

24TH REPORT OF THE
STRATEGIC PRIORITIES AND POLICY COMMITTEE

Meeting held on November 9 and 10, 2015, commencing at 4:05 PM, November 9, 2015, in the Council Chambers, Second Floor, London City Hall.

PRESENT: Mayor M. Brown and Councillors M. van Holst, B. Armstrong, M. Salih, J. Helmer, M. Cassidy, P. Squire, J. Morgan, P. Hubert, A. Hopkins, V. Ridley, S. Turner, H.L. Usher, T. Park and J. Zaifman and L. Rowe (Secretary).

ALSO PRESENT: A. Zuidema, R. Armistead, J.P. Barber, J. Braam, P. Christiaans, S. Corman, B. Coxhead, C. Crossman, S. Datars Bere, A. Dunbar, C. Dziejec, M. Feldberg, J.M. Fleming, S. Galloway, K. Graham, A. Hagan, M. Hayward, K. Huner, L. Livingstone, L. Loubert, D. MacRae, V. McAlea Major, R. Paynter, B Perlman, M. Ribera, C. Saunders, J. Stanford, B. Westlake-Power and P. Yeomans.

I. CALL TO ORDER

1. Disclosures of Pecuniary Interest

That it BE NOTED that the following pecuniary interests were disclosed:

- a) Councillor B. Armstrong disclosed a pecuniary interest in clause C-1 of the Confidential Appendix to the 24th Report of the Strategic Priorities and Policy Committee, as noted in the Confidential Appendix to the 24th Report of the Strategic Priorities and Policy Committee.
- b) Councillor J. Helmer disclosed a pecuniary interest in clause C-1 of the Confidential Appendix to the 24th Report of the Strategic Priorities and Policy Committee, as noted in the Confidential Appendix to the 24th Report of the Strategic Priorities and Policy Committee.

II. CONSENT ITEMS

2. 2014 Annual Report - Development Charges Reserve Funds

That, on the recommendation of the Managing Director, Corporate Services and City Treasurer, Chief Financial Officer, the following actions be taken:

- a) the annual statement of the City Treasurer (Appendix A and Appendix B to the staff report dated November 9, 2015), with respect to the operation of the City Services Reserve Funds and Urban Works Reserve Funds for the year ended December 31, 2014, BE RECEIVED for information; and
- b) a copy of the statement noted in a), above, BE FORWARDED to the Minister of Municipal Affairs and Housing in compliance with Section 43(3) of the Development Charges Act, 1997.

Motion Passed

YEAS: M. Brown, M. van Holst, B. Armstrong, M. Salih, J. Helmer, M. Cassidy, P. Squire, J. Morgan, P. Hubert, A. Hopkins, V. Ridley, S. Turner, H.L. Usher, T. Park, J. Zaifman (15)

3. Development Charges Rate Monitoring - 2015 Review

That, on the recommendation of the Managing Director of Corporate Services and City Treasurer, Chief Financial Officer, the staff report dated November 9, 2015, with respect to the 2015 review - development charges rate monitoring, BE RECEIVED for information.

Motion Passed

YEAS: M. Brown, M. van Holst, B. Armstrong, M. Salih, J. Helmer, M. Cassidy, P. Squire, J. Morgan, P. Hubert, A. Hopkins, V. Ridley, S. Turner, H.L. Usher, T. Park, J. Zaifman (15)

4. Ontario Cultural Strategy Discussion Paper Submission

That, on the recommendation of the Director, Community and Economic Innovation, the following actions be taken with respect to the City of London's submission in response to the Ontario Cultural Strategy Discussion Paper, entitled "Telling Our Stories, Growing Our Economy: Developing a Culture Strategy for Ontario", attached as Appendix A to the staff report dated November 9, 2015:

- a) the staff report dated November 9, 2015, including Appendix B entitled "The Ontario Cultural Framework Questionnaire - Collected Responses From London", BE SUBMITTED as the City of London's written submission to the Ministry of Tourism, Culture and Sport (MTCS), in response to the Ontario Cultural Strategy Consultation; and,
- b) the position contained in the Creative City Network of Canada Municipal Members letter, attached as Appendix C to the staff report dated November 9, 2015, BE ENDORSED.

Motion Passed

YEAS: M. Brown, M. van Holst, B. Armstrong, M. Salih, J. Helmer, M. Cassidy, P. Squire, J. Morgan, P. Hubert, A. Hopkins, V. Ridley, S. Turner, H.L. Usher, T. Park (14)

III. SCHEDULED ITEMS

5. Public Participation Meeting - Amendments to Consolidated Fees and Charges By-law

That, on the recommendation of the City Clerk, with the concurrence of the Managing Director, Corporate Services and City Treasurer, Chief Financial Officer, the proposed by-law attached as Appendix "A" to the staff report dated November 9, 2015, with Page 98 of the agenda, forming part of the proposed by-law, being replaced with the attached revised, revised Page 98, BE INTRODUCED at the Municipal Council meeting on November 10, 2015 for the purpose of repealing By-law No. A-48, as amended, being "A by-law to provide for Various Fees and Charges" and replacing it with a new Fees and Charges By-law that adds and adjusts certain fees and charges for services or activities provided by the City of London.

Voting Record:

Motion to Open the Public Participation Meeting.

Motion Passed

YEAS: M. Brown, M. van Holst, B. Armstrong, J. Helmer, M. Cassidy, P. Squire, J. Morgan, A. Hopkins, V. Ridley, S. Turner, H.L. Usher, T. Park, J. Zaifman (13)

Motion to close the Public Participation Meeting.

Motion Passed

YEAS: M. Brown, M. van Holst, B. Armstrong, J. Helmer, M. Cassidy, P. Squire, J. Morgan, P. Hubert, A. Hopkins, V. Ridley, S. Turner, H.L. Usher, T. Park, J. Zaifman (14)

Motion to Approve clause 5.

Motion Passed

YEAS: M. Brown, M. van Holst, B. Armstrong, M. Salih, J. Helmer, M. Cassidy, P. Squire, J. Morgan, P. Hubert, A. Hopkins, V. Ridley, S. Turner, H.L. Usher, T. Park, J. Zaifman (15)

6. London's Community Economic Road Map

That, on the recommendation of the City Manager, the following actions be taken with respect to London's Community Economic Road Map:

- a) London's Community Economic Road Map, attached as Appendix A to the staff report dated November 9, 2015, BE RECEIVED;
- b) London's Community Economic Road Map, attached as Appendix A to the staff report dated November 9, 2015; BE ENDORSED; and
- c) the Civic Administration BE DIRECTED to report back on the implementation and resourcing of the actions specific to the City of London;

it being noted that the Strategic Priorities and Policy Committee heard the attached presentation from L. Millier, Millier Dickinson Blais, with respect to the Road Map, as well as words of support for the undertaking from members of the Project Steering Committee including K. Lakhota, London Economic Development Corporation; G. Macartney, London Chamber of Commerce; M. Baldwin, Pillar Non-Profit Network; J. McCallum, Great West Life; B. Hull, Fanshawe College; J. Kennedy, London Development Institute; D. Mountenay, Elgin Middlesex Workforce Planning and Development Board; J. MacDonald, Downtown London; and S. Bolton, Libro Credit Union.

Voting Record:

Motion to approve part a)

Motion Passed

YEAS: M. Brown, M. van Holst, B. Armstrong, M. Salih, J. Helmer, M. Cassidy, P. Squire, J. Morgan, P. Hubert, A. Hopkins, V. Ridley, S. Turner, H.L. Usher, T. Park (14)

Motion to Approve part b).

