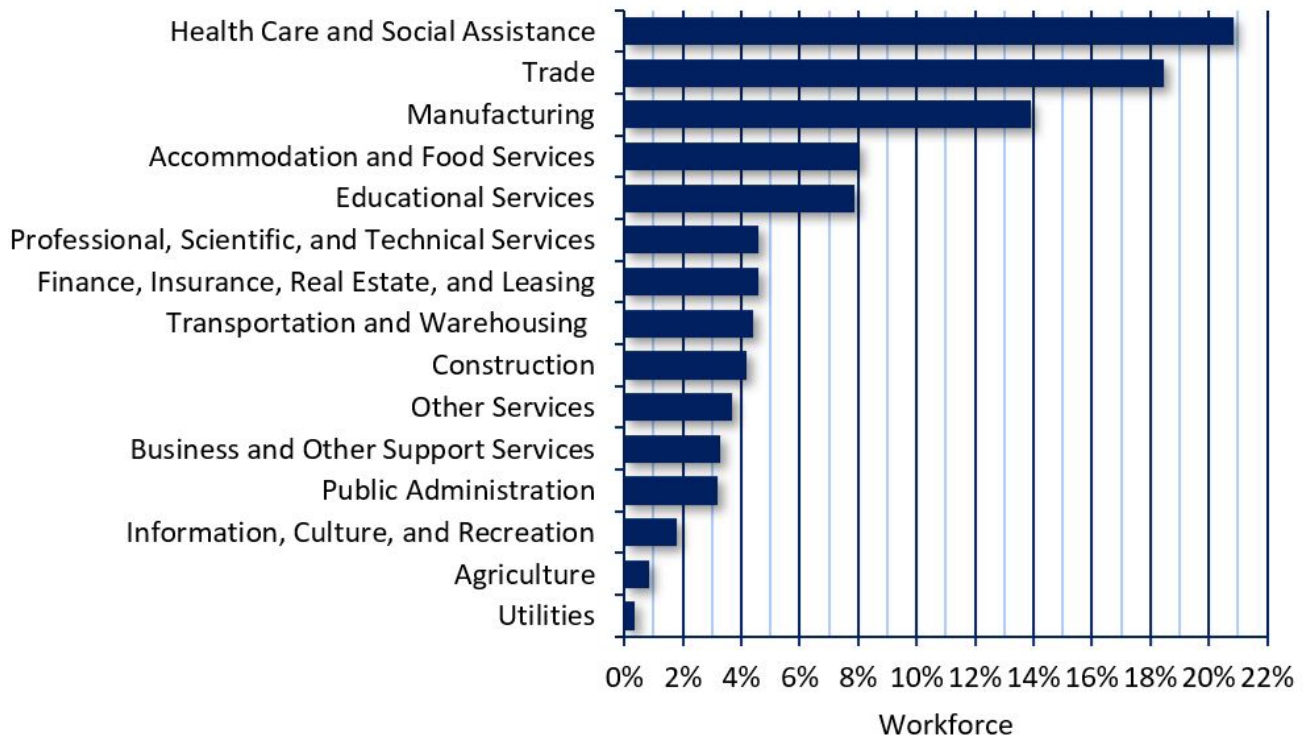
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<sup>1</sup>Government of Canada. (2022, November 30). *Place of work status by industry sectors, occupation broad category and gender: Canada, provinces and territories, census divisions and census subdivisions*. Statistics Canada. <https://www150.statcan.gc.ca/t1/tb1/en/tv.action?pid=9810045601&pickMembers%5B0%5D=1.2509&pickMembers%5B1%5D=2.1&pickMembers%5B2%5D=3.1&pickMembers%5B3%5D=4>.

**Table 1: Businesses by Employment Size**

NUMBER OF EMPLOYEES	NUMBER OF BUSINESSES (ALL SECTORS)	NUMBER OF BUSINESSES (INDUSTRIAL SECTOR)	INDUSTRIAL BUSINESSES (% OF ALL BUSINESSES)
1 - 4	5917	496	<b>8.4%</b>
5 - 9	2453	346	<b>14.1%</b>
10 - 19	1236	218	<b>17.6%</b>
20 - 49	960	206	<b>21.5%</b>
50 - 99	302	61	<b>20.2%</b>
100 - 249	153	42	<b>27.5%</b>
250 - 499	36	11	<b>30.6%</b>
500 - 999	6	2	<b>33.3%</b>
1,000 - 4,999	10	2	<b>20%</b>
5,000 - 9,999	2	0	<b>0%</b>

**Figure 1: Workforce by Sector**



### 1.3 WHY SHOULD THE CITY DEVELOP INDUSTRIAL LAND?

Industry serves a significant role in driving London’s economy. Industrial land uses are a key contributor to the future of economic development, workforce retention, economic sustainability, and the prosperity of London. High quality, skilled, and well-paying jobs in fundamental economic sectors like industry also create a job “multiplier effect” in other dependent economic sectors. Multiplier employment in sectors like construction and development or retail and services are reliant upon higher order jobs in industry and the demand that those jobs create for consumer goods and services.

## 1.4 NEED TO COMPETE

London needs to compete aggressively and directly in order to attract and retain industrial growth. The City's approach since 2001 has been to act in a leading role in the development of industrial lands, including acquiring, servicing, completing all due diligence studies, and selling parcels, thereby reducing the burden on purchasers and enabling the end-user to undertake the final construction and site development for each parcel to suit their individual needs. There is a proportionally smaller number of private sector developers participating in industrial development activities, versus the residential/commercial development, and the City must play a leading development role in order to ensure a continuous supply of serviced industrial land. The City is also facing increased competition from other local municipalities who are preparing investment-ready sites looking to attract the same industrial opportunities as the City of London.

To continue to compete, investments in planning, servicing, and municipal land development are required. For the City of London, the return on this investment can take many forms including indirect benefits related to job creation, assessment growth, property taxes, and economic spin-offs.

## 1.5 SUCCESS OF THE 2014 ILDS

Following the adoption of the 2014 ILDS until the end of 2021, 15 new industries have moved to London in addition to 15 new expansions. This has led to the creation of over 2,200 new full-time positions, the sale of 323 acres (130.7 hectares) of land, and the development of 2.11 million square feet (196,000 square meters) of Gross Floor Area. In 2022, the City of London sold an additional 30.47 acres (12.33 hectares). The industrial market has absorbed a large portion of the vacant Gross Floor Area space since 2010 with vacancy rates for industrial buildings falling from 11.5% in 2010 to 0.6% in 2022<sup>2</sup>. Furthermore, the industrial sector is forecast to experience steady Gross Floor Area growth between 2021 and 2051, averaging approximately 538,600 square feet (50,038 square meters) per year<sup>3</sup>.

From 2018 to 2021, there has been a steady increase in industrial building permit construction values; with \$43.5 million in 2018, \$374.4 million in 2019, \$62.8 million in 2020, and \$106 million in 2021. Additionally, the annual estimated municipal tax benefits from these new developments includes \$745,553 revenue in 2020, \$786,939 revenue in 2021, and a 2022 estimate of \$548,201 revenue.

One of the larger companies that has chosen London in which to establish its new industrial facility is Maple Leaf Foods. This development represents over a billion dollars in corporate investment, including \$722 million in construction value<sup>4</sup> and the attraction of suppliers to the region. Their new London facility will hire about 600 workers before the end of 2022, and an additional 1,000 workers once it is running at full capacity<sup>5</sup>.

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<sup>2</sup>Watson & Associates Economists Ltd. (2022, October 17). Population, Housing and Employment Growth Projection Study, 2021-2051: City of London. Watson & Associates Economists Ltd.

<sup>3</sup>Ibid

<sup>4</sup>Maple Leaf foods (2023). *Where we work: Maple Leaf Foods - London*. Maple Leaf Foods. <https://www.mapleleaffoods.com/about/locations/ontario-london/>

<sup>5</sup>Bieman, Jennifer. (2022, September 30). *\$772M Maple Leaf Foods factory is fully built. Now, it's time to hire hundreds*. The London Free Press. <https://lfpres.com/news/local-news/772-maple-leaf-foods-factory-is-fully-built-now-its-time-to-hire-hundreds>



Volkswagen announced an electric vehicle battery manufacturing plant in St. Thomas that is scheduled for completion in 2027 and is expected to bring 2,000 to 3,000 new jobs to the region<sup>6</sup>. There is also an expectation of approximately 5,000 jobs that will come from supplier plants locating in Southwestern Ontario as part of Volkswagen's supply chain<sup>7</sup>.

Private land sales also add to the economic prosperity of London and include transportation, logistics, warehousing, and other supporting businesses. Included in these private land sales are Amazon-related warehouse spaces which will hire over 2000 workers for its facility between London and St. Thomas and 300 workers across its two sorting centres in London<sup>8</sup>. The development of the Maple Leaf Foods plant, Amazon, Volkswagen, and a host of businesses opening or expanding in London mean that there may be more than 4,000 new jobs available in 2023, and an additional 7,000 to 8,000 by 2027.

For private industrial land sales, 2021 marked a record in terms of purchases within the city of London. Approximately 321 acres (129.9 hectares) of land has been sold, which includes both greenfield and infill industrial parcels. The total represents seven transactions that were under 10 acres (4 hectares), three transactions under 50 acres (20 hectares) and three transactions over 50 acres (20 hectares). Trends observed in 2021 include sales of parcels which remained on the market for years, many purchases made by buyers outside of London, comparatively high purchase prices, and some acquisitions made by non-targeted sectors such as transportation and logistics. It is important to note, however, that heightened activity from private lands sales does not impact the City's role. The City undertakes actions that the private sector does not, such as servicing upgrades and plans of subdivision. By focusing on targeted industries (Table 4: Targeted Industries, page 19), the City creates a catalyst for more investment from private players.

