

Strategic Priorities and Policy Committee

Report

7th Meeting of the Strategic Priorities and Policy Committee
March 4, 2019

PRESENT: Mayor E. Holder (Chair), Councillors M. van Holst, S. Lewis, M. Salih, J. Helmer, M. Cassidy, P. Squire, J. Morgan, S. Lehman, A. Hopkins, P. Van Meerbergen, S. Turner, E. Pelozo, A. Kayabaga, S. Hillier

ALSO PRESENT: M. Hayward, B. Card, J. Carter, B. Coxhead, S. Datars Bere, J. Fleming, M. Galczynski, M. Johnson, O. Katolyk, S. King, G. Kotsifas, L. Livingstone, D. MacRae, S. Mathers, P. J.P. McGonigle, McKague, J. Millson, D. Munteer, D. O'Brien, K. Pawelec, D. Purdy, J. Richardson, C. Saunders, M. Schulthess, C. Smith, S. Spring, S. Stafford, J. Stanford, B. Westlake-Power, R. Wilcox and J. Yanchula.

The meeting is called to order at 4:02 PM.

1. Disclosures of Pecuniary Interest

Councillor S. Lehman discloses a pecuniary interest in item 4.5 having to do with the confirmation of appointments to the London Downtown Business Association (LDBA), by indicating he is a member of the LDBA.

2. Consent

2.1 2019 Assessment Growth Funding Allocation

Moved by: J. Morgan
Seconded by: S. Lewis

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

- a) the 2019 Assessment Growth Funding Allocation staff report dated March 4, 2019 BE RECEIVED for information;
- b) the Assessment Growth Policy appended to the staff report dated March 4, 2019 as Appendix "B" BE RECEIVED by Council for review, in accordance with the requirement for Council review of the Assessment Growth Policy in the first year of a new Council term; it being noted that the Civic Administration is not recommending any revisions to the policy; and,
- c) the Civic Administration BE DIRECTED to engage with relevant stakeholders and report back to municipal council on the feasibility of including assessment growth business cases related to poverty and homelessness support services as part of the 2020 Assessment Growth Funding Allocation.

Yeas: (15): Mayor E. Holder, M. van Holst, S. Lewis, M. Salih, J. Helmer, M. Cassidy, P. Squire, J. Morgan, S. Lehman, A. Hopkins, P. Van Meerbergen, S. Turner, E. Pelozo, A. Kayabaga, and S. Hillier

Motion Passed (15 to 0)

2.2 Response to London Middlesex Housing Corporation (LMHC) Requested Changes to the Articles of Incorporation and PricewaterhouseCoopers Internal Audit Report

That the following actions be taken with respect to requested changes to the Articles of Incorporation and PricewaterhouseCoopers Internal Audit Report for London Middlesex Housing Corporation:

- a) on the recommendation of the Managing Director, Housing, Social Services and Dearness Home, the Civic Administration's response to London Middlesex Housing Corporation's (LMHC) requested changes to their Articles of Incorporation and PricewaterhouseCooper's Internal Audit Report, dated March 4, 2019, BE RECEIVED for information;
- b) the attached presentation from J. Browne, S. Quigley and M. Allen Easton, London & Middlesex Community Housing, with respect to this matter, BE RECEIVED; and,
- c) to ensure it is maximizing its investment in housing, civic administration BE DIRECTED to undertake a review of the delivery of housing programs and services that are specific to the shareholder agreement between the City and London Middlesex Community Housing Corporation ("LMCH") as well as the City and Housing Development Corporation, London ("HDC") to evaluate the current service delivery model, including the relationships, roles and functions of the City and the two housing corporations, including any necessary changes to the shareholder declarations, noting that the review be completed in time to inform the development of the 2020-2023 Multi-Year Budget.

Motion Passed

Voting Record:

Moved by: S. Turner
Seconded by: E. Pelozza

That the request for delegation status from London & Middlesex Community Housing BE APPROVED to be heard at this time.

Yeas: (15): Mayor E. Holder, M. van Holst, S. Lewis, M. Salih, J. Helmer, M. Cassidy, P. Squire, J. Morgan, S. Lehman, A. Hopkins, P. Van Meerbergen, S. Turner, E. Pelozza, A. Kayabaga, and S. Hillier

Motion Passed (15 to 0)

Moved by: M. Cassidy
Seconded by: S. Lewis

That the presentation from J. Browne, S. Quigley and M. Allen Easton, London & Middlesex Community Housing BE RECEIVED; and

the Civic Administration's response to London Middlesex Housing Corporation's (LMHC) requested changes to their Articles of Incorporation and PricewaterhouseCooper's Internal Audit Report BE RECEIVED for information.

Yeas: (15): Mayor E. Holder, M. van Holst, S. Lewis, M. Salih, J. Helmer, M. Cassidy, P. Squire, J. Morgan, S. Lehman, A. Hopkins, P. Van Meerbergen, S. Turner, E. Pelozza, A. Kayabaga, and S. Hillier

Motion Passed (15 to 0)

Moved by: J. Morgan
Seconded by: A. Kayabaga

To ensure it is maximizing its investment in housing, civic administration BE DIRECTED to undertake a review of the delivery of housing programs and services that are specific to the shareholder agreement between the City and London Middlesex Community Housing Corporation ("LMCH") as well as the City and Housing Development Corporation, London ("HDC") to evaluate the current service delivery model, including the relationships, roles and functions of the City and the two housing corporations, including any necessary changes to the shareholder declarations, noting that the review be completed in time to inform the development of the 2020-2023 Multi-Year Budget.

Yeas: (15): Mayor E. Holder, M. van Holst, S. Lewis, M. Salih, J. Helmer, M. Cassidy, P. Squire, J. Morgan, S. Lehman, A. Hopkins, P. Van Meerbergen, S. Turner, E. Pelosa, A. Kayabaga, and S. Hillier

Motion Passed (15 to 0)

3. Scheduled Items

3.1 Council's Strategic Plan 2019-2023: Draft Outcomes, Expected Results, Strategies, Metrics, Targets and Preliminary Cost Estimates

That, in consideration of the community input gathered and outlined in the staff report dated March 4, 2019, the following actions be taken with respect to Council's Strategic Plan 2019-2023:

- a) the following vision statement BE APPROVED for the 2019-2023 Strategic Plan, "A leader in commerce, culture, and innovation - our region's connection to the World";
- b) the following proposed mission statement BE APPROVED for the 2019-2023 Strategic Plan, "A responsive and modern public service partner that fosters change to build a better London for all";
- c) the following proposed values BE APPROVED for the 2019-2023 Strategic Plan, "Good governance, driven by community, acting with compassion, moving forward through innovation";
- d) the Civic Administration BE DIRECTED to work with the London Abused Women's Centre, in follow-up to the attached letter of March 4th, to add a draft outcome and strategies to support efforts to reduce violence against women in our community and support victims of violence, for council's consideration in the Strategic Plan discussion at Strategic Priorities and Policy Committee, on March 25th, 2019;

it being noted that the attached presentation from the Managing Director, Neighbourhood, Children & Fire Services was received; it being further noted the communication dated February 19, 2019 from M. Powell, President & CEO, F. Galloway, Chair BTTR, Community Mobilization Committee and G. Playford, Board Chair, London Community Foundation, and the communication dated February 26, 2019 from M. Laliberte, Acting Executive Director, Neighbourhood Legal Services, Co-Chair of London Community Advocates Network and J. Thompson, Executive Director, LIFE*SPIN, Co-Chair of London Community Advocates Network, with respect to this matter were received.

Motion Passed

Voting Record:

Moved by: J. Morgan
Seconded by: M. Cassidy

That the following vision statement BE APPROVED for the 2019-2023 Strategic Plan:

"A leader in commerce, culture, and innovation - our region's connection to the World".

Yeas: (12): Mayor E. Holder, M. van Holst, S. Lewis, M. Salih, J. Helmer, M. Cassidy, P. Squire, J. Morgan, S. Lehman, P. Van Meerbergen, E. Pelozo, and S. Hillier

Nays: (2): A. Hopkins, and A. Kayabaga

Absent: (1): S. Turner

Motion Passed (12 to 2)

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

That the following proposed mission statement BE APPROVED for the 2019-2023 Strategic Plan:

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

Yeas: (11): Mayor E. Holder, M. van Holst, S. Lewis, M. Salih, J. Helmer, M. Cassidy, P. Squire, J. Morgan, S. Lehman, A. Hopkins, and A. Kayabaga

Nays: (4): P. Van Meerbergen, S. Turner, E. Pelozo, and S. Hillier

Motion Passed (11 to 4)

Moved by: M. Cassidy
Seconded by: A. Hopkins

That the following proposed values BE APPROVED for the 2019-2023 Strategic Plan:

"Good governance, driven by community, acting with compassion, moving forward through innovation."