Motion Passed

YEAS: M. Brown, M. van Holst, B. Armstrong, M. Salih, J. Helmer, M. Cassidy, J. Morgan, P. Hubert, A. Hopkins, V. Ridley, S. Turner, H.L. Usher, T. Park (13)

NAYS: P. Squire (1)

Motion to Approve part c).

Motion Passed

YEAS: M. Brown, M. van Holst, B. Armstrong, M. Salih, J. Helmer, M. Cassidy, P. Squire, J. Morgan, P. Hubert, A. Hopkins, V. Ridley, S. Turner, H.L. Usher, T. Park (14)

7. Shift Rapid Transit Update

That, on the recommendation of the City Manager, the following actions be taken with respect to the Shift Rapid Transit initiative:

- a) the information regarding the preferred Rapid Transit system, technology (types of vehicles) options and potential costs BE RECEIVED for information;

- b) the Civic Administration BE DIRECTED to utilize the Hybrid Network, which uses a combination of bus and light rail vehicles, as the preliminary preferred alternative and the basis for the next round of community engagement and public input for the Rapid Transit Environmental Assessment;
- c) the Civic Administration BE DIRECTED to work with Western University to identify a preferred route through the campus area and to develop a memorandum of understanding with Western University regarding the preliminary preferred routing and implementation requirements through the campus, for subsequent approval by the Municipal Council;
- d) the preliminary preferred Rapid Transit system routes BE INCORPORATED into the draft London Plan as the basis for the Plan's final community information and consultation processes; and
- e) the Civic Administration BE DIRECTED, in partnership with the London Transit Commission, to continue to pursue available funding opportunities for Rapid Transit with other orders of government;

it being noted that the Strategic Priorities and Policy Committee heard the attached presentation from the Managing Director, Environmental and Engineering Services and City Engineer; the Director of Roads and Transportation; the Managing Director, Planning and City Planner; and B. Hollingworth, IBI Group, with respect to this matter.

Voting Record:

Motion to Amend part b) to be light rail transit only, rather than a Hybrid Network.

Motion Failed

YEAS: M. Salih, J. Helmer, J. Morgan, S. Turner (4)

NAYS: M. Brown, M. van Holst, B. Armstrong, M. Cassidy, P. Squire, P. Hubert, A. Hopkins, V. Ridley, H.L. Usher, T. Park, J. Zaifman (11)

Motion to Amend part b) to be Bus Rapid Transit only.

Motion Failed

YEAS: M. van Holst, H.L. Usher (2)

NAYS: M. Brown, B. Armstrong, M. Salih, J. Helmer, M. Cassidy, P. Squire, J. Morgan, P. Hubert, A. Hopkins, V. Ridley, S. Turner, T. Park, J. Zaifman (13)

Motion to Approve clause 7.

Motion Passed

YEAS: M. Brown, M. van Holst, B. Armstrong, M. Salih, J. Helmer, M. Cassidy, P. Squire, J. Morgan, P. Hubert, A. Hopkins, V. Ridley, S. Turner, H.L. Usher, T. Park, J. Zaifman (15)

IV. ITEMS FOR DIRECTION

8. London & Middlesex Housing Corporation Board of Directors

That the following actions be taken with respect to the London & Middlesex Housing Corporation Board of Directors:

- a) the resignation of A. Oudshoorn BE ACCEPTED;
- b) Darren Chapman BE APPOINTED to the London and Middlesex Housing Corporation Board of Directors for the term ending November 30, 2017; it being noted that Mr. Chapman was the preferred candidate arising from the attached ranked ballot; and

- c) the communication dated October 19, 2015, from Nicole Hutt, Executive Assistant, London and Middlesex Housing Corporation of Directors, BE RECEIVED.

Voting Record:

Motion to accept the resignation of A. Oudshoorn.

Motion Passed

YEAS: M. Brown, M. van Holst, B. Armstrong, M. Salih, J. Helmer, M. Cassidy, P. Squire, J. Morgan, P. Hubert, A. Hopkins, V. Ridley, S. Turner, H.L. Usher, T. Park, J. Zaifman (15)

Motion to add the attached application of Mr. Tim Smuck to the list of potential candidates.

Motion Passed

YEAS: M. Brown, M. van Holst, B. Armstrong, M. Salih, J. Helmer, M. Cassidy, P. Squire, J. Morgan, P. Hubert, A. Hopkins, V. Ridley, S. Turner, H.L. Usher, T. Park, J. Zaifman (15)

Motion to confirm Darren Chapman as the appointee to the LMHC Board of Directors and to receive the communication from N. Hutt.

Motion Passed

YEAS: M. Brown, M. van Holst, B. Armstrong, M. Salih, J. Helmer, M. Cassidy, P. Squire, J. Morgan, P. Hubert, A. Hopkins, V. Ridley, S. Turner, H.L. Usher, T. Park, J. Zaifman (15)

9. Appointment of Deputy Mayor Appointed by Municipal Council

That Councillor M. Cassidy be appointed as Deputy Mayor Selected by the Municipal Council for the term December 1, 2015 to November 30, 2016; it being noted that Councillor Cassidy was the preferred candidate arising from the attached ranked ballot.

Motion Passed

YEAS: M. Brown, M. van Holst, B. Armstrong, M. Salih, J. Helmer, M. Cassidy, P. Squire, J. Morgan, P. Hubert, A. Hopkins, V. Ridley, S. Turner, H.L. Usher, T. Park, J. Zaifman (15)

10. Committee Appointment Preferences submitted by Council Members

That the following appointments be made to the Standing Committees of the Municipal Council for the term December 1, 2015 to November 30, 2016:

a) Civic Works Committee

Councillor J. Helmer (Chair)
Councillor M. Cassidy
Councillor A. Hopkins
Councillor J. Morgan
Councillor M. van Holst

b) Community and Protective Services Committee

Councillor V. Ridley (Chair)
Councillor B. Armstrong
Councillor M. Salih
Councillor H.L. Usher
Councillor J. Zaifman

c) Corporate Services Committee

Councillor J. Morgan
 Councillor V. Ridley
 Councillor H.L. Usher
 Councillor J. Zaifman

it being noted that Councillor M. Cassidy will serve as Chair as a result of her appointment as Deputy Mayor selected by the Municipal Council for the term ending November 30, 2016;

d) Councillor P. Squire (Chair)

Councillor J. Helmer
 Councillor P. Hubert
 Councillor T. Park
 Councillor S. Turner

Voting Record:

Motion to Approve the membership as noted.

Motion Passed

YEAS: M. Brown, M. van Holst, B. Armstrong, M. Salih, J. Helmer, M. Cassidy, P. Squire, J. Morgan, P. Hubert, A. Hopkins, V. Ridley, S. Turner, H.L. Usher, T. Park, J. Zaifman (15)

Motion to Approve the Chairs for the Civic Works Committee, Community and Protective Services Committee, and the Planning and Environment Committee, as noted.

Motion Passed

YEAS: M. Brown, M. van Holst, B. Armstrong, M. Salih, J. Helmer, M. Cassidy, P. Squire, J. Morgan, P. Hubert, A. Hopkins, V. Ridley, S. Turner, H.L. Usher, T. Park, J. Zaifman (15)

11. 7th Report of the Governance Working Group

That the following actions be taken with respect to the 7th Report of the Governance Working Group, from its meeting held on October 28, 2015:

- a) the review of the draft Council Procedure By-law BE DEFERRED to the November 25, 2015 meeting of the Governance Working Group;
- b) the discussion regarding the establishment of informal, semi-annual meetings for Members of Council to suggest improvements to processes and procedures BE DEFERRED to the November 25, 2015 meeting of the Governance Working Group;
- c) the review of a process for the provision of a current list of projects to Members of Council BE DEFERRED to the November 25, 2015 meeting of the Governance Working Group (GWG) for further discussion; it being noted that input from the City Manager will be sought at that time;
- d) the attached revised proposed Terms of Reference for the 2016 Council Compensation Review Task Force (Appendix "A") BE APPROVED; it being noted that the Governance Working Group (GWG) reviewed the staff report dated October 26, 2015, from the City Clerk, entitled "Governance Working Group Review of Council Compensation Matters", as well as the proposed suggestion regarding Council compensation, as referred to the GWG from the October 28, 2015 meeting of the Municipal Council; and
- e) clauses 1 and 2 BE RECEIVED.

