Agenda
Strategic Priorities and Policy Committee

9th Meeting of the Strategic Priorities and Policy Committee

May 18, 2021, 4:00 PM

2021 Meeting - Virtual Meeting during the COVID-19 Emergency

Please check the City website for current details of COVID-19 service impacts.

Meetings can be viewed via live-streaming on YouTube and the City website

Members

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. Peloza, A. Kayabaga, S. Hillier

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Report to Strategic Priorities and Policy Committee

To: **Chair and Members**
Strategic Priorities and Policy Committee

From: **Kelly Scherr, Deputy City Manager, Environment & Infrastructure**

George Kotsifas, Deputy City Manager, Planning & Economic Development

Kevin Dickins, Deputy City Manager, Social & Health Development

Subject: **Comprehensive Report on Core Area Initiatives**

Date: **May 18, 2021**

Recommendation

That, on the recommendation of the Deputy City Manager, Environment & Infrastructure, the Deputy City Manager, Planning & Economic Development, and the Deputy City Manager, Social & Health Development:

a) The staff report dated May 18, 2021 entitled “Comprehensive Report on Core Area Initiatives” BE **RECEIVED**;

b) The changes to target dates for action items under the Core Area Action Plan described in this report and summarized in Appendix B: Core Area Action Plan Implementation Status Update, May 2021 **BE APPROVED** and used as the new basis for future progress reporting;

c) Staff **BE DIRECTED** to revise the Core Area Action Plan Item #9 (Install kindness meters to directly support Core Area social service agencies) from a City-administered program to a program that provides access for community groups to meters that have been removed from active use, it being noted staff continue to explore digital options for a City kindness meter program;

d) The cancellation of Core Area Action Plan Item #11 (Issue request for proposals on Queens Avenue parking lot) **BE APPROVED**, it being noted future structure parking opportunities will be explored as the post-pandemic parking demand and corresponding parking revenues is better understood;

e) The Core Area Ambassador Pilot Program **BE APPROVED** as described in this report;

f) The Dundas Place Animation and Activation 2021 plan **BE RECEIVED**;

g) Project Clean Slate **BE APPROVED** as a pilot in 2021 and that the reallocation of $37,500 in one-time funding resulting from COVID-19 impacts on other Core Area Action Plan efforts **BE APPROVED** to fund it;

h) Staff **BE AUTHORIZED** to reallocate the remaining $100,000 in one-time funding that cannot be spent in 2021 due to COVID-19 impacts to other emergent opportunities aligned with the Core Area Action Plan in 2021;

i) Staff **BE DIRECTED** to work with Business Improvement Areas and other stakeholders to develop a comprehensive engagement strategy to work with other levels of government to ensure supports are in place for mental health and addictions, homelessness and housing, business supports and law enforcement, it being noted government relations work is already underway on many of these issues;

j) Staff **BE DIRECTED** to develop an “Eyes on the Street” program for City operations and engage with other agencies and organizations that routinely work in the Core about integrating such a program into their operations; and,

k) Staff **BE DIRECTED** to develop a performance measurement plan to assess the outcomes and impacts of various Core Area initiatives and report back to Committee and Council at year-end with an update on the information contained in this report.

Executive Summary

In 2019, despite extensive investment in London’s Core Area, issues persisted that threatened its long-term success. The health of the Core Area was recognized as vital to London’s prosperity as a whole. To create a healthy and resilient Core Area, the City of London set out to develop an action plan. The Core Area Action Plan (CAAP) was received by Council in late 2019 and funding to deliver 65 of 71 actions was approved through the 2020-2023 Multi-Year Budget process. A further three actions are advancing in full or in part through other funded programs.

As work began on the CAAP, the COVID-19 pandemic struck, creating disproportionate negative impacts on urban core areas. Across Canada, the large number of office workers currently working remotely has created a more distinct reduction in social activity in downtown employment areas. Reduced tourism and recreation opportunities, such as conventions, sporting events, concerts, live theatre, and festivals, have added to the financial and social impacts on the Core, as have changing pandemic restrictions on business operations. The City of London also recognizes that vulnerable and marginalized communities have faced disproportionate effects as a result of the pandemic.

Through existing CAAP efforts and new initiatives like the London Community Recovery Network, City staff and partner agencies have been working to reduce these disproportionate negative impacts. In addition to focusing on supporting community recovery, work has continued on the CAAP; those efforts are interrelated and require the involvement of enterprise-wide coordinated efforts at the City. It is also acknowledged that the impacts being seen so acutely in the Core are also being experienced to varying degrees in other parts of the city. In some instances, the work being done in the Core Area already informs and reflects services being offered throughout the community, as is the case with 24/7 Coordinated Informed Response. In other cases, it provides a policy basis to inform future programs throughout London.

This report provides an overview of the efforts to date and the next steps to ensure the City creates a healthy and resilient Core Area.

Structural Alignment

The recent restructuring of the organization included the creation of a new work unit in Planning & Economic Development that brings together responsibility for several key functions in the Core including Urban Regeneration, the Ambassador Program, and the Dundas Place Manager. The staff working in these new areas will work closely with the Core Area Steering Committee and its People, Places and Economy Teams.

Core Area Action Plan Progress

Of the funded actions in the CAAP, 34% are complete and 63% are on target. Two actions, or 3% of the Plan, are currently reporting as caution. Action #21 ‘Establish Core Area Stabilization Spaces’ is categorized as caution because, while property was purchased for the space and Council has endorsed its repurposing, a funding commitment from the Ministry of Health is required for any ongoing sustainable operations. Action #9 ‘Install Kindness Meters’ is categorized as caution as staff have determined there are operational concerns with a City-led program as originally planned. Staff are working to rescope this action to include a combination of supports to

community organizations who wish to install Kindness Meters, along with a digital donation option. An additional action, #11 ‘Issue request for proposals on Queens Avenue Parking Lot’, cannot be advanced under the CAAP timeframe, which concludes at the end of 2023. Uncertainty about post-pandemic parking demand and the loss of parking revenues as part of pandemic business support precludes municipal participation in a structured parking project at this time.

Ambassador Program

The Core Area Ambassador Pilot Program is ready to launch shortly after this report is considered by Council. The City of London and partners are actively addressing social and health issues, cleanliness, safety and security, economic development, and communication and coordination. There remains, however, more work to be done in these areas and Core Area Ambassadors would play a role in supporting these efforts in a hands-on and visible way. Other areas such as “on the sidewalk” customer service and short-term activations do not currently have dedicated City staff. Core Area Ambassadors would also take on these functions as part of their role. The Core Area Ambassador Pilot Program is expected to be operational between the hours of 7:00 am and 11:00 pm. Hiring and training are expected to be complete in July of 2021. As part of the Safe Cities London Action Plan, all Core Area Ambassadors will be provided with bystander intervention training. This work will be undertaken with the newly formed Anti-Racism and Anti-Oppression Division to administer and evaluate training opportunities for Core Area Ambassadors.

Dundas Place Update

After the conclusion of a contracted management pilot project with Mainstreet London last year, Dundas Place management is now with the City in a permanent position within Planning & Economic Development. While pandemic restrictions will continue to limit the size and scale of activities on Dundas Place, staff have developed a plan to make the space as vibrant as possible, while still observing all COVID-19 requirements. Planned activities include live performances, movable street furniture, murals, street vendors, pop-up art shows, giant games, recreation classes, movie nights, and art/history tours. Collaboration with the Business Improvement Areas and other community partners is already underway for 2021 events and activities. The Dundas Place Field House is also currently in the final stages of completion with a target opening date of June 1, 2021.

Summer Vulnerable Support Approach

Lessons learned from the temporary Winter Response program operated by the W.I.S.H. Coalition will be applied going forward to best support individuals, where possible, in maintaining any housing stability they were successful in achieving. Redirecting Community Homeless Prevention Initiative (CHPI) funding in 2020 and 2021 gradually from the traditional shelter system to a more robust housing with supports system aligns with the Council endorsed Housing Stability Action Plan and is showing early signs of effectiveness which will assist more individuals to become prepared for the pursuit of housing and more successful in their housing retention. The City of London Housing Stability Action Plan remains a guide which directs the priorities of the municipal housing system and charters the focus of community consultation regarding transforming the housing and homelessness system. The plan operates with a ‘Housing First’ philosophy and a commitment to ensuring all Londoners have access to safe and affordable housing that meets their level of acuity and care needed.

Supports for Private Property Owners

The recently approved Recovery Grant Program provides funding for graffiti removal projects on private property. Staff are also recommending $37,500 in one-time CAAP operating funding be used to fund a new pilot program called Project Clean Slate for the Summer 2021 to help address the issue of loose trash and garbage on private property. Staff are proposing a grant be provided to the two Core BIAs to hire up to seven individuals currently experiencing homelessness or with recent lived experience of

being homeless, including those in Emergency Shelter or with recent experience in the Winter Response. This program is modelled after successful initiatives in other communities.

Enhanced Communications

Several enhanced communications tactics are either now in place or being developed for the Core Area, including:

- A comprehensive landing page on the City's website www.london.ca
- A focused page on the City's engagement site www.getinvolved.london.ca
- A monthly newsletter with content highlighting projects impacting the Core Area, as well as the people working on them
- Engagement through the virtual Our Core Area Forums that will bring together groups and people who have a shared interest in the success of the Core
- Ongoing media releases to highlight projects and initiatives and their outcomes
- Inclusion of content in the City's bi-weekly Our City e-newsletter
- Social media support, including the launch of a weekly Instagram takeover that allows for the promotion of local business
- "Quick call" cards to distribute to BIA membership to simplify who to contact around active safety and security issues that do not require calling 911
- Enhancements to the Service London Portal to address more Core Area concerns and increase awareness and understanding of the services available.

Engagement and Collaboration

To ensure regular connections between senior City staff and the BIAs, two new working teams have been created. The Core Area Strategy Team includes the Executive Directors of both BIAs and the members of the City's Core Area Steering Committee. This team is meeting monthly on strategic issues, gaps and opportunities in current programs and services, and other topics. The Core Area Action Team is meeting weekly and includes staff from the City of London, as well as London Police Services and both BIAs. This is a tactical team focused on solving short-term issues quickly and collaboratively.

Safety and Security

The London Police Service has introduced new programs in the Core that have improved property crime statistics on a year-over-year basis, a 38% decrease in thefts from motor vehicles and lower weekly property crime occurrences in 2021 versus 2020. LPS has also offered Crime Prevention Through Environmental Design (CPTED) services free to any interested businesses or agencies in the Core.

The Crisis Outreach and Support Team (COAST) has also launched, pairing a COAST constable with a clinical partner who work together to ensure safety and provide support, guidance, counselling, assistance, and direction to persons who have experienced or are experiencing mental health crises.

The City is also developing a program to support its staff in recognizing and reporting issues, both as part of its commitment to a Safe City for Women and Girls and in response to concerns in the Core Area.

London Community Recovery Network (LCRN)

In January 2021, Council endorsed the implementation of 20 short-term Ideas for Action identified by the London Community Recovery Network with an investment of more than $1.8 million to support London's pandemic recovery efforts. These ideas added to the 12 Ideas that were already underway in various Service Areas. In total, the City of London is leading 32 Ideas to lay the foundation for a strong and inclusive recovery for the community. Of these City-led Ideas, nearly half (15) include activities that directly relate to strengthening London's Core Area. The remaining 17 Ideas will provide indirect support for London's Core through city-wide initiatives or activities that seek to build the capacity of the community to lay the foundations for community recovery.

Back to Business (B2B)

To support London businesses during the COVID-19 pandemic, the City established a Back to Business (B2B) action team and intake portal. B2B brings together city staff with responsibility for permitting, bylaw enforcement, parking, transportation, business relations, planning and communications with a goal of expediting requests so that businesses can serve their customers safely as restrictions change in the city. B2B is a temporary initiative designed to provide rapid and flexible responses to business requests associated with operating during pandemic restrictions.

Supports for Business During Construction

Construction projects in the Core are being implemented to support ongoing growth and revitalization. A dedicated Downtown Projects and Business Relations Manager is in place to lead and coordinate the projects. The City has also supported major construction projects in the Core with enhanced communication and opportunities for engagement. Additional business support has also been provided with Core Area Construction Dollars.

Continued efforts to address the pre-existing and pandemic-related concerns in the Core Area will continue to be a priority for staff. Over the remainder of 2021, additional flexibility will be required as changing COVID-19 restrictions change the issues and opportunities presenting in the Core. City staff and community partners will continue to work on the CAAP actions and other initiatives described in this report and will develop additional performance measures that allow reporting on the impact of those efforts. A year-end report to this Committee is also planned.

Linkage to the Corporate Strategic Plan

Council and staff continue to recognize the importance of actions to support the Core Area, as shown subsequently in Figure 1, in the development of its 2019-2023 - Strategic Plan for the City of London. Specifically, the efforts described in this report address all five Areas of Focus, including:

- Strengthening Our Community
- Building a Sustainable City
- Safe City for Women and Girls
- Growing our Economy
- Leading in Public Service

The City of London is committed to eliminating systemic racism and oppression in the community. Marginalized and vulnerable communities have faced disproportionate impacts from the COVID-19 pandemic, adding to the historic and systemic barriers that exist in our community. The City of London will undertake deliberate intersectional approaches in the course of implementing the initiatives described in this report.

Analysis

1.0 Background Information

1.1 Previous Reports Related to this Matter

The following reports are directly related to the Core Area Action Plan. The implementation of the various actions in the plan, as well as other relevant efforts in the Core, are the subjects of an extensive list of reports to various Standing Committees, which can be found in Appendix A - Previous Reports Related to this Matter.

- July 14, 2020 - Strategic Priorities and Policy Committee - Core Area Action Plan - 2020 Progress Update
- October 28, 2019 - Strategic Priorities and Policy Committee - Core Area Action Plan

2.0 Discussion and Considerations

2.1 Core Area Action Plan Progress

The Core Area Action Plan (CAAP) was received by Council on November 12, 2019. The CAAP, the boundaries of which are shown in Figure 1, outlined 71 action items to address four key areas of need:

- People struggling with homelessness and health issues need help
- People need to feel safe and secure
- Businesses need an environment that allows them to be successful
- The Core Area needs to attract more people

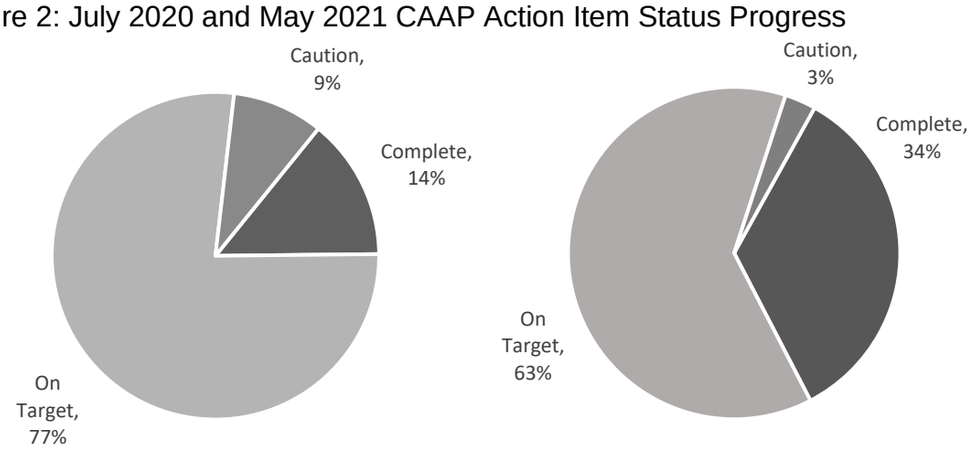
Figure 1: Core Area Action Plan Boundaries



Staff were then directed to begin implementing the action items identified in the CAAP that could be addressed through existing budgets. Staff were also directed to submit business cases for action items requiring additional investment through the 2020-2023 Multi-Year Budget process. Funding for many of these action items has since been approved through the 2020-2023 Multi-Year Budget process.