Yeas: (14): Mayor E. Holder, M. van Holst, S. Lewis, M. Salih, J. Helmer, M. Cassidy, P. Squire, J. Morgan, S. Lehman, A. Hopkins, P. Van Meerbergen, E. Pelozo, A. Kayabaga, and S. Hillier

Nays: (1): S. Turner

Motion Passed (14 to 1)

Moved by: S. Lewis
Seconded by: M. Salih

That staff be directed to work with the London Abused Women's Centre, in follow-up to the attached letter of March 4th, to add a draft outcome and strategies to support efforts to reduce violence against women in our community and support victims of violence, for council's consideration in the Strategic Plan discussion at SPPC on March 25th, 2019.

Yeas: (15): Mayor E. Holder, M. van Holst, S. Lewis, M. Salih, J. Helmer, M. Cassidy, P. Squire, J. Morgan, S. Lehman, A. Hopkins, P. Van Meerbergen, S. Turner, E. Pelosa, A. Kayabaga, and S. Hillier

Motion Passed (15 to 0)

3.2 Core Area Informed Response - Pilot Update Report

Moved by: S. Lewis

Seconded by: M. Cassidy

That, on the recommendation of the City Manager, the following actions be taken with respect to London's Core Area Informed Response:

a) the report, dated February 2019, entitled "London's Core Area Informed Response - A Report on the First 90 Days" BE RECEIVED; and,

b) the Civic Administration BE DIRECTED to take the actions necessary to implement the Coordinated Informed Response in 2019, and on a go-forward basis, subject to the necessary budget approvals;

it being noted that the attached presentation from the City Manager and the Manager, Strategic Initiatives, Homeless Prevention and Housing was received.

Yeas: (15): Mayor E. Holder, M. van Holst, S. Lewis, M. Salih, J. Helmer, M. Cassidy, P. Squire, J. Morgan, S. Lehman, A. Hopkins, P. Van Meerbergen, S. Turner, E. Pelosa, A. Kayabaga, and S. Hillier

Motion Passed (15 to 0)

4. Items for Direction

4.1 1st Report of the Governance Working Group

Moved by: J. Morgan

Seconded by: M. van Holst

That the following actions be taken with respect to the 1st Report of the Governance Working Group from its meeting held on January 14, 2019:

a) the City Clerk BE DIRECTED to make the appropriate arrangements to schedule future meetings of the Governance Working Group (GWG) to be held on Mondays on which a Strategic Priorities and Policy Committee meeting is scheduled to be held, commencing at 2:00 PM, when required;

b) the Municipal Council resolution dated December 19, 2018 regarding a communication from Councillor M. van Holst with respect to Council expense restrictions BE REFERRED to a future meeting of the Governance Working Group to provide Councillor M. van Holst with an opportunity to speak to the matter;

c) the Municipal Council resolution dated December 19, 2018 regarding a communication from Councillor M. van Holst with respect to Council policy for debate at standing committee meetings BE REFERRED to a future meeting of the Governance Working Group to provide Councillor M. van Holst with an opportunity to speak to the matter;

d) the City Clerk BE REQUESTED to bring forward to a future meeting of the Governance Working Group (GWG) a report on processes other municipalities undertake to recruit and appoint members of the

public to boards and commissions at the beginning of a Council term; it being noted that the GWG received the Municipal Council resolution dated December 6, 2018 regarding this matter; and

e) clauses 1.1, 1.2, 2.1, 2.2 and 3.2 BE RECEIVED for information.

Yeas: (15): Mayor E. Holder, M. van Holst, S. Lewis, M. Salih, J. Helmer, M. Cassidy, P. Squire, J. Morgan, S. Lehman, A. Hopkins, P. Van Meerbergen, S. Turner, E. Pelosa, A. Kayabaga, and S. Hillier

Motion Passed (15 to 0)

4.2 Resignation from Councillor A. Kayabaga from the London Public Library Board and the Elgin Area Primary Water Supply Board

That the following actions be taken with respect to the resignation of Councillor A. Kayabaga from the London Public Library Board and the Elgin Area Primary Water Supply System Joint Board of Management:

- a) the above-noted resignations BE ACCEPTED;
- b) Councillor S. Lewis BE APPOINTED to the London Public Library Board, for the term ending November 15, 2022; and
- c) Councillor S. Lehman BE APPOINTED as an Alternate member to the Elgin Area Primary Water Supply System Joint Board of Management, for the term ending November 15, 2022.

Motion Passed

Voting Record:

Moved by: M. Cassidy
Seconded by: P. Van Meerbergen

That the following actions be taken with respect to the resignation of Councillor A. Kayabaga from the London Public Library Board and the Elgin Area Primary Water Supply System Joint Board of Management:

- a) the resignations BE ACCEPTED;

Yeas: (15): Mayor E. Holder, M. van Holst, S. Lewis, M. Salih, J. Helmer, M. Cassidy, P. Squire, J. Morgan, S. Lehman, A. Hopkins, P. Van Meerbergen, S. Turner, E. Pelosa, A. Kayabaga, and S. Hillier

Motion Passed (15 to 0)

Moved by: P. Squire
Seconded by: M. Salih

- b) Councillor S. Lewis BE APPOINTED to the London Public Library Board, for the term ending November 15, 2022;

Yeas: (15): Mayor E. Holder, M. van Holst, S. Lewis, M. Salih, J. Helmer, M. Cassidy, P. Squire, J. Morgan, S. Lehman, A. Hopkins, P. Van Meerbergen, S. Turner, E. Pelosa, A. Kayabaga, and S. Hillier

Motion Passed (15 to 0)

Moved by: S. Lehman
Seconded by: A. Hopkins

c) Councillor S. Lehman BE APPOINTED as an Alternate member to the Elgin Area Primary Water Supply System Joint Board of Management, for the term ending November 15, 2022.

Yeas: (15): Mayor E. Holder, M. van Holst, S. Lewis, M. Salih, J. Helmer, M. Cassidy, P. Squire, J. Morgan, S. Lehman, A. Hopkins, P. Van Meerbergen, S. Turner, E. Pelosa, A. Kayabaga, and S. Hillier

Motion Passed (15 to 0)

4.3 Request for a Shareholder's Meeting - Housing Development Corporation, London

Moved by: S. Turner
Seconded by: M. Cassidy

That the following actions be taken with respect to the 2018 Annual General Meeting of the Shareholder for the Housing Development Corporation, London:

- a) the 2018 Annual General Meeting of the Shareholder for the Housing Development Corporation, London BE HELD at a meeting of the Strategic Priorities and Policy Committee on June 24, 2019, for the purpose of receiving the report from the Board of Directors of the Housing Development Corporation, London in accordance with the Shareholder Declaration and the Business Corporations Act, R.S.O. 1990, c. B.16; and
- b) the City Clerk BE DIRECTED to provide notice of the 2018 Annual Meeting to the Board of Directors for the Housing Development Corporation, London and to invite the Chair of the Board and the Executive Director of the Housing Development Corporation, London to attend at the Annual Meeting and present the report of the Board in accordance with the Shareholder Declaration; and,
- c) the request for the Shareholder to reappoint D. Brouwer and L. Stevens as Board Members, Class 1, BE RATIFIED at the above-noted annual meeting of the Sole Shareholder;

it being noted that the Strategic Priorities and Policy Committee received a communication dated February 12, 2019 from S. Giustizia, President & CEO, Housing Development Corporation, London with respect to this matter.

Yeas: (15): Mayor E. Holder, M. van Holst, S. Lewis, M. Salih, J. Helmer, M. Cassidy, P. Squire, J. Morgan, S. Lehman, A. Hopkins, P. Van Meerbergen, S. Turner, E. Pelosa, A. Kayabaga, and S. Hillier

Motion Passed (15 to 0)

4.4 Confirmation of Appointment to the Old East Village Business Improvement Area

Moved by: J. Helmer
Seconded by: M. Salih

That Robert Campbell BE APPOINTED to the Old East Village Business Improvement Area Board of Management until April 2019 or until the successors are appointed.

Yeas: (15): Mayor E. Holder, M. van Holst, S. Lewis, M. Salih, J. Helmer, M. Cassidy, P. Squire, J. Morgan, S. Lehman, A. Hopkins, P. Van Meerbergen, S. Turner, E. Pelosa, A. Kayabaga, and S. Hillier

Motion Passed (15 to 0)

4.5 Confirmation of Appointments to the London Downtown Business Association Board of Directors

Moved by: P. Squire

Seconded by: S. Lewis

That consideration of appointments to the London Downtown Business Association Board of Directors, as outlined on the correspondence dated January 31, 2019 with respect to this matter, BE DEFERRED to a future meeting of the Strategic Priorities and Policy Committee.