Voting Record:

Motion to Amend the draft proposed Terms of Reference so any approved recommendations of the CCRTF would not be implemented until the beginning of the next Council term.

Motion Failed

YEAS: M. Cassidy, P. Squire, A. Hopkins, S. Turner, T. Park (5)

NAYS: M. Brown, M. van Holst, B. Armstrong, M. Salih, J. Helmer, J. Morgan, P. Hubert, V. Ridley, H.L. Usher, J. Zaifman (10)

Motion to Amend the draft proposed Terms of Reference to delete the words "and implemented" from Guiding Principle # 5.

Motion Passed

YEAS: M. Brown, M. van Holst, B. Armstrong, J. Helmer, M. Cassidy, P. Squire, J. Morgan, P. Hubert, V. Ridley, S. Turner, H.L. Usher, T. Park, J. Zaifman (13)

NAYS: M. Salih, A. Hopkins (2)

The CCRTF BE AUTHORIZED to engage the services of a consultant to assist in the research component of its review.

Motion Failed

YEAS: M. van Holst, B. Armstrong, P. Hubert, V. Ridley, H.L. Usher (5)

NAYS: M. Brown, M. Salih, J. Helmer, M. Cassidy, P. Squire, J. Morgan, A. Hopkins, S. Turner, T. Park, J. Zaifman (10)

Motion to Approve the main motion as amended.

Motion Passed

YEAS: M. Brown, B. Armstrong, M. Salih, J. Helmer, M. Cassidy, P. Squire, J. Morgan, P. Hubert, V. Ridley, H.L. Usher, T. Park, J. Zaifman (12)

NAYS: M. van Holst, A. Hopkins, S. Turner (3)

V. DEFERRED MATTERS/ADDITIONAL BUSINESS

12. Additional "As Needed" SPPC Meeting Dates

That the following additional SPPC meeting dates BE APPROVED on an "as needed" basis:

April 4, 2016
June 13, 2016
September 26, 2016
November 21, 2016

Motion Passed

YEAS: M. Brown, M. van Holst, B. Armstrong, M. Salih, J. Helmer, M. Cassidy, P. Squire, J. Morgan, P. Hubert, A. Hopkins, V. Ridley, S. Turner, H.L. Usher, T. Park, J. Zaifman (15)

VI. CONFIDENTIAL (Confidential Appendix enclosed for Members only.)

The Strategic Priorities and Policy Committee convened in camera from 11:18 PM to 11:25 PM and from 12:11 AM to 12:41 AM after having passed motions to do so, with respect to the following matters:

- C-1 A matter pertaining to personal matters, including information regarding identifiable individuals, including current and former municipal employees, with respect to employment related matters; labour relations and employee negotiations; outstanding litigation affecting the municipality; advice that is subject to solicitor-client privilege; and advice or recommendations of officers and employees of the Corporation including communications necessary for that purpose.
- C-2 A matter pertaining to personal matters, including information regarding identifiable individuals, including municipal employees, with respect to employment-related matters, in regard to one or more of the Corporation's associations, unions and employee groups, advice or recommendations of officers and employees of the Corporation including communications necessary for that purpose and for the purpose of providing instructions and directions to officers and employees of the Corporation.
- C-3 A matter pertaining to personal matters, including information regarding identifiable individuals, including municipal employees, with respect to employment-related matters, in regard to one or more of the Corporation's associations, unions and employee groups, advice or recommendations of officers and employees of the Corporation including communications necessary for that purpose and for the purpose of providing instructions and directions to officers and employees of the Corporation.

VII. ADJOURNMENT

The meeting adjourned at 12:42 AM.

**SCHEDULE 1
2016 USER FEE DETAIL REPORT
ENVIRONMENTAL SERVICES**

SERVICE GROUPING: GARBAGE RECYCLING & COMPOSTING

Service/Activity	Unit of Measure	2016 PROPOSED	
		Effective Date	Fee
<u>Recycling & Composting</u>			
Grass Clippings	Bag	Jan. 1/16	\$1.50
Bagged Residential Garbage	Bag	Jan. 1/16	\$1.50
Composters	Unit	Jan. 1/16	\$35.00
Woodchips, compost, compost/soil mix	Bag	Jan. 1/16	\$5.00
Blue Box Processing Fees	Agreement		Agreement
Recycling Carts	Cart	Jan. 1/16	\$80.00
Multi-Residential Buildings-Additional pickup service requested	Event	Jan. 1/16	\$50.00
<u>Garbage Collection & Disposal</u>			
Waste Collection Fees			
Collection Charges	Agreement		Agreement
Multi-Residential Buildings Bin Rental	Month / Bin	Jan. 1/16	\$25.00
Multi-Residential Buildings - Twice per week collection for buildings that received twice per week collection as of January 1, 2005 and new buildings that require twice per week collection.	Per unit per year	Jan. 1/16	\$4.50
Multi-Residential Buildings that received once per week collection as of January 1, 2005 - extra collections.	Hour	Jan. 1/16	\$130.00
Waste Management By-law WM-12, Part 12 (Owner has failed to comply with WM-12, Part 12; City collects waste at expense of owner)	Hour, \$130.00 minimum / event	Jan. 1/16	\$130.00
Multi-Residential Buildings-Additional pickup service requested	Event	Jan. 1/16	\$50.00
Solid Waste Disposal Fees:			
Household Hazardous Special Waste - Middlesex County	Agreement	Jan. 1/16	Agreement
Business Waste	Tonne	Jan. 1/16	\$75.00
Business Waste - minimum vehicle tare weight of 10 tonnes - charge account only	Tonne	Jan. 1/16	\$43.00
Municipally controlled waste from adjacent separated municipalities	Tonne	Jan. 1/16	\$43.00
Recycling Process Residuals	Tonne	Jan. 1/16	\$37.00
Small Load Fee - Residential Waste	0-100 kgs/tonne	Jan. 1/16	\$8.00
	101-200 kgs/tonne	Jan. 1/16	\$15.00
	201-400 kgs/tonne	Jan. 1/16	\$30.00
	401-600 kgs/tonne	Jan. 1/16	\$45.00
	601-800 kgs/tonne	Jan. 1/16	\$60.00
	801-1,000 kgs/tonne	Jan. 1/16	\$75.00
	Over 1,000 kgs/tn	Jan. 1/16	\$75.00



London's Community Economic Road Map

Final Report Presentation

Presented by Lauren Millier, Vice President, Consulting

November 9, 2015



Key Deliverables

- **An 5 Year Economic Road Map**
 - A **vision** that captures the distinctive identity of the community
 - **Goals** that reflect the vision and desired outcomes for the plan
 - **Actions** that advance the plan in definable, measurable ways
 - Emphasis on **implementation** and the role of partnerships and collaboration
- **Performance Indicators**
 - Consideration of qualitative and quantitative measures to measure success