On July 14, 2020, the Strategic Priorities and Policy Committee received a report updating on progress on the plan and the impacts of the pandemic on its delivery. Staff have continued to carefully monitor progress on the plan. Progress for 2020 and 2021 is shown in Figure 2, below.

Figure 2: July 2020 and May 2021 CAAP Action Item Status Progress



The full CAAP status update can be found in Appendix B: Core Area Action Plan Implementation Status Update, May 2021. Overall:

- 22 actions are complete and, where they resulted in program or service changes, have been integrated into ongoing operations
- 40 actions are on track as planned
- Two are reporting as caution and are discussed in this report
- Six were not funded through the Multi-Year budget, but three of these may be fully or partly addressed through other CAAP actions and the London Community Recovery Network (LCRN) and are discussed in this report
- One action is recommended for cancellation under the current timeframe associated with the CAAP

Actions Reporting as Caution

Two actions are currently reporting as caution and staff have developed plans to return to on track to the extent possible within the context of pandemic restrictions:

- Item# 9 - Install Kindness Meters to directly support Core Area social service agencies: This work was originally delayed due to pandemic impacts on resources. Staff have now reviewed this program and have identified operational issues associated with installing Kindness Meters as originally scoped. To align with the intent of the action, staff recommend that it be revised to include the exploration of a digital City-led program. Further, staff recommend ensuring community organizations have access to decommissioned parking meters should they wish to integrate Kindness Meters into their fundraising plans.

- Item# 21 - Establish Core Area stabilization spaces: This action is listed as caution because, while property was purchased for the space and Council has endorsed its repurposing, funding has not been secured from the Ministry of Health at this time for its operations. Implementation may be delayed based on availability of funding from the Ministry of Health. Civic Administration continues to work with community organizations with expertise in this matter to explore future opportunities to launch such a service.

Actions reporting as Not Funded

Generally, staff have not reported on actions that were not funded in the last Multi-Year budget, but three of those actions are able to advance through either other CAAP actions or the LCRN efforts. Separate funding for businesses to install plumbing and hose connections and awnings on building façades was not approved as a standalone as those improvements are eligible under the existing Façade Improvement Incentive Program.

Prioritization of public art for the Core Area was also not funded; however, LCRN funding may allow advancement of new installations in the Core, where appropriate, under that program.

Actions Recommended for Cancellation

One action is recommended not to progress further in the timeline currently covered by the CAAP, specifically the end of 2023: the construction of structured parking on Queens Avenue (#11).

At its meeting of October 15, 2019, Council directed staff to begin a procurement process to find a potential partner to redevelop the parking lot at 185 Queens Avenue into a mixed-use development that would include a municipal parking garage.

The Queens Avenue Parking lot redevelopment was meant to maximize the provision of public parking on the subject site, noting the Downtown Parking Strategy identified the need for an additional 200 to 300 parking spaces in that general area over time. It was also a project that was expected to allow the redevelopment of municipal surface

parking lots as well, by partly offsetting the accompanying reduction in public parking spaces.

As a result of COVID-19, the procurement process was cancelled near the end of the Request for Qualifications stage to balance the financial impacts and risks to the City, as well as to proponents who would have had to commit financial resources in terms of letters of credit and the preparation of detailed plans.

First, the financial plans that were being established for this project have been and continue to be impacted by COVID-19. In 2020, a portion of the City's annual parking revenues was allocated to start to build a reserve fund to support the investment in a future municipal parking garage. As part of the Back to Business program, however, free short-term parking was provided for most of 2020, a practice that continues into 2021. Given the significant reduction in parking revenues, funding will not be available to support the City's portion of a future municipal parking garage for many years.

Secondly, the pandemic has changed how people are working in the Downtown. Given the ongoing impacts of COVID-19, the long-term impact on municipal parking needs or the parking needs of employers at this time is unclear. Currently there is a parking supply surplus in the Downtown, even at peak level use. The total parking supply available across the downtown area for public use is 9,897 spaces, with a peak demand of 7,658 spaces. This equates to a 77% utilization rate. The Queens Avenue property is located in a higher demand part of the Downtown, which currently has an 81% utilization rate. While a gradual return to on-site rather than at-home work is anticipated, it is not clear when this will occur or if on-site staffing levels will reach pre-pandemic levels.

Given the uncertainty of future parking demand, and the existing adequate supply of publicly accessible parking in the Downtown, coupled with the COVID-19 impacts on parking revenues to support future capital projects or contribute to public/private partnership opportunities, it is not recommended that any procurement process related to increasing the parking supply in the downtown be initiated at this time. There remains a great deal of uncertainty related to this project; for this reason, staff are recommending that it not be pursued further at this time.

2.2 Ambassador Program

Background

The budget for the Core Area Ambassador Pilot Program was approved for 2020-2023 as part of the 2020-2023 Multi-Year Budget using one-time 2019 Operating Budget surplus. After four years, the program may be continued if found to be effective or discontinued or adjusted if it is not meeting its intended goals. In November 2020, a Project Team was formed to oversee the design and implementation of the Core Area Ambassador Pilot Program. The Project Team conducted research to:

- Determine local needs and gaps to be addressed by the program
- Explore operational and structural considerations to design the program
- Identify best practices that have been successful in other communities

Interviews occurred in January 2021 with twenty City of London staff, five City of London partners, and six best practice communities. At the end of each interview, respondents were asked to complete a survey to provide additional information. A total of fifteen individuals completed the survey.

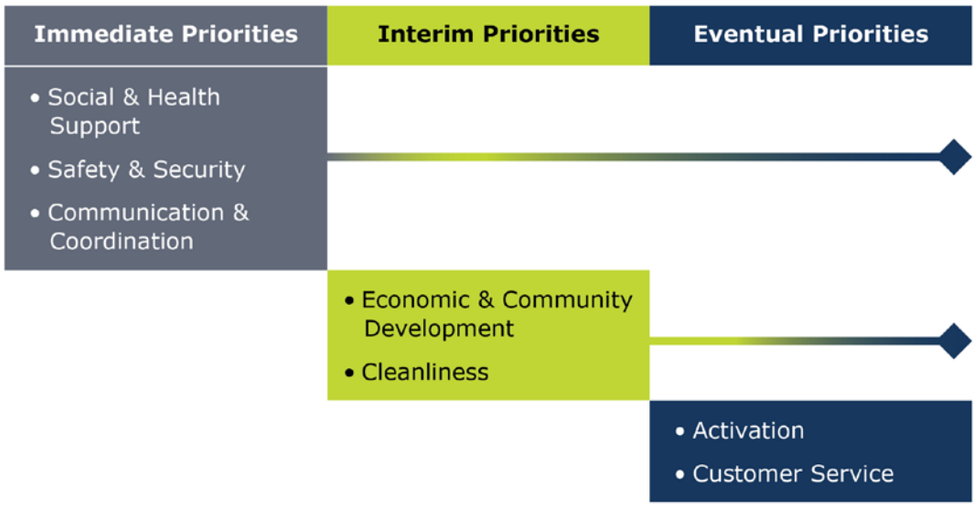
Program Recommendations

The purpose of the Core Area Ambassador Pilot Program is to enrich the Core Area experience for residents, businesses, and visitors. The objectives of the Core Area Ambassador Pilot Program are to:

- Foster a welcoming and safe environment in the Core Area
- Contribute to a vibrant Core Area that is a destination for all
- Provide support to current programs and services working in the Core Area

The Core Area Ambassador Pilot Program will have seven areas of focus: Activation and Animation, Cleanliness, Communication and Coordination, Customer Service, Social and Health Support, Safety and Security, and Economic and Community Development. The Core Area Ambassador Pilot Program will need to adapt to continue to add value to and meet the needs of the Core Area within the areas of focus. The amount of time dedicated to each area of focus will shift over time, as will the types of tasks completed, as shown in the following figure.

Figure 3: Implementation Approach



The timelines have not been defined, as it is expected the Ambassador role will continue to evolve based on specific milestones and markers that will be further refined based on data collected through the continual review and monitoring of the program. Further, immediate priorities will continue as new priorities emerge, and initiatives related to eventual priorities may still be tested when implementing immediate priorities.

Core Area Ambassador Program: Year One Activities

The City of London and partners are actively addressing social and health issues, cleanliness, safety and security, economic development, and communication and coordination. There remains, however, more work to be done in these areas and Core Area Ambassadors would play a role in supporting these efforts in a hands-on and visible way. Other functions such as “on the sidewalk” customer service and short-term activations do not currently have dedicated City staff. Core Area Ambassadors would also take on these functions on as part of their role.

In the first year of operations, it is expected that Core Area Ambassadors will support efforts and initiatives in the Core Area as outlined in the table below. It should be noted that the activities will evolve as the needs of the Core Area change over the next 12 months. The Core Area Ambassadors’ efforts will augment and enhance what is being done, not duplicate it.

Table 1: Core Area Ambassador Year One Activities

Area of Focus	Year One Activities
Activation and Animation	• Informing individuals in the Core Area about activities or events • Being present and providing support during activities or events
Cleanliness	• Notifying City of London service areas of cleanliness issues that need to be addressed • Wiping or sanitizing high-touch surfaces
Communication and Coordination	• Being the “eyes and ears” in the Core Area • Identifying current issues or challenges and connecting with the appropriate City of London service area or program • Gathering data about what is happening in the Core Area to inform City programs and service provision
Customer Service	• Supporting individuals to find their way or navigate the Core Area and construction zones • Providing direction and information on parking and curbside pick-up locations
Social and Health Support	• Connecting marginalized individuals with the social and health services they need • Connecting individuals to the Coordinated Informed Response • Increase Capacity of the Coordinated Informed Response
Safety and Security	• Providing a visible presence in the Core Area • Providing safe escorts and promoting safety awareness • Reporting incidents and public disturbances to London Police Services • Patrolling the Core Area as a positive influence for safety • Reporting obvious by-law infractions and complaints
Economic and Community Development	• Building relationships with businesses and BIAs • Building relationships with residents, employees, and regular patrons of the Core Area • Providing information on recovery initiatives and programs • Connecting businesses and property owners to the Business Hub and financial incentive resources

Implementation Approach

The Core Area Ambassador Pilot Program will be run by the City of London. This will allow for maximum flexibility to adapt and evolve the program over the life cycle of the pilot. Managing the program internally will also allow for efficient and effective communications with other internal services. Further, it will provide an opportunity to establish hiring practices, processes, and partnerships that encourage individuals with lived experience to apply to the Core Area Ambassador position.

The Core Area Ambassador role is expected to include full-time and part-time positions. Full-time, temporary positions will provide additional support during the summer months. Core Area Ambassadors will wear branded uniforms that ensure they are easily identifiable. They will participate in a comprehensive orientation, training, and onboarding process. As part of the Safe Cities London Action Plan, all Core Area Ambassadors will be provided with bystander intervention training. This work will be undertaken with the newly formed Anti-Racism and Anti-Oppression Division to administer and evaluate training opportunities for Core Area Ambassadors. Hiring and training are expected to be complete in July of 2021.

The Core Area Ambassador Pilot Program is expected to be operational between the hours of 7:00 am and 11:00 pm. The specific operational hours will vary based on the day of the week, special events and the season. During the initial launch of the program, operational hours will be limited and will expand based on need, area of focus and available budget.

The program design has been discussed with both BIAs, who were supportive of the program and interested in the opportunity for collaboration and information-sharing. The BIAs indicated their members would appreciate having City staff interacting with businesses, fielding inquiries and offering an in-person point of contact. Further work will occur shortly to explore the BIAs role in the Ambassador orientation and ongoing coordination of their work and the work of BIA staff.

2.3 Dundas Place Update

Background

In November 2017, Council adopted the Dundas Place Management model and MainStreet London was engaged to provide management oversight of this model for 18 months through a Purchase of Service Agreement. In the 2018 budget process, Council approved additional funding for:

- The hiring of the Dundas Place Manager (through Mainstreet London as a pilot project)
- Increased standards of maintenance, security, and activation on Dundas Place
- The Dundas Place Field House

Mainstreet London subsequently hired the first Dundas Place Manager, who was involved in the final stages of construction and supported several events and dynamic activations. Events of local and national significance hosted in 2019, following completion of the first two blocks of Dundas Place, included the Junos, Jurassic Park (Toronto Raptors championship viewing), and Canada Day celebrations.

In December 2019, the ceremonial last brick was laid on Dundas Place, marking the end of major construction activities. As 2020 began, 38 events were either booked or being planned on Dundas Place. By March of 2020, all events were cancelled due to the COVID-19 pandemic.

The Summer of 2020 did see a renewed attempt to activate the space safely in the context of COVID-19. Dundas Place was closed to vehicle traffic at certain times over some weekends, local musicians were deployed for outdoor street performances, and extended patios and sidewalk sales were permitted. These actions were taken to support business recovery in the context of pandemic safety requirements.

The purchase of service contract with Mainstreet London concluded on December 31, 2020. Both parties mutually agreed that the pilot was beneficial and that there remained a need to continue to collaborate effectively to see Dundas Place reach its full potential as a great space. The work completed through the Mainstreet agreement will serve as a strong foundation for the future management of Dundas Place and the entire Core Area.

Dundas Place Animation and Activation 2021

While COVID-19 continues to impact the use of Dundas Place for many types of events and activations, staff have developed plans for 2021. More information can be found in Appendix C: Dundas Place Animation and Activation 2021.

The Dundas Place Manager role is now part of the City of London organizational structure and a staff member is filling this position on a permanent basis as of May 4, 2021. Staff from all Service Areas are working collaboratively to support the delivery of increased maintenance, security, and activation. The new Dundas Place Manager, who was previously acting in the role, will continue to work closely with businesses, residents and institutions on Dundas Place and beyond to ensure that when public health

restrictions allow, the street will be actively and safely animated. More information on the responsibility for Dundas Place management and other structural changes to provide clearer points of accountability for Core activities are discussed in subsequent sections of this report.

In collaboration with the BIA, this summer will focus on experimenting with many different forms of animations and activations on Dundas Place throughout the week and on weekends, including when the street may be closed to vehicle traffic. Many community partners - including Tourism London, London Arts Council, London Heritage Council, The Arts Project, Museum London, Fanshawe College, and the London Public Library - have been engaged to coordinate and deliver this programming.