## 1.6 CLIMATE CHANGE CONSIDERATION

Climate change is widely recognized as one of the great challenges of our time and municipalities have the opportunity and responsibility to act. The City of London is committed to climate change action and environmentally sustainable practices, reflected in many corporate strategies. The ILDS gives consideration to the City's Climate Emergency Action Plan by approving a list of targeted industries that produce environmentally sustainable products such as advanced manufacturing of renewable and clean technology as well as those involved in research and development of clean technologies. In addition, some targeted industries that have recently chosen to locate around London are environmentally conscious. Maple Leaf Foods became the first major food company in the world to be carbon neutral and continues working towards reducing greenhouse gas emissions through ambitious science-based targets<sup>9</sup>. The company has achieved a 92.7% landfill diversion rate, a 33.3% reduction in food loss waste

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<sup>6</sup>De Bono, Norman. (2023, March 16). *With the lowest jobless rate in decades, where will VW find workers?* The London Free Press. <https://lfpres.com/news/local-news/with-the-lowest-jobless-rate-in-decades-where-will-vw-find-workers/wcm/3eb593a4-e679-4760-a223-bb35b096c7ae/amp/>

<sup>7</sup>Ibid

<sup>8</sup>De Bono, Norman. (2022, April 23). *Jobs, jobs, jobs: Amazon hiring 2,000 workers for local fulfillment centre.* The London Free Press. <https://lfpres.com/business/local-business/jobs-jobs-jobs-amazon-hiring-2000-workers-for-london-area-fulfillment-centre>

<sup>9</sup>Maple Leaf Foods (2021). *Raise the Good in Food: Maple Leaf Foods 2021 Sustainability Report.* Maple Leaf Foods. [https://www.mapleleaffoods.com/sustainability-report/wp-content/uploads/sites/8/2022/06/MAPLE\\_LEAF\\_FOODS\\_2021\\_SUSTAINABILITY\\_REPORT.pdf](https://www.mapleleaffoods.com/sustainability-report/wp-content/uploads/sites/8/2022/06/MAPLE_LEAF_FOODS_2021_SUSTAINABILITY_REPORT.pdf)

intensity from 2016 to 2021, and a 21.8% reduction in electricity intensity from 2014 to 2021<sup>10</sup>. The anticipated Volkswagen electric vehicle battery manufacturing plant will also be a major driver of a more climate considerate region. The plant will bring a greater accessibility of electric vehicles to Southwestern Ontario, and supplier plants will begin to locate in the area for proximity to the Volkswagen plant. This clustering of uses creates shorter supply chains with decreased transportation requirements and leads to a reduction in overall greenhouse gas emissions.

Section 3.3 of London's Climate Emergency Action Plan provides a list of actions that the City of London can undertake to support Strategic Direction #4 in The London Plan, "Become one of the greenest cities in Canada". Through the design and construction of industrial subdivisions, the City has led by example and provided more sustainable forms of development. For example, Skyway Industrial Park features natural channels designed for stormwater management that help to protect and enhance the health of the Natural Heritage System and the Thames Valley Corridor. Zoning for Phase IV of Innovation Park increased the required landscaped open space coverage for light industrial developments from 10% to 20% and leads to lower impact industrial developments on the surrounding ecosystems. These sustainable features will help with climate change mitigation and adaptation in London.

The Climate Emergency Action Plan also articulates the need for an energy-efficient transportation system, which provides several competitive choices for the movement of people and goods. Currently, industrial areas in London are not well serviced by public transportation, and therefore transportation options are limited. Through the development of the City's Mobility Master Plan, transportation options to these less accessible areas of London are being evaluated. The guiding principles of the Mobility Master Plan include consideration for environmental sustainability with emphasis on addressing climate change.

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<sup>10</sup>Maple Leaf Foods (2021). Raise the Good in Food: Maple Leaf Foods 2021 Sustainability Report. Maple Leaf Foods. [https://www.mapleleaffoods.com/sustainability-report/wp-content/uploads/sites/8/2022/06/MAPLE\\_LEAF\\_FOODS\\_2021\\_SUSTAINABILITY\\_REPORT.pdf](https://www.mapleleaffoods.com/sustainability-report/wp-content/uploads/sites/8/2022/06/MAPLE_LEAF_FOODS_2021_SUSTAINABILITY_REPORT.pdf)



# 2.0 CONTEXT

## 2.1 RECENT CHALLENGES

The city of London is facing many current challenges, several originating as spin-off effects from the COVID-19 pandemic. Despite these challenges, inquiries for industrial land have continued to remain steady as companies look at the longer-term horizon.

### 2.1.1 COVID-19 LOCKDOWN

In March 2020, the Province of Ontario declared a public health emergency due to the COVID-19 pandemic resulting in stay-at-home orders and sporadic workplace closures. While employees from a number of industries were able to work remotely many other types of industries, such as the manufacturing and service industries, are dependent upon specialized equipment located at their workplace location in order to continue to ply their trades. As a result of the stay-at-home orders, the economy as a whole experienced layoffs and job losses as certain sectors of the economy were unable to maintain staff wages while their places of business remained closed.

During the COVID-19 pandemic the unemployment rate in London reached an annual high of 8.2% for 2020<sup>11</sup>. Comparatively, the annual unemployment rate in 2020 reached 9.6% for the Province of Ontario and 9.5% in Canada<sup>12</sup>.

During the period of economic recovery from the pandemic lockdowns, the unemployment rate in London steadily fell to 4.8% in April 2022, while the unemployment rate for the Province of Ontario and Canada fell to 5.4%<sup>13</sup>. In London, this is the lowest unemployment rate since 2006, and Canada's unemployment rate has not been this low in nearly five decades. However, there are new headwinds arising from the pandemic that continue to impact industrial prosperity such as labour force shortages, inflationary pressures, and increasing interest rates. The overall annual unemployment rate for 2022 was 5.6% for London and for the Province of Ontario, and 5.3% for Canada<sup>14</sup>.

### 2.1.2 WORKFORCE SHORTAGES

Manufacturing sales have grown steadily amid the COVID-19 pandemic, but the Manufacturing industry is one of the sectors in Ontario that is most in need of labour — after the hospitality, health care, and retail sectors. Almost 10% of the provinces nearly 390,000 job openings are in the Manufacturing sector<sup>15</sup>. A survey conducted by the Elgin Middlesex Oxford Workforce Planning and Development Board, a workforce development agency, found that 64% of businesses were having a hard time filling job vacancies in 2021 — requiring between three months to a year to fill positions, or unable to fill the positions at all<sup>16</sup>. Furthermore, many employers are unable to find qualified workers, and must choose

<sup>11</sup>Government of Canada. (2023, January 06). *Labour force characteristics, annual*. Statistics Canada. <https://www150.statcan.gc.ca/t1/tbl1/en/tv.action?pid=1410039301>

<sup>12</sup>Ibid

<sup>13</sup>Government of Canada. (2023, January 06). *Labour force characteristics, three month moving average, seasonally adjusted*. Statistics Canada. <https://www150.statcan.gc.ca/t1/tbl1/en/tv.action?pid=1410038002&pickMembers%5B0%5D=2.5&cubeTimeFrame.startMonth=04&cubeTimeFrame.startYear=2022&referencePeriods=20220401%2C20220401>

<sup>14</sup>Government of Canada. *Labour force characteristics, annual*.

<sup>15</sup>Government of Canada. (2022, December 19). *Job vacancies, payroll employees, job vacancy rate, and average offered hourly wage by industry sector, quarterly, unadjusted for seasonality*. Statistics Canada. <https://www150.statcan.gc.ca/t1/tbl1/en/tv.action?pid=1410032502&pickMembers%5B0%5D=2.1&cubeTimeFrame.startMonth=01&cubeTimeFrame.startYear=2021&cubeTimeFrame.endMonth=10&cubeTimeFrame.endYear=2022&referencePeriods=20210101%2C20221001>

<sup>16</sup>Juha, Jonathan. (2022, February 22). *London-area employers ask: Where are all the workers?* The London Free Press. <https://lfpres.com/news/local-news/london-area-employers-ask-where-are-the-workers>

between settling for candidates that do not have the credentials or not filling the position. In Q3 2022, there were 21,630 job vacancies in London, a 121% increase from Q1 2021<sup>17</sup>. Similarly, in Q3 2022 Windsor-Sarnia had 13,665 job vacancies and Stratford-Bruce Peninsula had 9,155<sup>18</sup>. At this time there were a total of 31,295 Manufacturing job vacancies in Ontario, and 87,790 nation-wide<sup>19</sup>. With the current labour market presenting a low unemployment rate and numerous job vacancies, new developments such as Maple Leaf Foods, Amazon, and Volkswagen generate concerns about how to fill the thousands of new jobs that will be created<sup>20</sup>.

In Q2 2022, Statistics Canada conducted a study to determine the strategies private sector businesses intended on using to overcome labour shortage obstacles<sup>21</sup>. Some of these strategies include increasing the wages of new employees, increasing the wages of existing employees, offering signing bonuses or incentives to new employees, offering flexible scheduling, offering the option to work remotely, and encouraging on-the-job training that would allow for internal growth within the company. Manufacturing businesses have some constraint with the strategies that they are able to implement. For example, due to the nature of the Manufacturing sector, flexible scheduling and working remotely are not viable options.

In response to these labour shortages, the Province of Ontario is investing \$1 billion towards employment and training programs to help workers retrain and upgrade their skills<sup>22</sup>. This investment includes \$114.4 million to support skilled trades, including apprentice support programs; \$268.5 million to revamp Employment Ontario, an agency that matches workers with employers and guides workers to specific retraining programs; relaunching the second-career program as Better Jobs Ontario with \$5 million in new funding, having received \$200 million over the last three years to help laid-off, unemployed workers get training for in-demand jobs; and \$15.1 million in the Ontario Immigrant Nominee Program, which nominates applicants for permanent residence status if they have necessary skills and experience<sup>23</sup>.

Moreover, immigration is critical to adding new employees to the workforce in Canada, with 80% of labour force growth from 2016 to 2021 coming from immigration<sup>24</sup>. In the first year of the COVID-19 pandemic, immigration to Canada slowed by nearly half before rebounding in 2021<sup>25</sup>. This represents

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<sup>17</sup>Government of Canada. (2022, December 19). *Job vacancies, payroll employees, job vacancy rate, and average offered hourly wage by economic regions, quarterly, unadjusted for seasonality*. Statistics Canada. <https://www150.statcan.gc.ca/t1/tbl1/en/tv.action?pid=1410032601&pickMembers%5B0%5D=1.1&cubeTimeFrame.startMonth=07&cubeTimeFrame.startYear=2021&cubeTimeFrame.endMonth=10&cubeTimeFrame.endYear=2022&referencePeriods=20210701%2C20221001>

<sup>18</sup>ibid  
<sup>19</sup>Government of Canada. *Job vacancies, payroll employees, job vacancy rate, and average offered hourly wage by industry sector, quarterly, unadjusted for seasonality*.