A 'Community-driven' Road Map

- Identifies a broad set of economic priorities and strategic objectives that will ensure the long term prosperity of the city
- Intended to assist with guiding and coordinating economic development related activities of a broad range of organizations and partners
- Premised on the support and involvement of a wide range of business and community partners, agencies and organizations through the implementation of the plan
- Requires both leadership and partnerships to achieve success





Road Map Development

- Oversight from project steering committee – City of London, London Chamber of Commerce and London Economic Development Corporation
- Reflects the input from over 300 individuals
 - 73 one on one interviews with business and community stakeholders, senior staff, and elected officials
 - business and community surveys – 250 participants
 - 35+ member Partnership Panel
- Draft reviewed by Partnership Panel, Steering Committee, select members of business community, members of Council and staff



Partnership Panel Input

- Embrace a customer service first orientation and model for service delivery
- Be more welcoming to new-comers and new businesses
- Work more collaboratively with regional partners
- Support, strengthen, and promote the city's cultural and entertainment offerings
- Invest in and promote the city's "entrepreneurial ecosystem"
- Focus on workforce development



Partnership Panel Input

- Facilitate better communication and effective partnerships with institutions
- Redefine community image / brand
- Execute and implement existing plans



Building the Foundation

- Expectation that the City of London will foster greater confidence in the city's long term growth potential
- Key elements
 - A customer service culture
 - A strong community brand
 - Effective collaboration and partnerships



Transforming our City

- Recognition that the City of London is already involved in projects that will have a transformational impact on the city
- Key elements
 - Implementing the London Plan
 - Investing in public transit and supporting a High Speed Rail connection
 - A public investment strategy for the Downtown



Economic Priority

#1. A city for entrepreneurs

OBJECTIVES:

- Strengthen London's Entrepreneurship Support Network
- Address gaps in entrepreneurial services across the city
- Develop the city as an incubator for entrepreneurship
- Improve access to capital



Economic Priority

#2. A supportive business environment

OBJECTIVES:

- Demonstrate commitment to growing our business community
- Provide businesses the support to grow
- Enhance coordination with our economic development stakeholders to explicitly advance the initiatives within the Economic Road Map



Economic Priority

#3. An exceptional downtown, a vibrant urban environment

OBJECTIVES:

- Improve the City's urban environment
- Celebrate a vibrant, attractive and competitive urban core urban core
- Enable a rich variety of cultural events and activities in the Downtown



Economic Priority

#4. A top quality workforce

OBJECTIVES:

- Ensure local employers have access to the talent they need
- Bolster the local and regional supply of skilled trades and STEM occupations
- Promote the importance of diversity and inclusivity as drivers of London's workforce and economy
- Encourage deeper connections between post secondary students and the city



Economic Priority

#5. A national centre of excellence for medical innovation and commercialization

OBJECTIVES:

- Develop a globally significant brand that will advance the growth of the city's cluster of healthcare research and enterprises
- Foster greater collaboration between the LMIC Network, local and regional economic development stakeholders and the city's business community
- Ensure the necessary infrastructure is in place to enable the attraction of new industry partners and healthcare enterprises



Implementation

- Requires a more detailed implementation planning effort by the various lead organizations and agencies to establish stakeholder community and resources requirements
- Transitions the Partnership Panel steering committee to an Economic Partnership Advisory Panel responsible for monitoring and assessing the progress of the Road Map implementation
- Provides for annual progress reports to Council
- Leverages the resources and capacity available to the City and external partners



Thank you!

Q+A

Presented by **Lauren Millier, Vice President Consulting**
MDB Insight

Our Rapid Transit Initiative

STRATEGIC PRIORITIES AND POLICY COMMITTEE
NOVEMBER 9, 2015



Context

- Rapid Transit is the primary recommendation of the Smart Moves Transportation Master Plan (TMP), a cornerstone of the (draft) London Plan, and a key feature in Council's 2015-2019 Strategic Plan.

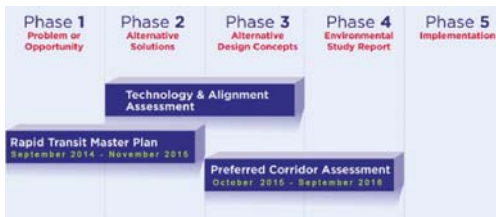


- Rapid Transit along with a complimenting land use strategy will facilitate greater mode shifts towards alternative transportation modes, helping to reduce traffic congestion and make transit a convenient, comfortable, and reliable travel option for residents.



Process

- The Rapid Transit Environmental Assessment (EA) is being undertaken to create a Rapid Transit Master Plan that adheres to the legislative requirements of the Environmental Assessment Act.
- The RT EA is progressing towards the stage of determining a preferred RT system and a network alternative based on a technology.



Rapid Transit Environmental Assessment

Problems and Opportunities

- Growing Congestion
- Transit Travel Times / Service Frequencies
- Growth Management
- Land Use and Density
- Existing Transit Ridership and Growth
- Commuter Travel Habits
- Catalyst for Change



London's Integrated Mobility

London is well connected within Ontario by rail, road and air.

Rapid Transit provides a local link to these larger networks.

LONDON

LONDON

London is Canada's largest region without Rapid Transit

... and carries more riders per capita than comparable cities

City	Population (millions)	Riders per Capita
Toronto	~5.5	~45
Montreal	~4.0	~45
Vancouver	~2.5	~45
Ottawa	~1.5	~45
Calgary	~1.5	~45
Edmonton	~1.5	~45
Quebec	~1.5	~45
Winnipeg	~1.0	~45
Hamilton	~1.0	42
Mississauga	~1.0	43
Kitchener	~1.0	43
London	~1.0	63
St. Catharines	~1.0	43
Halifax	~1.0	43
Oshawa	~1.0	43
York Region	~1.0	23

Legend:
 Heavy Rail/Subway
 Light Rail Transit (LRT)
 Current BRT / Future LRT
 Bus Rapid Transit
 BRT Lite
 Bus

Rapid Transit System Comparisons

System	Projected Future Peak Corridor Ridership
Queen St. Brampton BRT	2900
London RT	2500
Waterloo Region LRT	2450
Mississauga/Brampton LRT	2450
Hamilton LRT	2100

Rapid Transit Guiding Principles

Transportation Capacity and Mobility

Community Building and Revitalization

Economic Development & City Building

Ease of Implementation & Operational Viability

Fiscal Responsibility and Affordability



THE LONDON PLAN

EXCITING. EXCEPTIONAL. CONNECTED.