Examples of the planned activations include live performances, movable street furniture, murals, street vendors, pop-up art shows, giant games, recreation classes, movie nights, and art/history tours. Some of the fixed elements on the street, such as seating and waste receptacles, may need to be moved or removed to make way for these more flexible activations.

The Dundas Place Field House is also currently in the final stages of completion with a target opening date of June 1, 2021. When open, the space will serve as the operations centre for Dundas Place and based on direction and funding from the LCRN, the space will also serve as a public washroom for anyone in need.

Temporary traffic changes will be in effect on Dundas Place between Ridout Street and Wellington Street, to help improve safety and mobility for all road users during this year's construction in the Core. This new traffic configuration is intended to improve safety for cyclists by decreasing the volume of motor vehicle cut-through traffic, creating a more pleasant experience for patios and other adjacent business uses as well. Vehicles can still access Dundas Place from Talbot, Richmond, and Clarence Streets to reach their destination. Through traffic will be directed to use York Street or Queens Avenue instead.

2.4 Summer Vulnerable Support Approach

Staff continue to provide an abundance of outreach services in the Core Area which includes an expanded Coordinated Informed Response team to provide increased presence and support. In addition to these expanded services, City staff are also actively seeking housing placement opportunities for Londoners experiencing homelessness. The type of housing varies from temporary or transitional, supportive, rent geared to income, partnership with tenants on a head lease program and through more traditional affordable housing placements.

In some cases, when the above housing option is not available, staff will look to leverage existing provincial, federal, or municipal housing allowances or rental subsidies to support a person secure a market rent unit. Of course, the rental market in London continues to see rising rental costs which often exhausts the capacity of rental subsidy programs quite quickly, specifically for those in the lowest income thresholds.
Staff continue to rely heavily on Social Service agencies to provide wrap around housing supports both pre-placement and once an individual or family secures a unit. The effort of many expert agencies will be required to increase the successful housing placement of individuals currently staying in the shelter system or living unsheltered.

Lessons learned from the temporary Winter Response program operated by W.I.S.H. will be applied going forward to best support individuals in maintaining any housing placement they are successful in securing. Redirecting Community Homeless Prevention Initiative (CHPI) funding in 2020 and 2021 gradually from the traditional shelter system to a more robust housing with supports system aligns with the Council endorsed Housing Stability Action Plan and is showing early signs of effectiveness which will assist more individuals to become prepared for the pursuit of housing. The City of London Housing Stability Action Plan remains a guide which directs the priorities of the municipal housing system. The plan operates with a 'Housing First' philosophy

and a commitment to ensuring all Londoners have access to safe and affordable housing that meets their level of acuity and care needed.

Staff remain actively engaged in the construction of the first municipally led modular housing project which will see the development of 61 affordable units at 122 Baseline Road and are currently advancing development related activities on multiple other properties for the purpose of affordable housing.

2.5 Supports for Private Property Owners

The CAAP includes new resources to improve cleanliness of public property in the Core. It did not, however, entertain any enhanced supports for private property owners who are also experiencing an increased need to address graffiti and garbage on their sites, which are commonly raised as concerns to City staff.

On May 4, 2021 Council approved the implementation of the Recovery Grant Program in five community improvement project areas (Downtown, Old East Village, SoHo, Hamilton Road, and Lambeth). The Recovery Grant Program was previously approved by Municipal Council through the London Community Recovery Network – Idea for Action staff report in February 2021. Funding was also approved for the Old East Village and Hamilton Road BIAs for graffiti removal projects within their areas.

At this time, staff are also recommending the creation of a new pilot program called Project Clean Slate for the Summer of 2021 to help address the issue of loose trash and garbage on private property.

London, like most similarly sized municipalities, has a By-law addressing the upkeep of private property. The City's Yard and Lot Maintenance By-law is administered and enforced by Municipal Law Enforcement Officers (MLEOs). Using both reactive and proactive protocols, MLEOs address uncontained debris and rubbish on private property. The process includes the issuance of Orders, voluntary compliance and where necessary, cleanups undertaken by a publicly tendered contractor at the cost of the property owner. On an annual basis, between 2,500 and 3,000 complaints are investigated and between 500 and 750 enforcement actions are taken. Loose debris and garbage on a private property that has no other visible maintenance violations is not enforced by MLEOs.

To address the issue of trash and littering on private property, where no other Yard/Lot By-law occurrences are present, staff are proposing a pilot program Project Clean Slate, which would be implemented in partnership with the Old East Village and Downtown BIAs. A grant would be provided to the BIAs to hire up to seven individuals currently experiencing homelessness or with recent lived experience of being homeless, including those in Emergency Shelter, to pick up loose litter on private property in the Core.

This pilot initiative is proposed for a four-month period beginning by early June. The BIAs would partner with existing employment agencies to hire up to seven individuals to work approximately 20 hours each week at minimum wage. The BIAs would be responsible for promotion of this program, including obtaining permission from property owners to allow Project Clean Slate workers onto their property to pick up loose trash. Project Clean Slate workers will be trained in appropriate health and safety measures related to their duties, including the proper protocol for disposing of hypodermic needles. Similar programs have been piloted in many cities across North America, including Fort Worth TX, San Jose CA, Tacoma WA, Vancouver BC, and Denver CO.

Staff have positive working relationships with the BIAs on a variety of operational and programming matters and will monitor the success of this pilot program and provide advice and supports to them as needed. Staff will report back upon conclusion of Project Clean Slate and will determine at that time if the pilot program should be considered for continuation.
Project Clean Slate is not intended to replace the duties of MLEOs dealing with Yard/Lot By-law violations or the duties of City staff involved in solid waste collection and the

cleaning of public property; it is intended to complement existing private and public initiatives focusing on cleanliness and beatification in the Core Area, while providing a potential bridge to employment for individuals with lived experience of homelessness. The budget for this program will not exceed $37,500. One-time savings from the pandemic-associated delay in hiring two new MLEOs as part of the Proactive Compliance Program as part of the CAAP can fund the pilot program. This program has been discussed with both BIAs and their feedback is incorporated in its design.

2.6 Core Communications and Engagement Efforts

Communications Plan

Many of the projects that have an impact in the Core Area have had an independent supporting communications strategy. As work continues in the Core Area, there is an opportunity to elevate communications and bring information related to every Core Area project together to provide a more holistic view of the progress being made overall. As well, there is an opportunity to enhance two-way communications with Core Area stakeholders to provide a clear and meaningful way to provide input and feedback related to Core Area projects underway. An integrated communications framework also provides opportunities to provide regular reports on progress, signal economic vibrancy, showcase homelessness prevention and safety initiatives and promote local arts and culture, as well as local businesses.

Communications tactics that are being used to support these efforts include the following:

- A comprehensive landing page on the City's website www.london.ca
- A focused page on the City's engagement site www.getinvolved.london.ca
- A monthly newsletter with content highlighting projects impacting the Core Area, as well as the people working on them
- Engagement through the virtual Our Core Area Forums that will bring together groups and people who have a shared interest in the success of the Core (minimum of two per year, or as needed depending on emerging issues)
- Ongoing media releases to highlight projects and initiatives and their outcomes
- Inclusion of content in the City's bi-weekly Our City e-newsletter
- Social media support, including the launch of a weekly Instagram takeover that allows for the promotion of local business

Most of these initiatives were launched in April 2021. The first Our Core Area Forum will take place virtually on May 13, 2021 at 8:00 a.m. to 9:30 a.m. and again at 6:00 p.m. to 7:30 p.m. The Forum includes brief presentations by City and London Police Service staff leading key projects and programs that have impacts in the Core. Presentations will be followed by an opportunity to ask questions for additional information. The sessions will be recorded and posted on the website after the event. It is anticipated there will be additional Forums on more specific topics in the weeks and months to come.

In addition to accessing City services by calling 311 / 661-CITY, residents and businesses can submit service requests and report issues online 24/7 by using the Service London portal. Residents and businesses can access more than 60 popular service request types such as garbage and recycling, road and sidewalk issues, flooding, sewers, trees, etc. The portal is integrated with the City's Customer Relationship Management (CRM) system, which manages workflow and prioritization for many operational areas. Coordinated Informed Response (CIR) was recently added to CRM and work is underway to add CIR-related services to the portal. The Core Area Steering Committee Chair and Communications will continue to work with Service London and ITS to enhance the portal to address more Core Area concerns and will increase awareness and understanding of the services available.

Finally, staff are working to develop "quick reference cards" to distribute to both BIAs for their membership to use to simplify who to contact around active safety and security issues and clean up issues that do not require calling 911. Staff are exploring providing

these cards to City staff, contractors, not-for-profits, and other service providers working in the area so they can serve as additional “eyes on the street” should they observe issues that require rapid non-911 response. More information on that proposed program is provided later in this report.

Ongoing Staff-to-Staff Engagement

In order to ensure regular connections between senior City staff and the BIAs, two new working teams have been created:

- The Core Area Strategy Team includes the Executive Directors of both BIAs and the members of the City’s Core Area Steering Committee. This team is meeting monthly on strategic issues, gaps and opportunities in current programs and services and other topics.

- The Core Area Action Team is meeting weekly and includes staff from the City of London, as well as London Police Services and both BIAs. This is a tactical team focused on solving short-term issues quickly and collaboratively.

In addition, the Chair of the Core Area Steering Committee meets monthly with each BIA Executive Director and special meetings have been convened to focus on topics of particular interest as well.

2.7 Safety and Security Initiatives

Downtown Foot Patrol Project

The London Police Service (LPS) is an integral part of the Core Area Action Plan and safety and security efforts in the heart of the city. In addition to their emergency response services, several specialized efforts are also underway in the Core.

In response to increasing numbers of commercial break and enter and other property-related crimes, the LPS commenced an evidence-based project to reduce and prevent these crime types in the Core, including both the Downtown and Old East Village areas. While the foot patrols have been operating for some time, two new inter-related projects were added in February of 2021: Project Custos was designed to be a crime-deterrence project that had officers acting as guardians in hot spot commercial areas; and Project Blockade saw officers engaging with prolific offenders pro-actively in an attempt to connect them with services and reduce their criminal behaviour.

The LPS has provided an update on its programs in the Core, which is included as Appendix D: Downtown Foot Patrol Project – April 2021 Update. Highlights of their efforts and results for a reporting period from February 5, 2021 until April 11, 2021 include:

- A 38% decrease in thefts from motor vehicles compared to the same period in 2020
- Weekly property crime occurrences in 2021 to date are mostly lower than they were for the same period in 2020, with some weeks being about the same. The lowest weekly occurrence since the start of 2020 was observed in April 2021
- LPS Uniform Division patrol sections and Community Foot Patrol units spent 5,782 hours on Project Custos. 3,746 of those hours were exclusive to the Community Foot Patrol officers assigned to the project

LPS has also been offering Crime Prevention Through Environmental Design (CPTED) services free to any interested businesses or agencies in the Core. CPTED is a multi-disciplinary approach to crime prevention which enlists urban and architectural design interventions to reduce the likelihood and impact of criminal occurrences. During the reporting period, community police officers conducted 45 free CPTED evaluations for any interested business owners. Officers also met with all businesses who had been the victims of crime and encouraged their owners to work with LPS to complete a CPTED evaluation of their premises and operations free of charge.

While police officers from the Community Foot Patrol section and Patrol sections were proactively policing the Core to deter crime, they also engaged with vulnerable citizens exclusively for the purpose of connecting them with much-needed supports. These interactions were not designed to adversely impact already vulnerable communities. During these interactions, shelter beds, food, clothing, and other essential services were offered through various community partners. During the project period, LPS officers had 606 interactions with 248 unique individuals and responded to 154 mental health occurrences.

City of London Security Services also works in close partnership with London Police Service and other partners on several initiatives in the Core Area. The Downtown Camera Program was utilized on 383 occasions in 2020 related to incidents in the Core Area. This program provides for monitoring of the main streets and is a tool for police to respond and investigate observed incidents. In addition, security services supported London Police by monitoring and responding to 52 protests that impacted the Core Area. As part of the Core Area Informed Response, security services engaged with vulnerable individuals on 2,057 occasions during overnight hours to direct them to support services for shelter and food.

Crisis Outreach and Support Team (COAST)

The Crisis Outreach and Support Team (COAST) is a new community-led, police-supported initiative that is a partnership between London Police Services, the Canadian Mental Health Association and Elgin Middlesex, St. Joseph's Health Care London, and Middlesex London Paramedic Services.

The program pairs a COAST constable with a clinical partner who work together to ensure safety and provide support, guidance, counselling, assistance, and direction to persons who have experienced or are experiencing mental health crises. There are currently three COAST teams working in London at different times of the day, seven days each week.

LPS responds to 3,600 mental health crisis calls each year, over 750 of which result in apprehension. Each call takes on average over eight hours, including hospital wait times. COAST is meant to:

- Provide for the safety and security of the community, including the individual being supported, our health care community partners, and the community at large
- Support LPS first responders engaged in high-risk mental health crisis calls for service
- Prevent unnecessary apprehensions by providing alternative solutions
- Where apprehension must occur, improve the experience of the individual and the supports available to them appropriate to their mental health needs

The COAST model will partner mental health practitioners with specially trained police officers to attend calls for people in crisis, aiming to direct them to community-based healthcare. Arrest, though sometimes necessary, is expected to be a last resort.

"Eyes on the Street" – Creating a Safe London for Women and Girls

The City's 2019-2023 - Strategic Plan for the City of London specifically identified the need to ensure a Safe City for Women and Girls as one of its five Areas of Focus. Additionally, the 2021-2024 Safe Cities London Action Plan articulates a vision for London as a 'safe city where women, girls, nonbinary and trans individuals, and survivors access public spaces and freely participate in public life without fear or experience of sexual violence.'

To support this, Environment & Infrastructure had begun work with Strategy and Innovation, LPS and People Services to create training for its operational staff that would help them be better partners in addressing gender-based violence.

Leadership in Environment & Infrastructure had identified that staff could be a resource in these efforts due to the large number of staff working 24/7/365 throughout the City in identifiable fleet vehicles with ready access to radios, cell phones and dispatch services. The program was being designed to provide staff the skills to identify problematic behaviour towards women and girls and:

- Deepen our understanding of gender-based violence, including sexual violence in public spaces and the intersection of gender with other inequalities and oppressions (e.g., sexuality, gender identity, ethnicity, indigeneity, immigration status, disability, etc.)
- Create tailored bystander intervention training and learning outcomes that focus on the ability to recognize instances of sexual violence and harassment in public spaces and the form of intervention that is situationally appropriate and survivor-centred
- Take a survivor-centred and intersectional approach to identifying and reporting activities that are or appear as though they may become violent to LPS and other community agencies as appropriate

As discussions to design the program have begun, parallels to the safety and security concerns in the Core became apparent, suggesting the program could provide a multi-faceted approach to safety improvement by:

- Expanding the scope to include identifying and reporting other safety and security concerns to appropriate emergency services and other agencies
- Ensuring other Service Areas are involved in the design of the program so that it can be readily expanded to other municipal operations with a strong “eyes on the street” presence as part of their regular business
- Engaging other service providers and agencies with similar operational profiles in the program design so they could choose to implement similar programs in the future
- Creating some quick wins, like dashboard decals, that encourage City staff to contact emergency services, Coordinated Informed Response, London Cares and other supports if they see concerning situations

Note that this program is meant to be complementary to the work of the Ambassadors, particularly during the times when that program is not operating. It does not replace that work. The intent is to encourage staff, as they go about their regular operational work in the Core, to recognize situations that may require intervention and encourage them to report those situations to the right organizations promptly. The Safe City for Women and Girls Area of Focus and Safe Cities London Action Plan will still form the foundation of the program design; the intent is to augment efforts to reduce gender-based and sexual violence with more “eyes on the street” to also help prevent other problematic or criminal behaviour and connect vulnerable people to supports.