Yeas: (10): Mayor E. Holder, M. van Holst, S. Lewis, J. Helmer, P. Squire, J. Morgan, A. Hopkins, P. Van Meerbergen, E. Pelosa, and S. Hillier

Nays: (4): M. Salih, M. Cassidy, S. Turner, and A. Kayabaga

Recuse: (1): S. Lehman

Motion Passed (10 to 4)

4.6 Request for Rapid Transit and Other Transportation Seeking Public Transit Infrastructure Stream (PTIS) Funding be Directed to the Strategic Priorities and Policy Committee

That the following actions be taken with respect to Rapid Transit and other transportation projects related to the Public Transit Infrastructure Stream (PTIS) funding:

a) the Civic Administration BE DIRECTED to:

i) consign to meetings of the Strategic Priorities and Policy Committee (SPPC) all major Bus Rapid Transit (BRT) related matters, including but not limited to reports, presentations and Councillor submissions that have regard to Rapid Transit or any project seeking funding through the \$204 million allocated to London under the Federal Public Transit Infrastructure Stream (PTIS) and the \$170 million Provincial funding commitment, noting that this will not include any related property acquisitions;

ii) reports of Rapid Transit Implementation Working Group BE DIRECTED to SPPC; and

iii) continue with this practice until such time as council explicitly directs otherwise; and,

b) the attached update from the Mayor BE RECEIVED.

Motion Passed

Voting Record:

Moved by: M. Cassidy

Seconded by: A. Hopkins

The Civic Administration BE DIRECTED to:

a) consign to meetings of the Strategic Priorities and Policy Committee (SPPC) all major Bus Rapid Transit (BRT) related matters, including but not limited to reports, presentations and Councillor submissions that have regard to Rapid Transit or any project seeking funding through the \$204 million allocated to London under the Federal Public Transit Infrastructure Stream (PTIS) and the \$170 million Provincial funding commitment, noting that this will not include any related property acquisitions;

b) reports of Rapid Transit Implementation Working Group BE DIRECTED to SPPC; and

c) continue with this practice until such time as council explicitly directs otherwise.

Yeas: (13): M. van Holst, S. Lewis, M. Salih, J. Helmer, M. Cassidy, P. Squire, J. Morgan, S. Lehman, A. Hopkins, S. Turner, E. Pelozza, A. Kayabaga, and S. Hillier

Nays: (2): Mayor E. Holder, and P. Van Meerbergen

Motion Passed (13 to 2)

Moved by: M. van Holst

Seconded by: S. Hillier

That the update from the Mayor BE RECEIVED.

Yeas: (15): Mayor E. Holder, M. van Holst, S. Lewis, M. Salih, J. Helmer, M. Cassidy, P. Squire, J. Morgan, S. Lehman, A. Hopkins, P. Van Meerbergen, S. Turner, E. Pelozza, A. Kayabaga, and S. Hillier

Motion Passed (15 to 0)

5. Deferred Matters/Additional Business

None.

6. Confidential (Enclosed for Members only.)

Moved by: M. van Holst

Seconded by: P. Van Meerbergen

That the Strategic Priorities and Policy Committee recess and reconvene at 8:00 PM, In Closed Session, for the purpose of considering the following:

6.1 ADDED - Personal Matters/Identifiable Individual/Solicitor-Client Privileged Advice

A matter pertaining to personal matters, including information regarding an identifiable individual, with respect to employment-related matters; 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; and advice subject to solicitor-client privilege, including communications necessary for that purpose.

6.2 ADDED - Personal Matters/Identifiable Individual/Solicitor-Client Privileged Advice

A matter pertaining to personal matters, including information regarding an identifiable individual, with respect to employment-related matters; 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; and

advice subject to solicitor-client privilege, including communications necessary for that purpose.

Yeas: (15): Mayor E. Holder, M. van Holst, S. Lewis, M. Salih, J. Helmer, M. Cassidy, P. Squire, J. Morgan, S. Lehman, A. Hopkins, P. Van Meerbergen, S. Turner, E. Pelosa, A. Kayabaga, and S. Hillier

Motion Passed (15 to 0)

The Strategic Priorities and Policy Committee recesses at 7:35 PM, and reconvenes, In Closed Session, from 8:00 PM to 9:12 PM.

7. Adjournment

The meeting adjourns at 10:02 PM.



CREATING THE FRAMEWORK FOR NEW SOLUTIONS

PRESENTATION TO SPPC • MARCH 4, 2019

AGENDA

Why We're Here

The Time is Now

Increasingly Complex Problems

Current State of LMCH

Future State of LMCH

Risk Mitigation

Our Shared Goal



WHY WE'RE HERE

DEVELOPING A NEW FRAMEWORK FOR THE FUTURE OF LMCH

Changing the future of LMCH, *today*

- New articles of incorporation
- Updated shareholder agreement
- Funding our own future



We *cannot* resolve the housing crisis
with **status quo** solutions.



THE TIME IS NOW

OUR PROBLEMS MULTIPLY THE LONGER WE WAIT

Housing challenges *continue to grow* in London + Middlesex

Those who are spending **30% or more** of their total household income on housing, have a housing affordability problem.

In 2015, **45.6% of London renters** spent more than 30% of their income on rent, up 2% from 2010. While this is the same as the average for Ontario, it's **5.7% higher than the Canadian average**.*

* Statistics Canada



INCREASINGLY COMPLEX PROBLEMS



CURRENT STATE OIEMCH

WE KNOW WE HAVE WORK TO DO

Current Challenges

- Deep capital needs for future renewal
- State of current housing stock
- Tenants in crisis
- Limited community capacity to provide adequate support



New articles means more **potent** options for improved and expanded housing strategies.



FUTURE STATE OF LMCH

PULLING OURSELVES UP BY OUR BOOTSTRAPS

These Changes Will Allow Us To:

- Develop new and alternate revenue streams
- Complete full financial planning that incorporates reserve funds
- Increase supportive housing to improve housing stability
- Leverage existing housing stock to regenerate and develop new stock



RISK MITIGATION

CHANGING INCORPORATION ARTICLES FEELS RISKY

Removing business operation restrictions increases shareholder's risk

- Legal
- Financial
- Community Impact



What's the **real risk?**



OUR SHARED GOAL: COMMUNITY RENEWAL

CONNECTING TO LONDON'S STRATEGIC PLAN

Areas of focus:

- Strengthening our community
- Building a sustainable city
- Growing our economy



Housing matters .
People matter *more*.

LMCH WE CARE





797 York Street – Unit 5
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t. (519) 432-2204
f. (519) 679-3918
info@lawc.on.ca

Providing counselling, advocacy and support for abused

City Of London Strategic Plan from Women with Lived Experience

March 1, 2019

Mayor Holder and Members of Council,

Re: Feedback from focus groups with women and girls accessing services at the London Abused Women's Centre

The London Abused Women's Centre (LAWC) provides immediate access to service to women and girls over the age of 12 who are abused by their intimate partners; exploited in prostitution/sex trafficking/pornography and/or subjected to sexual harassment or torture. LAWC also provides support and counselling to family members of women and girls who have been sexually exploited/prostituted/sex trafficked, including women and girls who are missing or disappeared. The agency provides service to women, girls and their family members primarily in London-Middlesex but also across Canada and internationally as requested.

- 1. The London Abused Women's Centre recommends that London's strategic plan make as one of its priorities the safety concerns of women and girls who are sexually assaulted, abused in their homes and/or trafficked/sexually exploited.**

According to the London Coordinating Committee to End Woman Abuse (LCCEWA), London Police Service reports 4,058 domestic violence incidents from January to June 2018 which was an increase of 11% over 2017. In London for this same period, 3,348 domestic violence and sexual violence crisis calls were received by crisis and helplines which was a 234% increase over 2017 (LCCEWA, Snapshot 2018). In the 2017/18 fiscal year the London Abused Women's Centre served the needs of 6,045 women and girls representing a 56% increase in service demands from 2017/17 levels.

The Canadian Femicide Observatory for Justice and Accountability reported in January that 148 women and girls were killed in Canada – primarily by men – in 2018. Femicide remains a serious and critical issue for women and girls around the world, including in Canada.

In regards to LAWC's specialized services for sexually-exploited, prostituted and trafficked women and girls, between July 2015 and December 2018, LAWC, in partnership with YOU and Salvation Army Correctional and Justice Services, provided long-term, trauma and victimization-informed counselling, advocacy, outreach and support to 2,015 sexually-exploited/prostituted, sex trafficked and at-risk women, girls and youth. Of the 432 women and girls who were

provided with individual counselling, 380 identified as being trafficked into the sex trade. LAWC received phone or Skype calls, emails or in-agency visits from 153 families/parents who were looking for support because their daughters had been sexually exploited into the sex trade.