<sup>20</sup>De Bono, Norman. (2023, March 16). *With the lowest jobless rate in decades, where will VW find workers?* The London Free Press. <https://lfpres.com/news/local-news/with-the-lowest-jobless-rate-in-decades-where-will-vw-find-workers/wcm/3eb593a4-e679-4760-a223-bb35b096c7ae/amp/>

<sup>21</sup>Morissette, René. (2022, June 27). *Employer responses to labour shortages*. Statistics Canada. <https://www150.statcan.gc.ca/n1/pub/36-28-0001/2022007/article/00001-eng.htm>

<sup>22</sup>Ontario Ministry of Finance. (2022, April 28). *2022 Ontario Budget – Chapter 1, Section B: Working for Workers*. Government of Ontario. [2022 Ontario Budget – Chapter 1, Section B: Working for Workers](https://www150.statcan.gc.ca/n1/pub/36-28-0001/2022007/article/00001-eng.htm).

<sup>23</sup>ibid  
<sup>24</sup>Government of Canada (2022, October 26). *Immigrants make up the largest share of the population in over 150 years and continue to shape who we are as Canadians*. Statistics Canada. <https://www150.statcan.gc.ca/n1/daily-quotidien/221026/dq221026a-eng.htm>  
<sup>25</sup>Government of Canada. (2022, February 09). *Canada tops G7 growth despite COVID*. Statistics Canada. <https://www150.statcan.gc.ca/n1/daily-quotidien/220209/dq220209a-eng.htm>

a loss of more than 300,000 new immigrants / potential workers coming to Canada between 2019 and 2020. With national job vacancies in late 2021 reaching 80% higher than pre-pandemic levels and almost two-thirds of recent immigrants being of working age (ages 15 to 64), new immigrants constitute a pool of workers who can help mitigate the impacts of labour shortages and are even more critical to the labour market than ever before<sup>26</sup>.

The London Economic Development Corporation undertakes several initiatives to help address these workforce challenges. This includes web portals<sup>27</sup> to market open positions in as well as the London and Area Works job fairs to connect employers with talent.

### 2.1.3 SUPPLY CHAIN DISRUPTION

The recent leading contributing factors to worsened supply chain challenges have been increased delays in deliveries; increased prices of inputs, products, or supplies; and supply shortages that resulted in fewer inputs, products, or supplies being available. In Q2 2022, over 70% of manufacturing businesses reported that supply chain challenges have worsened over the past year, and they expect continued challenges for at least the next three months<sup>28</sup>.

In April 2022, the Canadian Consumer Price Index (CPI) rose by 6.8% year over year, the largest increase since January 1991<sup>29</sup>. The CPI peaked in June 2022, with a year over year increase of 8.1% before declining to a year over year increase of 6.3% in December 2022<sup>30</sup>. Additionally, in April 2022, the Industrial Product Price Index (IPPI) rose 0.8% month over month and 16.4% year over year, the largest monthly and yearly gain since March 1974<sup>31</sup>. Throughout the rest of 2022, the IPPI fluctuated between a 2.4% decrease and a 1.7% increase month over month and between a 7.6% and 15.0% increase year over year<sup>32</sup>.

### 2.1.4 INFLATION AND INTEREST RATE INCREASES

On March 2nd, 2022, The Bank of Canada increased its lending rate from 0.25% to 0.5%, the first increase since cutting interest rates at the start of the pandemic<sup>33</sup>. On April 13th, 2022, a further rate hike of 0.5% was introduced, the largest one-time increase since 2000, to rein in high inflation<sup>34</sup>. Throughout 2022, The Bank of Canada continuously increased the interest rates month over month reaching a rate of 4.5% on January 25, 2023, but now expect to take a pause on rate increases to assess the full impact on the economy<sup>35</sup>. The impacts of these rate increases will play out over 2023 in terms of the effect it will

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<sup>26</sup>Government of Canada. *Immigrants make up the largest share of the population in over 150 years and continue to shape who we are as Canadians*.

<sup>27</sup>London Economic Development Corporation. (2023, January 24). *LONDON MFG JOBS*. London Economic Development Corporation. <https://londonmfgjobs.com/>

<sup>28</sup>Tam, Stephanie, Shivani Sood, and Chris Johnston. (2022, June 02). *Analysis on supply chains in Canada, second quarter of 2022*. Statistics Canada. <https://www150.statcan.gc.ca/n1/pub/11-621-m/11-621-m2022008-eng.htm>

<sup>29</sup>Ibid

<sup>30</sup>Government of Canada. (2023, January 18). *Industrial product and raw materials price indexes, December 2022*. Statistics Canada. <https://www150.statcan.gc.ca/n1/daily-quotidien/230118/dq230118a-eng.htm>

<sup>31</sup>Tam et al. *Analysis on supply chains in Canada, second quarter of 2022*.

<sup>32</sup>Government of Canada. *Industrial product and raw materials price indexes, December 2022*.

<sup>33</sup>Bank of Canada. (2023, January 25, 2023). *Policy interest rate*. Bank of Canada. <https://www.bankofcanada.ca/core-functions/monetary-policy/key-interest-rate/>

<sup>34</sup>Ibid

<sup>35</sup>Evans, Pete. (2023, January 25). *Bank of Canada raises interest rate again – but hits ‘pause’ on any more for now*. CBC News. <https://www.cbc.ca/news/business/bank-of-canada-january-rate-decision-1.6725283>

have on lowering inflation and impacts to the real estate market and construction activity. KPMG, a full-service Audit, Tax, and Advisory firm in Canada, conducted a survey of 508 medium-sized business owners and decision makers from across Canada in February 2022 and found that business leaders are worried higher borrowing costs could add additional stress to their pandemic recovery plans<sup>36</sup>. These concerns arose after an overnight lending rate increase of 25 basis points in February, the start of a widely anticipated rate hike cycle. Across medium-sized Canadian business leaders, 55% say they will face material, substantial, or considerable pressure on their business and cash flow if the prime lending rate were to increase by 1%, while 81% of companies believe that they can pass on cost increases to their customers without losing business or market share<sup>37</sup>.

### 2.1.5 MUNICIPAL CONTEXT / CHANGING DEMOGRAPHIC

Currently, working-age Canadians (ages 15 to 64 years) make up almost 65% of the population, but by 2051 working-age Canadians could make up less than 60% of the population<sup>38</sup> and 12% of the city's population will be over 75 years of age, up from 8% in 2021<sup>39</sup>. Immigration has been the driving force behind Canada's labour supply for many years, with over 80% of labour force growth between 2010 and 2020 coming from immigration<sup>40</sup>. Modest, sustained increases in immigration levels will not fully offset the longer-term impacts of an aging population, but it is critical for alleviating the effects of aging on the labour market over time.

From 2020 to 2021, London grew at the fastest rate of any other city in Ontario, and the fourth fastest in Canada<sup>41</sup>. The increase has been mainly attributed to international and intra-provincial migration. The city's population has increased from 383,822 in 2016 to 422,324 in 2021 according to Statistics Canada. Interprovincial migration data from Statistics Canada tracking changes from 2020 to 2021 shows that almost 75,000 people moved out of Ontario in pursuit of another Canadian province with 18,000 going to British Columbia, 14,000 going to Quebec, and 12,000 going to Alberta<sup>42</sup>. Looking at cities, Toronto was the only major Canadian city to see a decrease in population between 2020 and 2021 with a net decrease of 24,220 people<sup>43</sup>. London on the other hand, had the fourth highest net increase among Canadian cities, with an increase of 8,980 people behind Vancouver (37,690), Ottawa (14,835), and Calgary (11,995)<sup>44</sup>. From these migrants to London, 88% came from other Ontario cities, with 37% of all migration to London coming from Toronto<sup>45</sup>.

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<sup>36</sup>KPMG. (2022, March 07). *At what point will interest rates choke off investment?* KPMG Canada. <https://home.kpmg/ca/en/home/media/press-releases/2022/03/at-what-point-will-interest-rates-choke-off-investment.html>

<sup>37</sup>Ibid

<sup>38</sup>KPMG. (2022, March 07). *At what point will interest rates choke off investment?* KPMG Canada. <https://home.kpmg/ca/en/home/media/press-releases/2022/03/at-what-point-will-interest-rates-choke-off-investment.html>

<sup>39</sup>Ibid

<sup>40</sup>Ibid

<sup>41</sup>Butler, Colin. (2022, February 09). *New census data suggests London is Ontario's fastest growing city, 4th fastest in Canada*. CBC News. <https://www.cbc.ca/news/canada/london/london-ontario-real-estate-1.6676195>

<sup>42</sup>Government of Canada. (2023, January 11). *Interprovincial and intraprovincial migrants, by census metropolitan area and census agglomeration of origin and destination, 2016 boundaries*. Statistics Canada. [Interprovincial and intraprovincial migrants, by census metropolitan area and census agglomeration of origin and destination, 2016 boundaries](https://www150.statcan.gc.ca/n1/pub/28-601-x/2023001/article/00001-eng.htm).

<sup>43</sup>Bruce, Graeme. (2022, October 26). *A visual look at how Canadians relocated during the pandemic*. CBC News. <https://www.cbc.ca/news/canada/relocating-canada-pandemic-1.6630425>

<sup>44</sup>Ibid

<sup>45</sup>Government of Canada. (2023, January 11). *Interprovincial and intraprovincial migrants, by census metropolitan area and census agglomeration of origin and destination, 2016 boundaries*. Statistics Canada. [Interprovincial and intraprovincial migrants, by census metropolitan area and census agglomeration of origin and destination, 2016 boundaries](https://www150.statcan.gc.ca/n1/pub/28-601-x/2023001/article/00001-eng.htm).

The city of London's employment base is forecast to reach 305,500 jobs by 2051, representing an increase of approximately 108,200 from 2021<sup>46</sup>. This is an average annual employment growth rate of 1.5%, notably higher relative to the historic annual growth rate of 0.5% from 2001 to 2021<sup>47</sup>. Industrial employment is expected to account for 11% of job growth, behind commercial and institutional (expecting a combined 73% of job growth)<sup>48</sup>.