2.8 Other Core-Related Initiatives

<u>London Community Recovery Network (LCRN)</u>

On January 12, 2021, Council endorsed the implementation of 20 short term Ideas for Action identified by the London Community Recovery Network with an investment of more than $1.8 million to support London’s immediate community recovery efforts. These ideas added to the 12 Ideas that were already underway in various service areas. In total, the City of London is leading 32 Ideas that will lay the foundation for a strong and inclusive recovery for the community.

Of these City-led Ideas, nearly half (15) include activities that directly relate to strengthening London’s Core Area. The remaining 17 Ideas will provide indirect support for London’s Core through city-wide initiatives or activities that seek to build community capacity to lay the foundations for community recovery.

Many of the LCRN Ideas focus on reducing the impacts of the pandemic on vulnerable Londoners, an approach which is well aligned with the CAAP. The City of London has acted quickly in recognition that many Londoners have and continue to face disproportionate effects from COVID-19. Initiatives to address the most basic needs of vulnerable Londoners are well underway. The winter response program has provided safe, warm, and accessible housing during a long winter. Efforts have been focussed on fast tracking affordable housing projects by leveraging federal funding through the Rapid Housing Initiative. Initiatives to enhance emergency food distribution have empowered the London Food Bank to deliver food to where people live. Finally, investments in supporting greater access to public toilets and sanitation will soon roll out ahead of the return of Summer.

Supporting local businesses has also been at the centre of London's coordinated recovery efforts and is a central theme in the City-led initiatives from the LCRN. The City of London has actively sought ways to reduce the permitting and process burdens on small businesses to support a strong recovery in the Core Area as well as across the City. For example, the City's Back to Business team has rolled out simpler, more streamlined processes for businesses to set up patios and facilitate curbside pickup and delivery options. This includes most recently a clear new process for merchants to set up sidewalk sales. Further, the City of London has invested in programming that will support façade and infrastructure improvements to ensure businesses can resume or expand operations when it is safe to do so. Finally, the City of London has committed to working with the community to deliver exceptional content and entertainment options to draw more Londoners downtown and to economic and cultural districts across the city.

More information on LCRN can be found in Appendix E: London Community Recovery Network Idea for Action. Separate reports on progress on the LCRN Ideas will be provided to Council in the future.

Back to Business (B2B)

To support London businesses during the COVID-19 pandemic, the City of London has established a Back to Business (B2B) action team and intake portal. B2B brings together City staff with responsibility for permitting, bylaw enforcement, parking, transportation, business relations, planning, and communications with a goal of expediting requests so that businesses can serve their customers safely as restrictions change in the city. B2B is a temporary initiative designed to provide rapid and flexible responses to business requests associated with operating during pandemic restrictions.

Since its launch on June 9, 2020, the B2B team has assisted with requests for space allowance for curbside pick-up and sidewalk customer queues, as well as temporary measures using public space for expanded outdoor patios and merchandise displays, including:

- Approval and waiving of fees for 90 patios on private property in coordination with expanded AGCO permissions, including support for continued winter operations
- Approval and waiving of fees for 17 patios on City property
- Implementation of 18 temporary pick-up/drop-off locations in the Core Area
- Creation of a streamlined process for permitting sidewalk sales on City property
- Coordination of the Core Area HONK Mobile 2-hour free parking that has provided over 50,000 transactions
- Nearly 5,000 B2B webpage visits since the B2B Action Team was formed

B2B is expected to continue its operations through the duration of the pandemic and post-pandemic recovery. Many of the efforts to simplify and expedite the approval of applications and requests are being incorporated into policies and bylaws as well, creating ongoing flexibility and support for business needs.

Appendix F: Back to Business Monitoring Report March 2021 provides more details on the efforts of this enterprise-wide team.

Supports for Business During Construction

Construction projects in the Core are being implemented to support ongoing growth and revitalization. Recognizing the unique Core environment and concentration of critical time-sensitive construction and infrastructure projects in this area, special attention and resources have been added to support businesses and the community during construction.

In 2018, at the start of the Dundas Place construction, a dedicated Downtown Projects and Business Relations Manager role was created to focus on the Core. This position leads and coordinates the project teams' efforts to work closely with impacted businesses by communicating in advance of construction and working together during projects to resolve issues. The Core Area Construction Coordination Committee (CAC3) also meets weekly and brings together staff from various Service Areas, London Transit Commission, external utilities and other agencies to coordinate public works, third-party work and private work associated with development. Reducing disruption for businesses and their customers is always their priority.

The City has also supported major construction projects in the Core with enhanced communication and opportunities for engagement. The Core Construction program that was created at this time supports Core Area businesses and residents with additional resources such as a construction tool kit, enhanced wayfinding signage, small events, and marketing campaigns, all using a consistent tagline, "Connecting Our Future." During Covid, the major Core Area projects have benefitted from additional virtual project meetings held in partnership with the BIAs and frequent project specific email updates distributed on a biweekly basis.

Additional business support has also been provided during the pandemic through funds allocated in the Core Area Action Plan. $92,000 Core Area Construction Dollars were distributed in 2020 with more planned for 2021. Free municipal parking was provided throughout the Core. Additional parking wayfinding signs and bicycle parking locations were installed in the Old East Village. The City and BIAs will continue looking into different strategic advertising opportunities to promote coming to the Core.

Accessibility around construction projects is a key consideration for all City construction activities and is a special focus in the Core. Unique business wayfinding signage has been created to emphasize that access to businesses remains available and every effort is made to maintain accessible paths of travel and to respond to special accommodation requests. City staff work closely with LTC and emergency services to identify construction impacts and support communications and adaptations. Clear direction, including specific bicycle and pedestrian detour signage and routes have been posted in the Core and traffic signal timings are adjusted as necessary.

New construction specifications were developed to respond to unique core issues. The narrow width of the corridors combined with zero-setback buildings presents unique challenges. Innovative approaches to site separation, paths of travel and wayfinding, health and safety protocols and provision of security, where appropriate, are some of the responses that have been put in place.

3.0 Financial Impact/Considerations

Operating Budgets

Operating budgets associated with the CAAP have been reviewed for the first quarter of 2021 to ensure they will be fully spent or, where COVID-19 precludes full expenditures on some CAAP actions, they can be reallocated to other CAAP priorities on a one-time basis.

Table 2: Operating Budgets and Expenditures for 2021

Program	Budget	Expected Variance
Coordinated Informed Response (CIR)	$1,651,709	
Create four-year Core Area Ambassador pilot program	$825,000	
Expand case management approach for helping vulnerable populations	$1,000,000	
Proactive Compliance Program	$150,000	$37,500
Establish, implement, and regularly monitor a higher clean standard for Core Area; Implement new pressure wash program for sidewalks and civic spaces; Implement safety audit recommendations on public property	$850,000	$100,000
Increase range and intensity of programming in Core Area; Activate spaces and places with bistro chairs and tables; Invest in Dundas Place	$450,000	
Eliminate encroachment fees for patios, signage, and awnings in the Core Area through Core Area Community Improvement Plan	$30,000	
Experiment with temporary free municipal parking	$150,000	
Fund four-year Core Area "construction dollars" pilot program; Provide grants to implement safety audit recommendations on privately-owned property through Core Area Community Improvement Plan;	$200,000	
Establish new Core Area garbage and recycling collection program	$200,000	
Total	**$5,506,709**	**$137,500**

The expected one-time variance for Proactive Compliance Program is the result of approximately four months of hiring delay due to the significant impacts of COVID-19 on that area. Similarly, $100,000 is available for one-time reallocation from “implement safety audit recommendations on public property” in 2021 due to safety audit schedule delays associated with COVID-19.

While the enhanced cleaning operations were expected to be approximately $60,000 underspent in 2021 while resource planning and hiring occurred for that work, those funds were reallocated to enhanced solid waste collection at the start of 2021. This allowed the waste management pilot project to start sooner than scheduled to reduce the source of litter and debris on roads and sidewalks and better support business operations during the pandemic.

Spending on Dundas Place and other activation and programming efforts will be reviewed again once the current COVID-19 lockdown is lifted and the restrictions that replace it are better understood. At this time, no funds have been identified for reallocation to ensure they are available to support activities as pandemic restrictions on events and gatherings hopefully ease later this summer.

This report recommends reallocation of $37,500 of the unspent operating funds to support Project Clean Slate. Further, it is recommended that Council provide delegated authority to staff to reallocate the remaining $100,000 in one-time funding to other emergent opportunities that will arise in the Core prior to year-end. Examples of where these funds could be spent include:

- Additional cleaning activities as COVID-19 restrictions ease
- Training and supports for “Eyes on the Street” participants
- Additional “Construction Dollars” for small events, like “bike and shop” days
- Expansion of Project Clean Slate in terms of time, geography or number of people hired

The intent in seeking delegated authority is to allow the Core Area Steering Committee the ability to respond quickly to issues and opportunities that are aligned with the CAAP as changing pandemic impacts are expected to result in the need for quick action.

Capital Budgets

At this time, capital spending is anticipated to be on-track as per the approved budget; while some projects may take longer to deliver in their entireties due to the impacts of the pandemic, those funds would carry forward to 2022 to allow their completion at that time.

4.0 Key Issues and Considerations

4.1. Structural and Operational Alignment

Structural Alignment

The recent restructuring of the organization included the creation of a new work unit in Planning & Economic Development that brings together responsibility for several key functions in the Core, including Urban Regeneration, the Ambassador Program, and the Dundas Place Manager.

This new structure, shown below, also addresses three of the Ideas for Action from the London Community Recovery Network: 2.6 Appoint a Downtown Lead at City Hall, 2.7 Create a Business Concierge Service, and 2.8 Create a Core Area Champion at Senior Level.

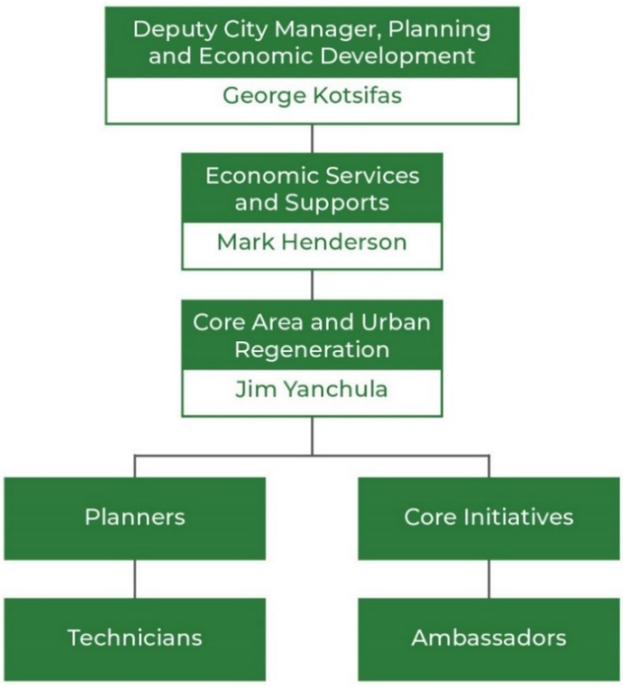


Figure 4: Core Area Organizational Structure

The Manager, Core Area and Urban Regeneration will serve as the administrative “point person” for Core Area matters. The Core Initiatives team will continue to work with residents, community partners and businesses on both short and long-term planning for the future of Dundas Place management. This includes policy and process development, events attraction and coordination, development of activation and animation programs, and oversight of daily maintenance. The Ambassadors would also be a part of this team.

The role of this new unit relative to that of the Core Area Steering Committee and its teams will be explored further over the Summer of 2021. In the interim, the CASC, its teams and all other accountability mechanisms described in this report will continue to be in place.

Core Area Steering Committee Changes

In late 2020, the Senior Leadership Team implemented an updated Terms of Reference for the Core Area Steering Committee (CASC) to provide increased role clarity internally and externally, reduce overlap and duplication, and improve communications with stakeholders on important projects and programs in the Core.

The Steering Committee includes the Deputy City Managers of Environment & Infrastructure, Planning & Economic Development, and Social & Health Development, as well as the Director of Strategic Communications and Government Relations. The updated CASC oversees three teams focused on coordinating on the major areas of work in the Core:

- The People Team delivers programs, projects and services aimed at achieving housing stability and other social supports for individuals and works to address safety and the perception of safety in the Core
- The Places Team delivers projects and services aimed at creating a cleaner, more welcoming physical environment in the Core with infrastructure to support all residents, businesses, and visitors
- The Economy Team delivers projects, services and events aimed at supporting businesses and increasing activity and awareness of all the Core has to offer

4.2. New Opportunities for Action

Through the external and internal discussions that have accompanied the development of this report, the desire for all levels of government to do more to address in the Core have been strongly articulated. Specifically, concerns have been expressed about the need to:

- Partner with the private and/or institutional sectors to enhance safety and security in the Core
- Collectively engage with higher levels of government for funding to address law enforcement needs, addictions and mental health treatment and support for businesses
- Engage Core residents in a meaningful way
- Measure the impacts of the various CAAP actions and other projects and programs via performance measures
- Expand “eyes on the street” by engaging with agencies and organizations that routinely work in the Core, such as utilities, contractors, and not-for-profits, in reporting problems to London Police Service, the City or other services for resolution

Some of these actions are already contemplated for further development in this report. Others require additional scoping by City staff prior to further progression. The Our Core Area Forums on May 13, 2021 are expected to identify other actionable gaps in current plans and staff will include those in future reports to Committee and Council.

Conclusion

Significant efforts have been directed to the Core by the City of London, the London Police Service and other agencies and organizations since the approval of the Core Area Action Plan efforts in the 2020-2023 Multi-Year Budget process. 34% of the funded actions are complete, with 63% on track for completion as planned. Only two actions are currently listed as caution.