Our Rapid Transit Initiative | 8



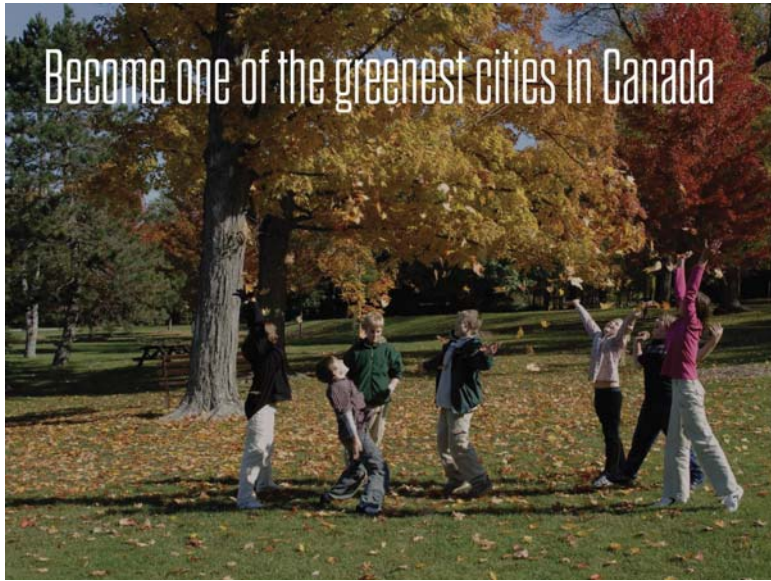
TRANSPORTATION CAPACITY AND MOBILITY

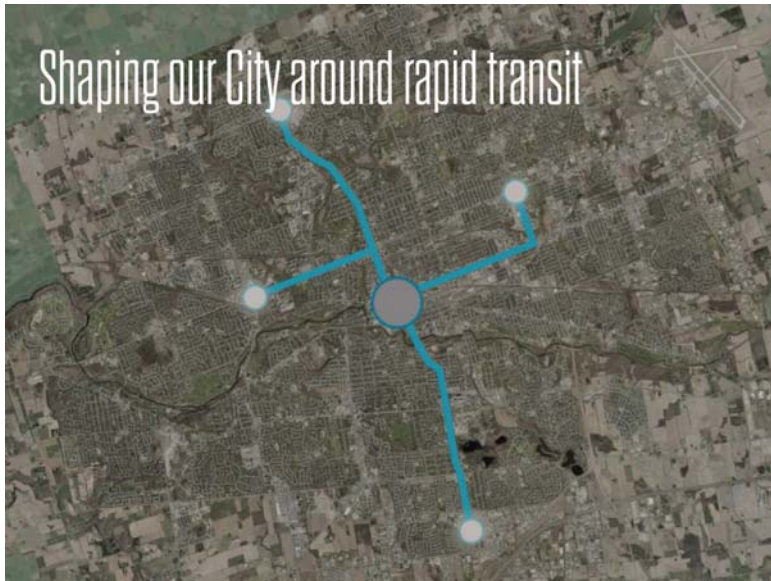
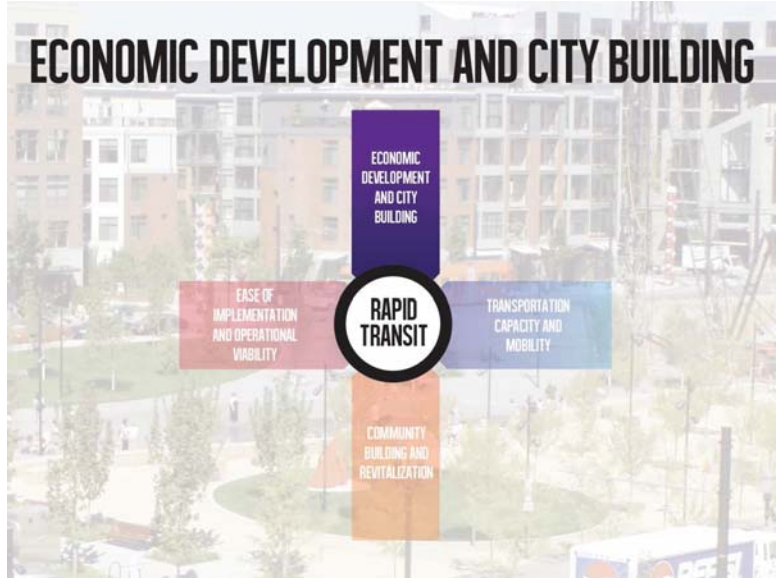


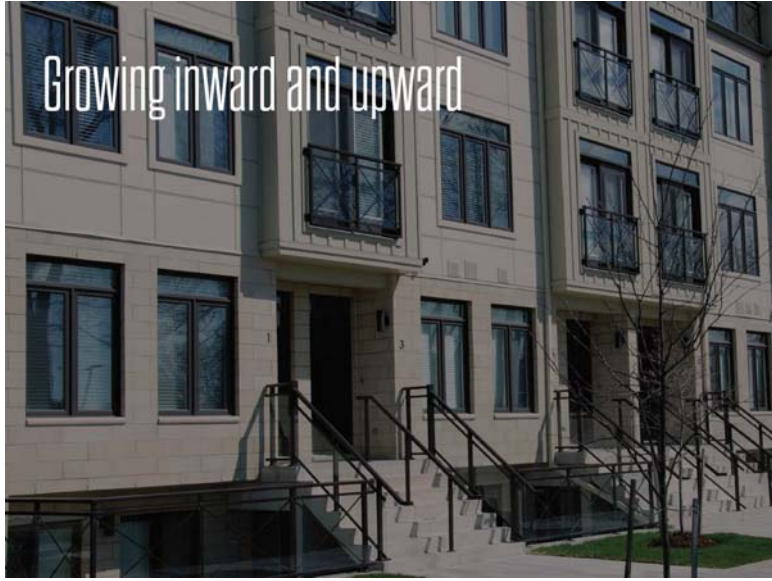
Place new emphasis on creating attractive transportation choices



Connect London to the surrounding region







Growing inward and upward



Downtown investment



Build a mixed-use compact city



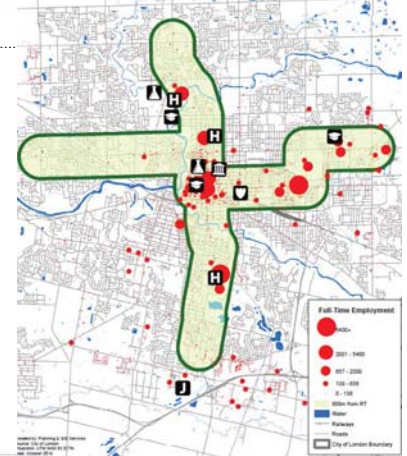
Planning a smart city

Building a city to attract talent and investment

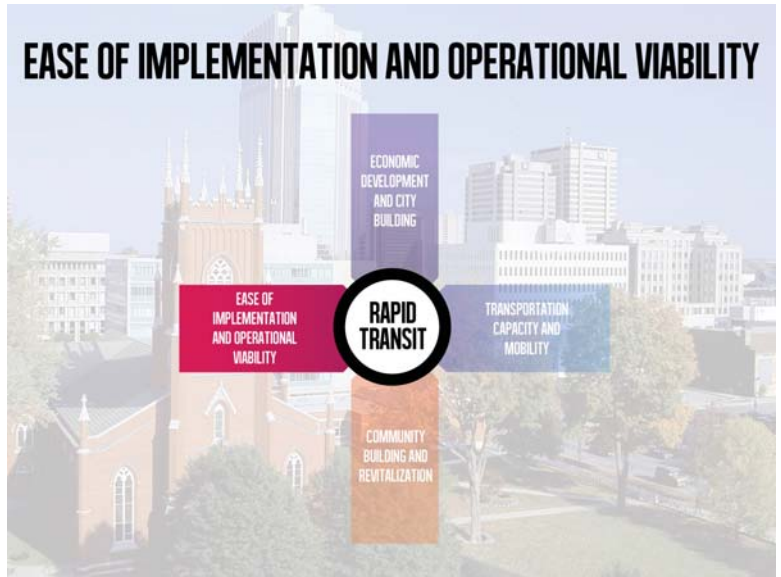


Full-Time Employment

An 800-metre buffer from proposed RT corridors encompasses approximately 65% of all full-time employment in London.