Housing prices in the city of London have increased significantly over the past decade, with an average annual increase rate of 8.3%<sup>49</sup>. This price increase is comparable to the surrounding market, but significantly lower compared to the Greater Toronto Area<sup>50</sup>. In 2022, housing prices in the city of London began to decline, preceded by a decline in real estate sales, with LSTAR reporting a 44% decrease in sales from November 2021 to November 2022 — marking the lowest monthly sales in the last decade<sup>51</sup>. Volatility in the housing market can impact workforce attraction and retention, being a significant consideration for many when considering where they decide to live and work.

While higher interest rates work to bring down the price of homes, the higher mortgage rates that go along with it are forcing aspiring homeowners to rent longer, reducing the already tight supply of rental units in the city. The combination of London's rapidly increasing population, changing post-pandemic preferences, and continued interest rate hikes has caused rental prices in the city of London to increase by 33% from October 2021 to October 2022 — the fastest increase of any city in Canada<sup>52</sup>. Following London, Toronto saw a 31% increase and Vancouver saw a 29% increase in rental prices<sup>53</sup>. Despite the cooling market conditions and falling housing prices, renters looking to transition to homeownership are finding it more challenging than ever. In addition, the anticipated Volkswagen electric vehicle battery manufacturing plant and new Maple Leaf Foods and Amazon facilities, could take the already stressed housing market and drive demand to outpace supply, causing a sizable increase in rent and home prices, and potentially driving some people to move farther away<sup>54</sup>.

## 2.2 TIME TO REFRESH OUR INDUSTRIAL LAND DEVELOPMENT STRATEGY

In 2014, the ILDS was updated to address an inadequate supply of appropriately sized, located, and serviced industrial land. At that time, there was a growing trend toward industrial companies selecting larger sites to allow for greater consolidation activity and to allow for easier future expansions of their operations. In recent years, there have been numerous inquiries for 4-to-8-acre parcels for small- and medium-sized industrial operations. Thus, following the 2023 ILDS there must be a greater focus on a variety of parcel sizes with emphasis on the availability of 4-to-8-acre parcels.

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<sup>46</sup>Watson & Associates Economists Ltd. (2022, October 17). *Population, Housing and Employment Growth Projection Study, 2021-2051: City of London*. Watson & Associates Economists Ltd.

<sup>47</sup>bid

<sup>48</sup>bid

<sup>49</sup>bid

<sup>50</sup>bid

<sup>51</sup>Butler, Colin. (2022, December 06). *London home prices continue their uninterrupted decline into December*. CBC News. <https://www.cbc.ca/news/canada/london/london-ontario-real-estate-1.6676195>

<sup>52</sup>Juha, Jonathan. (2022, October 25). *London hit by biggest average rent increase in Canada – 33% in one year*. The London Free Press. <https://lfpres.com/news/local-news/london-hit-by-biggest-average-rent-increase-in-canada-33-in-one-year>

<sup>53</sup>bid

<sup>54</sup>De Bono, Norman. (2023, March 18). *With too few homes now, where will VW workers live?* London Free Press. <https://lfpres.com/news/local-news/with-too-few-homes-now-where-will-vw-workers-live/wcm/f795e737-55bf-4b07-8a01-7da5bdbfb38b/amp/>



The 2023 Industrial Land Development Strategy is based on the premise that London needs to continue to compete aggressively and directly in the attraction of industrial growth. To accomplish this, renewed investment in planning, servicing, and municipal land development is required — for a map of current City-owned industrial parks, see Appendix A. Financial projections are based on the history of costs, assessment value, and previous returns on investments. These projections take into account acquisition of land, planning of subdivision lot configuration and access, planning servicing both within and external to the subdivision, projected cost of servicing (including extensions of piping, conveyance and treatment, and upgrades as required), design and detailed costing of servicing, and construction of servicing. For the City, the return on this investment can take many forms including indirect benefits related to job creation, assessment growth, and economic spin-offs. As a developer of industrial lands, however, the City may not quickly recover its direct costs of acquiring land and extending services since the timeline to acquire, zone, design, and construct industrial subdivisions is three to five years.

The most recent update to the City's serviced industrial land prices went into effect on July 1, 2022. Prior to this update, industrial land prices were increased in September of 2021, but with land acquisition costs increasing rapidly during the pandemic those prices quickly became obsolete and a further increase was necessary. In the time since the latest updates, there has been a surge in demand, accelerated price movement, high absorptions, and a lack of overall availability. In order to keep up with continued price increases across the region, there may be a further price adjustment warranted. The average asking sale price for London industrial buildings increased by 114.5% year-over-year and represents the highest overall increase in Canada, outpacing all other markets. By comparison, the national average has increased by 39.9% over the same time.

The current pricing for serviced industrial land in Innovation Park, Skyway Industrial Park, River Road Industrial Park, Huron Industrial Park, and Cuddy Industrial Park parcels is \$175,000 per acre for parcels up to 4.99 acres; and \$165,000 per acre for parcels 5 acres and greater. In Trafalgar Industrial Park the current land pricing for all serviced lot sizes is \$165,000 per acre for parcels. Surcharges of 5% or 15% are added for Veteran's Memorial Parkway (VMP) exposure or Highway 401 exposure respectively. If a parcel has exposure to both VMP and Highway 401, only the 15% surcharge will apply.

The extension of VMP and upgrades to Huron Street were completed in late 2020 at a cost of approximately \$11.2 million. With the completion of the Huron Industrial Lands Storm Water Management Facility (SWMF) in 2021, approximately 128 acres (51.8 hectares) is fully serviced at a municipal level. The completion of Huron Industrial Park has provided the market with approximately 178 acres (72 hectares) of new industrial land supply ranging from small (1.5-acre to 4-acre or 0.6-hectare to 1.6-hectare) parcels to a large (greater than 59 acres or 24 hectares) parcel. The City has been able to reuse excess soil from the VMP and SWMF projects in order to reduce costs by not having to pay for fill needed for making these new Huron Industrial Park parcels shovel-ready.

Phase V of Innovation Park, though not yet shovel-ready, provides lands that are in a premier location with proximity and exposure to Highway 401, large contiguous parcel sizes available, new services being installed, and the ability to connect to the Hydro One Networks Inc. transmission line corridor for high energy use. This makes Phase V of Innovation Park well-positioned for larger scale (50 to 60 acres or 20 to 24 hectares) site selection Request for Proposals (RFPs) through the Province and Federal partners.

In 2017, Municipal Council approved changes to the City's Industrial Development Charges Grant Program, retaining the 100% development charge grant for targeted industrial uses, but decreasing the value of the grant to 50% of the value of the development charges to a maximum grant of \$250,000 for non-targeted industrial uses. The cumulative city-wide summary of the development charges exemptions for targeted and non-targeted industrial developments includes \$1,698,946 in 2018, \$12,359,452 in 2019, \$5,183,236 in 2020, and \$1,756,966 in 2021. For 2021, approximately \$329,821 of the development charges grant was provided for non-targeted uses; the remaining \$1,417,145 was provided for targeted industries.

As seen in the past, targeted industries are seeking truly shovel-ready sites that have all the regulatory approvals and clearances in place. In recent years, companies are stressing the need for an uninterrupted power supply that would provide for no brownouts that could shut down sensitive equipment, sensors, and other advanced manufacturing technologies. Additionally, there is an increased emphasis for high-speed internet and fiber optic connectivity as most modern facilities have industrial internet of things (IIOT) functionalities. The City maintains close connections with private utility companies to allow for varying customer needs when servicing the land.



# 3.0 PURPOSE AND GOALS OF THE ILDS

### **3.1 WHY IS IT IMPORTANT FOR THE CITY TO PLAY THE LEAD ROLE IN INDUSTRIAL LAND DEVELOPMENT?**

To stay investment ready, the City of London needs to continue its lead role as developer of industrial lands. In some cases the direct costs of acquiring land, extending services, and completing all due diligence studies are not quickly recovered. Longer-term returns can be realized by the City through increased assessment values and tax revenues, as well as indirectly through job creation and “multiplier effect” employment that is a spin-off associated with base employment like industrial jobs. The City’s leadership in developing industrial infrastructure has led to the attraction of several high-profile targeted investments in advanced manufacturing, food processing, automation, building technologies, and life sciences industries.

The City addresses servicing and land needs issues from a comprehensive, city-wide strategic level which would be very difficult to accomplish if led by the private sector focusing on a smaller scale of parcel fabric. London’s competitive position could be diminished for large industrial land development which require larger blocks of serviced lands and the city would miss crucial economic opportunities. Incoming industries can purchase prime City-owned industrial land, already serviced and zoned, at prices that are still typically less than privately sold properties where average prices have increased up to 140% in the last five years (in some cases as high as \$1 million per acre).

### **3.2 ADEQUATE INDUSTRIAL LAND SUPPLY**

London’s recent success in servicing, marketing, and selling industrial land has reduced the supply of appropriately sized, located, and serviced industrial land able to capitalize on major employment growth opportunities and meet the needs of prospective industrial enterprises. We currently have an adequate supply of marketable land that meets the demands of London’s targeted industrial sectors; however, it is forecast that this will fall below the targeted supply of land by 2025 and the timeline to acquire, zone, design, and construct industrial subdivisions is three to five years.

As the prime industrial land locations near Highways 401, Veteran’s Memorial Parkway, and the airport are developed, the vacant land will be reduced. These locations are advantageous due to national and international transportation providing essential conveniences to the industrial sector. In recent years, there have been numerous inquiries for 4-to-8-acre parcels for small and medium sized industrial operations. There is also demand for larger parcels (50 to 60 acres or 20 to 24 hectares) for manufacturing parts for electric vehicle industry and food processors. Additionally, we need to ensure that some smaller parcels are available as incubator parcels to provide flexibility for growth and employment opportunities. To accommodate these market demands, lands must be made available for a variety of size requirements, without which London will be less able to attract or retain major industrial employers.

