

COUNCIL ORIENTATION 2014

Art Zuidema - City Manager



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AGENDA



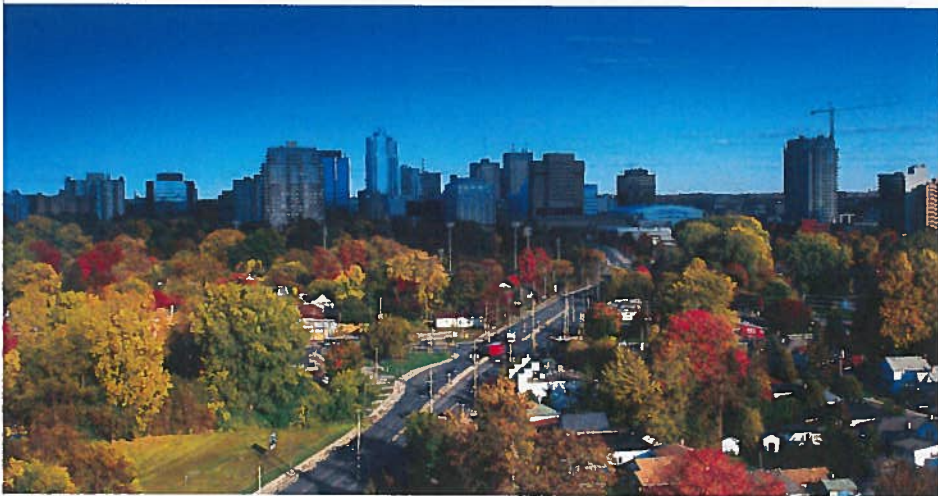
- Introduction to our Organization
- Meet the Senior Leadership Team
- City Clerk: Policies and Procedures
- Questions and Discussion

COUNCIL ORIENTATION 2014



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ABOUT OUR ORGANIZATION

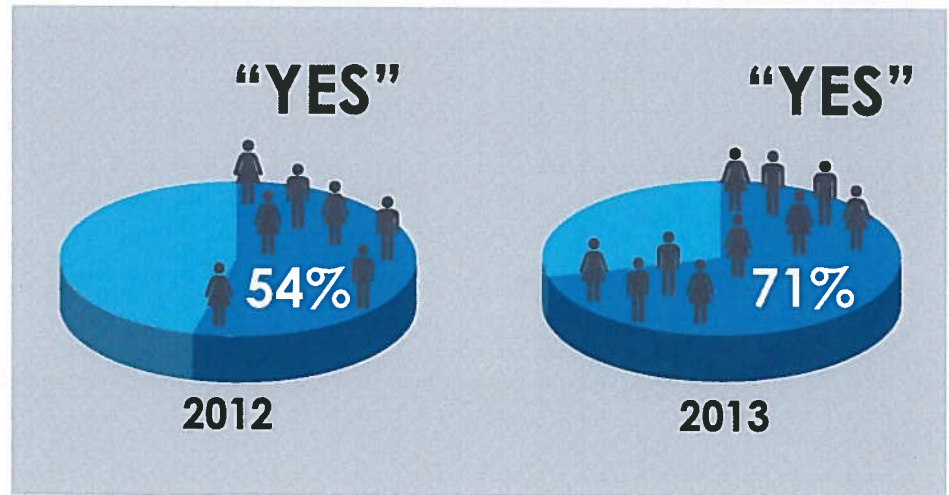


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USE OF GOVERNMENT SERVICES



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TYPES OF SERVICES



90+
SERVICES

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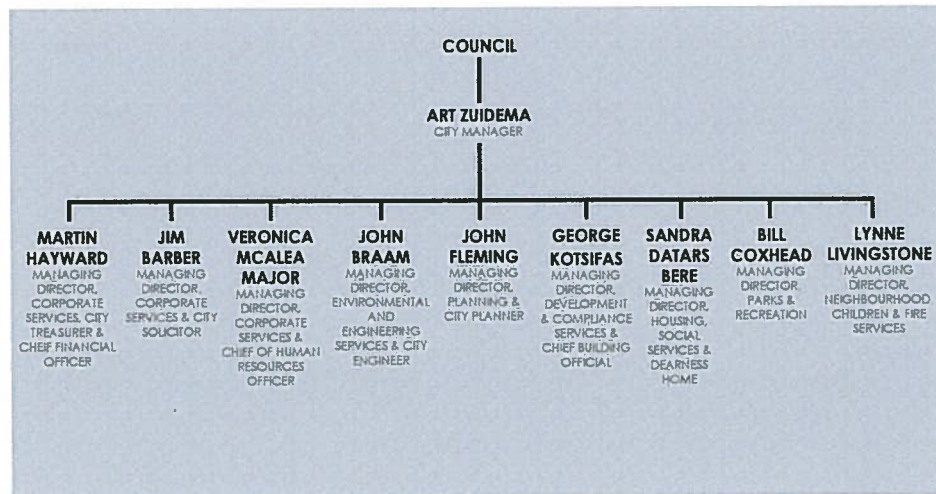
WHO DOES WHAT?



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WHO DOES WHAT?