London Police Service acknowledges that London is a hub for sex trafficking and reports that, between 2013 and 2018, 285 suspected traffickers were reported in London; 433 individuals were considered to be at a high risk of trafficking; contact was made with 533 individuals (including "independent" and trafficked women and girls); and 492 criminal code charges were laid relating to trafficking (<https://bit.ly/2UQAdLx>). Between October 16 and November 23, 2018, LPS joined other forces in Southwestern Ontario to conduct a trafficking sting. An online ad selling sexual services posted by LPS resulted in 9,000 views in six days. Police met with 56 women and girls between the ages of 16 and 41 including girls in secondary and post-secondary school.

2. LAWC recommends the City of London continue to listen to the voices of women and girls especially those who are vulnerable and at-risk throughout the strategic planning process.

The London Abused Women's Centre appreciates the invitation by the City of London to host roundtable discussions with women and girls attending service at LAWC to discuss the city's strategic plan. We hope this level of engagement continues throughout the entire process. Over the course of the last 10 days, LAWC facilitated two focus groups with women and girls accessing our services asking them what issues they wanted the City of London to focus on; what their priorities are; what is missing in the draft strategic plan; and what they would like the city to pay attention to. We urge the City of London to always support the voices of vulnerable citizens being heard and to make it standard process that channels for this level of engagement be provided particularly through the agencies that support these vulnerable populations.

The roundtables included 23 women with lived experience of abuse in intimate relationships, sexual assault, sexual exploitation and/or sex trafficking who attended the two focus groups at LAWC. Their feedback is included below.

3. The women with lived experience in the focus groups/roundtables and LAWC recommend the City of London prioritize the need for enhanced access to both emergency shelter and to permanent, safe, affordable housing for women subjected to male violence against women and girls.

Women in the focus group emphasized that they have not been able to access shelter beds in violence against women shelters when they needed them for themselves and their children because all local shelters were full. When they tried to access beds in homeless shelters, after failing to be able to access the VAW shelter, often the homeless shelters were full as well. The women and children were left in unsafe situations.

Women acknowledged the need for more rent-geared-to-income housing so that women leaving abusers or exiting trafficking do not have to wait so long to access permanent housing. Women recommended that, rather than primarily being offered only rent-geared-to-income (which was identified as often unsafe), that an enhanced portable housing benefit be made available to women/girls who have been subjected to male violence trying to leave the abuser or exit trafficking. This housing benefit would allow them to access market-priced housing in neighbourhoods throughout our community. The enhanced benefit would need to provide adequate funding so that they could access safe, affordable housing quickly rather than be waiting for months to be offered rent-geared-to-income housing.

The women recommended the City support the establishment of a safe house with supports for girls and women who have been sex trafficked. The women also highlighted the need for more supportive housing for women who experience multiple barriers – addictions, mental health and abuse.

- 4. The women with lived experience in the focus groups/roundtables and LAWC recommend the City of London provide additional funding through programs such as the City of London Community Grants to enhance free trauma-informed services for survivors of male violence against women and girls, that all public service providers be provided with training on being trauma-informed, and that the public be made aware of how to access these services.**

Women requested greater access to free trauma-informed counselling. They identified that waiting list and having to pay for these services were barriers to their ability to access needed counselling and therapy to address the impact of abuse, trauma and violence.

Women reported that public service providers need to be trauma-informed so that survivors/victims of sexual exploitation, trafficking and abuse accessing services have better outcomes.

- 5. The women with lived experience in the focus groups/roundtables and LAWC recommend the City of London develop strategies to increase public awareness and education about abuse and all forms of male violence against women and girls.**

Women want women and girls subjected to violence to know where they can go for safety and that there is help available. They want the public to recognize woman abuse, sexual exploitation and sex trafficking as major social issues. They suggested billboards and advertisement on buses or other forms of raising public awareness such as on social media. Raising public awareness will encourage women and girls to reach out and connect with support when they need it.

- 6. The women with lived experience in the focus groups/roundtables and LAWC recommend the City of London continue to regulate and reduce the number of licenses for adult entertainment establishments as these establishments inherently promote male violence against women and girls.**

7. The women with lived experience in the focus group/roundtables and LAWC recommend the City of London support enhanced safety of women and girls on the streets of London.

The women recommended improving street lighting, improving bus service so the service is free to those on low income, supporting the extension of bus services so buses run later and more often, enhancing safety at bus stops, and addressing the problem of street preachers harassing women and girls.

A handwritten signature in blue ink that reads "Megan Walker". The signature is fluid and cursive, with the first name "Megan" written above the last name "Walker".

Megan Walker
Executive Director
London Abused Women's Centre



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Council's Strategic Plan 2019-2023

March 4th, 2019 SPPC

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Agenda

- **Key Timelines and Deliverables**
- **Vision, Mission, and Values**
 - Community Feedback
 - Council sets the Vision, Mission, and Values
- **Outcomes, Expected Results, and Strategies**
 - Community Feedback
 - Council sets the Outcomes, Expected Results, and Strategies by Strategic Area of Focus
- **Next Steps**

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Strategic Plan 2019-2023: Timelines and Deliverables

2019 Budget
Approved

MYB Development

Community Engagement

Set Vision, Mission,
Values; DRAFT
Outcomes, Expected
Results, Strategies,
and Metrics Tabled

Set Strategies,
Outcomes,
Expected Results

Debate Changes,
Endorse Plan

January

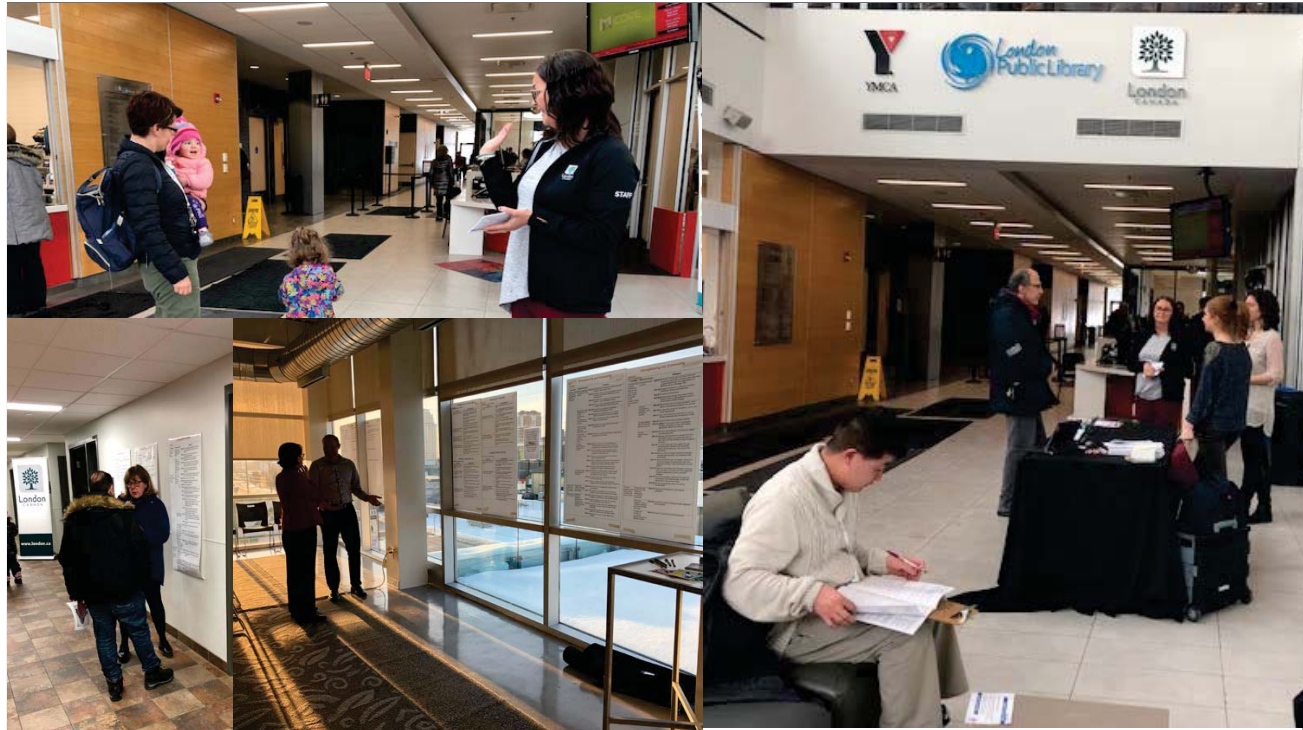
February

March

April

YOU ARE
HERE

● SPPC Meeting





Community Engagement



Throughout the month of February, Londoners were asked to provide their feedback on Council's Strategic Plan both online and in person through the following opportunities:

- 5 Pop-Up Events
- 2 Open Houses
- 3 Ward meetings (representing 5 Wards)
- 2 Advisory Committees
- 4 focus groups/organization-hosted meetings
- Wall charts posted at Innovation Works



Community Engagement

1,407 total contributions (online and paper)

www.getinvolved.London.ca

- **4,606** page views
- **3,354** visits
- **2,418** visitors

In Person

- Minimum **433** total attendance at pop-ups, ward meetings, open houses, and organization-hosted focus groups



Strategic Plan Approach

Vision | Sets direction **Mission** | Articulates purpose

Values | Expresses how the corporation operates

Strategic Areas of Focus | Articulates where to focus over the next four years

Outcomes | Identifies the intended change to be accomplished

Expected Results | Identifies the required change to achieve the outcome

Strategies | Identifies the specific actions to take in order to achieve the expected result and outcome

Metrics | Identifies the aggregate, quantifiable measure(s) that is used to track performance, process, or behaviour



Vision, Mission, and Values



Current Vision, Mission, and Values

Vision (sets direction)

“A leader in commerce, culture, and innovation — our region’s connection to the World.”

Mission (articulates purpose)

“At Your Service —a respected and inspired public service partner, building a better city for all.”

Values (expresses how the corporation operates)

- Individual Responsibility
- Collaboration
- Collective Accountability
- Innovation



Preliminary Vision Statements

1. Our region’s capital, advancing commerce and connecting people through culture, entertainment, and sport as the heart of Southwestern Ontario.
2. A bold leader in fostering an innovative, prosperous, and liveable city connected to the world.
3. A diverse community of neighbours building for a prosperous future.
4. A city of unlimited potential where enterprise is valued and dreams are realized.
5. A resilient community where all are welcomed and valued, building for a prosperous future.



Community Engagement: Vision

Most Important

- Community
- Livable
- Connection
- Prosperous
- Diverse
- Welcoming
- Valued
- Resilience
- Neighbours
- Innovation
- Culture
- Commerce
- Leader
- World

Suggested Additions

- Livable
- Sustainability
- Innovative
- Diversity
- Community
- Environment
- Compassion
- Neighbourhoods



Community Engagement: Vision

If you were to write a Vision statement for the City of London, what would it say?

1. London aspires to model a socially, environmentally, and economically sustainable community - where quality of life is enhanced for all.
2. Recognizing climate change & citizens' needs, London aspires to lead in adopting green tech to achieve a livable city for all to thrive.
3. Welcoming neighbourhoods leading in innovation, enterprise, compassion and community connected to the world.
4. A City that people enjoy living in.



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Community Engagement: Vision

If you were to write a **Vision** statement for the City of London, what would it say? (continued)

5. Leader in fostering an innovative, prosperous, & liveable city connected to SW Ontario & to the World, through Health, Environment & Culture
6. Environmental sustainability through adoption of green tech. Enhancing livability for all, including fellow Londoners with greater needs.
7. A bold leader in fostering an innovative, prosperous, sustainable, resilient, and liveable city connecting our region to the world.



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Community Engagement: Vision

If you were to write a **Vision** statement for the City of London, what would it say? (continued)

8. Beauty, Respect for heritage, Unique, Recovery, Strength, Trust in our Police services, better management of money spent on projects.
9. A diverse community of connected neighbours engaged with leaders to building for a prosperous future.
10. A city of potential for prosperity and innovation shared justly among all for a sustainable future.
11. A resilient and bold city that fosters diversity and innovation.
12. An inquiring community, collaborating with neighbours throughout Ontario to learn & fulfill our potential.



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Vision: Proposed Statement(s)

Council sets Vision

Vision: sets direction



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Current Vision, Mission, and Values

Vision (sets direction)

“A leader in commerce, culture, and innovation — our region’s connection to the World.”

Mission (articulates purpose)

“At Your Service —a respected and inspired public service partner, building a better city for all.”

Values (expresses how the corporation operates)

- Individual Responsibility
- Collective Accountability
- Collaboration
- Innovation



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Preliminary Mission Statements

1. A responsive and modern public service partner that fosters change to build a better London for all.
2. Engaged and responsible public servants building a better city for all.
3. Delivering opportunity with respect, compassion, and accountability.
4. Serving in partnership with respect, equity, and inclusion to build a better city for all.
5. To help Londoners prosper and grow in an inclusive and connected community.



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Community Engagement: Mission

Most Important

- Responsive
- Respect
- Inclusive
- Engaged
- Service
- Partner

Suggested Additions

- Citizens
- Community
- Respected
- Diversity
- Modern
- Inspiring
- Transparent / accountable
- Responsive
- Service
- Reasonable



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Community Engagement: Mission

If you were to write a **Mission** statement for the City of London, what would it say?

1. To deliver services to citizens at a reasonable price in a reasonable time.
2. London's citizens are engaged in its environmental progress and empathetic, compassionate service to and for each other so all may thrive.
3. To maintain a city which respects all kinds of people: e.g. the old and the young, liberals and conservatives, not just "change" advocates.
4. Empowering citizens to contribute to dynamic, diverse communities under optimized municipal conditions.



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Community Engagement: Mission

If you were to write a **Mission** statement for the City of London, what would it say? (continued)

5. Building sustainability today, for the London of tomorrow.
6. To help Londoners prosper and grow in an inclusive and connected community by delivering opportunity with respect, compassion and accountability.
7. An engaged and innovative public service partner that fosters change to build a better London for all.
8. Delivering responsive and inclusive public services with respect, compassion and accountability.



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Community Engagement: Mission

If you were to write a **Mission** statement for the City of London, what would it say? (continued)

9. We work to learn about empower less heard voices. WE move forward with words and action which liberate and promote peace.
10. Working with community to serve community.
11. Working together for a safe, secure, modern, environmentally kind and culture rich city.



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Mission: Proposed Statement(s)

Council sets Mission

Mission: articulates purpose



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Current Vision, Mission, and Values

Vision (sets direction)

“A leader in commerce, culture, and innovation — our region’s connection to the World.”

Mission (articulates purpose)

“At Your Service —a respected and inspired public service partner, building a better city for all.”

Values (expresses how the corporation operates)

- Individual Responsibility
- Collective Accountability
- Collaboration
- Innovation



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Preliminary Values Statements

1. Good governance, driven by community, acting with compassion, moving forward through innovation.*
2. Results focused
Collective accountability
Serving a diverse community
3. Initiative
Integrity
Compassion
Inclusivity
Accountability



Preliminary Value Statements cont'd

* To be considered:

(energetic collaboration, clear and lateral thinking, calculated risk taking, strong ROI and SOI, value for money, rapid advancement, technological innovation, economic vitality, individual sustainability, municipal self-sufficiency, personal productivity)



Community Engagement: Values

Most Important

- Compassion
- Innovation
- Diversity
- Moving forward
- Accountability
- Community
- Sustainability

Suggested Additions

- Caring/Compassion
- Diversity & Inclusion
- Stewardship
- Equity & Equality
- Integrity
- Accountability



Community Engagement: Values

If you were to develop **Values** for the City of London, what would they be?

1. Good governance and excellent staff provide the best possible services to residents.
2. Accountable governance, driven by community, acting with compassion, moving forward through innovation and calculated risk-taking.
3. Everyone working together so all may thrive in a safe, clean, dynamic city.



Community Engagement: Values

If you were to develop **Values** for the City of London, what would they be? (continued)

4. Integrity, inclusiveness, innovation.
5. Be good stewards of our taxes, Real Integrity with accountability, Truthful service to all.
6. People's well being.
7. Caring and tending to our city: land, water, people, infrastructure, and rich cultures/diversity with respect and strategic planning.
8. Innovation, Leadership, Accountable.