To help London compete for industrial employment on an international stage, our goal is to develop and maintain a minimum 494 acre (200 hectare), 10-year supply of vacant, serviced, market-ready industrial land at strategic locations. This 10-year sustainable supply will be of various parcel sizes that meet the needs of our target sectors. The inventory of City-owned industrial land at the end of 2022 is as follows (see Appendix A):

**Table 2: Serviced Industrial Land Inventory**

INNOVATION PARK, PHASE I THROUGH IV	TRAFALGAR INDUSTRIAL PARK, PHASE III	HURON INDUSTRIAL PARK	FOREST CITY INDUSTRIAL PARK	TOTAL
113.91 ac (46.1 ha)	1.51 ac (0.61 ha)	178.86 ac (72.38 ha)	3.2 ac (1.29 ha)	<b>297.48 ac (120.38 ha)</b>

**Table 3: Non-Serviced Industrial Land Inventory**

INNOVATION PARK, PHASE V	HIGHBURY & HIGHWAY 401	FOREST CITY INDUSTRIAL PARK, EAST	TOTAL
200 ac (80.9ha) Light Industrial Zoning	5.35 ac (2.17 ha) Light Industrial Zoning	64 ac (25.8 ha) AG2 Zoning	<b>269.35 ac (109 ha)</b>

Based on the estimated annual absorption of London’s vacant industrial land inventory we will drop below the minimum 494 acres (200 hectares) by the beginning of 2025. The estimated annualized revenue from industrial land sales will not be sufficient to acquire new land until 2026 at the earliest. Therefore, the City will require supplementary funding at the start of 2024 to acquire new lands and begin the three to five year process of getting the land shovel-ready. This funding will ensure that London continues to make strategic acquisitions and remains competitive.



**3.2.1 Goal 1: Invest In Developing an Inventory of Shovel-Ready Sites**

**Objective:** Maintain a 10-year supply (494 acres / 200 hectares) of shovel-ready industrial land in prime strategic locations ensuring London is competitively situated to attract industrial investment.

PRIORITY ACTION 1.1	PRIORITY ACTION 1.2	PRIORITY ACTION 1.3
Purchase lands that are suited to the needs of our targeted industries	Develop lands, including budgeting, planning, and executing development of sites	Ensure that Urban Growth Boundary expansions align with the land needs requirements of our targeted industries
<b>TO BE SUCCESSFUL WE MUST...</b>	<b>TO BE SUCCESSFUL WE MUST...</b>	<b>TO BE SUCCESSFUL WE MUST...</b>
<ul style="list-style-type: none"> <li>Have a continuous budget to maintain inventory</li> </ul> <p><b>Action Lead:</b> Economic Services and Supports</p> <ul style="list-style-type: none"> <li>Regularly identify lands which are ideal for development</li> </ul> <p><b>Action Lead:</b> Realty Services</p> <ul style="list-style-type: none"> <li>Review UGB expansion as needed to ensure the City has consistent and constant supply of marketable industrial lands</li> </ul> <p><b>Action Lead:</b> Planning and Development</p>	<ul style="list-style-type: none"> <li>Initiate all necessary Zoning By-law and Official Plan Amendments to maximize the value of sites before land is put on the market</li> </ul> <p><b>Action Lead:</b> Economic Services and Supports</p> <ul style="list-style-type: none"> <li>Ensure sites are adequately serviced to meet the needs of target industries</li> </ul> <p><b>Action Lead:</b> Economic Services and Supports</p>	<ul style="list-style-type: none"> <li>Complete the Land Needs Study that is currently underway and expected to be finalized in 2024</li> </ul> <p><b>Action Lead:</b> Planning and Development</p>

### 3.3 ATTRACT TARGETED INDUSTRIES

It is important to note that the building permit activity shows a strong industrial rebound, with gross floor area from building permit data 23% higher than previously forecast in the 2018 Growth Forecast<sup>55</sup>. The industrial market has also been steadily recovering since the 2008 / 2009 economic downturn. Historically low province-wide industrial vacancy rates and competitively priced industrial lands are attracting demand to the city of London for industrial and export-based development.

Interest in the City’s industrial lands continues both from existing companies looking to expand and new businesses coming to London. The attraction to London is several including proximity to the US market and GTA market, available talent and workforce, more affordable pricing than Waterloo Region, Niagara Region, Hamilton, and the Greater Toronto Area, and overall land and real estate costs.

The focus for City-owned industrial land sales is on targeted industries — industries with higher employee density, higher income employment, and higher diversity of employment. Targeted industries may be amended from time to time, based on the current economy and a review of emerging industries, and currently comprises:

**Table 4: Targeted Industries**

TARGETED INDUSTRIES	INCLUDING....
Advanced Manufacturing	<ul style="list-style-type: none"> <li>• Renewable and Clean Technology</li> <li>• Automotive</li> <li>• Defence and Aerospace</li> <li>• Agri-Food and Food Processing</li> </ul>
Life and Health Sciences	<ul style="list-style-type: none"> <li>• Healthcare Services</li> <li>• Pharmaceuticals</li> </ul>
Information and Digital Media	<ul style="list-style-type: none"> <li>• Production Studios</li> </ul>
Research and Development	<ul style="list-style-type: none"> <li>• Clean Technologies</li> </ul>

Situating in London provides many advantages for these targeted industries. London is located at the junction of Highways 401 and 402 within a two-hour drive from Windsor/Detroit, Toronto, and Niagara/ Buffalo and a one-hour drive to Sarnia/Port Huron. London is also located in the heart of Ontario’s manufacturing cluster allowing for greater accessibility to suppliers. Surrounding London is an abundance of farms, raw materials, and water supply from Lakes Huron and Erie, and the presence of various research and development institutions, including Western University and Fanshawe College, provides industries a competitive advantage.

The City does not sell its inventory of industrial land to non-targeted industries, including Warehouses, Transportation and Logistics, Truck Terminals, businesses that store and process data for retrieval, or speculative development from the private sector without verification that the end use will be a targeted industry. While the City values these industries to complement and support the targeted industries, these industries rely on industrial land sales from the private sector, as non-targeted industries have traditionally not created as much employment as targeted industries. Targeted industries require higher

<sup>55</sup>Watson & Associates Economists Ltd. (2022, October 17). *Population, Housing and Employment Growth Projection Study, 2021-2051: City of London*. Watson & Associates Economists Ltd.

quality of services which is at a higher cost to the City as developer and a sufficient supply of serviced inventory of industrial land will provide better return on the investment into this land.



### 3.3.1 Goal 2: Attract Targeted Industries

**Objective:** Develop and implement a comprehensive marketing and growth strategy intended to highlight the benefits London can provide for targeted industrial prospects.

	PRIORITY ACTION 2.2	PRIORITY ACTION 2.3
Identify targeted industries	Highlight targeted industry land needs and infrastructure requirements	Ensure that Community Improvement Plan incentive programs continue to remain relevant to the needs of the City's industry
<b>TO BE SUCCESSFUL WE MUST...</b>	<b>TO BE SUCCESSFUL WE MUST...</b>	<b>TO BE SUCCESSFUL WE MUST...</b>
<ul style="list-style-type: none"> <li>Highlight the City's marketing strategy and identify any future improvements or changes</li> </ul> <p><b>Action Lead:</b> LEDC</p>	<ul style="list-style-type: none"> <li>Ensure that we have an internal team of nimble experts that can answer questions, respond in a timely fashion, and approve development applications quickly</li> </ul> <p><b>Action Lead:</b> Economic Services and Supports</p>	<ul style="list-style-type: none"> <li>Complete the five-year review of Community Improvement Plans to be finalized in 2023</li> </ul> <p><b>Action Lead:</b> Economic Services and Supports</p>

## 3.4 ATTRACT TALENT

The City of London recognizes the importance of new immigrants for growing our economy. With an aging population and declining birth rates, Newcomers are expected to be a primary source of labour required to fuel the growth of the local economy. Through the City of London's Newcomer Strategy, there are increased supports for the attraction, retention, and integration of immigrants and newcomers, including international students, foreign-trained professionals, and multigenerational immigrants.

Canada has led other major Western countries in the growth of international students, with 173,000 permits issued to tertiary-level international students in 2019<sup>56</sup>. One of the many options for those who decide to stay and work in Canada after graduation is the Post-Graduation Work Permit (PGWP) Program. In 2018, roughly three-quarters of PGWP holders had positive T4 earnings, indicating their participation in the labour market<sup>57</sup>. Generally, the rate of transition to permanent residency appears highest among those who held a study permit at the master's degree level, followed by those at the college level<sup>58</sup>.

The opportunity for international students to work in Canada after graduation and to potentially become permanent residents, and ultimately Canadian citizens, is considered a draw factor for prospective international students. Almost three-quarters of all PGWP holders became permanent residents within five years of having obtained their PGWP<sup>59</sup>. Additionally, 60% of international students who were

<sup>56</sup>Crossman, Eden, Yuqian Lu, and Feng Hou. (2021, June 23). *International students as a source of labour supply: Transition to permanent residency*. Statistics Canada. <https://www150.statcan.gc.ca/n1/pub/36-28-0001/2021006/article/00002-eng.htm>

<sup>57</sup>Ibid

<sup>58</sup>Ibid

<sup>59</sup>Ibid

employed during their period of study or after graduation became landed immigrants within ten years of having obtained their first study permit<sup>60</sup>.

A declining share of international students are moving directly from study to permanent residency, and an increasing share is obtaining a postgraduate work permit before the transition. As permanent residents, former international students may have some advantages in the labour market over immigrants who studied abroad. International students face fewer obstacles with respect to credential recognition, language proficiency, familiarity with the culture, and have already built societal networks in Canada.



### 3.4.1 Goal 3: Attract Talent

**Objective:** Continue to make London an attractive city to live and work in order to draw skilled labour to London and make London’s workforce talent pool highly attractive for future investments.

PRIORITY ACTION 3.1	PRIORITY ACTION 3.2	PRIORITY ACTION 3.3
Position London as a great place to work	Position London as a great place to live	Position London as a great place to stay
<b>TO BE SUCCESSFUL WE MUST...</b>	<b>TO BE SUCCESSFUL WE MUST...</b>	<b>TO BE SUCCESSFUL WE MUST...</b>
<ul style="list-style-type: none"> <li>Grow and nurture our industrial business economy to provide Londoners with a highly competitive and diverse range of well-paying employment experiences</li> </ul> <p><b>Action Lead:</b> Economic Services and Supports</p>	<ul style="list-style-type: none"> <li>Make London a highly livable and desirable place to which high-end talent and new immigrants will locate or relocate</li> </ul> <p><b>Action Lead:</b> Planning and Development</p>	<ul style="list-style-type: none"> <li>Leverage relationships with our major educational partners to dynamically address the need of their student populations so that more students, including international students, will remain in London beyond graduation</li> </ul> <p><b>Action Lead:</b> LEDC</p>

## 3.5 SUPPORT EXPANDING BUSINESSES

The City of London’s commitment to industrial growth does not end once contracts are signed and the lands are conveyed. The City is dedicated to continued support of industrial businesses to allow for retention and expansion of targeted industries. This includes providing information on grants and loans, connecting businesses to resources available through educational and training institutions, facilitating expansion opportunities, and improving infrastructure where appropriate.