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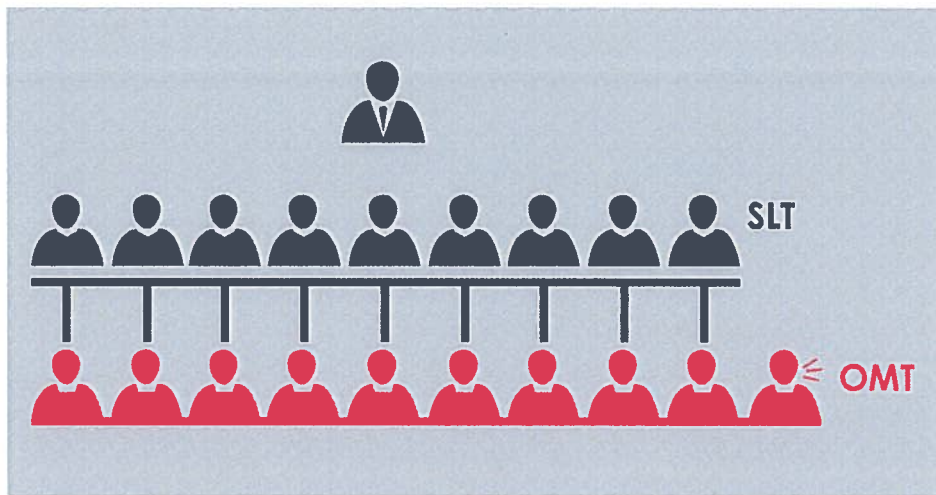
HOW WE DO IT?



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HOW WE DO IT



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STAFF



COUNCIL ORIENTATION 2014 

AGENCIES, BOARDS & COMMISSIONS



COUNCIL ORIENTATION 2014 

CURRENT STRATEGIC PLAN



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SIGNIFICANT INITIATIVES



Service London

An Implementation Plan to Transform the Delivery of Customer Services at the City of London

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SIGNIFICANT INITIATIVES



THE LONDON PLAN

EXCITING. EXCEPTIONAL. CONNECTED.

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SIGNIFICANT INITIATIVES



COUNCIL ORIENTATION 2014



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SIGNIFICANT INITIATIVES



COUNCIL ORIENTATION 2014



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THE ROAD AHEAD



COUNCIL ORIENTATION 2014



CITY MANAGER'S OFFICE



ARTZUIDEMA
City Manager



WHAT WE DO



- **Organizational Initiatives**
- Chief liaison across Administration
- Provide leadership and direction
- Oversee organizational initiatives through cross-corporate teams

CITY MANAGER'S OFFICE



WHAT WE DO



- **Culture Office**
- Cultural policy and planning

CITY MANAGER'S OFFICE



WHAT WE DO

- **Corporate Investments and Partnerships**
 - Manage investment and partnership projects
 - Seek new business opportunities for the city
 - Support the evaluation and review of potential business ideas

CITYMANAGER'S OFFICE



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WHAT WE DO

- **Intergovernmental and Community Liaison**
 - Leverage investment from other orders of government
 - Pursue policy goals with local partners
 - Build relationships

CITYMANAGER'S OFFICE



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WHAT WE DO

- **Communications**
 - Inform, educate, engage Londoners
 - Produce daily media briefings and Committee agenda briefing notes

CITYMANAGER'S OFFICE



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IMPORTANT TO KNOW

- We are the conduit between Council and Administration
- We work across all Service Areas

CITYMANAGER'S OFFICE



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LEGAL & CORPORATE SERVICES



JIM BARBER
Managing Director, Corporate Services & City Solicitor

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WHAT WE DO



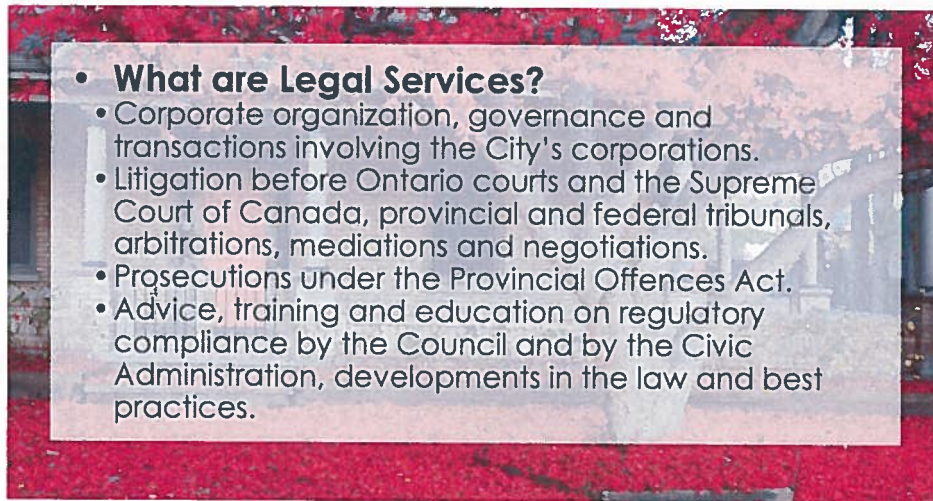
- **What are Legal Services?**
 - Preparation and review of by-laws, contracts, agreements, policies, procedures and guidelines, notices, templates, precedents, forms and correspondence.
 - Transactions involving the acquisition or disposition of Real Property.