EASE OF IMPLEMENTATION AND OPERATIONAL VIABILITY



Public Engagement

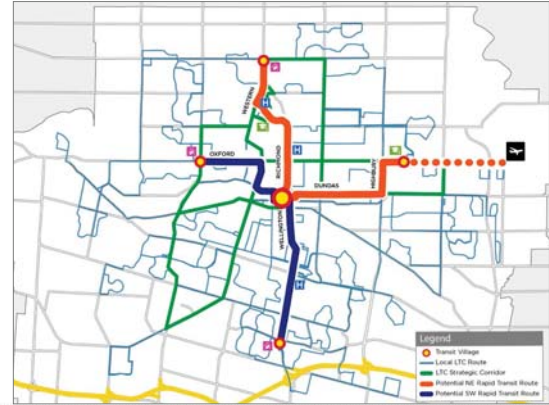
Public Engagement Initiative

- Over 50 events so far; 12,500 contacts
- Over 1,500 followers on Twitter, Facebook and YouTube
- Presentations to stakeholder groups
- Pop-up booths at public events
- MetroQuest Survey – 1,200 people submitted responses. Project eNewsletter
- Project Website

The top priorities for Rapid Transit are:

- 1 Fast travel time
- 2 Frequency
- 3 Walkable communities
- 4 Capital and Operating Costs
- 5 Coverage Area
- 6 Minimize Transfers
- 7 City Image
- 8 Comfortable Ride

Preliminary Recommended Corridors



Western University

Route alternatives through the Campus area



Potential Alignment: RT along University Drive and Middlesex Drive

Rapid Transit Technologies

Common Characteristics of Rapid Transit Technologies

- Frequent service along the RT corridors, allowing riders to use the service without needing to consult a schedule
- Express Service – Fewer stations – Stations located at major trip generators
- Dedicated lanes for rapid transit, physically separated from other traffic where feasible.
- Programed traffic signals to prioritize the movement of rapid transit vehicles
- Enhanced stations: Stations with larger, more prominent waiting areas, shelters, seating, bike racks, ticket vendors.



Network Alternatives

Base BRT

- Similar to Transportation Master Plan BRT alternatives
- No major capital works (Richmond Street tunnel and University Avenue bridge)
- BRT vehicles run in mixed traffic on Wellington Street between Baseline Road and Downtown

Full BRT

- Adds major structural projects, including a Richmond Street Tunnel under the CP Rail line and the bridge over the North Thames on University Drive to maximize transit operating speeds

Hybrid

- Same major structural projects as the Full BRT alternative
- Incorporates LRT along the preferred north and east corridors via downtown with BRT along the south and west corridors.

Full LRT

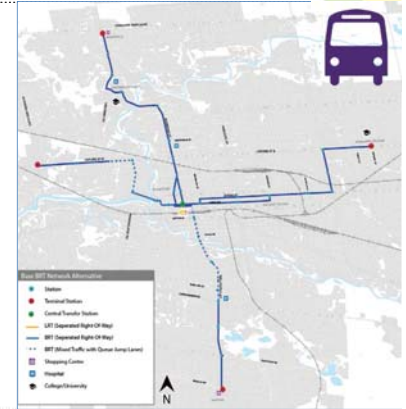
- This alternative incorporates a semi-exclusive LRT system along the entirety of the preferred RT route.



Network Alternatives – Base BRT

Characteristics

- 19 km of BRT along a semi-exclusive right-of-way
- 4.6 km of BRT in mixed traffic
- 31.4 million riders/year by 2035
- \$270 million capital cost
- \$13.8 million/year O+M costs
- 840,000 transit travel hours saved
- 12 million auto vehicle km saved
- Moderate potential impact on City Building and Social Community



Network Alternatives – Full BRT

Characteristics

- 22 km of BRT along a semi-exclusive right-of-way
- 1.6 km of BRT mixed traffic
- 31.6 million riders/year by 2035
- \$500 million capital costs
- \$12.2 million/year O+M costs
- 985,000 transit travel hours saved
- 12.9 million auto vehicle km saved
- Moderate potential impact on City Building and Social Community



Network Alternatives - Hybrid

Characteristics

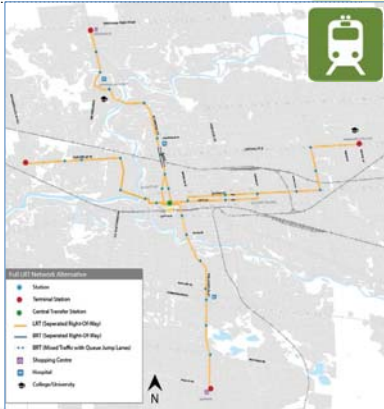
- 13.2 km of LRT along a semi-exclusive right-of-way
- 9 km of BRT semi-exclusive lanes
- 1.6 km of BRT in mixed traffic
- 32 million riders/year by 2035
- \$880 million in capital costs
- \$11.1 million/year in O+M costs
- 1,170,000 transit travel hours saved
- 14.7 million auto vehicle km saved
- High potential impact on City Building and Social Community



Network Alternatives – Full LRT

Characteristics

- 23.7 km of LRT along a semi-exclusive right-of-way
- 32.1 million riders/year by 2035
- \$1,150 million in capital costs
- \$11.5 million/year in O+M costs
- 1,226,000 transit travel hours saved
- 15.1 million auto vehicle km saved
- Highest potential impact on City Building and Social Community



Network Comparison

Criteria	Base BRT	Full BRT	Hybrid	Full LRT
Capital Cost	●	●	●	●
Operating Cost	●	●	●	●
Economic Development and City Building	●	●	●	●
Transportation Capacity and Mobility	●	●	●	●
Community Building and Revitalization	●	●	●	●
Ease of Implementation and Operational Viability	●	●	●	●

Base BRT, Full BRT, and Hybrid are viable rapid transit solutions and an enhancement to the current transit system.

Benefits Case

Description	Base BRT	Full BRT	Hybrid	Full LRT
COSTS - FINANCIAL ACCOUNT				
Capital Costs (CAPEX)	\$ 290	\$ 497	\$ 880	\$ 1,142
Operating Costs to 2049	\$ 370	\$ 319	\$ 287	\$ 252
Total Costs	\$ 660	\$ 816	\$ 1,167	\$ 1,394
BENEFITS - AGENCY				
Additional Fares	\$ 84.65	\$ 90.88	\$ 103.33	\$ 106.45
BENEFITS - TRANSPORTATION USERS				
Auto User Time Savings	\$ 112	\$ 114	\$ 114	\$ 119
Transit User Time Savings	\$ 292	\$ 344	\$ 409	\$ 429
Auto Operating Cost Savings	\$ 38	\$ 41	\$ 47	\$ 48
Safety Savings	\$ 22	\$ 23	\$ 27	\$ 28
Sub-total	\$ 465	\$ 523	\$ 597	\$ 623
SUMMARY				
Total Costs (2015 \$)	\$ 650	\$ 816	\$ 1,167	\$ 1,394
Total Benefits Transportation User and Agency Benefits (2015 \$)	\$ 550	\$ 614	\$ 700	\$ 730
Benefit - Cost Ratio	0.85	0.75	0.60	0.52
SOCIAL BENEFITS - ENVIRONMENTAL				
GHG Emissions Savings	\$ 2.03	\$ 2.18	\$ 2.47	\$ 2.55
SOCIAL BENEFITS - ECONOMIC DEVELOPMENT				
Short Term GDP Gains	\$ 123	\$ 227	\$ 399	\$ 520
Long Term GDP Gains	\$ 16	\$ 14	\$ 12	\$ 13
Land Value Uplift	\$ 80	\$ 90	\$ 110	\$ 115
Total Social Benefits	\$ 221.1	\$ 333.3	\$ 523.1	\$ 650.5
Benefit-Cost Ratio including Social	1.39	1.16	1.05	0.99
City Building and Social Community (City Image, Urban Regeneration Benefits, Catalyst for Development)	✓	✓✓	✓✓✓	✓✓✓