Values: Proposed Statement(s)

Council sets Values

Values: expresses how the corporation operates



Outcomes, Expected Results, and Strategies



Strategic Plan Approach

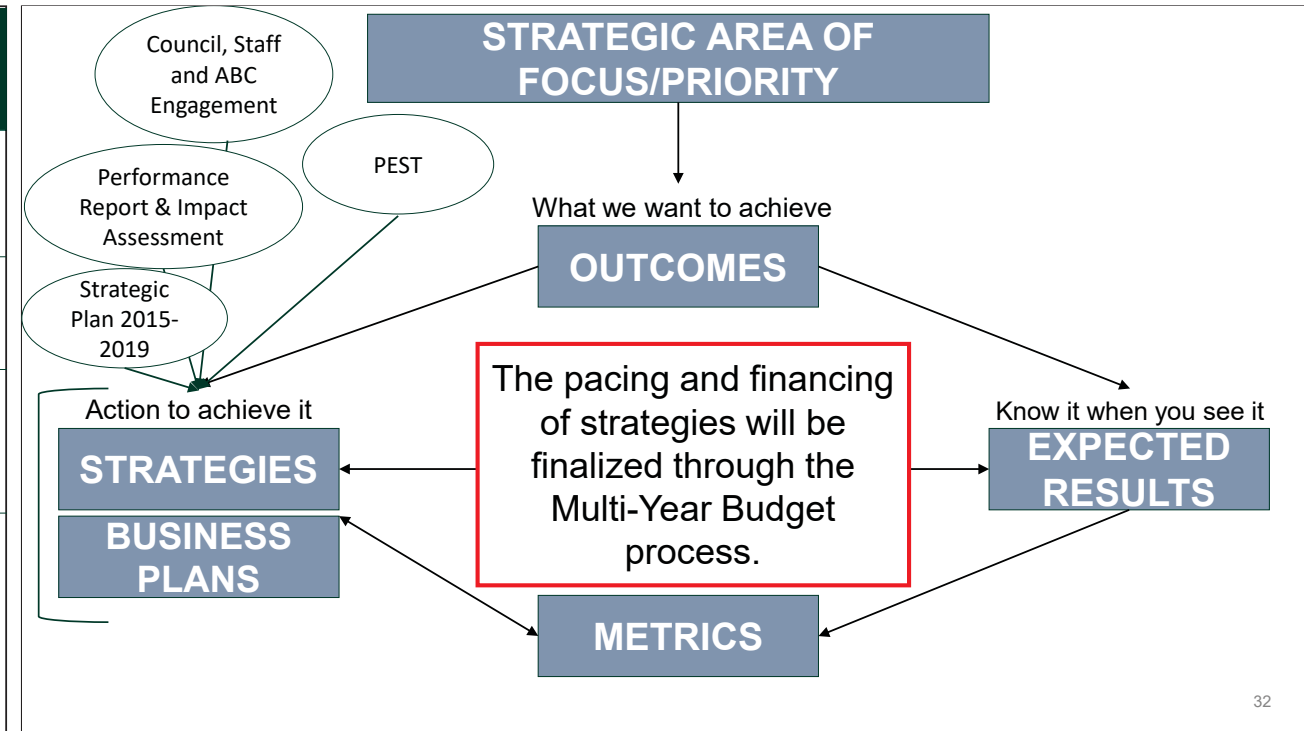
Vision | Sets direction **Mission** | Articulates purpose ✓
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Metrics | Identifies the aggregate, quantifiable measure(s) that is used to track performance, process, or behaviour





Process to Set Outcomes, Expected Results, and Strategies

Step 1: Community engagement will be presented by each Strategic Area of Focus:

- **Outcomes** are listed in order of importance
- **Expected Results** are organized by Outcome, listed in order of importance
- **Strategies** are listed by the top ten most mentioned
- **Anything Missing** has been organized into themes based on comments provided by the public about what may be missing from the Strategic Plan

Step 2: Council will set Outcomes, Expected Results, and Strategies line by line, for each Strategic Area of Focus

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Strengthening our Community

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Community Engagement: Outcomes

Outcomes (in order of importance)

- **Outcome 3)** Londoners have access to services and supports that promote wellbeing, health, and safety in their neighbourhoods and across the city
- **Outcome 2)** Londoners are engaged and have a sense of belonging in their neighbourhoods and community
- **Outcome 1)** Londoners have access to the supports they need to be successful
- **Outcome 4)** London's neighbourhoods have a strong character and sense of place

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STRENGTHENING OUR COMMUNITY



Community Engagement: Expected Results

Outcome 1) Londoners have access to the supports they need to be successful

Expected Results (in order of importance)

- b) Reduce the number of individuals and families experiencing chronic homelessness or at risk of becoming homeless
- c) Support improved access to mental health and addictions services
- a) Increase affordable and quality housing options
- d) Decrease the number of London residents experiencing poverty
- f) Improve the health and well-being of Londoners
- e) Increase opportunities for individuals and families

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STRENGTHENING OUR COMMUNITY



Community Engagement: Outcomes

Outcome 2) Londoners are engaged and have a sense of belonging in their neighbourhoods and community

Expected Results (in order of importance)

- b) Increase the number of meaningful opportunities for residents to be connected in their neighbourhood and community
- a) Increase the number of residents who feel welcomed and included



Community Engagement: Expected Results

Outcome 3) Londoners have access to services and supports that promote wellbeing, health, and safety in their neighbourhoods and across the city

Expected Results (in order of importance)

- c) Increase resident use of community gathering spaces
- d) Increase neighbourhood safety
- b) Increase participation in recreation, sport, and leisure activities
- a) Continue to invest in culture



Community Engagement: Expected Results

Outcome 4) London's neighbourhoods have a strong character and sense of place

Expected Results (in order of importance)

- a) Ensure that new development fits within and enhances its surrounding community
- c) Increase the number of community gathering spaces in neighbourhoods
- b) Continue to conserve London's heritage properties and archaeological resources



Community Engagement: Strategies

Strategies (top 10 most mentioned)

SOC-05 Create more purpose-built, sustainable, affordable housing stock in London.

SOC-08 Strengthen and support the mental health and addictions system.

SOC-06 Implement coordinated access to mental health and addictions services and supports.

SOC-15 Continue to provide access to planned and managed pathway systems and nature trails within parks and open spaces.

SOC-03 Strengthen the support for individuals and families in need of affordable housing.



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Community Engagement: Strategies

Strategies (top 10 most mentioned)

SOC-02 Increase supportive and specialized housing options for households experiencing chronic homelessness.

SOC-29 Remove barriers to access recreation, sport, leisure, and leadership programs and services.

SOC-09 Continue to support and develop collaborative approaches to

SOC-04 Utilize innovative regulations and investment to facilitate affordable housing development.

SOC-21 Support neighbourhood festivals, cultural events, and activities across the city.

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Community Engagement

Anything Missing – Major Themes

- Affordable Housing & Homelessness
- Poverty
- Neighbourhoods & Engagement
- Mental Health & Addictions
- Diversity & Inclusion
- Arts & Culture
- Safety & Supports for Women & Girls

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Council Sets Outcomes, Expected Results, and Strategies

- Council to review Outcomes, Expected Results, and Strategies line by line for Strengthening our Community

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Building a Sustainable City

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Community Engagement: Outcomes

Outcomes (in order of importance)

- **Outcome 4)** Londoners can move around the city safely and easily in a manner that meets their needs
- **Outcome 1)** London's infrastructure is built, maintained, and operated to meet the long-term needs of our community
- **Outcome 2)** London's growth and development is well planned and sustainable over the long term
- **Outcome 3)** London has a strong and healthy environment



Community Engagement: Expected Results

Outcome 1) London's infrastructure is built, maintained, and operated to meet the long-term needs of our community

Expected Results (in order of importance)

- b) Build infrastructure to support future development and protect the environment
- a) Maintain or increase current levels of service
- c) Manage the infrastructure gap for all assets



Community Engagement: Expected Results

Outcome 2) London's growth and development is well planned and sustainable over the long term

Expected Results (in order of importance)

- b) Direct growth and intensification to strategic locations
- a) Improve London's resiliency to respond to potential future challenges



Community Engagement: Expected Results

Outcome 3) London has a strong and healthy environment

Expected Results (in order of importance)

- d) Conserve energy and increase actions to respond to climate change and severe weather
- c) Protect and enhance waterways, wetlands and natural areas
- a) Increase waste reduction, diversion and resource recovery
- b) Increase community knowledge and action to support the environment

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Community Engagement: Expected Results

Outcome 4) Londoners can move around the city safely and easily in a manner that meets their needs

Expected Results (in order of importance)

- a) Increase access to transportation options
- d) Improve the quality of pedestrian environments to support healthy and active lifestyles
- b) Manage congestion and travel times
- c) Improve safety for all modes of transportation

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Community Engagement: Strategies

Strategies (top 10 most mentioned)

- BSC-12** Prepare detailed plans for strategic locations.
- BSC-13** Revitalize London's downtown and urban areas.
- BSC-05** Work with multi-sectors to finalize the Climate Change/Severe Weather Adaptation Strategy for London's built infrastructure.
- BSC-15** Work with residents and organizations to implement the 60% Waste Diversion Action Plan.
- BSC-19** Improve water quality in the Thames River.