LEGAL AND CORPORATE SERVICES



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WHAT WE DO



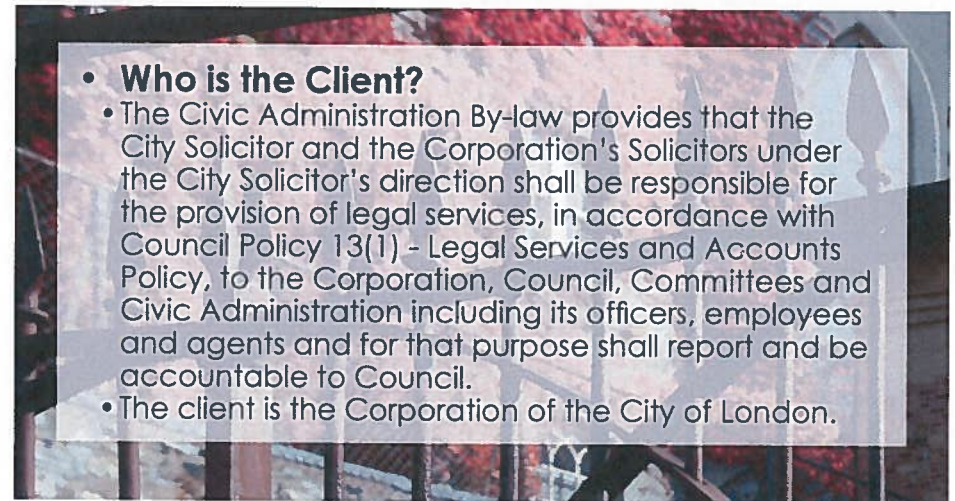
- **What are Legal Services?**
 - Corporate organization, governance and transactions involving the City's corporations.
 - Litigation before Ontario courts and the Supreme Court of Canada, provincial and federal tribunals, arbitrations, mediations and negotiations.
 - Prosecutions under the Provincial Offences Act.
 - Advice, training and education on regulatory compliance by the Council and by the Civic Administration, developments in the law and best practices.

LEGAL AND CORPORATE SERVICES



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IMPORTANT TO KNOW



- **Who is the Client?**
 - The Civic Administration By-law provides that the City Solicitor and the Corporation's Solicitors under the City Solicitor's direction shall be responsible for the provision of legal services, in accordance with Council Policy 13(1) - Legal Services and Accounts Policy, to the Corporation, Council, Committees and Civic Administration including its officers, employees and agents and for that purpose shall report and be accountable to Council.
 - The client is the Corporation of the City of London.

LEGAL AND CORPORATE SERVICES



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IMPORTANT TO KNOW

• Who is not the Client?

- The City's solicitors do not represent or give advice to or accept direction from individual members of Council unless the City Council has instructed solicitors to act on their behalf.

LEGAL AND CORPORATE SERVICES



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IMPORTANT TO KNOW

• Who retains outside legal counsel for the Client?

- Under the Legal Services Policy, the City Solicitor's Office recommends, retains, manages and supervises outside legal counsel as directed by Council and the Civic Administration.
- City Council, the City Manager and his delegates, the Chief Human Resources Officer, and the City Treasurer do retain and instruct legal counsel to act on the City's behalf who may not be subject to oversight by the City Solicitor.

LEGAL AND CORPORATE SERVICES



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WHAT WE DO

• How are Legal Services delivered?

- Legal services are based on the matters that the City Council and Civic Administration instruct the City's lawyers or outside legal counsel (as the case may be) to undertake.
- The City's lawyers provide advice and seek instructions from City Council or its delegate concerning matters as they arise, the progress of each matter and report on the outcome for these matters to City Council or its delegate upon the conclusion of the matter.
- Legal advice relating to ongoing matters upon which City Council has provided direction is usually provided in closed session to the extent necessary to maintain solicitor-client and litigation privilege.
- The final outcome of litigation conducted by or on behalf of the City Solicitor's Office including overall legal costs is reported to Council or its delegate in accordance with relevant legislation.

LEGAL AND CORPORATE SERVICES



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IMPORTANT TO KNOW

• What is Solicitor-Client Privilege and when is it available?

- Where legal advice of any kind is sought by a person from a professional legal adviser, in his or her capacity as such, all communications in relation to the advice, made in confidence by the client, are permanently protected from disclosure unless the protection is waived in accordance with law.

LEGAL AND CORPORATE SERVICES



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IMPORTANT TO KNOW

- **What is Solicitor-Client Privilege and when is it available?**

- Under Ontario FOI legislation, the City may refuse to disclose a record that is subject to solicitor-client privilege or that was prepared by or for counsel employed or retained by an institution for use in giving legal advice or in contemplation of or for use in litigation.

LEGAL AND CORPORATE SERVICES



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WHAT WE DO

- **What is Risk Management?**

- Risk Management is a City division responsible for Claims handling, Loss Prevention and Contract Review
- A claims reporting procedure can be found on the City's website to report damage to property or an injury that a person believes the City to be responsible for.

LEGAL AND CORPORATE SERVICES



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WHAT WE DO

- **What is Risk Management?**

- The City of London is a Member of The Ontario Municipal Insurance Exchange ("OMEX") which is a licensed insurance reciprocal formed by Ontario municipalities to obtain and manage their insurance programs. The City's Risk Management division handles claims within the City's deductible, and under the direction of the OMEX Director of Claims for claims that will be above the City's deductible.

LEGAL AND CORPORATE SERVICES



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WHAT WE DO

- **What is the City Clerks Office?**

- The Clerk is a statutory officer under the Municipal Act, 2001 and reports directly to the Municipal Council in regard to her statutory duties.