Highlights of recent efforts in the Core Area include:

- A refreshed Core Area Steering Committee is in place and has led the creation of three new Teams to address specific types of concerns and opportunities contained in the CAAP related to People, Places and Economy

- The Core Area Ambassador Pilot Program is ready to launch, focusing on fostering a welcoming and safe environment in the Core Area, contributing to a vibrant Core Area that is a destination for all, and providing supports to other programs and services

- Staff from all Service Areas are working collaboratively to support the delivery of increased maintenance, security, and activation on Dundas Place in 2021, planning for a variety of animations that can occur safely in the context of the pandemic

- New funding to support graffiti removal on private property has been made available for a new pilot program to support the removal of loose trash and garbage which is proposed in this report

- The first Our Core Area Forum will be held, and a new weekly action team meeting connects the BIAs with City and LPS staff to take rapid action on emerging issues and opportunities

- Downtown Foot Patrol has introduced two new projects to deter crime in the Core and April 2021 saw the best weekly property crime statistics since the start of 2020

- The Crisis Outreach and Support Team (COAST) launched, pairing a COAST constable with a clinical partner who work together to ensure safety and provide support, guidance, counselling, assistance, and direction to persons who have experienced or are experiencing mental health crises

- Back 2 Business continues to provide streamlined supports to businesses during the pandemic and is laying the foundation for permanent process changes where appropriate

- A new Our Core website has been launched to simplify the sharing of information and access to City services. Additional work is underway to maximize the use of the Service London Portal in this regard as well

- A new area focused on the Core is a key part of the new City organizational structure approved by Council on May 4, 2021

The COVID-19 pandemic, however, has exacerbated existing concerns and created additional challenges for vulnerable people throughout the City, further impacting businesses which must navigate changing levels of restrictions on their operations. These issues seem to be particularly prevalent in the Core and continued effort to address these concerns will be required from the City and its partners. This remains an enterprise-wide priority for staff and will continue to inform programs and policies in other areas of the city that also experience similar challenges, albeit generally less acutely.

Recommended by: **Kelly Scherr, Deputy City Manager, Environment & Infrastructure**

George Kotsifas, Deputy City Manager, Planning & Economic Development

Kevin Dickins, Deputy City Manager, Social & Health Development

Attach:

Appendix A: Previous Reports Related to this Matter
Appendix B: Core Area Action Plan Implementation Status Update, May 2021
Appendix C: Dundas Place Animation and Activation 2021
Appendix D: Downtown Foot Patrol Project Update
Appendix E: London Community Recovery Network Idea for Action
Appendix F: Back to Business Monitoring Report March 2021

cc: Lynne Livingstone, City Manager
Anna Lisa Barbon, Deputy City Manager, Finance Supports
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Patti McKague, Director, Strategic Communications and Government Relations
Rosanna Wilcox, Director, Strategy and Innovation
Dave O'Brien, Director, Emergency Management and Security
Inspector D'Wayne Price, Patrol Operations, London Police Service
Sergeant Mark McGugan, London Police Service, COAST Unit Supervisor
Barbara Maly, Executive Director, Downtown London Business Improvement Area
Jen Pastorius, Executive Director, Old East Village Business Improvement Area

Appendix A
Previous Reports Related to this Matter

- April 20, 2021 - Community and Protective Services Committee - Coordinated Informed Response (CIR)
- April 20, 2021 - Community and Protective Services Committee - Update - City of London 2020-2021 Winter Response Program for Unsheltered Individuals and COVID 19 Response Extension
- April 20, 2021 - Community and Protective Services Committee - Update Homeless Prevention Funding Received in 2020 and COVID Response
- April 19, 2021 - Planning and Environment Committee - City of London Recovery Grant Program
- April 6, 2021 - Strategic Priorities and Policy Committee - London Community Recovery Network
- March 30, 2021- Civic Works Committee - 2021 Renew London Infrastructure Construction Program and 2020 Review
- March 30, 2021- Civic Works Committee - Investing in Canada Infrastructure Program (ICIP) Public Transit Stream: Approval of Transfer Payment Agreement
- March 30, 2021- Civic Works Committee - 2021 Cycling and Transportation Demand Management Upcoming Projects
- March 29, 2021 - Planning and Environment Committee - Old East Village Community Improvement Plans - Performance Measures and Indicators of Success
- March 29, 2021 - Planning and Environment Committee - Z-9300 - Temporary Outdoor Patio Expansion
- March 29, 2021 - Planning and Environment Committee - Affordable Housing Community Improvement Plan - Loan Agreements - Delegated Authority By-laws
- March 29, 2021 - Planning and Environment Committee - Downtown Community Improvement Plan - Performance Measures and Indicators of Success
- March 2, 2021 - Civic Works Committee - Temporary Bicycle Lanes on Dundas Place and Lower Parking Limits
- March 2, 2021 - Community and Protective Services Committee - Back to Business Bylaw Extension
- March 1, 2021 - Planning and Environment Committee - Core Area Community Improvement Plan
- February 9, 2021 - Civic Works Committee, Community and Protective Services Committee - London Community Recovery Network
- February 9, 2021 - Community and Protective Services Committee - LCRN Plans
- February 8, 2021 - Planning and Environment Committee, Corporate Services Committee - London Community Recovery Network
- January 18, 2021 - Planning and Environment Committee - State of the Downtown Report
- December 15, 2020 - Community and Protective Services Committee - Update on Urgent Transitional and Modular Supported Housing Development
- December 1, 2020 - Community and Protective Services Committee - Back to Business Bylaw Extension
- November 30, 2020 - Planning and Environment Committee - O-9208 Projected Major Transit Station Area Review
- November 16, 2020 - Planning and Environment Committee - Community Improvement Plans - Performance Measures and Indicators of Success
- October 19, 2020 - Planning and Environment Committee - Draft Core Area Community Improvement Plan
- October 19, 2020 - Planning and Environment Committee - Changes to the Residential Development Charges Grant Program for Downtown and Old East Village

- August 10, 2020 - Corporate Services Committee - Lorne Avenue Public School Redevelopment
- August 10, 2020 - Planning and Environment Committee - O-9208 Protected Major Transit Station Areas (PMTAs)
- July 15, 2020 - Community and Protective Services Committee - Transitional and Modular Housing Options
- July 14, 2020 - Strategic Priorities and Policy Committee - Core Area Action Plan - 2020 Progress Update
- July 14, 2020 - Civic Works Committee - Contract Award: Tender No. 20-87 Dundas Street Cycle Track
- July 14, 2020 - Civic Works Committee - Dundas Place – Thames Valley Parkway Active Transportation Connection Appointment of Consulting Engineer
- June 23, 2020 - Strategic Priorities and Policy Committee - Covid-19 Financial Impacts - Update
- June 22, 2020 - Planning and Environment Committee - City of London Boulevard Café Grant Program
- May 8, 2020 - Strategic Priorities and Policy Committee - Second Report from the Mayor's Economic and Social Impact and Recovery Task Forces
- April 28, 2020 - Strategic Priorities and Policy Committee - Covid-19 Financial Impacts and Additional Measures for Community Relief
- April 28, 2020 - Community and Protective Services Committee - Homeless Prevention COVID-19 Response and Funding Overview
- April 14, 2020 - Corporate Services Committee - Property Tax Deferral Options
- April 9, 2020 - Strategic Priorities and Policy Committee - First Report from the Mayor's Economic and Social Impact and Recovery Task Forces
- March 10, 2020 - Civic Works Committee - Cycling Master Plan Technical Amendments
- March 10, 2020 - Civic Works Committee - Area Speed Limit Implementation
- March 10, 2020 - Civic Works Committee - Contract Award: Tender No 20-16 Dundas Street Old East Village
- February 19, 2020 - Community and Protective Services Committee - Coordinated Informed Response Year-End Update
- February 18, 2020 - Planning and Environment Committee - Community Improvement Plan Loan Deferral in Downtown and Old East Village Due to Road Construction
- February 3, 2020 - Planning and Environment Committee - Victoria Park Area Secondary Plan Revised Secondary Plan and Draft Zoning - O8978/Z-9129
- January 7, 2020 - Civic Works Committee - Downtown Loop and Municipal Infrastructure Improvements Appointment of Consulting
- December 17, 2019 - Strategic Priorities and Policy Committee - Review of City Services for Potential Reductions and Elimination - Downtown and Industrial Lands Community Improvement Plans (CIPs)
- November 19, 2019 - Civic Works Committee - Dundas Street Thames Valley Parkway Active Transportation Connection
- October 28, 2019 - Strategic Priorities and Policy Committee - Core Area Action Plan
- October 8, 2019 - Community and Protective Services Committee - Core Area Informed Response and Resting Space - Update
- October 7, 2019 - Planning and Environment Committee - 185 Queens Avenue Parking Lot Redevelopment
- August 13, 2019 - Corporate Services Committee - 723 Lorne Avenue (former Lorne Avenue Public School site) Request for Proposals for Residential Infill - Status Update
- July 22, 2019 - Planning and Environment Committee - Downtown Up-lighting Grant Program

- June 17, 2019 - Planning and Environment Committee - Old East Village Dundas Street Corridor Secondary Plan
- June 17, 2019 - Planning and Environment Committee - Victoria Park Secondary Plan Draft for Circulation
- May 13, 2019 - Planning and Environment Committee - CIP Amendments for Program Measures
- April 29, 2019 - Planning and Environment Committee - Victoria Park Secondary Plan – Status Update and Draft Secondary Plan Principles – O-8978
- March 18, 2019 - Planning and Environment Committee - State of the Downtown Report
- March 14, 2019 - Civic Works Committee - London's Rapid Transit Initiative
- March 4, 2019 - Strategic Priorities and Policy Committee - Core Area Informed Response - Pilot Update Report
- February 20, 2019 - Civic Works Committee - Downtown OEV East – West Bikeway Corridor Evaluation
- February 19, 2019 - Planning and Environment Committee - Old East Village Dundas Street Corridor Secondary Plan (Draft for Circulation)
- September 17, 2018 - Strategic Priorities and Policy Committee - Core Area - Informed Response
- February 21, 2018 - Civic Works Committee - Dundas Place



Core Area Action Plan

Implementation Status Update

May 2021

Introduction

The Implementation Status Update provides a high-level overview of the progress made on each of the action items identified in the *Core Area Action Plan* as of May 10, 2021. It also identifies the planned date of implementation for those action items not yet completed. The action item numbers in this table correspond to the action item numbers in the *Core Area Action Plan*. For more detailed information on the action items, please refer to the Plan.

It is important to note that due to necessary resource re-allocation due to the COVID-19 pandemic, target dates have been adjusted based on best estimates and may not reflect the initial time-frames set out in the *Core Area Action Plan*.

Glossary

Accomplishments
High-level achievements such as key performance indicators from Business Plans, etc., have been included in this report.

Action
The steps that are required to deliver on the strategies and corresponding metrics identified in the *Core Area Action Plan*.

Status
Each action has been assigned a status indicator to help define progress towards implementation. There are four status indicators:



Complete: The action is done.



On Target: The action is ongoing or is completed annually. Or, the action is in progress and is on target to be complete by the target end date. Or, the action is not yet started, but is on target to be complete by target end date.



Caution: The action is in progress or not yet started, and is flagged as possibly not being completed by target end date.



Cancelled: This action has been recommended to not move forward.

Target End Date
A target completion date has been set for each action, expressed as the quarter and year. When the action is ongoing throughout the life of the Plan or completed on an annual basis, the target end date is Q4 2023 (the *Strategic Plan* end date).

Variance
In cases where actions have been delayed due to shifting priorities or emerging circumstances, an explanation is included.

Implementation Status Update Table

No.	Action	Target End Date	Progress	Action Accomplishments	Action Variance
1	Strengthen delivery of Coordinated Informed Response Program	Q4 2023		The number of representatives at the management level supporting the Coordinated Informed Response Program was increased and an increase in staffing levels is anticipated in the spring/summer of 2021. Programs to support vulnerable populations through the Coordinated Informed Response Outreach Team have been implemented. Customer Relations Management (CRM) software and the Homeless Individuals and Families Information System (HIFIS) are used as daily tools to strengthen individual and site tracking, system reporting and data collection. As of March 2021, Homeless Prevention has increased the CIR team by two Customer Service Representatives and two Access Coordinators.	
2	Implement Housing Stability Week pilot project	Q4 2020		Housing Stability Week took place between October 28th and November 1st, 2019. Over 800 people came through the doors looking to obtain information on housing. This event housed 118 individuals, which included finding short-, medium- and long-term housing accommodations for 84 adults and 34 children. Intakes were completed by 362 unique individuals, Social Housing Applications were completed by 132 people, and 101 individuals applied for ID.	
3	Implement early-morning Coordinated Informed Response Program	Q4 2020		Outreach now occurs 24 hours, a day seven days a week. Early morning curbside clean-up has been implemented.	
4	Implement breakfast Coordinated Informed Response Program	Q4 2021		Community engagement meetings took place in early 2020. A workshop was created to establish both a mobile and a stationary option for providing breakfast to those in need. Winter response supplemented the Core breakfast and hot lunch program. The breakfast program will be offered once the lock down is lifted in collaboration with Fanshawe Culinary and some faith-based groups.	
5	Establish Headlease Program	Q4 2020		On March 31, 2020, a report was brought forward seeking approval of Standard Draft Occupancy Agreements for supportive transitional housing with supports aimed at life skills development.	

No.	Action	Target End Date	Progress	Action Accomplishments	Action Variance
6	Double foot patrol officers in Core Area for a discrete period of time	Q4 2020		Foot Patrol in the Core Area was doubled during the periods of: October 20, 2019 - December 1, 2019 and April 1, 2020 - June 14, 2020. Additional officers were patrolling the Core from February 1, 2021 - March 1, 2021.	
7	Create new Spotlight Program	Q4 2021		Project start date was delayed. Staff have since initiated the program and anticipate implementation will be complete by year end.	The project start was delayed due to COVID-19 impacts and business closures. Target end date remains.
8	Enhance Service London Portal to allow for complaints, concerns, and enquiries on Core Area issues	Q4 2023		In addition to accessing City services by calling 311 / 661-CITY, residents and businesses can submit service requests and report issues online 24/7 by using the Service London portal. Residents and businesses can access more than 60 popular service request types such as garbage and recycling, road and sidewalk issues, flooding, sewers, trees, etc. The portal is integrated with the City's customer relationship management (CRM) system, which manages workflow and prioritization for many operational areas. Coordinated Informed Response (CIR) was recently added to CRM and work is underway to add CIR-related services to the portal. The Core Area Steering Committee Chair and Communications will continue to work with Service London and ITS to enhance the portal to address more Core Area concerns, and will increase awareness and understanding of the services available.	The Target End Date has been updated to reflect that this is an on-going intitiative
9	Install kindness meters to directly support core area social service agencies	Q4 2021		Four City Of London parking meters were sold to a private person, prior to the development of this Action Plan, who collects the funds to give to charity.	Staff recommend that, when parking meters are taken out of service, they could be made available to community groups for repurposing into kindness meters, it being noted that staff are also exploring options for digital donations.
10	Stage police command vehicle in strategic locations	Q4 2020		The Community Command Vehicle (CCV) has been deployed 49 times, in strategic locations, since October 28, 2019.	