Preliminary Preferred Network Characteristics

- A city-wide rapid transit long term solution that is scalable in implementation
- High quality stations and corridors
- Grade separation of rapid transit from freight rail lines (Richmond Street tunnel under the CP Rail line) to limit delays
- A semi-exclusive LRT line in the highest demand corridors (North and East)
- A semi-exclusive BRT line in the lower demand corridors (South and West)
- A supporting network of feeder buses providing direct access to the rapid transit corridors



Potential Cross Sections Visuals



Potential Cross Sections Visuals



Potential Cross Sections Visuals



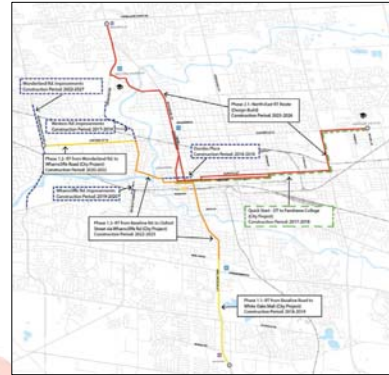
Potential Cross Sections Visuals



Potential Cross Sections Visuals



Potential Project Phasing (subject to funding)



Project	Year
Rapid Transit Projects	
Quick Start	2017-2018
Wellington Street, South of Baseline Road	2018-2019
Oxford Street West	2020-2022
Wharfedale Road	2022-2023
Wellington Street, North of Baseline Road	2022-2023
North-East RT Route	2023-2026
Related Improvements to the Road Network	
Western Road	2017-2019
Dundas Place	2018-2019
Wonderland Road	2022-2027

Rapid Transit Funding

- The new federal government has promised to investment in significant improvements to public transit across Canada
- The Province plans to allocate \$15 billion dollars in public transit projects outside of the GTHA as part of the *Moving Ontario Forward* initiative
- Projects outside of the GTHA have been funded through 1/3 partnerships with the Province and Federal governments as the projects are municipally driven, owned and operated.
- City of London *Moving Ontario Forward* submission – Funding up to \$1.1 billion for Rapid Transit, work together to select the right option

Rapid Transit Summary

- The City of London's financial commitment of approximately \$125 million for Rapid Transit implementations, combined with an investment from provincial and/or federal government, will facilitate significant social, economic, and environmental benefits for London and Southwestern Ontario
- Final recommended rapid transit solution and implementation will be scalable based on available funding envelopes and financial affordability
- The Hybrid (BRT/LRT) network alternative will be utilized as the preliminary preferred alternative for funding dialogue and the basis for the next round of community engagement and public input for the Rapid Transit Environmental Assessment.

Committee: **LMHC Board**

Organization/Sector represented: **Youth Opportunities Unlimited**

Name: **Tim Smuck**

Address:

2-664 Queens Ave London, ON. N5W 3H1

Occupation: **Mentor/ Business Liaison**

Work experience: **Ending Poverty Neighbourhood Project Coordinator 2015 - Current Child and Youth Network – City of London Facilitation: Provided wide variety of support to young people from around the Glen Cairn community to guide them to create, lead and implement community solutions conducted through a Real Voice Project. In addition, I support the Glen Cairn Wrap Around Project to implement project outcomes that have been created by the youth in the community through intensive focus groups and community conversation that I organized. Community Builder: Built active and healthy relationships amongst community non-profits and business to provide youth with strong future opportunities in employment and volunteerism. Youth Facilitation Skills: Worked on the ‘Youth Project Design’ with Kovacs Group and the City of London to facilitate countless community workshops to hear the opinions of over 1000 youth in London Job Developer / Business Liaison 2015 - Current Youth Opportunities Unlimited (YOU) Program Facilitation: Coordinated the Summer Jobs Service Program for 350 at-risk youth that included the facilitation of 20 workshops of training on a variety of employment and life skills. Community Outreach: Organized a community resource fair that included 35 community partners ranging from post-secondary’s institutions, government resources, and local non-profits. Strategic Planning: Provided the marketing and social media services for YOU along with building strategic community partners. Financial Management: Helped run a provincial program with a budget of \$635,000 and created savings of \$60,000 External Relationship Building: Established a formal partnership between King’s University College and YOU that saved the organization thousands of dollars in operating costs while creating new opportunities for advancements for growth Project Management: Oversee the ‘Paths to Careers’ project funded by the Ministry of Education as the Career Coach that worked with 26 youth to prepare them for university Member, Board of Directors 2015 - Current Homes Unlimited and Odell-Jalna Residences Operational Policy Development: Member of the Operations Committee that oversees strategic and high level policy for six affordable housing properties that comprise of over 450 homes. Financial Management: Member of the Capital Committee that has help Homes Unlimited apply for federal and provincial grants while also working with the City of London on the development of a new million dollar capital project. Communication Skills: Took the lead of the development of tenant outreach and tenant engagement with the creation of a strategic plan for how to better sustain and promote residents who come from disadvantage backgrounds.**

Education: **Masters of Public Administration (Local Government) Western University Specialization in Social Housing Policy and Community Engagement Courses: Municipal Law & Financial Management Public Policy and Program Evaluation & Research Methods and Statistics Methods Economics & Organizational Behaviour Local Government Management & Strategic Planning B.A. Honors Specialization Political Science and Social Justice Studies - King’s University College Specialization in Grassroots movements, Urban Politics, and Non-Government Organizations**

Skills: **I believe I can provide specialized knowledge to LMHC on many different levels. Firstly, I have lived experience. I spent over 15 years in public housing myself here in London. In fact, I was born and raised in public housing. I have lived and experience what community is in public housing here in LMHC communities. I sadly had to experience growing up in poverty and how to overcome those difficult situations. Secondly, I have specialized knowledge of London's housing situation, policy and legislation through my time as a graduate student within Western's Masters of Public Administration Program. I completed my graduate research project on bettering public housing communities in two major LMHC communities, Limberlost and Southdale. I spent countless hours knocking on every day in each community twice to get their opinions on their community and how to better it. Furthermore, I worked with residents to develop policy recommendations. I was well received in the community because I had lived experience similar to them. During this time I also worked with an embedded non profit in LMHC communities called the London**

Community Chaplaincy whose Board of Directors supported and allowed me to use their space to conduct focus groups and interviews. My graduate thesis demonstrates my passion to help make change with those who reside in LMHC communities. It also shows the support I have amongst tenants and community groups.

Interest reason: I am interested in serving the City of London on this Body because I want to make positive change in the communities where I once lived. I want to help further my thesis finding and recommendations. There is nothing more that I care about then better public housing communities for all tenants. I believe I can assist LMHC in better the lives of all their tenants. Through my educational, work, and lived experience I can bring an alternative and innovative voice to an all ready very talented board. I am willing to work with all members as a team to put tenant empowerment at the forefront of the conversation.

Contributions: I believe I can bring an informative and unique voice to the conversation at the Board level. Through my graduate thesis and lived experience I know that this is occurring at the ground level in this communities and how many tenants feel disengaged and not heard. I can help the board develop new tenant outreach strategies, how to build strong community partners to create more services for tenants, and how to begin the process of rebuilding trust amongst tenants and LMHC. I also know I can positively work with those who already sit on the board to ensure large items get tackled and things progress for the citizens of London.