LEGAL AND CORPORATE SERVICES



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WHATWEDO

• What we do:

- Legislative & Protocol duties for Council, Standing Committees and Advisory Committees
- Licensing & Permits & Registrations (marriage, lottery, deaths, animals, boulevard parking, etc.)
- Provincial Offences Court administration
- Civil Wedding ceremonies
- MFIPPA and Freedom of Information requests & records management
- Municipal Elections
- Commissioner of Oath services & declarations

LEGAL AND CORPORATE SERVICES



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FINANCE & CORPORATE SERVICES



MARTIN HAYWARD

Managing Director, Corporate Services and City Treasurer, Chief Financial Officer



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WHATWEDO

- Corporate Accounting (Statutory)
- Long Term Financial Planning & Budgets (Statutory)
- Business Planning, business cases and service review
- Taxation (Statutory)
- Purchasing and Stores
- Financial Payroll Services

FINANCE & CORPORATE SERVICES



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WHATWEDO

- Corporate Asset Management
- Realty
 - acquisition, management and disposal
- Facilities
 - everything from maintenance to new construction
- Information Technology
 - hardware, network, software, printing, telephones

FINANCE & CORPORATE SERVICES



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IMPORTANT TO KNOW

- Restricted by Legislation
- Follow Strategic Financial Plan
- Funding risk areas – tough to explain, but important to do!
- Maintain what you have - set appropriate standards
- Programs can get added quickly...and never go away!
- Planning is key - cradle to grave

FINANCE & CORPORATE SERVICES



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IMPORTANT TO KNOW

- Our property taxes are not the highest
- Debt is not a substitute for cash
- We do have an infrastructure gap
- Assessment growth is not profit
- Zero tax increase usually means cuts

FINANCE & CORPORATE SERVICES



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HUMAN RESOURCES AND CORPORATE SERVICES



VERONICA MCALEAMAJOR
Managing Director, Corporate Services and Chief
Human Resources Officer



43

WHAT WE DO

- **Human Resources**
 - Corporate Learning and Development
 - Labour Relations
 - Employee and Client Relations
 - Occupational Health and Safety
 - Rewards and Recognition

HUMAN RESOURCES AND
CORPORATE SERVICES



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WHATWEDO



- **Human Rights**
 - Training
 - Intake and inquiries
 - Informal investigations
 - Formal investigations
 - Mediations

HUMANRESOURCESAND
CORPORATESERVICES



45

WHATWEDO



- **Employee Systems**
 - Systems development and maintenance
 - Business support through automation services
 - Annual reporting requirements
 - Management compensation

HUMANRESOURCESAND
CORPORATESERVICES



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WHATWEDO



- **Corporate Security**
 - Asset protection
 - Downtown camera public safety program
 - Fire/Life Safety
 - Training
 - Investigations/Threat assessment services

HUMANRESOURCESAND
CORPORATESERVICES



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WHATWEDO



- **Emergency Management**
 - Emergency preparedness and response
 - Training and exercises
 - Public education and awareness

HUMANRESOURCESAND
CORPORATESERVICES



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IMPORTANT TO KNOW

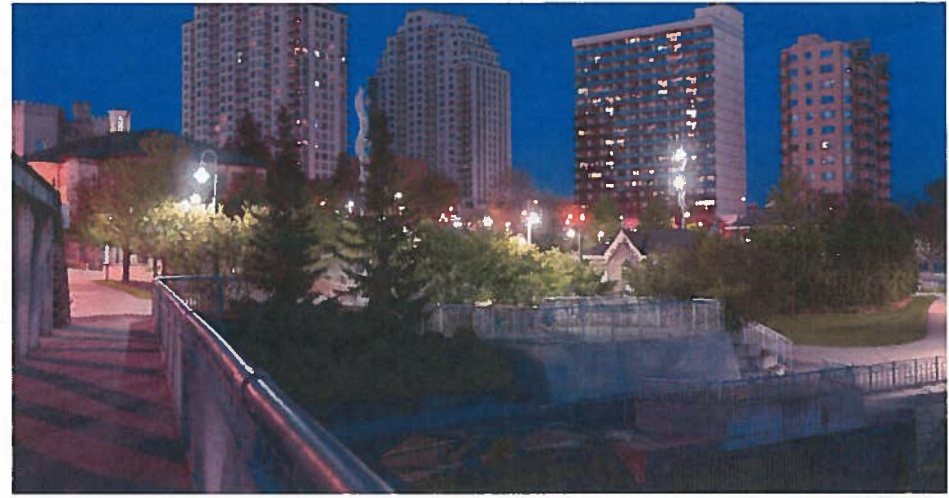


- **Our Employees**
 - Our services
 - Personnel matters
- **Emergency Management**
 - Legislated roles and responsibilities
- **Corporate Security**
 - Protection of people and places

HUMAN RESOURCES AND CORPORATE SERVICES



PLANNING SERVICES



JOHN FLEMING
Managing Director, Planning and City Planner



WHAT WE DO

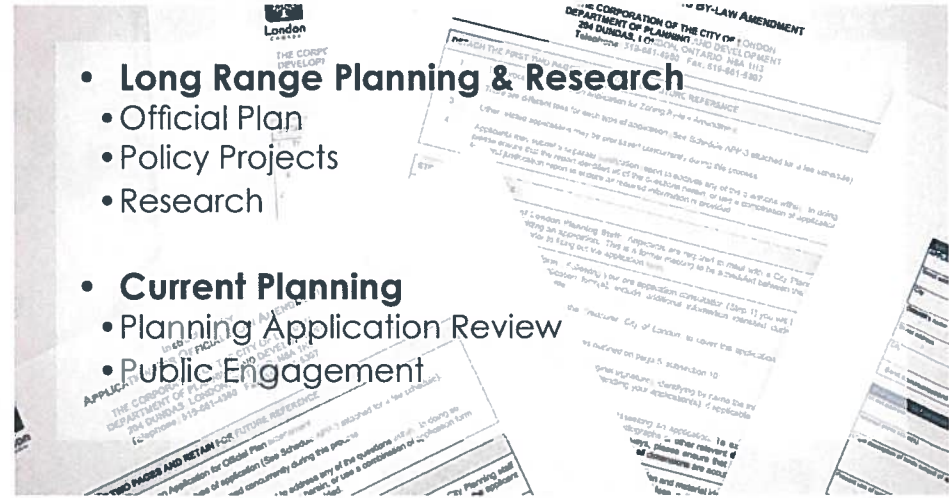


- **Environmental & Parks Planning/ Forestry**
 - Parks planning and development
 - Natural heritage planning (ecology)
 - Urban forestry
- **Urban Design & Geographic Information Systems**
 - Mapping
 - 3-D Modelling
 - Urban Design