### 3.5.1 Goal 4: Continuous Support for Business Retention and Expansion

**Objective:** Continue to support existing industries after they have established themselves in London by providing quality service, facilitating expansion opportunities, and improving infrastructure where possible.

<sup>60</sup>Crossman, Eden, Yuqian Lu, and Feng Hou. (2022, January 18). *International students as a source of labour supply: Engagement in the labour market after graduation*. Statistics Canada. <https://www150.statcan.gc.ca/n1/pub/36-28-0001/2021012/article/00002-eng.htm>



PRIORITY ACTION 4.1	PRIORITY ACTION 4.2
Continuation of the ILDS Implementation Team	Prioritize internal processes and policies
<b>TO BE SUCCESSFUL WE MUST...</b>	<b>TO BE SUCCESSFUL WE MUST...</b>
<ul style="list-style-type: none"> <li>Ensure that the composition of the ILDS Implementation Team reflects an enterprise-wide approach comprised of City departments and agencies ideally positioned to bring maximum value to City-owned industrial lands so that the City of London's efforts are best coordinated</li> </ul> <p><b>Action Lead:</b> Economic Services and Supports</p>	<ul style="list-style-type: none"> <li>Engage in continuous improvement, including reviewing and refreshing City of London policies and processes, to ensure that they are efficient to facilitate short-term and long-term economic prosperity</li> </ul> <p><b>Action Lead:</b> Economic Services and Supports</p> <ul style="list-style-type: none"> <li>Improve the policy regime affecting our industrial business community from a customer service perspective by regularly reflecting upon how we can make our internal processes 'better' and responsive to the needs and demands of private sector actors</li> </ul> <p><b>Action Lead:</b> Planning and Development</p>

### 3.6 FRAMEWORK FOR PARTNERSHIPS

As a result of its significance as a vehicle for employment growth and economic prosperity for London and Southwestern Ontario, the ILDS provides an excellent opportunity to engage and work with other agencies and levels of government to develop industrial lands in London.

Key to the success of the ILDS is the City of London's partnership with the London Economic Development Corporation (LEDC). LEDC has supported the creation and implementation of the ILDS program since inception and plays a lead role in attracting new companies to the city's industrial parks. LEDC markets London to develop a pipeline of prospects, responds to RFPs, works closely with federal, provincial, and regional partners to attract targeted industries to the London area. LEDC's strategies complement the goals and objectives outlined in the ILDS<sup>61</sup>.

LEDC also sets out key performance indicators to ensure successful outcomes go beyond job creation and investment attraction. These performance indicators include: Employment created through attraction of new companies as well as expansion of local businesses; New corporate investments made in London through facility construction, equipment, research and development, and more; Grants and subsidies received by companies as a result of LEDC assistance; Assessment and property taxes generated from new industrial and office construction; Talent development & consultations with employers and job seekers; and External outreach and promotion activities to help raise visibility and attract potential investors.

LEDC regularly works with partners such as Invest in Canada, Invest Ontario, Southern Ontario Marketing Alliance, Consider Canada City Alliance, Ontario Manufacturing Communities Alliance, and the Ontario Food Corridor to promote this region for new jobs and investments. These groups market Canada and Ontario in overseas markets and help generate foreign direct investment leads.

<sup>61</sup>London Economic Development Corporation. (2021). *Strategic Plan 2021-2025*. London Economic Development Corporation. [https://www.ledc.com/sites/default/files/2021-05/Strategic\\_Plan\\_2021-2025.pdf](https://www.ledc.com/sites/default/files/2021-05/Strategic_Plan_2021-2025.pdf)

There are also a number of institutions and agencies that may want to collaborate with the City on industrial land development. For example, the London International Airport, Western University, and Fanshawe College have worked cooperatively with the City to develop lands for their own purposes. The London Transit Commission also collaborates with the City when new industrial land is acquired to align transit routes and provide accessibility to future industrial businesses that locate there.



### 3.6.1 Goal 5: Work with Partners to Continue Increasing Economic Development Potential

**Objective:** Leverage key external partners to maximize the City of London’s ability to create and grow a world-class industrial investment experience by bolstering funding for land acquisitions / Municipal servicing, as well as establishing a meaningful dialogue with major educational institutions to ensure that they are offering training programs which adequately meet the needs of current / prospective industrial employers in the City.

PRIORITY ACTION 5.1	PRIORITY ACTION 5.2
Establish Post-Secondary Education Training to ensure continuous supply of skilled workforce	Seek Federal and Provincial funding partnerships as appropriate
<b>TO BE SUCCESSFUL WE MUST...</b>	<b>TO BE SUCCESSFUL WE MUST...</b>
<ul style="list-style-type: none"> <li>Collaborate with the City’s post-secondary institutions to create a curriculum that provides the training which complements the needs of our targeted industries</li> </ul>	<ul style="list-style-type: none"> <li>Regularly and consistently seek and secure external funding from upper tier governments to fund industrial land acquisition and servicing</li> </ul>
<b>Action Lead:</b> LEDC	<b>Action Lead:</b> Economic Services and Supports



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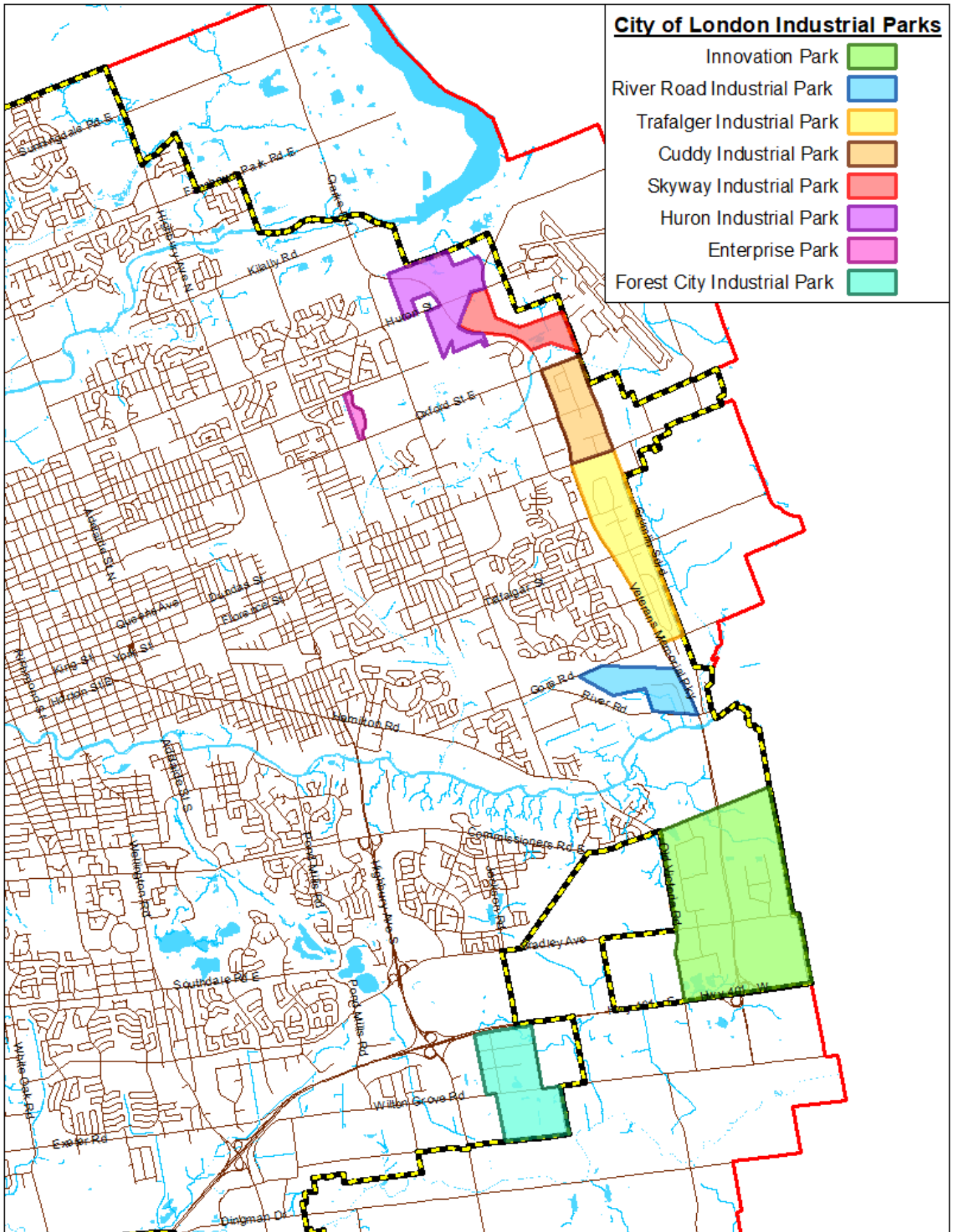
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# 5.0 APPENDIX A

# 5.0 Appendix A - City of London Industrial Parks Map





Dear Colleagues,

In the spirit of transparency and collaboration, I wanted to provide you with an update on my recent government advocacy efforts in support of our Whole of Community System Response to Homelessness.