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Community Engagement: Strategies

Strategies (top 10 most mentioned)

- BSC-10** Advance sustainability and resiliency strategies
- BSC-37** Plant more trees to increase the city's tree canopy cover.
- BSC-03** Regenerate and revitalize LMHC/Community Housing sites.
- BSC-26** Build more infrastructure for walking and bicycling.
- BSC-32** Implement a rapid transit system to improve the reliability and capacity of existing transit service and support London Plan city building.

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Community Engagement

Anything Missing – Major Themes

- Infrastructure
- Transportation
- Environment
- Community Involvement



Council Sets Outcomes, Expected Results, and Strategies

- Council to review Outcomes, Expected Results, and Strategies line by line for Building a Sustainable City



Growing our Economy



Community Engagement: Outcomes

Outcomes (in order of importance)

- **Outcome 3)** London creates a supportive environment where entrepreneurs, businesses and talent can thrive
- **Outcome 2)** London is a leader in Ontario for attracting new jobs and investments
- **Outcome 1)** London will develop a top quality workforce



Community Engagement: Expected Results

Outcome 1) London will develop a top quality workforce

Expected Results (in order of importance)

- b) Increase opportunities between potential employers, post-secondary institutions, and other employment and training agencies
- a) Increase access employers have to the talent they require



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Community Engagement: Expected Results

GROWING OUR ECONOMY

Outcome 2) London is a leader in Ontario for attracting new jobs and investments

Expected Results (in order of importance)

- a) Increase partnerships that promote collaboration, innovation and investment
- e) Maintain foreign investment attraction, local retention and growth and entrepreneurship support programs
- d) Increase public and private investment in amenities that attract visitors, a talented workforce, and investment
- c) Increase public and private investment in strategic locations
- b) Maintain viability in key global markets

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Community Engagement: Strategies

GROWING OUR ECONOMY

Strategies (top 10 most mentioned)

- GOE-01** Increase employers' access to resources to help achieve best practices in talent recruitment and retention.
- GOE-04** Increase the number of connections between employers, post-secondary students, newcomers, and other employment and training agencies.
- GOE-05** Attract, retain, and integrate international students, and newcomer skilled workers, and entrepreneurs.
- GOE-03** Increase the number of local internship opportunities.

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Community Engagement: Expected Results

GROWING OUR ECONOMY

Outcome 3) London creates a supportive environment where entrepreneurs, businesses and talent can thrive

Expected Results (in order of importance)

- a) Increase access to supports for entrepreneurs, small businesses, and community economic development
- c) Increase the availability of serviced land in strategic locations
- b) Increase efficiency and consistency for administrative and regulatory processes

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Community Engagement: Strategies

GROWING OUR ECONOMY

Strategies (top 10 most mentioned)

- GOE-09** Plan for High Speed Rail.
- GOE-07** Implement the Smart City Strategy.
- GOE-20** Ensure job growth through attraction of new capital from a diverse range of markets and industries.
- GOE-08** Seek out and develop new partnerships and opportunities for collaboration.
- GOE-02** Increase Ontario Works client participation within employment activities.
- GOE-06** Expand opportunities and activities through the London Waste to Resources Innovation Centre.

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Community Engagement Results

GROWING OUR ECONOMY

Anything Missing – Major Themes

- Jobs, Industry, and the Economy
 - Attracting talent
 - Local retention
 - Support for small and local business



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Council Sets Outcomes, Expected Results, and Strategies

GROWING OUR ECONOMY

- Council to review Outcomes, Expected Results, and Strategies line by line for Growing our Economy



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Leading in Public Service



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Community Engagement: Outcomes

LEADING IN PUBLIC SERVICE

Outcomes (in order of importance)

- **Outcome 1)** The City of London is trusted, open and accountable in service of our community
- **Outcome 3)** The City of London is a leader in public service as an employer, a steward of public funds, and an innovator of service
- **Outcome 2)** Londoners experience exceptional and valued customer service



Community Engagement: Expected Results

Outcome 1) The City of London is trusted, open and accountable in service of our community

Expected Results (in order of importance)

- a) Increase opportunities for residents to be informed and participate in local government
- b) Improve public accountability and transparency in decision making
- c) Build relationships with Indigenous peoples that are respectful, transparent, responsive and accountable



Community Engagement: Expected Results

Outcome 2) Londoners experience exceptional and valued customer service

Expected Results (in order of importance)

- d) Reduce barriers to access city services and information
- c) Increase efficiency and effectiveness of service delivery
- e) Increase the use of technology to improve service delivery
- a) Increase community and resident satisfaction of their service experience with the City
- b) Increase responsiveness to our customers



Community Engagement: Expected Results

Outcome 3) The City of London is a leader in public service as an employer, a steward of public funds, and an innovator of service

Expected Results (in order of importance)

- d) Maintain London's finances in a transparent and well-planned manner to balance equity and affordability over the long term
- e) Enhance the ability to respond to new and emerging technologies and best practices
- c) Maintain a safe and healthy workplace
- b) Attract and retain a talented workforce
- a) Increase the diversity of the city's workforce



Community Engagement: Strategies

Strategies (top 10 most mentioned)

- LPS-01** Develop and deliver a corporate communications strategy, including staff training and tools to enhance communications and public engagement.
- LPS-03** Increase access to information to support community decision making.
- LPS-04** This strategy must be developed in partnership with Indigenous peoples, including local First Nations.
- LPS-07** Streamline customer intake and follow-up across the corporation.
- LPS-06** Research and respond to emerging planning trends and issues.



Community Engagement: Strategies

Strategies (top 10 most mentioned)

LPS-10 Promote and strengthen continuous improvement practices.

LPS-05 Create new and/or enhance opportunities for residents and neighbourhood groups to engage on program and service needs.

LPS-11 Demonstrate leadership and accountability in the management and provision of quality programs, and services.

LPS-12 Accommodate long-term space needs for the City of London and optimize service delivery locations.

LPS-08 Implement customer service standards.



Community Engagement

Anything Missing – Major Themes

- Partnerships, Accountability & Community Involvement
 - Community relationships and engagement opportunities
 - Implementation of municipal best practices



Council Sets Outcomes, Expected Results, and Strategies

- Council to review Outcomes, Expected Results, and Strategies line by line for Leading in Public Service



Next Steps

March 25, 2019 SPPC Meeting:

- Council continues to set the Strategic Plan

April 8, 2019 SPPC Meeting:

- Council debates any final changes to the Strategic Plan

April 23, 2019 SPPC Meeting:

- Council approves the Strategic Plan 2019-2023



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Thank You!



March
2019

London's Core Area Informed Response

A Report on the First 90 Days

London's Response to Street Involved Activity Including Unpredictable, Disruptive Behaviours, Urban Camping, and Sleeping Rough.



Homeless Prevention and Housing



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Challenges



- Substance abuse and addiction
- Untreated mental illness
- Homelessness
- Pressures on the services and supports available

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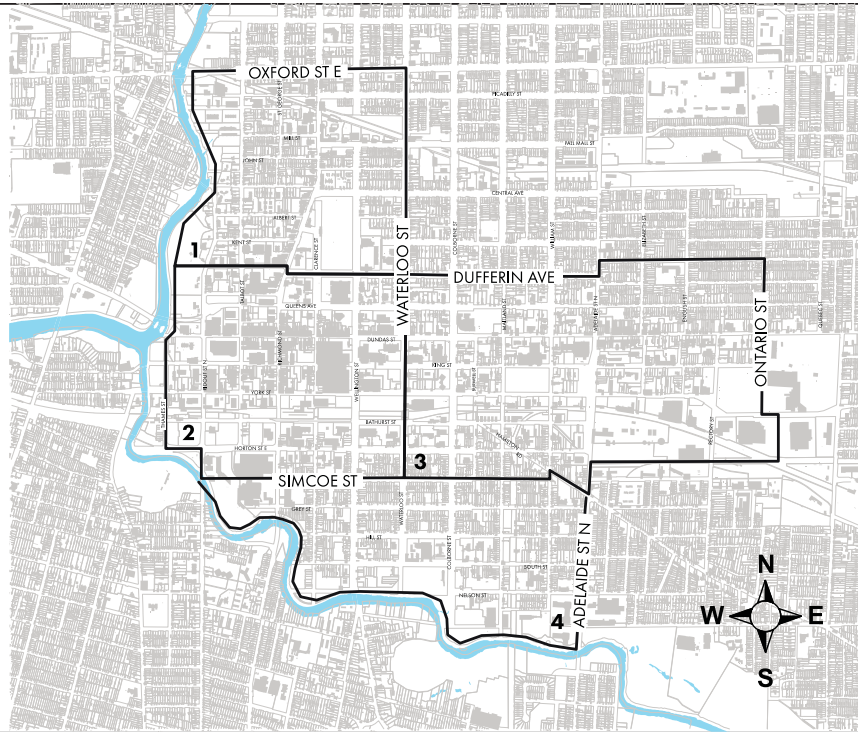
London is not alone.
Other communities are
experiencing similar
challenges.