PLANNING SERVICES



WHAT WE DO



- **Long Range Planning & Research**
 - Official Plan
 - Policy Projects
 - Research
- **Current Planning**
 - Planning Application Review
 - Public Engagement

PLANNING SERVICES



WHAT WE DO

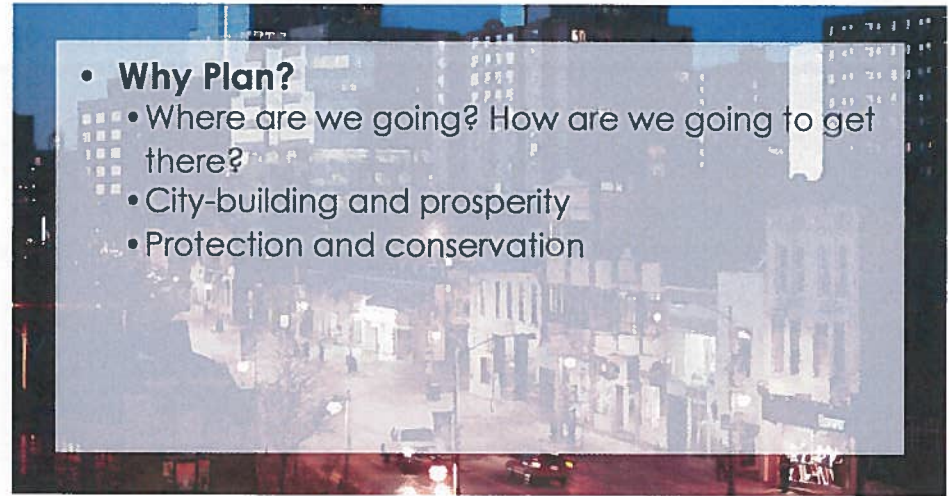


- **Urban Regeneration**
 - Downtown/Old East Village/ SOHO
 - Brownfields
 - Heritage conservation
 - Intensification support

PLANNING SERVICES



IMPORTANT TO KNOW

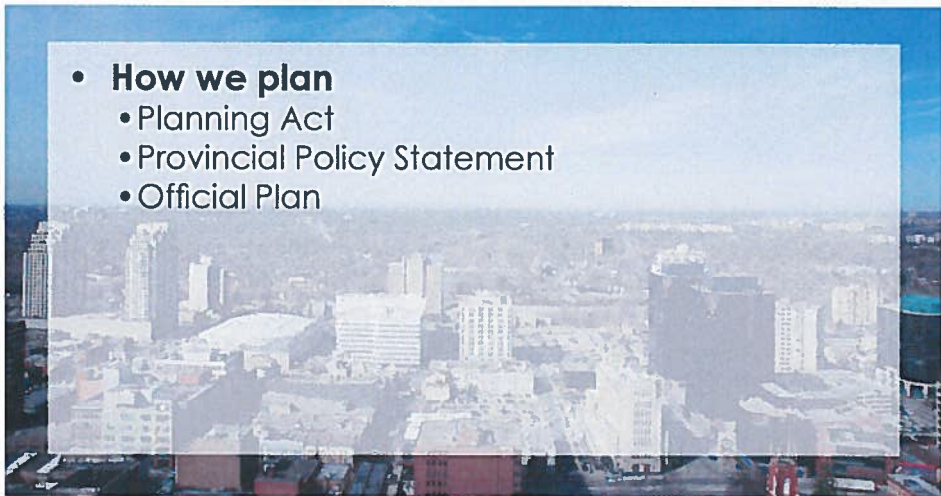


- **Why Plan?**
 - Where are we going? How are we going to get there?
 - City-building and prosperity
 - Protection and conservation

PLANNING SERVICES



IMPORTANT TO KNOW

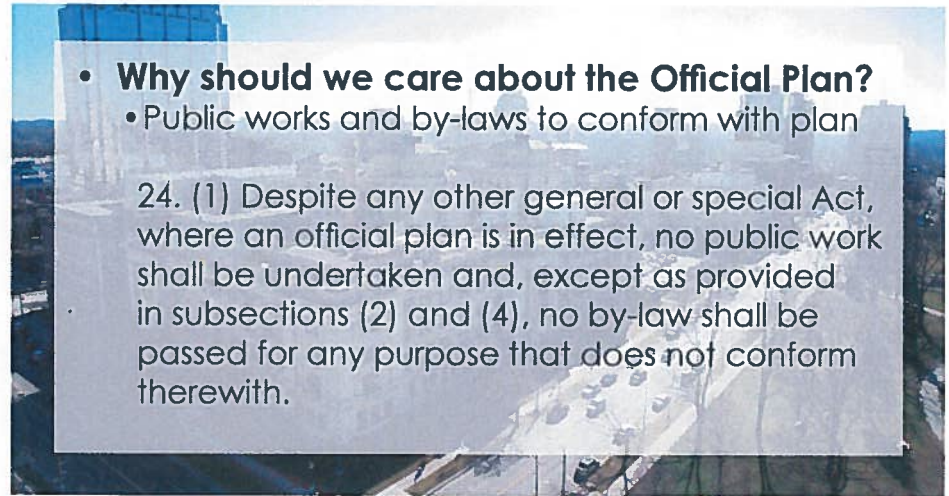


- **How we plan**
 - Planning Act
 - Provincial Policy Statement
 - Official Plan

PLANNING SERVICES



IMPORTANT TO KNOW



- **Why should we care about the Official Plan?**
 - Public works and by-laws to conform with plan

24. (1) Despite any other general or special Act, where an official plan is in effect, no public work shall be undertaken and, except as provided in subsections (2) and (4), no by-law shall be passed for any purpose that does not conform therewith.