No.	Action	Target End Date	Progress	Action Accomplishments	Action Variance
11	Issue request for proposals on Queens Avenue parking lot	Q4 2020			The procurement process was initiated with a two step process including a Request for Qualification that was nearing completion and with successful proponents invited to respond to the Request for Proposal which would include the provision of a letter of credit to confirm financial capacity and detailed plans which would require the proponent to incur costs to prepare & submit. As a result of COVID-19, Civic Administration cancelled the procurement process to try to balance the financial impact and risk to the City as well as to the proponents.
12	Explore new ways to support Core Area property owners to dispose of found syringes	Q4 2023		Needle bins are placed strategically based on usage/numbers and returned each year. Middlesex London Health Unit (MLHU) funds Regional HIV/AIDS Connection (RHAC) to pick up needles and is accountable monthly. There is also a Community Informed Response Program for clean-up on public and some private properties. Staff work with MLHU and other agencies to determine and re-evaluate hot spots.	The Target End Date has been updated to reflect that this is an on-going initiative.
13	Conduct three-week Core Area By-law Enforcement blitz	Q2 2020		Two dedicated Municipal Law Enforcement Officers have been recruited and will be proactively enforcing in the Core on an ongoing basis, as an alternative to a short-term blitz approach.	An enforcement blitz was not conducted due to COVID-19 and staff were not hired in 2020.
14	Prioritize Core Area building and sign permits	Q4 2023		The team is working on education and information packages to address Core Area Building & Sign Permits. Brochures will be updated to identify the Core Area and highlight requirements to ensure an expedited approval process.	
15	Streamline event processes	Q4 2023		The development of user friendly promotional material will be created to educate event organizers on the City's role related to hosting special events in the Core Area.	The Target End Date has been updated to reflect that this is an on-going initiative.

No.	Action	Target End Date	Progress	Action Accomplishments	Action Variance
16	Provide incentives for installing uplighting on privately-owned buildings	Q4 2020		The two-year Pilot Program for Uplighting Grants will end in July 2021. Two Uplighting Grants were issued at a total of $27,000. The program will conclude after July 2021.	
17	Proactively recruit food trucks in dedicated area along Dundas Place	Q4 2023		Registered food trucks have been contacted and have been activated for past events like Jurassic Park. Additional work related to food trucks is occuring as part of the 2021 activation plan.	COVID-19 has impacted Dundas Place activation options. The Target End Date has been updated to reflect that this is an on-going initiative.
18	Identify opportunities for new parking spaces in the Core Area	Q4 2020		Initial identification of opportunities complete. The study identified opportunities to create new on-street parking spots through the reallocation of existing road space, while protecting existing on-street loading zones and necessary lanes of travel and considering necessary time restrictions. The review has informed the Back 2 Business implementation of temporary parking and pick up/drop off zones. Individual parking opportunities are being further reviewed to assess impacts on traffic and transit operations as well as public safety prior to permanent implementation. Implementation will occur with consultation internally and externally within existing budgets and through routine amendments to the Traffic and Parking By-Law.	
19	Establish permanent Coordinated Informed Response Program	Q2 2021		Full time initiative that has been approved in the Multi-Year Budget. Hiring and changes still in process.	
20	Establish more daytime resting spaces	Q4 2023		An additional 15 Day Resting spaces were added at the Men's Mission operationalized by London Cares.	The Target End Date has been updated to reflect that this is an on-going initiative.
21	Establish Core Area stabilization spaces	Q4 2021		Property had been purchased for a stabilization space, and Council has endorsed the repurposing of the land for permanent housing.	Implementation may be delayed based on availability of funding from the Ministry of Health. New Target End Date is Q4 2022.

No.	Action	Target End Date	Progress	Action Accomplishments	Action Variance
22	Create new housing units with supportive living arrangements	Q4 2023		A partnership was made with Indwell for supportive housing for lower-mid range homeless acuity individuals, located at 744 Dundas Street. The project will include a total of 70 affordable units, with 34 of those dedicated to individuals identified through Homeless Prevention's coordinated access system. Completion is anicipated for December 2022.	The Target End Date has been updated to reflect that this is an on-going initiative.
23	Expand case management approach for helping vulnerable populations	Q4 2023		A public Requests for Proposals process was completed to increase case management supports to include supports for individuals with low- to medium-acuity. Public and agency requests were made to operationalize WISH sites ensuring supports are in place for vulnerable individuals as part of Winter Response. Additional resources were added for the operationalizing of the community resting spaces, this led to creation of 40 spaces. Funded to start work in April/ May 2021.	
24	Complete and implement *Affordable Housing Community Improvement Plan*	Q4 2023		The Affordable Housing Community Improvement Plan was adopted by Municipal Council in January 2020. Incentives are currently available.	
25	Create four-year Core Area Ambassador pilot program	Q4 2023		A consultant was hired in November 2020 to undertake a gap analysis and best practice research. A Research Report and Program Design Recommendations have been finalized in March 2021. Detailed program development will continue through spring 2021 with a potential program launch in summer 2021.	
26	Undertake Core Area safety audit	Q4 2021		A Request for Proposal for the safety audit will be released in May 2021 and the safety audit will commence once a consultant has been selected. The audit is anticipated to be complete by year end.	This project start has been delayed due to COVID-19 pandemic impacts. Target end date remains.
27	Establish new storefront space for foot patrol, By-law Enforcement Officers and public washrooms	Q4 2021		The Dundas Place Field House will be opening this spring. The new facility will include public washrooms that will be open every day of the year (funded through London Community Recovery Network). Two Municipal Law Enforcement Officers will have dedicated space along with the Dundas Place Manager and support staff. London Police Service Foot Patrol will be continuing to utilize their location in the Covent Garden Market until further notice. The Victoria Park Bandshell will also have public washrooms available (funded through the London Community Recovery Network).	

No.	Action	Target End Date	Progress	Action Accomplishments	Action Variance
28	Increase London Police Services foot patrol	Q2 2021		In 2020, the Foot Patrol Unit was increased by 3 Constables and 1 Sergeant.	
29	Proactive Compliance Program	Q4 2023		Two dedicated Municipal Law Enforcement Officers have been recruited and will be proactively monitoring bylaw compliance in the Core.	Action has been renamed to 'Proactive Compliance Program' to better represent the intent of the program.
30	Develop and deliver safety training for business owners, employees and residents	Q4 2023		London Police Services have done at least 45 presentations/ training events that include Crime Prevention Through Environmental Design (CPTED) reviews and safety training to Core Area businesses in the last year. Corporate Security continues to maintain relationships with all stakeholders in the Core to address immediate needs.	COVID has presented difficulties with connecting with members of the community to provide this type of training. The Target End Date has been updated to reflect that this is an on-going initiative.
31	Utilize existing Façade Improvement Loan Program to incent decorative gates through existing Community Improvement Plans	Q2 2021		Decorative gates are eligible for the existing Façade Improvement incentive program.	
32	Undertake safety blitz for aggressive driving in the Core Area	Q2 2021		The London Police Services Traffic Management Unit ran projects targeting aggressive driving, during Canada Road Safety week (May 12-18, 2020), during Operation Impact 2020 (October 9-12, 2020), and during the Loud Vehicle/ Improper Muffler campaign (September 28-October 11, 2020)	
33	Proactive enforcement of Property Standards By-law	Q4 2023		Recruitment process is complete and start dates are set for May 17, 2021. Two dedicated Municipal Law Enforcement Officers will be proactively enforcing in the Core on an ongoing basis.	
34	Package Core Area patio, signage, licensing and other regular business processes	Q2 2021		Information packages continue to be completed through the Business Hub in Development and Compliance Services.	

No.	Action	Target End Date	Progress	Action Accomplishments	Action Variance
35	Brand uniforms and equipment for all City staff providing service in the Core Area	Q4 2023		The first phase of branded uniforms and equipment will be implemented through the Core Area Ambassador Pilot Project with an anticipated launch in summer 2021. A plan for extending branding to all Service Areas with staff and equipment in the Core will be developed by the end of the year, and implementation will happen over time as new and replacement items are needed.	Dedicated staff were not hired in 2020 due to the COVID-19 pandemic. Additional work is required to define appropriate levels of branding within existing budgets. New branded uniforms and equipment will be implemented over time, as replacement equipment and uniforms are needed. The Target End Date has been updated to reflect that this is an on-going initiative.
36	Establish, implement and regularly monitor a higher clean standard for the Core Area	Q4 2023		Implementation and monitoring of the higher level of service is in place for 2021 and will be ongoing.	Establishment of dedicated Core Area operational resources is underway but has been constrained due to pandemic-related restrictions.
37	Implement new pressure wash program for sidewalks and civic spaces	Q4 2023		Service contract for pressure washing was established and implementation started in 2020.	
42	Fund four-year Core Area "construction dollars" pilot program	Q4 2023		The 2020 Construction Dollar program launched in June 2020. $92,000 Construction Dollar certificates were distributed to the public to encourage shopping and dining at Core Area businesses during construction activities. $55,350 (60%) was redeemed at local businesses. The 2021 Construction Dollars program has begun.	
43	Experiment with temporary free municipal parking	Q4 2023		From August 1 to December 31 2020, the City offered free 2-hour parking through the Back 2 Business initiatives for a total of $107,000. The initiative is continuing in 2021 and $65,000 has been applied between January 1 to April 30.	The intent of this program was to provide discounted parking in the area around construction sites. The program has had a large uptake due to COVID-19 short term parking demand and any budget deficit will be considered for funding as per the COVID19 recovery budget.

No.	Action	Target End Date	Progress	Action Accomplishments	Action Variance
44	Increase range and intensity of programming in Core Area	Q4 2023		A Core Area Activation Coordinating Committee has formed that includes a range of community partners involved in activations and placemaking in the Core Area. The group is working toward a coordinated calendar of activations and placemaking for the summer of 2021. Opportunities for new types of collaborative projects among these partners are being explored.	
45	Activate spaces and places with bistro chairs and tables	Q4 2023		Flexible and movable furniture will be piloted this summer on Dundas Place, when appropriate. Working out of the Dundas Place Field House, staff will be experimenting with different locations and arrangements to find the best approach for this form of public space activation.	
47	Create an infrastructure art and beautification program	Q4 2023		In partnership with the London Arts Council, the City of London increased the number of traffic signal box art wraps installed in 2020, adding an additional ten wraps in the Core Area. Art Murals will be included in core beautification in 2021. Additional horticultural displays are planned for 2021.	The Target End Date has been updated to reflect that this is an on-going initiative.
48	Engage Core Area businesses to lead, volunteer or fund initiatives	Q4 2023		Downtown London's Endurance Grant is an example of a business-funded initiative. As part of London Community Recovery Network, working with all BIAs to consolidate community-led initiatives. These will build on many existing programs and initiatives to focus on core and City wide recovery actions.	The Target End Date has been updated to reflect that this is an on-going initiative.
49	Explore partnership opportunities with educational institutions for immersive learning in Core Area	Q4 2023		City Studio projects related to the Core Area are currently underway.	
50	Establish new Core Area garbage and recycling collection program	Q4 2023		Several pilot projects are underway including night collection services for garbage pickup (e.g., to remove bags before they are ripped); night packer parking storage area at EROC (until December 31, 2021), and the use of large communal garbage rollout carts on Dundas Place. Recycling services are being examined. New Provincial recycling regulations are expected shortly and will identify roles and responsibilities for future recycling initiatives and how this may impact the Core Area (e.g., what will be paid by industry and what will not).	

No.	Action	Target End Date	Progress	Action Accomplishments	Action Variance
51	Regenerate London and Middlesex Housing Corporation housing stock	Q4 2023		Currently on track with regeneration of London and Middlesex Housing Corporation housing stock. First building is currently under renovations in London South.	
52	Complete and implement the *Housing Stability Plan*	Q4 2023		Municipal Council approved the Housing Stability Plan in December 2019. This Plan has been submitted to the Provincial and Federal governments.	
53	Open permanent supervised consumption facility in appropriate location and close existing temporary facility	Q4 2023		Council enacted a zoning by-law amendment to permit a supervised consumption facility at 446 York Street. The Local Planning Appeal Tribunal (LPAT) approved Council's by-law by way of decision dated November 28, 2019. A motion for leave to appeal the LPAT's decision to the Divisional Court was dismissed on July 3, 2020, so the facility is now permitted from a land use perspective.	
54	Provide grants to implement safety audit recommendations on privately-owned property through Core Area Community Improvement Plan	Q4 2023		The Core Area Community Improvement Plan was approved by Council on March 23, 2021. A Request for Proposal will be issued in May 2021 for a Core Area Safety Audit. Once the audit is complete, Safety Audit Grants will be available to property owners for identified eligible improvements.	
55	Implement safety audit recommendations on public property	Q4 2023		A Request for Proposal will be issued in May 2021 and the safety audit will commence once a consultant has been selected. Once the audit is complete, recommended safety improvements to public property will begin.	
56	Implement Core Area digital solutions	Q4 2022		The Corporation continues to evaluate digital solutions that may support the Core Area Action Plan.	
57	Use CityStudio to explore innovative approaches to addressing Core Area social issues	Q4 2023		A number of City Studio projects in Fall 2019 and Winter 2020 dealt with Core Area issues ranging from surveys on social housing, facade condition assessments, retrofitting buildings on Richmond Row and public safety on streets and parks.	

No.	Action	Target End Date	Progress	Action Accomplishments	Action Variance
58	Work with surrounding communities to establish a regional strategy for addressing vulnerable populations	Q4 2023		Continue to engage with other service managers across Housing/Social Services and Homeless Prevention.	
59	Explore opportunities to partner with agencies to provide a Core Area Resource Centre	Q4 2023		Requires more internal conversations before partnering. Temporary daytime resource spaces were operationalized as part of a Winter Response at Talbot Street Church and Hamilton Road Senior's Centre	
61	Explore opportunities for additional public washrooms	Q4 2023		Starting this spring, public washrooms will be available 365 days a year in the Dundas Place Field House and the Victoria Park Bandshell. This is funded through the London Community Recovery Network for a 2-year period.	
62	Eliminate encroachment fees for patios, signage and awnings in the Core Area through Core Area Community Improvement Plan	Q4 2023		The Core Area Community Improvement Plan (CIP) was approved by Council on March 23, 2021 (O-9257). The Core Area Patio Fees and Core Area Signage Fees programs are now available.	
63	Eliminate application fees for encroachments, signage and patios in the Core Area through Core Area Community Improvement Plan	Q4 2023		The Core Area Community Improvement Plan (CIP) was approved by Council on March 23, 2021 (O-9257). The Core Area Patio Fees and Core Area Signage Fees programs are now available.	
64	Eliminate fees for use of on-street parking spaces for temporary restaurant patios through Core Area Community Improvement Plan	Q4 2023		The Core Area Community Improvement Plan (CIP) was approved by Council on March 23, 2021(O-9257). The Core Area Patio Fees program is now available.	