Past contributions: I currently sit on the board of directors for one of the largest non-profit housing organizations in Ontario, Homes Unlimited INC. I am an active board member who believes in strong financial management while also promoting innovative tenants engagement strategies. I have championed the move to help better partnerships with community organizations to bring in much needed services directly into our communities. I have also began the process of enacting an interactive tenant engagement strategy where we hear feedback of our tenants more. With that being said, I have the experience of sitting on a social housing board that tries to serve those who are disadvantaged in our community

Interpersonal: I believe active listening is more of the most important skills in life. Through my position I work I have to counsel and mentor young people who are facing several barriers such as homelessness, drug addiction, and mental illness. Within the same position I also have to actively listen and engage with management to ensure the best goals of the organization are achieved. Furthermore, with my time as a Neighbourhood Project Coordinator with CYN, I have established a youth advisory council where I help bring forth the voice, knowledge and ideas of young people in the city to those within the organization. Moreover, my time as a board member has taught me how to have a high level conversation that includes the skills, abilities, and knowledge of everyone at the table to make strong informed decisions. That is what I believe I can bring to the Board of LMHC, is someone who can ensure all voices get heard and respected as that is the best way to make a decision at that level.

Interview interest: Yes

Original Ranked Ballot																	"1" Votes	"2" Votes	"3" Votes
Councillors:	VANHOLST	ARMSTRONG	SALIH	HELMER	CASSIDY	SQUIRE	MORGAN	HUBERT	HOPKINS	RIDLEY	TURNER	USHER	PARK	ZAFMAN	BROWN	SUM			
Nominated Slate:																			
CALFORD	4	5	2		8	6	9		4	3		6	5	8	10	70	0	1	1
CAMPBELL	8	1	1		6	3	3		6			8	4	2	6	48	2	1	2
CHAPMAN	1	2		2	2	1	4	1	1	1		2	7	5	1	30	6	4	0
COLEMAN	7	3	5		4	5	6		7	10		7	1	1	2	58	2	1	1
MORAN	5	6		4	5	7	5	2	5	5		9	3	6	7	69	0	1	1
NGACAKU	10	11	4	5	7	8	10		8	6		10	6	7	4	96	0	0	0
PECKHAM	2	4		3	3	9	2	3	3	4	3	1	11	3	11	62	1	2	6
SCHEFTER	3	7			9	10	7	4	2	7	1	11	9	9	9	88	1	1	1
SPENCER	9	8			10	2	8		9	8		4	10	11	8	87	0	1	0
ZACHARIAH	11	9			11	11	11		10	9		5	8	10	5	100	0	0	0
SMUCK	6	10	3	1	1	4	1	5	11	2	2	3	2	4	3	58	3	3	3
																0	0	0	0
																0	0	0	0
																0	0	0	0
																0	0	0	0

Adjusted Rankings Ballot																	"1" Votes	"2" Votes	"3" Votes
Councillors:	VANHOLST	ARMSTRONG	SALIH	HELMER	CASSIDY	SQUIRE	MORGAN	HUBERT	HOPKINS	RIDLEY	TURNER	USHER	PARK	ZAFMAN	BROWN	SUM			
Nominated Slate:																			
CALFORD	4	5	2	0	8	6	9	0	4	3	0	6	5	8	10	70	0	1	1
CAMPBELL	8	1	1	0	6	3	3	0	6	0	0	8	4	2	6	48	2	1	2
CHAPMAN	1	2	0	2	2	1	4	1	1	1	0	2	7	5	1	30	6	4	0
COLEMAN	7	3	5	0	4	5	6	0	7	10	0	7	1	1	2	58	2	1	1
MORAN	5	6	0	4	5	7	5	2	5	5	0	9	3	6	7	69	0	1	1
NGACAKU	10	11	4	5	7	8	10	0	8	6	0	10	6	7	4	96	0	0	0
PECKHAM	2	4	0	3	3	9	2	3	3	4	3	1	11	3	11	62	1	2	6
SCHEFTER	3	7	0	0	9	10	7	4	2	7	1	11	9	9	9	88	1	1	1
SPENCER	9	8	0	0	10	2	8	0	9	8	0	4	10	11	8	87	0	1	0
ZACHARIAH	11	9	0	0	11	11	11	0	10	9	0	5	8	10	5	100	0	0	0
SMUCK	6	10	3	1	1	4	1	5	11	2	2	3	2	4	3	58	3	3	3
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
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APPENDIX “A”

TERMS OF REFERENCE

2016 COUNCIL COMPENSATION REVIEW TASK FORCE

COMPOSITION:

Voting Members:

Five members to be chosen by the City Clerk of the City of London and subject to ratification by Municipal Council.

TERM OF OFFICE:

The Council Compensation Review Task Force shall commence its work as soon as possible and be disbanded upon submission of its Final Report to the Strategic Priorities and Policy Committee by not later than March 31, 2016.

QUALIFICATIONS:

Members of the Task Force will be chosen by the City Clerk and ratified by Municipal Council using all appropriate Council policies and procedures, and be reflective of the relevant principles contained within the Strategic Plan. Within these parameters, the Clerk will have full discretion over the selection process, subject to ratification by Municipal Council, including the determination and assessment of candidate qualifications. Members of Civic Administration are not eligible to serve as members of the Task Force.

The Chair and Vice-Chair are elected by the Task Force from among its Members, at its first meeting

MEETINGS:

The first meeting shall be called by the City Clerk. Subsequent meetings shall be at the call of the Chair, in consultation with the Task Force Secretary.

DUTIES:

The Council Compensation Review Task Force reports to the Municipal Council, through the Strategic Priorities and Policy Committee.

The Task Force shall be responsible for reviewing and providing recommendations with respect to Council Member compensation, including:

- (a) review, consideration and continued work on the recommendations of any previous Council Compensation Review Task Force that the committee feels are relevant;
- (b) collection of and analysis of data from other legislative jurisdictions throughout Canada having regard to the population and the operating budgets of the municipalities and positions of comparable responsibility within the public and private sectors with the assistance of neutral, independent and less human-resources focussed expertise ;
- (c) seeking significant public input, which would:
 - i) include a variety of opportunities for public input directly to the Task Force (this could include the use of public meetings, surveys, webpage, phone, mail, etc).
 - ii) provide for public engagement process to ensure that members of the public are aware of the work of the Task Force and are provided with ample opportunity to provide input;
 - iii) provide for an enhanced communications program to assist in clarifying the role of the Municipal Council Members, including legislative responsibilities and day-to-day duties undertaken to fulfil the role; and,
 - iv) collection of public input with respect to expectations for the availability of the Members of Council to the public during core business hours and outside of core business hours;

- (d) reviewing and making recommendations with respect to:
 - (i) Council Member annual stipend; and
 - (ii) the process and timeline for future reviews of Council compensation; and,
- (e) making recommendations regarding implementation of any changes in compensation, which may include phasing in and indexing.

GUIDING PRINCIPLES:

1. No Council Member should seek to serve in public office solely for financial gain. The key motivation should be to serve and improve the well-being of the citizens of London.
2. The system of remuneration must be transparent, open and easily understandable.
3. Remuneration needs to be sensitive to local market conditions and to compensation levels in comparable municipalities, recognizing that the role of Councillor is neither a full-time or part-time role, but rather a unique role.
4. Fair compensation that is reflective of the legislative responsibilities and day-to-day duties undertaken to fulfil the role of a municipal Councillor should be.
5. The Task Force should expect that their recommendations will be considered as soon as possible.
6. The Task Force may consider the provision of various compensation models for consideration.

VACANCIES:

The same procedure is followed as for the initial appointment of members to the Council Compensation Review Task Force.

REMUNERATION:

No remuneration is paid to the Council Compensation Review Task Force members.

CONTACT:

CHAIR:

Name: tbd
Phone: tbd
E-mail: tbd

TASK FORCE SECRETARY:

Name: Linda Rowe
Phone: 519-661-2500 Ext. 5396
Fax: 519-661-4892
E-mail: lrowe@london.ca