PLANNING SERVICES



IMPORTANT TO KNOW

- **Implementing the Plan**

- Public investments and priorities
- Planning tools
 - Secondary Plans
 - Zoning By-law
 - Site Plan By-law
 - Guideline Documents
 - Subdivisions, condominiums, consents, minor variances, etc.

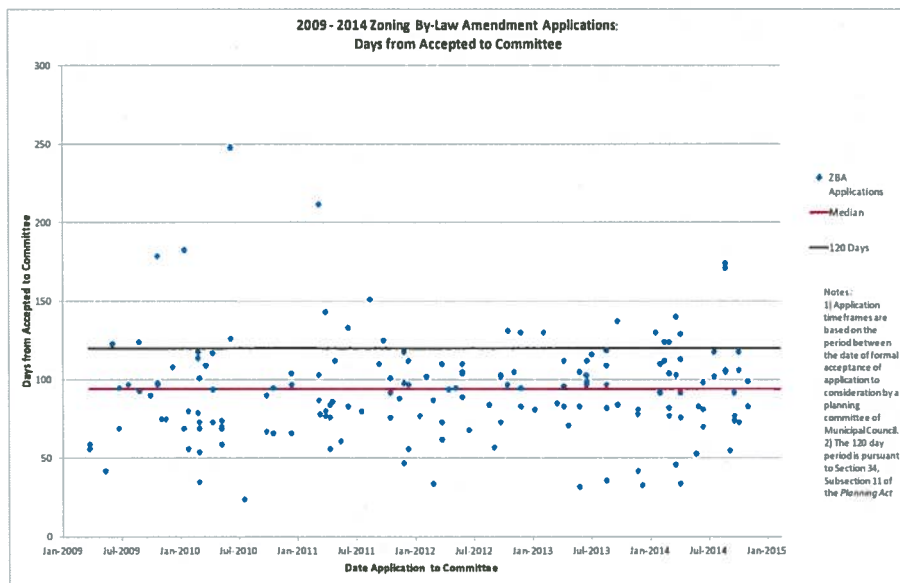
PLANNING SERVICES



IMPORTANT TO KNOW

- Our processes are fast
- Shaping our City – pieces make the whole
- Use, intensity and form are integrated not isolated
- Competing perspectives abound

PLANNING SERVICES



IMPORTANT TO KNOW

- Local view vs. city-wide view
- Looking inward and upward
- Integrating transportation and land use planning
- Amending the plan vs. losing the vision and intention

PLANNING SERVICES



DEVELOPMENT AND COMPLIANCE SERVICES



GEORGE KOTSIFAS

Managing Director, Development and Compliance Services and Chief Building Official



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WHAT WE DO

Development and Compliance is here to help when:

... you want to develop your land.

... you want to build something.

... you own & maintain property in London.

Approval of Development Applications

Issuance of Building Permits & Business Licenses

Property Standards Enforcement

Planning Act, OP, Zoning By-law

Ontario Building Code, Licensing By-law

Municipal By-laws

DEVELOPMENT AND COMPLIANCE SERVICES



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WHAT WE DO

- **Building**
 - Building Permits Review and Issuance
 - Building Inspections
 - Calculation and Collection of Development Charges and Fees
 - Zoning Approvals
 - Sign and Pool Fence Permits

DEVELOPMENT AND COMPLIANCE SERVICES



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WHAT WE DO

- **Development Services**
 - Process applications under the Planning Act (subdivisions, site plans, vacant land condominiums, consents and minor variances)
 - Administer development agreement compliance through inspection, assumption, and security management

DEVELOPMENT AND COMPLIANCE SERVICES



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WHAT WE DO



- **Licensing and Municipal Law Enforcement;**
 - Parking Enforcement
 - Animal Welfare
 - Enforce over 25 Municipal By-laws including Property Standards, Business Licensing, Taxi/Limousine Licensing, Residential Rental Unit Licensing By-law, Graffiti, Zoning, Sign and Canopy, etc.

DEVELOPMENT AND
COMPLIANCE SERVICES



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WHAT WE DO



- **Business Services**
 - Permit intake & issuance, inspection scheduling
 - Customer call centre
 - Business, Taxi and Rental License Issuance and Renewals
 - Intake of revenues
 - Business support and records retention

DEVELOPMENT AND
COMPLIANCE SERVICES



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WHAT WE DO



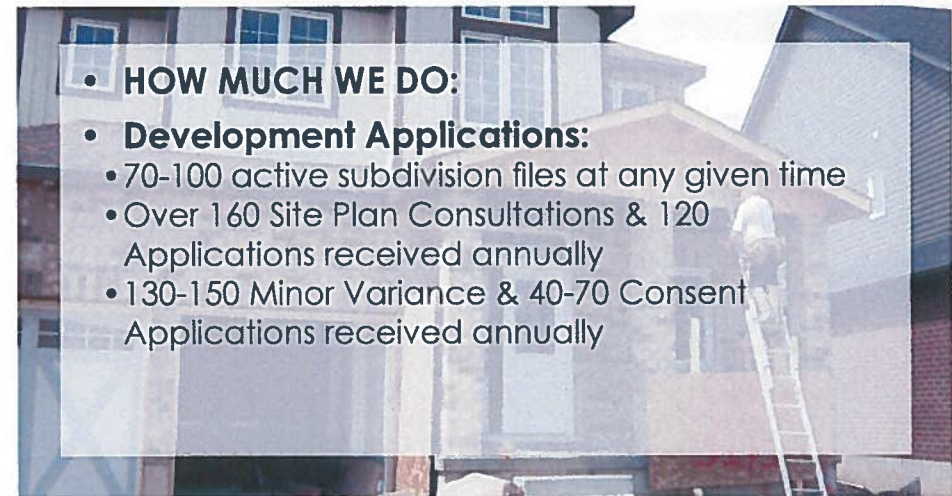
- **Business Liaison**
 - Assists businesses in navigating through required processes
 - Facilitate industrial development approvals
 - Work to resolve process conflicts - "how do we get to yes"