No.	Action	Target End Date	Progress	Action Accomplishments	Action Variance
65	Discourage perpetual extension of temporary surface parking lots in Core Area	Q4 2023		This is an ongoing item that is evaluated with each request for a temporary use through the Zoning By-law amendment application process. Applications to extend temporary surface parking in the downtown are evaluated based on the City's applicable policies and guidelines. This direction is intended to be implemented gradually by discontinuing permissions in areas where parking utilization is low.	
66	Continue to enhance transit service to the Core Area	Q4 2023		Construction of the Downtown Loop for the Rapid Transit System commenced in April 2021. Design and property acquisition is progressing for the East London Link and Wellington Gateway.	
67	Continue to improve cycling infrastructure in the Core Area	Q4 2023		Construction of capital projects well underway including 2020 completion of Dundas Street protected cycle lanes, 2021 extension of the Colborne cycle track and an improved connection between the Thames Valley Parkway and Dundas Place.	
68	Plan and save funds for a public parking garage	Q4 2023		Planned contributions to the parking reserve fund in support of a downtown parking strategy were approved through the Multi-Year Budget, sustained by increased parking meter fees.	An annual contribution funded by parking fees was introduced in 2020 to start to build a source of financing for the Downtown Parking Strategy, however, given the significant reduction of parking revenues it will be a very long term strategy to accumulate a reasonably significant balance that would support the capital costs.
69	Inventory social services in the Core Area	Q4 2022		"Help Yourself Through Hard Times" is published by the City of London which inventories all services for vulnerable populations and provided at all Social Services offices.	
70	Provide a deferral of payment for businesses holding City-issued CIP loans for the duration of construction projects.	Q4 2020		On March 2, 2020, Municipal Council endorsed an amendment to update the guidelines for financial incentive programs permitted to allow for the deferral of loan repayments during road construction.	

No.	Action	Target End Date	Progress	Action Accomplishments	Action Variance
71	Invest in Dundas Place	Q4 2023			Plans to invest in Dundas Place have been heavily impacted by COVID-19 and the delayed completion of the Dundas Place Field House. With the opening of the Field House this spring and a better understanding of the parameters imposed by the pandemic, plans are underway to invest in the animation and activation of Dundas Place. This will include a regular program of safe activities for a diverse range of individuals.

Dundas Place

Animation and Activation

2021

All COVID-19 safety protocols will be strictly followed.

Activation Strategy

Who: Dundas Place staff, businesses, institutions, community partners

What: intentionally filling strategic spaces with prosocial activations (see list)

Where: targeted locations on each block (see map)

When: something happening every day with increased activity on weekends

Why: give people reasons to come, create a pleasant and dynamic social environment, increase foot traffic



Activation Strategy

How: Operating out of the Dundas Place Field House (179 Dundas St.), Building Attendants and Community Animators will use large wagons to move tables, chairs, games, tents, audio equipment, and signage to specific locations along the sidewalks and in Market Lane. They will facilitate activations which may involve setting up equipment, cleaning the site, communicating with businesses, disinfecting equipment, providing information, inviting participation, and enforcing safety rules.

Activation Types

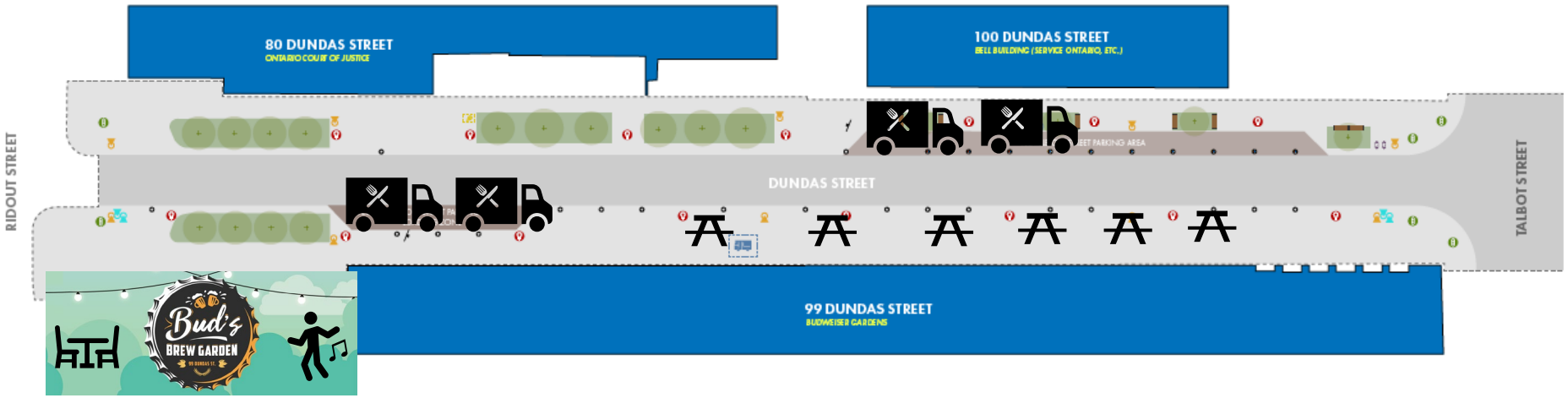
- Performance
  - Music, dance, theatre, poetry, movies
- Visual
  - Murals, posters, banners, sculpture
- Sales and Vendors
  - Retail, art, crafts, community
- Moveable Furniture
- Games
  - Chess, checkers, Ping pong, Jenga, corn hole
- Classes
  - Dance, yoga, Thai Chi, art
- Tours
  - Public Art, Heritage
- Recreation
  - Walking groups, running groups





Activation Locations



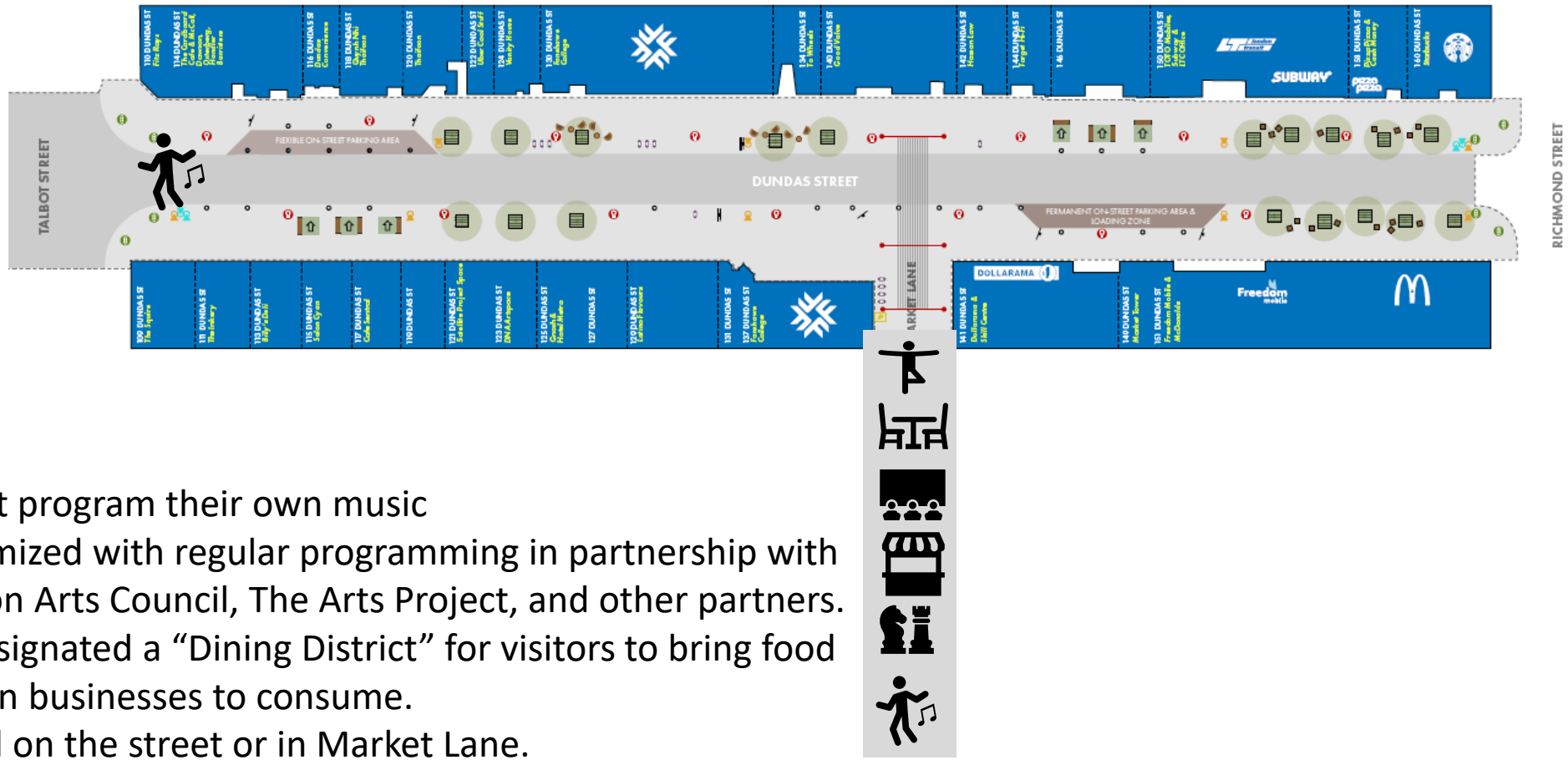


Block 1 Activation

- Only block where food trucks are permitted when street is open.
- Bud Gardens will be operating Beer Garden Friday and Saturday nights June - October
- Tables and other forms of seating added

Activation Locations



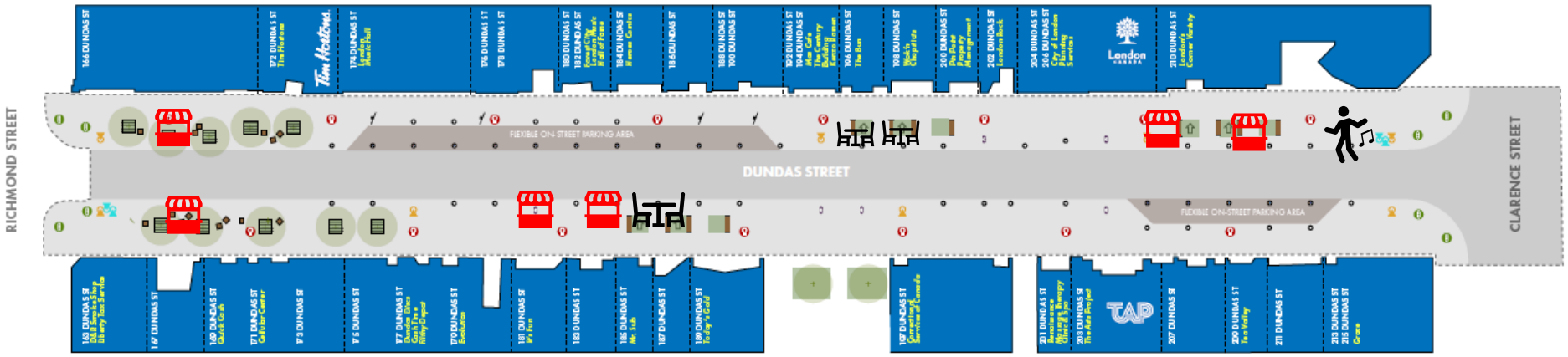


Block 2 Activations

- Cluster of patios at Talbot program their own music
- Market Lane will be optimized with regular programming in partnership with Fanshawe College, London Arts Council, The Arts Project, and other partners.
- Market Lane could be designated a “Dining District” for visitors to bring food and drink from downtown businesses to consume.
- Vendors could be located on the street or in Market Lane.
- Discussions with businesses about organizing street markets on this block are underway. (i.e., monthly antique market)

Activation Locations



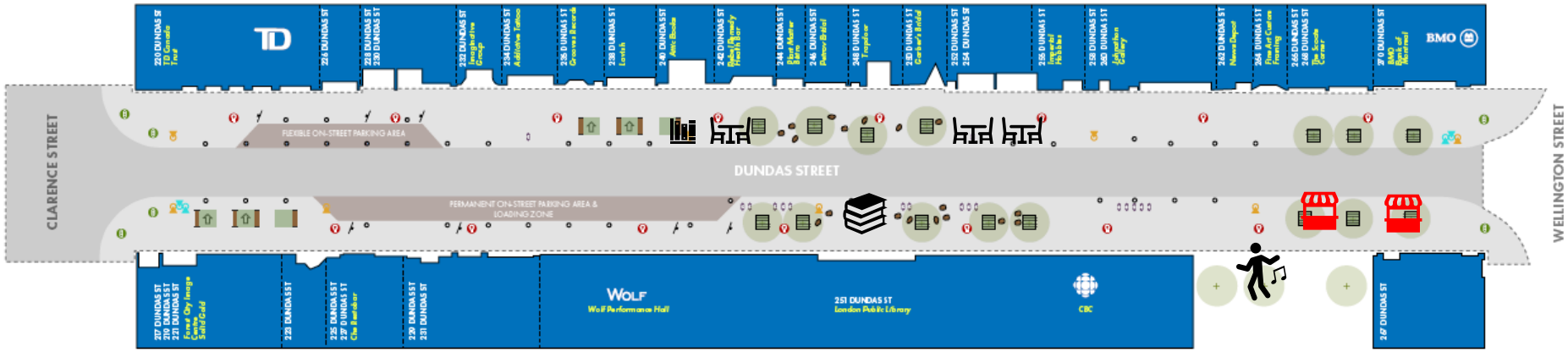


Block 3 Activations

- Support patio with live music on weekends
- Support take out restaurants with moveable street furniture
- Pop-up art shows on street and other arts programming with The Arts Project
- With Field House located on block, games can easily be set up with staff near by
- Moveable furniture will serve as short rest stops for people in need

Activation Locations





Block 4 Activations

- Heavily Library focused
- Support patios with live music on weekends
- Moveable furniture for take out restaurants
- Sidewalk sales
- Vendors near Wellington

Appendix D

Downtown Foot Patrol Project—Update

Background

[1] In response to increasing numbers of commercial break and enter and other property related crimes[1], the London Police Service commenced an evidence-based project to reduce and prevent these crime types in the city's downtown core and Old East Village (OEV).

[2] This report is meant to provide a current progress report on crime reduction trends (outcomes) and measurable statistics (outputs)[2] that have been achieved. The statistics are a reflection of two projects that were designed to work in unison to achieve our objective. The first project asked officers to focus on hot spots where selected crime types were prevalent. The premise behind this approach was to deter crime by acting as guardians for business owners who have been negatively impacted by the increase in crime in the hot spot areas. The hot spot project was dubbed *Custos*, and has been operating since February 5, 2021.

[3] The second project, named *Blockade*, was geared toward targeting prolific offenders. This project identified the "power few" individuals responsible for the majority of the commercial break and enter occurrences and other property related crimes. Officers sought out and engaged these individuals on a routine basis to encourage them to desist their criminal lifestyle. For those who responded positively to offers of help, officers provided resources to assist them in succeeding. For those who did not accept police help, officers focused on deterring them from further crime.

[4] The cumulative effect of both projects, operating in tandem, has cultivated success in overall crime reduction. The following report will provide the reader with the most up to date crime trends, outputs and resources allocated to successfully operate both of these projects.

Crime Trends

[5] This section of the report will concentrate on the crime trends for the project period commencing February 5, 2021 until April 11, 2021.[3] Some of the major crime trend findings included the following:

a. Comparing the project period this year to the same time period last year, there was a 23% decrease in commercial break and enter occurrences;

[1] **Crimes that were tracked and analyzed included**: Residential and commercial break and enters; auto theft; mischief; arson; theft from motor vehicles and theft occurrences.