Over the last four weeks, I have personally met with more than 20 members of the Federal and Ontario governments to build awareness and support for the transformational System unanimously endorsed by Council on March 7<sup>th</sup>, 2023. Engagements with the following elected officials have taken place at various locations including Parliament Hill, Queen's Park, and London City Hall:

***Right Hon. Justin Trudeau, Prime Minister of Canada***

***Hon. Doug Ford, Premier of Ontario***

***Minister Carolyn Bennett, Minister of Mental Health and Addictions of Canada***

***Minister Peter Bethlenfalvy, Minister of Finance of Ontario***

***Minister Bill Blair, Minister of Emergency Preparedness of Canada***

***Minister Steve Clark, Minister of Municipal Affairs and Housing of Ontario***

***Minister Jean-Yves Duclos, Minister of Health of Canada***

***Minister Ahmed Hussen, Minister of Housing and Diversity and Inclusion of Canada***

***Minister Sylvia Jones, Deputy Premier and Minister of Health of Ontario***

***Minister Dominic LeBlanc, Minister of Intergovernmental Affairs, Infrastructure and Communities of Canada***

***Minister Monte McNaughton, Minister of Labour, Immigration, Training and Skills Development***

***Hon. Pierre Poilievre, Leader of the Official Opposition of Canada***

***Jagmeet Singh, Leader of the New Democratic Party of Canada***

***Minister Michael Tibollo, Associate Minister of Mental Health and Addictions, Ontario***

***MPP Rob Flack, Elgin-Middlesex-London***

***Member of Parliament Peter Fragiskatos, London North Centre***

***Member of Parliament Arielle Kayabaga, London West***

***MPP Teresa Armstrong, London-Fanshawe***

***MPP Terence Kernaghan, London North Centre***

***Member of Parliament Lindsay Mathyssen, London-Fanshawe***

***MPP Peggy Sattler, London West***

***Member of Parliament Karen Vecchio, Elgin-Middlesex-London***

I am pleased to report the feedback received thus far has been overwhelmingly positive. Our provincial and federal partners have been significantly impressed by the unprecedented degree of community partnership involved, in addition to the sophistication and level of innovation associated with the System's design. Several members expressed to me that this work was "inspiring," "like nothing they've seen before," and "could serve as a model for other cities" throughout the province, and across the country.

As part of these discussions, I have made significant asks of our government partners which reflect the significant nature of local investments already made in support of this System. I am optimistic there is

genuine interest from the federal and provincial governments to support the life-changing and lifesaving work underway in London, and we are actively engaged in follow-up on multiple fronts to maintain the momentum and goodwill generated by these initial engagements. I will continue to work strategically and relentlessly to ensure our Whole of Community approach receives the Whole of Government support it ultimately requires to function at full capacity.

I would like to thank Members of Parliament Arielle Kayabaga and Peter Fragiskatos for their advocacy efforts and helping to arrange a variety of meetings with federal cabinet ministers in Ottawa. Similarly, MPP Rob Flack and Minister Monte McNaughton have been strong partners in working with us to schedule direct conversations with their provincial government counterparts.

Let me also acknowledge local community leaders for their invaluable assistance and participation at a number of these recent engagements, including: City Manager Lynne Livingstone; Deputy City Manager Kevin Dickins, Social Health and Development; Adam Thompson, Manager, Government and External Relations, City of London; Jackie Schleifer Taylor, President and CEO, LHSC; Brad Campbell, Corporate Hospital Administrative Executive, LHSC; Roy Butler, President and CEO, St. Joseph's Health Care London; Neal Roberts, Chief, Middlesex-London Paramedic Service; Scott Courtice, Executive Director, London InterCommunity Health Centre; Beth Mitchell, CEO, Canadian Mental Health Association Thames Valley; Anne Armstrong, Executive Director, London Cares; Mike Wallace, Executive Director, London Development Institute; Jan Martin, Director of Indigenous Relations, Southwest Ontario Aboriginal Health Access Centre; Dr. Alexander Summers, Medical Officer of Health, MLHU.

Most of all, thank you to the hundreds of Londoners who continue to selflessly devote their time and expertise in support of the ongoing implementation of this System. I am honoured to champion this work, and I am humbled to serve alongside you.

Sincerely,

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

Josh Morgan, Mayor

Dear Colleagues,

During the April 18<sup>th</sup>, 2023 meeting of the Strategic Priorities and Policy Committee, I committed to reporting back to Committee members on a fair and equitable interview process for five candidates vying for appointment to the London Police Services Board.

Since that time, I have received feedback from the City Manager, the Clerk, ARAO Division, and People Services on how best to proceed. Based on their advice, I propose we proceed as follows:

**Training prior to interviews:**

- People Services and ARAO Division will offer a combined 3-hour training session that covers unconscious bias and the foundations of ARAO. This would be tailored for the specifics of interviewing.
- I strongly encourage any Council member participating in the interview process receive this training.

**Interview process:**

- In-camera
- Have a single neutral person to ask the questions. Given this is potentially a panel of 15 people, having a single person asking the questions helps to ensure consistency in how the questions are asked, the order, etc. It also gives the interviewee a clear place to focus. It is my view that the Clerk should serve this role as the most neutral party, and likely the least intimidating.
- Consistency is key – same approach to each interview in terms of time allocations for the interviews, introductory remarks, order of questions, handling of additional questions, etc.

**Interview questions:**

- People Services, the Clerk, and the London Police Services Board have all provided advice on types of questions. I will circulate a list of those suggested questions to Committee members for review.
- Questions should be provided to candidates in advance. This is an equity best practice. It is level setting particularly for those where English is not the first language. There is no advantage to anyone in getting the questions in advance, but there is clear disadvantage to some if that does not happen.

The approach outlined above is one I fully endorse, and, as previously mentioned, is the result of feedback sought from the City Manager, the Clerk, ARAO Division, and People Services. It is my hope that the Committee will similarly endorse this process, allowing us to proceed in a timely manner with interviews for the LPSB appointment.

Sincerely,

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

Josh Morgan, Mayor

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**Rebecca Griesmayer**

April 17, 2023

**M. Schulthess**  
**City Clerk's Office**  
**City of London**  
P.O. Box 5035  
London, Ontario N6A 4L9

Greetings,

It is with regret that I am writing to inform you of my upcoming resignation from my position on the Eldon House Board of Directors. I am resigning due to personal reasons and to dedicate more time to my family, namely, my two young children. I will be attending my final board meeting on **April 19, 2023**.

I would like to extend my sincere thanks and appreciation to fellow Eldon House Board members past and present, Board Chair Mike Donachie, Executive Curator Director Tara Wittmann, the entire staff team at Eldon House, and the City of London for the opportunity to serve as a Director for the past four years. It has been a valuable and enjoyable learning experience, and I am grateful to have been part of the board.

I wish the Eldon House team all the best in the future as they continue the incredible work of supporting our heritage gem. Should you have any questions, please do not hesitate to contact me.

Sincerely,



Rebecca Griesmayer



**London**  
CANADA

300 Dufferin Avenue  
P.O. Box 5035  
London, ON  
N6A 4L9

To the members of the Strategic Priorities and Policy Committee

May 2, 2023

In November, when we were selecting the various committees, boards, and commissions we'd like to sit on, I was given the sage advice to not overcommit. I selected five commitments to see how the workload would balance with my personal life, and if I was able to dedicate enough time and energy to be a quality member.

After six months, I've found I have capacity to serve on another committee and would like to join the Governance Working Group to provide my thoughts on our processes. We've seen over the past few months a few areas we can improve upon, and I'd like to assist this excellent cohort of Council members.

As such, I would like to request the following:

**To REQUEST the Strategic Priorities and Policy Committee appoint Councillor Franke to the Governance Working Group**

Sincerely,

Councillor Skylar Franke

## 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:** May Progress Update – Health & Homelessness Whole of Community System Response  
**Date:** May 9, 2023

## Recommendation

That, on the recommendation of the Deputy City Manager, Social and Health Development, that the May Progress Update – Health & Homelessness Whole of Community System Response Report **Be Received** for information.

## Executive Summary

The purpose of this report is to provide an update on the progress made since Council endorsed the Whole of Community System Response on March 8<sup>th</sup>. The efforts of the Whole of Community System Response continues to progress towards system implementation. Since the last report to Council there have been multiple working meetings to establish an implementation framework that will be used to guide and support the implementation planning and the ongoing initiation of the whole of community system response including the Strategy and Accountability table, multiple implementation tables, specific terms of references, and organizational commitment to collaboration letters.

The implementation framework signifies the ability to now operationalize the Strategy and Accountability Table and establish the necessary procedures and guidance for the implementation tables to begin their work.

The work to implement the Whole of Community System Response has been supported by advocacy efforts with the Province of Ontario, the Federal Government, and through discussions with the Association of Municipalities of Ontario and the Ontario Big City Mayors.

As well, recent Provincial funding investments in homelessness will assist in addressing emerging pressures for the current system and help to maintain current services and target future investment opportunities to advance the work of the Whole of Community System Response.

## Linkage to the Corporate Strategic Plan

### Housing and Homelessness

- Increased access to a range of quality, affordable, and supportive housing options that meet the unique needs of Londoners.
- Decreased number of Londoners at risk of or experiencing homelessness
- Improved safety in London's shelters system

### Wellbeing and Safety

- Londoners have safe access to public spaces, services, and supports that increase wellbeing and quality of life
- Housing in London is affordable and attainable

### 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 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

- Update – Whole of Community System Response Implementation (SPPC: April 18, 2023)
- Health and Homelessness Summits – Proposed Whole of Community System Response (SPPC: February 28, 2023)

### 2.0 Background Information

#### 2.1 Moving Forward with Implementation Planning

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 the health and homelessness crisis. On March 8<sup>th</sup>, Council endorsed the Whole of Community System Response. Since that time, leaders across various sectors have been meeting to develop the implementation framework that will support the implementation planning and initiation of the system response. The intention was to have the implementation framework in place by the end of April and then to proceed with implementation planning through May and June, returning to Council with the recommendations for implementation and associated funding requests for hubs and supportive housing by early summer.

Three meetings have been held - March 27<sup>th</sup>, April 19<sup>th</sup> and 27<sup>th</sup>. Through these meetings an implementation framework emerged with feedback provided on priority setting, the role and method of meaningful consultation with those with lived and living experience, how to best facilitate the participation of frontline workers in the implementation tables and defining the scope of certain elements of the implementation tables. The first three implementation tables that will be activated will be for the Hubs, Housing Continuum, and Encampments. Following very closely to these three, will be the activation of the Workforce Development and System Foundations tables. Below is a brief overview of the implementation framework.



Figure 1 Implementation Framework

The implementation framework is based on collective impact, which is the commitment of a group of individuals and organizations from different sectors to a common agenda for solving a complex social problem. To create lasting solutions on a large scale, organizations from all sectors coordinate their efforts and work around a clearly defined goal. In this case, it is the implementation of the whole of community system response.