DEVELOPMENT AND
COMPLIANCE SERVICES



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IMPORTANT TO KNOW



- **HOW MUCH WE DO:**
 - **Development Applications:**
 - 70-100 active subdivision files at any given time
 - Over 160 Site Plan Consultations & 120 Applications received annually
 - 130-150 Minor Variance & 40-70 Consent Applications received annually

DEVELOPMENT AND
COMPLIANCE SERVICES



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IMPORTANT TO KNOW



- **Building Permits:**
 - On average, 4,500 permits issued annually
 - Permit construction value (five year average) is approximately \$760 million
 - Continually meet provincially mandated timeframes for permit review and inspection

DEVELOPMENT AND COMPLIANCE SERVICES



IMPORTANT TO KNOW



- **Municipal By-law Enforcement:**
 - Over 25 by-laws enforced
 - Over 6,000 property complaints investigated
 - Over 400 taxis and limos inspected
 - Over 86,000 parking tickets issued
 - Over 3,500 business and 3,500 residential rental licenses issued
 - Over 28,000 dog and 13,000 cat licenses issued annually

DEVELOPMENT AND COMPLIANCE SERVICES



ENVIRONMENTAL AND ENGINEERING SERVICES



JOHN BRAAM
Managing Director, Environmental and Engineering Services and City Engineer



WHAT WE DO



- **Water**
 - Treatment and Transmission
 - Elgin & Huron Systems (14 municipalities)
 - Water supply and distribution
- **Wastewater and Treatment**
 - Storm and Sanitary Collection
 - Storm Facilities and Wastewater Treatment Facilities

ENVIRONMENTAL AND ENGINEERING SERVICES



WHAT WE DO

- **Roads and Transportation**

- Transportation Planning and Design
- Roadway Lighting and Traffic Control
- Roadside Operations, Snow Control and Forestry Operations



ENVIRONMENTAL AND
ENGINEERING SERVICES



WHAT WE DO

- **Solid Waste**

- Garbage and Recycling Collection and Drop-off Depots
- Material Recovery Facility (MRF) and Landfill Operations



ENVIRONMENTAL AND
ENGINEERING SERVICES



WHAT WE DO

- **Technical and Corporate Services**

- Engineering Services to Planning and Development Services
- Construction Administration
- Industrial Land Development Services
- Fleet and Dispatch Operations
- Environmental Programs
- Geomatics & Survey



ENVIRONMENTAL AND
ENGINEERING SERVICES



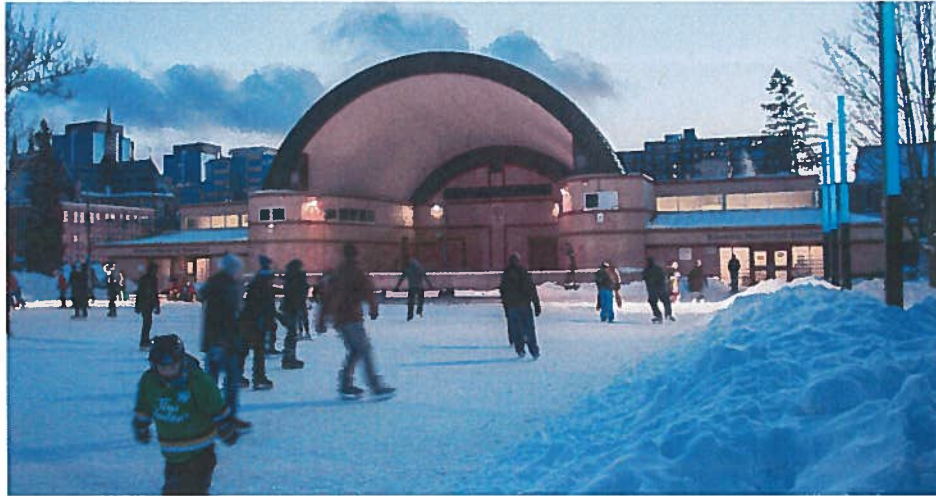
IMPORTANT TO KNOW

- Provide Services 24/7
- Operating & Capital expenditures average \$1 million/day or \$360 million/year
- Close to 1,000 full-time, part-time & contracted employees
- Manage approximately 85% of City's assets
- Legislatively-driven

ENVIRONMENTAL AND
ENGINEERING SERVICES



PARKS AND RECREATION



BILL COXHEAD
Managing Director, Parks and Recreation

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WHAT **W**EDO



- **Property Management**
 - Parks and Open Space
 - Sports Fields
 - Roadsides
 - Horticulture