- Calgary
- Windsor
- Vancouver
- Ottawa
- Kitchener
- Toronto
- Winnipeg
- Guelph
- Hamilton

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The Pilot - September to December

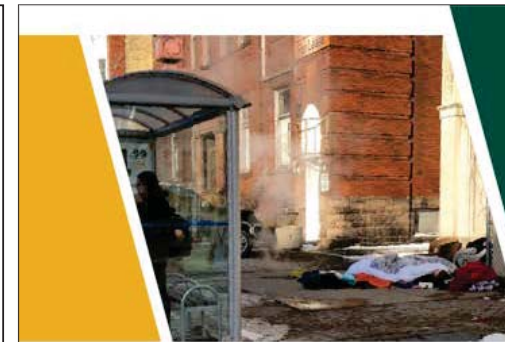
- Determined new ways to coordinate with City services and community organizations and services
- Piloted the short-term actions
- Provided an immediate proactive response to address the issues causing public concern
- Learned more about what was happening in London
- Collected data to strengthen the Core Area Informed Response
- Funded activities from within existing budgets

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What did we do during the Core Area Informed Response pilot?

During the Core Area Informed Response pilot, the City of London and its partners collaboratively worked to:

Solve Homelessness

196 instances of sleeping rough were addressed

85 referrals were made to emergency shelter

49 housing viewings were attended with individuals

94 urban camps were removed

93 individuals were provided with housing search support

13 individuals were housed

Clean Up Public and Private Spaces

132,945 syringes were recovered from needle bins in the core area

401 instances of debris in public spaces were cleaned up

1,997 syringes were recovered from urban camps and sleeping rough locations

84 bins of garbage were picked up from urban camps and sleeping rough locations

Protect the Well-Being of Londoners

509 instances of loitering were addressed

22 instances of criminal behavior were addressed

61 instances of unpredictable, disruptive behavior were addressed

6 instances of destruction or vandalism were addressed

Provide Caring and Compassionate Services

32 referrals were made to social services

29 referrals were made to justice services

20 referrals were made to food services

30 referrals were made to housing services

28 referrals were made to health services



What did we learn from the community?

- 27% of the 124 respondents said the core area looked cleaner
- 19% of the 123 respondents said they felt safer in the core area
- 16% of the 123 respondents said there were fewer people sleeping outside or in urban camps

Community members told us that...

They noticed a difference.

"Overall, a huge improvement. Thank you."

"From our little corner of the world, we have seen much improvement. So little steps... I think there is some progress that is noticeable."

This is a community issue, not just a City issue.

"Would like to see property owners be held responsible for keeping their frontage in good repair."

"The difference was noticeable, but not dramatically so. Tough to stay on top of the issue without complete community participation."

There is still more work to be done.

"It will take time. Keep trying. Good start."

"I expect that, though efforts may have been mounted, the crises we are seeing are on the rise and we are not keeping up."

What will we achieve in 2019?

Goal	Outcomes
Caring and Compassionate Proactive Response	<ul style="list-style-type: none"> Moving towards 24/7 outreach support Process for public to report incidents (es@london.ca) Coordinated action plan and data collection
Focus on Solving Homelessness	<ul style="list-style-type: none"> Housing finding team as part of outreach Target – 40 individuals secure housing
Determine Specialized Housing Response	<ul style="list-style-type: none"> Engage community services, define model and prepare for specialized housing

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What are the next steps?

- Build on the coordination of the response for 2019
- Introduce a city wide program
- Fund 2019 activities from existing budgets and reserve fund (estimate \$1.2 million)
- Bring a business case forward as part of the 2020-2023 Multi-Year Budget process

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March
2019

London's Core Area **Informed Response**

A Report on the **First 90 Days**

London's Response to Street Involved Activity Including Unpredictable, Disruptive Behaviours, Urban Camping, and Sleeping Rough.

March 4, 2019.

To: London Ward Councillors
Cc: London Residents, London City Clerk, London City Manager

Fellow Members of City Council:

Update On 60-Day London Transit Funding Process

Last month City Council and City Staff began a 60-day process to identify and agree on London transit funding projects to submit to the Province of Ontario, and through them to the Federal Government, to access \$374.8 million in Federal/Provincial funding for transit infrastructure improvements for our City. That 60-day process ends March 31 which is 3½ weeks from now. A number of Ward Councillors and members of the Public have asked for an update on that process. The purpose of this note is to provide that update.

Background Of the Funding That Is Available and the 60-Day Timeline

Under the *Investing in Canada* plan the Government of Canada has earmarked \$204.8 million for London to improve the capacity of public transit infrastructure, improve the quality and safety of existing and future transit systems, and improve access to public transit systems. In support of that plan the Province of Ontario has earmarked \$170 million and London's previous City Council approved \$130 million of matching funds. The total identified monies, therefore, are \$504.8 million with \$374.8 million from senior government with \$130 million from the City of London.

Although they have earmarked funds the Government of Canada and the Province have not approved funding. They have requested that the City of London submit proposals for specific projects that each a) meet the Federal/Provincial funding criteria, b) have a well-documented business case, and c) have been approved for submission by London's new City Council. Given the anticipated approvals interruption that will accompany the upcoming Federal election, both the Federal Government and Province encouraged London to submit their proposals by March 31, 2019 in order to improve the odds of funding approval this calendar year. In response, London City Council last month agreed a schedule to identify and approve transit projects for submission; the end date of that schedule is March 31.

Key Dates In The 60-Day Schedule

- **March 6:** package detailing the history of London's transit project to be distributed as part of the Civic Works Committee agenda.
- **March 13:** listing of potential transit projects distributed to City Council and the Public.
- **March 14:** special meeting of the Civic Works Committee to allow City Staff to present an overview of London's transit history and to answer Ward Councillors questions.
- **March 20:** Public Participation Meeting at Centennial Hall starting at 3:00 pm to allow members of the Public to ask questions and voice comments related to the potential transit projects.
- **March 25:** SPPC meeting in Council Chambers to discuss and approve a list of projects for submission to the Province.
- **March 26:** Council Meeting to pass a resolution for the projects to be submitted.
- **March 31:** final date for City Staff to submit the projects to the Province for funding approval.

Other Information On The Process

1. **The criteria for making the Potential Projects list.** It is important to note that this funding discussion will not be London's last. London's Transportation Master Plan calls for \$1.3 billion in transportation spending by 2030. The projects being considered for the 60-day plan are ones that can access the \$374.8 million in Federal/Provincial funds that were specifically allocated for London public transit projects. With that in mind the criteria for any project making the 60-day Project List are:
 - a. It must meet the *Investing in Canada* criteria of being a significant public transit infrastructure project. Projects that focus on transit operational funding (i.e. more frequent bus service) or non-transit funding (i.e. improved roads/bridges for car traffic) do not meet the funding criteria and, therefore, would likely not make the 60-day Project List.

b. It must be a project capable of City Staff providing sufficient cost and engineering information for Federal/Provincial submission within the 60-day deadline. Projects that ready today for funding submission will be more likely to make the Project List than new ideas. That said, transportation planning in London will not end on March 31; it is anticipated that there will be many new and important transportation projects created and approved during the months and years ahead.

2. What City Staff are currently doing. Following the February Council resolution directing the creation of potential projects City Staff have worked hard to build that list and to collect the cost and engineering details necessary for City Council and the Public to properly evaluate each project. A discussion of projects without proper cost and engineering detail could result in confusion and poor decision making. City Staff have identified March 13 as the date when the list of projects, with proper details, will be available.

3. Important similarities and differences versus previous discussions around London transit. Past discussions around transit infrastructure funding have focused around Bus Rapid Transit (BRT). Regardless of their views on BRT most Londoners have been appreciative of the opportunity to get significant Federal/Provincial funding support and, in so doing, reduce the tax demands on our residents. Not losing that funding is a key focus of the current 60-day timeline. An important difference is while past BRT discussions have been all-or-nothing (i.e. approve or reject the total \$504.8 million plan) this process has broken transit into a list of potential projects. This project approach will let Londoners more easily identify improvements they want and to reject those they do not.

While this important London-focused work continues we are keeping the Federal and Provincial Governments in the loop. Both levels of government have been wonderfully supportive and await the submission of the Council-approved projects at the end of this month. We await the tabling of the projects by City Staff, the Public Participation meeting, and discussion in City Council over the next few weeks.

Sincerely,

Mayor Ed Holder

Deputy Mayor Jesse Helmer