Reflecting the whole of community system response, the implementation framework places people at the centre, consistent with the shared commitment to a people centred, housing centric system.

Referring to the Figure 1 graphic, the description begins in the middle of the diagram and moves out from there:

- The experiences of those with **Lived and Living Experience** will be centred in the entire implementation process, through an Advisory Council, which will advise on strategy and priorities, program and service design, evaluation and research, *and* as active participants in implementation tables, focused first on the co-design of hubs, the housing continuum, and services that support encampments.
- The expertise and insight of **Frontline Workers** will also be centred, with the strong acknowledgement that a people centred system must focus on both those we are trying to help *and* those that are doing the critical work every day. This means that frontline workers will be engaged as full participants on the implementation tables and funding may be provided for agencies that need to backfill with relief staff to make this possible. There will also be a workforce development implementation table to determine the best way to meaningfully



engage frontline workers in an ongoing way and address key issues such as wellness, training, compensation, engagement, etc.

- **The Strategy and Accountability Table**, which will be populated by leaders from all organizations who have signed a commitment to continue to collaborate on system implementation, will guide the overall implementation of the whole of community system response.
- **Implementation Tables** will co-design each component of the system and develop the associated implementation plans and funding requests for consideration/affirmation by the Strategy and Accountability table. The initial implementation tables, with design sessions beginning in May, will be hubs, housing continuum and encampments, followed closely by workforce development and systems foundations (encompassing standards of care, measurement etc.).
- Separate **Reference Tables**, which include Funders (province, federal, municipal, Fund for Change-LCF, United Way etc.), as well as the Building and Development Industry and Businesses and BIAs, will bring specific subject matter support to parts of system development.
- **A Backbone team** will provide staff support for system implementation including the Strategy and Accountability table and all of the Implementation tables. The City of London has already dedicated three staff resources to this team and it will also require involvement of frontline workers to support the development of a strong system of engagement and co-design with those with lived and living experience.
- In terms of **Funding and Accountability**, requests to support the implementation of the system response will be prioritized by the Strategy and Accountability Table and directed to the appropriate level of government or other sources (LCF, United Way, etc.) through the standard processes of business cases and applications. Upon approval, standard processes for contracts, oversight and management will occur with the respective funders.
- In terms of **Oversight**, the Strategy and Accountability table is tasked with leading the implementation. City Council will continue to play a key oversight role in terms of decisions regarding investments to support implementation, establishment/changes to associated policies and by-laws, and approval of plans for the implementation of hubs and highly supported housing and the approach to encampments. Other levels of government will play key oversight roles in relation to funding for hubs, highly supported housing and other key system deliverables.

Appendix A provides a more detailed description of the functions of the Strategy and Accountability Tables as well as the first three implementation planning tables for hubs, highly supportive housing and encampments.

### **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.

## **2.2 Emerging Issues**

**Encampment Strategy** – With conditions on the streets continuing to worsen, there was widespread agreement amongst leaders that action is required immediately. While this will be part of the whole of community system response it cannot wait until full system implementation, so a short-term 30 to 90 day encampment response is being created collaboratively by a group of agencies, co-chaired by Chantelle McDonald from London Cares and Greg Nash from LIHC, and will eventually integrate with the overall system response. The group began meeting on May 5<sup>th</sup>. The focus of this immediate work is on the health and safety of those in encampments, the workers supporting them and the community. Any recommended fundamental changes to the current approach to encampments will be brought forward to Council.

## **2.3 Next Steps**

With the implementation framework now in place, the focus of the work is on the detailed implementation planning necessary to implement the first hubs and highly supportive housing units as quickly as possible. The objective is to bring forward the recommended plans and associated funding requests by early summer in order to begin implementation of hubs and highly supportive housing as quickly as possible this fall.

The Strategy and Accountability Table will be meeting on May 11<sup>th</sup>, 2023 to establish a number of operational procedures and practices that will direct the work of the implementation tables, support involvement of those with lived and living experience, and support the participation of frontline workers. The table will also be finalizing the Terms of Reference(s) for the Hubs, Housing Continuum, and Encampments Implementation Tables.

The implementation tables focused on Hubs, Housing, and Encampments will launch in May and work throughout the month and into June to co-design these key elements of the system, and additional implementation tables focused on the remainder of the System Response will be launched later in May and into June.

As well, throughout 2023 and into 2024, Civic Administration will work to align existing Municipal plans and resources to the work of the new Health and Homelessness System. This will include the establishment of an internal enterprise-wide, across all departments, group of plan holders to lead this work.

## **2.4 Government Relations and Advocacy Efforts**

Recently, Strategic Advocacy efforts led by Mayor Josh Morgan, and including members of Civic Administration, and community leaders with members of the Provincial and Federal government. Four key meetings have taken place with Federal and Provincial ministers in the month of April, including: the Federal Minister Mental Health and Addictions (April 14), Premier, Deputy Premier and Ministers of Health, Finance, Municipal Affairs and Housing, Mental Health and Addictions, and Labour, Immigration, Training and Skills Development (April 17), Federal Ministers of Health, Intergovernmental Affairs, Infrastructure and Communities, and Housing Diversity and Inclusion (April 26-28), as well as an Ontario Big City Mayors meeting with Provincial Minister of Health (April 4). London's plan has been very well received in all meetings to date.

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

#### **Funding Announcements:**

On April 25th, 2023, Minister of Municipal Affairs and Housing Steve Clark and local MPP's from the Province of Ontario announced an increase of nearly \$8.5 Million in the London/Middlesex Homeless Prevention Program (HPP) funding which brings the base funding amount from the Province to \$21.8 Million dollars. This investment allows the City of London as Consolidated Municipal Service Manager to have some flexibility in supporting initiatives in Middlesex County, address emerging pressures and help to maintain current services, and target future investment opportunities to advance the work of the Whole of Community System Response. Any recommendations to allocate this funding toward the implementation of hubs and highly supportive housing or other aspects of implementation of the whole of community system response will be brought forward to Council for consideration and decision making.

**Recommended by:** Kevin Dickins, Deputy City Manager Social Health Development

#### **Cc:**

**Lynne Livingstone, City Manager**

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

**Kelly Scherr, Deputy City Manager, Environment, and Infrastructure**

**Anna Lisa Barbon, Deputy City Manager, Finance Supports**

**Barry Card, Deputy City Manager, Legal Services**

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

## Appendix A

This appendix provides a more detailed outline of the functions of the Strategy and Accountability Table and the initial implementation tables.

### Strategy and Accountability Table:

The purpose of the Strategy and Accountability Table is to guide the overall implementation of the System Response. Specifically, the Strategy and Accountability Table will:

- Establish the Lived and Living Experience Council and receive guidance on strategy and priorities to ensure they align with the needs of people accessing the services
- Prioritize funding requests to support implementation
- Problem solve and provide direction on implementation
- Establish an accountability framework and mechanisms
- Establish an evaluation framework
- Provide direction on emerging issues
- Coordinate communication and community engagement
- Support advocacy efforts with other levels of government

### Hubs Implementation Table:

The Hubs Implementation Table will co-design a network of purpose-built hubs providing a set of clearly defined service standards for a set of core functions with timely, direct pathways to housing with applicable supports. The Hubs table will develop the criteria for multi-agency service collaboration including outreach and access pathways.

The deliverables identified for the Hubs implementation table are based on initial understandings of scope at the outset of the System Response; they may be refined as the Implementation Table conducts its work. These early deliverables include:

- Develop the endorsed model for operating the first five hubs
- Define each of the agreed upon core functions of an operating hub
- Describe the operating model for collaborative, interprofessional, and multidisciplinary service delivery teams
- Identify criteria and processes used for selecting lead agencies
- Draft partnership agreements and applicable processes needed for implementation
- Establish defined service standards of care for the Hub delivery model based on each of the core functions and rooted in the guiding principles and values of the System Response
- Create a coordinated outreach process to best support people from encampments to hubs
- Establish the criteria for identifying the geographic areas for the first five hubs across the community
- Establish the criteria for identifying the highest acuity populations to be served in the first five hubs

### Housing Implementation Table:

The deliverables identified in this section are based on initial understandings of scope at the outset of the System Response; they may be refined as the Implementation Table conducts its work. These deliverables include:

- Develop endorsed Highly Supportive Housing standards and approach to care
  - Conduct partner search to ensure all needed partners are participating in the development of standards and approach

- Identify standards for highly supportive housing, drawing on existing practice locally and good practice from other communities
- Identify principles and approach for system-wide tenant placement processes
- Develop coordinated models of care for placed tenants that align with other System Response initiatives
- Implement standards and approach as part of building 100 highly supportive housing units by end of 2023 and full plan for 600 highly supportive housing units in London
  - Identify locations and opportunities for creation of highly supportive housing
  - Partner to build/convert suitable properties to highly supportive units as viable opportunities are identified
  - Place tenants according to endorsed processes and implement models of care
  - Monitor and refine approach as needed

An outcome measurement framework will be developed in coordination with the System Foundations Implementation Table, when established.

*Encampment Implementation Table:*

The Encampments Implementation Table will co-design a whole-of-community strategy for supporting encampments. Recognizing encampments may be part of a person's housing journey, the Implementation Table will recommend principles, strategies, and implementation approaches for coordinated outreach and supports to those in encampments, and how they interact with hubs.

The deliverables identified in this section are based on initial understandings of scope at the outset of the System Response; they may be refined as the Implementation Table conducts its work. These deliverables include:

- Develop the endorsed encampment management strategy
  - Identify core principles and scope of encampment strategy
  - Engage people with lived and living experience in ways that work for them on their needs and perspectives related to encampments
  - Aggregate existing practices from organizations and individuals serving encampments to identify gaps, duplications, and opportunities
  - Conduct scan of good practices for encampments in other communities
  - Identify how encampment strategy aligns with Hub and Housing strategies developed through System Response
  - Develop coordinated outreach approach
  - Develop draft recommendations for coordinated, whole-of-community encampment strategy
- Develop an implementation plan
  - Identify training and resource needs for organizations and individuals serving encampments (i.e. organizations conducting coordinated outreach)
  - Create training resources and train organizations on coordinated encampment strategy
  - Monitor and adapt response as required