PARKS **A**ND RECREATION

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WHAT **W**EDO



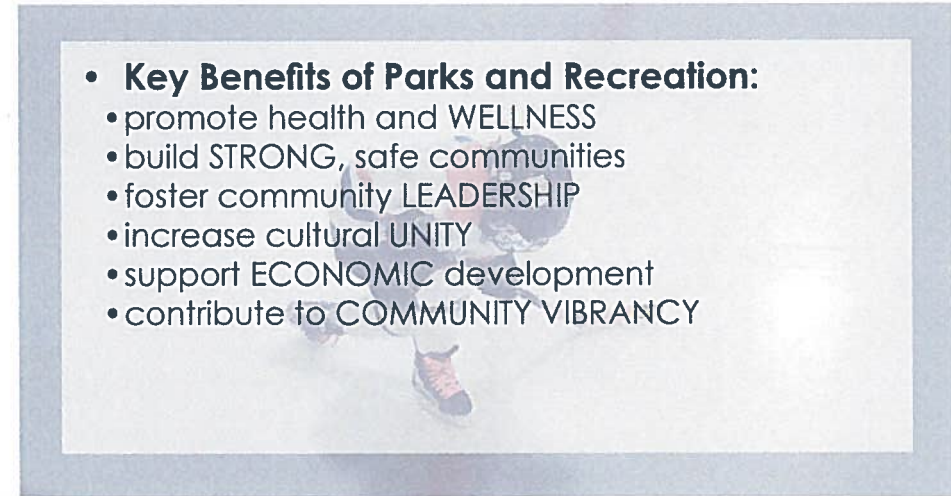
- Traditional Sport - Program support and delivery
- Aquatics, Arenas & Storybook Gardens
- Municipal Golf
- Special Events
- P&R Customer Service

PARKS **A**ND RECREATION

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IMPORTANT **T**O KNOW



- **Key Benefits of Parks and Recreation:**
 - promote health and **WELLNESS**
 - build **STRONG**, safe communities
 - foster community **LEADERSHIP**
 - increase cultural **UNITY**
 - support **ECONOMIC** development
 - contribute to **COMMUNITY VIBRANCY**

PARKS **A**ND RECREATION

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IMPORTANT TO KNOW



- **Decisions and actions are informed by:**
 - The Parks and Recreation Strategic Master Plan
- **Areas of focus for Parks and Recreation**
 - Increase participation and the benefits derived
 - Improve the customer experience everytime
 - Maintain affordable access and quality programs

PARKS AND RECREATION



NEIGHBOURHOOD, CHILDREN AND FIRE SERVICES



LYNNE LIVINGSTONE

Managing Director, Neighbourhood, Children and Fire Services (NCFS)



WHAT WE DO



- **Area Recreation Services**
 - Spectrum programs, community centres, community development
- **Children's Services**
 - Consolidated Municipal Service Manager for Child Care
 - Child and Youth Network

NEIGHBOURHOOD, CHILDREN AND FIRE SERVICES



WHAT WE DO



- **Homeless Prevention**
 - Service Manager Homeless Prevention
- **Community Development and Funding**
 - Neighbourhood building
 - Community granting
- **Policy and Planning Support**

NEIGHBOURHOOD, CHILDREN AND FIRE SERVICES



WHAT WE DO



- **London Fire Department**
 - Fire Education
 - Fire Suppression, Special Services
 - Fire Prevention
- **Service London**
 - Customer service
 - Service London Business

NEIGHBOURHOOD, CHILDREN
AND FIRE SERVICES



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IMPORTANT TO KNOW



- Neighbourhood focus
- Resident driven; community driven
- Community partnerships
- Provincial policy/local leadership and implementation
- Municipal and provincial funding

NEIGHBOURHOOD, CHILDREN
AND FIRE SERVICES



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HOUSING, SOCIAL SERVICES AND DEARNESS HOME



SANDRA DATARSBERE
Managing Director, Housing, Social Services and Dearness Home



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WHAT WE DO



- Housing:**
- Service Manager - administration and monitoring of social housing
 - Compliance with legislation and local policies,
 - Develop housing policy and programs
 - Administer mortgage and rent subsidies
 - Oversight of London Middlesex Housing Corporation
 - Service Manager - delivery and development of new affordable housing programs and units

HOUSING, SOCIAL SERVICES AND
DEARNESS HOME



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WHATWEDO

Social Services:

- Delivery Agent - "Ontario Works" program
 - Employment supports and assistance
 - Financial assistance
 - Discretionary/ essential needs benefits
 - Intensive case management and supports

GETTING STARTED WITH ONTARIO WORKS

HOUSING, SOCIAL SERVICES AND
DEARNESS HOME



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WHATWEDO

Dearness Home:

- Licensee - long term care services at the Dearness Home
 - 241 long term and 2 short term / respite beds
 - Adult Day Program
 - Homemaking Program

HOUSING, SOCIAL SERVICES AND
DEARNESS HOME



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IMPORTANTTOKNOW

Housing:

- City does not directly manage social housing
- City does not directly build new affordable housing units
- City does manage consolidated wait list for social housing units through Housing Access Centre
- LMHC – shareholder relationship

HOUSING, SOCIAL SERVICES AND
DEARNESS HOME



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IMPORTANTTOKNOW

Social Services:

- All clients deemed eligible receive supports
- Caseload levels impacted by economic conditions
- Cost share with the Province
- Agreement with Middlesex County
- Service partnerships with community agencies
- Community based delivery of social services

HOUSING, SOCIAL SERVICES AND
DEARNESS HOME



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IMPORTANT TO KNOW

Dearness Home:

- “Licensee” under the Long Term Care Homes Act (LTCHA)
- Service Funding - provincial funding and municipal contribution
- Committee of Management oversight
- Contract with Extendicare--Administrator and consulting services

HOUSING, SOCIAL SERVICES AND
DEARNESS HOME