[2] **Outputs:** these include traditional and non-traditional metrics, including the number of arrests; occurrences generated/attended;

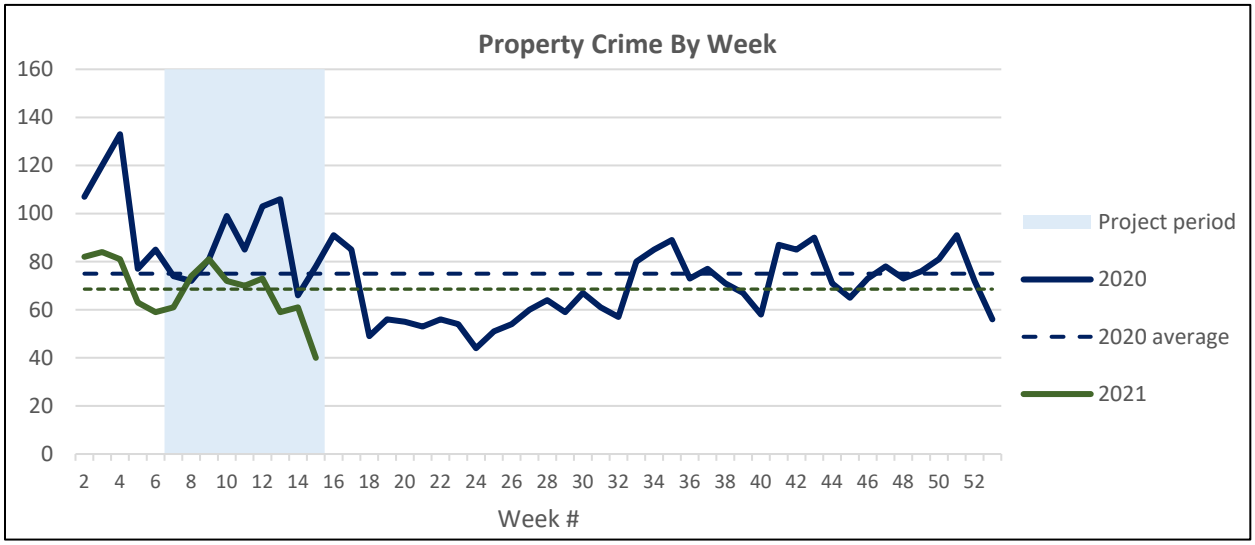
[3] The numbers past this period are not yet available, nor analyzed.

b. Comparing the project period this year, to the same time period last year, there was a 38% decrease in thefts from motor vehicles;

c. Overall, as of April 11, 2021, property crime occurrences have been at the lowest weekly incident rate observed in all of 2020 and 2021; and

d. Since the inception of our projects, we can conclude that a true benefit has been achieved and not a "benefit illusion." This is because when the treatment was applied, the crime volume was above the mean. Since then, we have witnessed an overall reduction in crime well below the mean. This is a true benefit that has persisted for several weeks. [4]

Table 1



(Table 1 illustrates the overall property crime occurrences in our hot spots by week. The blue line is for the year 2020, the green line is for the year 2021. The light blue shaded area on the graph is the period in which project Custos has been operating)

[6] Since the advent of the Covid-19 pandemic, a multitude of variables may be responsible for crime patterns emerging in various parts of the city of London, including in the downtown core and OEV. For this reason, it is important not only to compare our current crime trends to the previous year under pandemic circumstances, but also to pre-pandemic circumstances to achieve a better understanding about what is transpiring. The following ***Table 2*** depicts those numbers.

[4] **Source**: All major findings stem from a Crime Analysis Unit report for downtown crime trends. Provided by Sarah Harmer.

Table 2[5]

Weekly mean targeted property crime (TFMVs, commercial B&Es, and mischief) counts for downtown and OEV		
2019	**2020**	**2021 (YTD)**
38	**43**	**38**

[7] Given the pandemic continuing, with sporadic lockdowns throughout 2020 and 2021, one would expect that 2021 numbers might be on pace or higher than 2020. With the implementation of our planned treatment to minimize crime, we see a regression to pre-pandemic occurrence levels.

Project Outputs

[8] Aside from the reduction in crime rate for our designated crime types, several other outputs were measured during the projects. This section of the report will reveal the project outputs as measured by several factors which include arrests, hours spent on the project, CPTED (*Crime Prevention Through Environmental Design*) evaluations, mental health occurrences, and other social services offered to individuals encountered in the downtown and OEV.

Arrests and charges laid

[9] Exclusive to Project *Custos*, several individuals have been arrested and charged with a variety of offences. These charges range from break and enter, theft from motor vehicle, wanted individuals, robberies and other crime types. Several times, officers found themselves in a position to respond to break and enters that were in progress, making arrests while the suspect(s) were still inside the business or motor vehicle they had broken into. This is a direct result of hot spot policing because the officers are saturating those areas where criminals have targeted the most.

[5] **Table 2**: Focuses on Commercial Break and Enter, Theft from motor vehicle and mischief numbers. In order to keep consistent (comparing apples to apples) thefts were removed due to the fact that shops open in 2019 but were closed during most of 2020 and 2021. If included, the number of thefts would skew the results. Also, the numbers represent average crimes per week.

Table 3

CHARGES AND ARRESTS—PROJECT CUSTOS		
Arrested but no charges laid	**Arrested and charges laid**	**No arrest but charges laid**
5	**80**[6]	**9**

Officer time spent on the project

[10] In total, members of the London Police Service Uniform Division patrol sections and Community Foot Patrol units spent ***5782 hours on Project Custos***. 3746 of those hours were exclusive to the Community Foot Patrol officers assigned to the project. These hours were, for the most part, expressly dedicated to the downtown core and OEV. However, officers were instructed to spend their time in hot spots and not randomly walking in areas not prone to crime. The below map, ***Illustration #1,*** was an effective tool in communicating with officers where their time should be spent, based on the best available evidence.

Illustration #1



[6] 80 arrests/charges also included arrests of wanted persons encountered by police.

(Illustration #1 reveals relevant hot spots officers visit. This map is current as of April 11, 2021)

Crime Prevention through Environmental Design (CPTED)

[11] As part of our efforts to prevent crime, community police officers leveraged CPTED strategies to "target harden" businesses most susceptible to victimization. CPTED was offered unconditionally to all of our community partners and businesses in the downtown core and OEV. CPTED is a multi-disciplinary approach to crime prevention which manipulates the urban and architectural designs found in the natural environment to help reduce victimization.

[12] During the project period, community police officers conducted ***45 CPTED evaluations***, all free of charge, for those business owners who took up the offer. Also, officers attended all victimized locations proactively and solicited owners to accept free CPTED recommendations to prevent future victimization.

Mental Health and citizen engagement[7]

[13] While police officers from the Community Foot Patrol section and Patrol sections were proactively policing the downtown core and OEV, they were asked to engage vulnerable citizens exclusively for the purpose of providing much needed supports. London Police Service reached out to our community partners to aid in this assistance. These interactions were positive in nature, and not designed to *over police* already vulnerable communities. During these interactions, shelter beds, food, clothing and other essential services were offered.

[14] During the project period, there were ***606 interactions***[8] ***with 248 unique individuals***. 212 times, the individual declined assistance. 40 times, services from our community partners were unavailable. 32 times, services were accepted and provided (i.e. meals, blankets, clothing, bed, or warming space time).

[15] Mental health concerns continue to be a problem in the downtown and OEV. During the course of the project, there were ***154 mental health occurrences***, of various types, that police responded to.

[7] **Source**: Crime Analysis Unit. Numbers provided by Sarah Harmer.
[8] The 606 interactions include those individuals who committed crimes and were arrested, or were otherwise dealt with by police in the downtown core and OEV.

Conclusion

[16] This report is meant to inform the current progress made by the London Police Service in addressing the increase in property related crimes, including commercial break and enters, in the downtown core and OEV. The focused crime reduction strategies implemented in both Project *Custos* and *Blockade* have been successful, and will continue, with no defined end date.

[17] The Covid-19 pandemic has changed the nature of social interactions and economic activity in the highest victimized regions of our city. Due to the nature of these changes, businesses are susceptible to continued victimization. The London Police Service is committed to utilizing evidence-based and problem-oriented strategies to prevent, and ultimately reduce, concerning crime trends wherever they are identified in our city.

Submitted by:

Constable Maria Wright **A/Sergeant David Younan**

_____ _____

Reviewed by:

Inspector D'Wayne Price

Appendix E

London Community Recovery Network Idea for Action

LCRN Idea for Action	Status
Sidewalk Sales	Completed
Employer One Survey	Completed
Support for a National Child Care Framework* (also under advocacy)	Completed
Restaurant Patios	In Progress
London Getaway Packages	In Progress
Bike and Scooter Share	In Progress
Emergency Shelter Programs	In Progress
Emergency Food Distribution	In Progress
Urgent Housing for Vulnerable Londoners	In Progress
Fast-tracking the creation of core area housing in London using innovation.	In Progress
REVIVE: Live Concert Series program	In Progress
Develop a more strategic approach to events, activations and placemaking.	In Progress
Christmas (Holiday) Market	In Discussions
A Break in the Clouds	In Progress
Buying Local	In Progress
Instagram takeovers in support of local business	In Progress
Focus on actions that get people moving around the core	In Progress
Downtown Recovery - free transit access to the downtown strengthening our downtown as a community hub	In Progress
Increase Grant funding/Building code for façade upgrades for existing Façade and Upgrade to Building Code programs for a discrete period of time.	In Progress
Appoint a downtown lead at City Hall	In Progress
Create a Business Concierge service	In Progress
Create a Core Area champion at Senior Level	In Progress
Create an integrated economic development blueprint	In Discussions
Self Employment Exploration Training for Unemployed	In Progress
Group buying to lower costs of PPE	In Progress
Creating a Government funding Data Bank with other Post-Secondary Institutions.	In Progress
Provide better market data to attract new business	In Progress
Increase Focus on Addressing Food Insecurity	In Progress
Public toilets and sanitation	In Progress
Community/business use of municipal parking lots	In Discussions
Outdoor Concerts	In Progress
Interactive Distanced Festivals and Events	In Progress
London Mural and Art Walk	In Progress
Develop an app with Augmented Reality to organize self-directed scavenger hunts	In Progress

Appendix F

Back 2 Business Monitoring Report
March 2021
(since June 8, 2020)

Totals cumulative; current as of April 14, 2021					
Patio Applications & Inquiries	**31-Jul-20**	**30-Sep-20**	**30-Nov-20**	**31-Jan-21**	**31-Mar-21**
On Private Property	80	80	80	82	90
On City Property	18	27	27	27	28
Total Patio Expansion Requests	**98**	**107**	**107**	**109**	**118**
Patio Approvals	**31-Jul-20**	**30-Sep-20**	**30-Nov-20**	**31-Jan-21**	**31-Mar-21**
On Private Property	75	77	77	79	90
On City Property	10	17	17	17	17
Total Patio Expansion Approvals	**85**	**94**	**94**	**96**	**107**
Average processing time for patio (new and expansion) approvals is less than two days; fees are waived					
B2B Email Activity	**31-Jul-20**	**30-Sep-20**	**30-Nov-20**	**31-Jan-21**	**31-Mar-21**
Reopening Questions					
Apartment/Condo Communal Area Reopening Questions	2	2	0	0	0
Looking for Confirmation if Business can reopen/continue to operate	21	0	1	9	4
Guideline and Restriction Clarifications	9	13	0	0	1
Place of Worship Reopening Questions	2	0	0	0	0
Business/Patios looking for info on Reopening Services offered by City	3	5	5	3	20
Total B2B Reopening Emails	**37**	**20**	**6**	**12**	**25**
Complaints	**31-Jul-20**	**30-Sep-20**	**30-Nov-20**	**31-Jan-21**	**31-Mar-21**
Concerned Resident Call/Complaint	7	10	1	0	0
Patio Expansion Noise Complaint	1	1	0	0	0
Patio Expansion Complaint	1	1	0	0	0
Richmond Row Shared Space Complaint	7	7	0	0	0
Total B2B Complaint Emails	**16**	**19**	**1**	**0**	**0**
Other B2B Email Requests	**31-Jul-20**	**30-Sep-20**	**30-Nov-20**	**31-Jan-21**	**31-Mar-21**
General Inquiry	8	14	5	0	1
Total B2B General Inquiry Emails	**8**	**14**	**5**	**0**	**1**
B2B Website Visits	**31-Jul-20**	**30-Sep-20**	**30-Nov-20**	**31-Jan-21**	**31-Mar-21**
Per period	574	901	436	609	637
Total B2B Website Visits	**574**	**1,475**	**2,496**	**3,781**	**4,962**
Temporary Right-of-Way Adaptations	**31-Jul-20**	**30-Sep-20**	**30-Nov-20**	**31-Jan-21**	**31-Mar-21**
Temporary Lane Conversions for Social Distancing	4	5	1	1	1
Temporary New Pickup/Loading Zones	4	4	5	5	13
Temporary New Free Parking Locations	3	3	0	0	0
Total ROW Adaptations	**11**	**12**	**6**	**6**	**14**
2h Free Parking [B2B20 Promo via HONK] - July 9 - March 31	**31-Jul-20**	**30-Sep-20**	**30-Nov-20**	**31-Jan-21**	**31-Mar-21**
Onstreet Monthly Revenue	$2,894.38	$11,022.71	$17,041.24	$7,990.69	$20,037.64
Municipal Lot Monthly Revenue	$999.25	$2,996.25	$9,383.00	$5,871.00	$13,444.00
Total Cumulative Revenue	**$3,893.63**	**$27,908.46**	**$76,485.06**	**$13,861.69**	**$64,888.81**
Core Area Construction Dollars - Program Launched August 1, 2020	**31-Jul-20**	**30-Sep-20**	**30-Nov-20**	**31-Jan-21**	**31-Mar-21**
OEV-Distributed $41,000 Redeemed	0	$3,290	$25,315	0	0
Downtown-Distributed $51,000 Redeemed	0	$1,270	$17,210	0	0
Total Distributed $92,000 Total Redeemed	**0**	**$4,560**	**$42,525**	**$55,350**	**$55,350**

Revenues shown for 2 hour free parking are cumulative, 2021 revenue was reset on January 1, 2021

Report to Strategic Priorities and Policy Committee

To: **Chair and Members**
Strategic Priorities and Policy Committee
From: **Anna Lisa Barbon, Deputy City Manager, Finance Supports**
Subject: **2025 Development Charge Study Initiation Report**
Date: **May 18, 2021**

Recommendation

That, on the recommendation of the Deputy City Manager, Finance Supports, the following actions be taken with respect to the 2025 Development Charge Study:

a) The draft Committee / Council Timetable attached as Appendix 'A' **BE ENDORSED**;

b) The following policy matters **BE ENDORSED** for review as part of the 2025 Development Charge Study:

i. Consideration for area-specific development charges (i.e. area rating);
ii. Additional services for potential development charge recovery:
    A. Housing Services
    B. Emergency Preparedness
    C. Water Supply
iii. Service standards and future capital needs for Parkland Development;
iv. Growth / non-growth methodologies for development charge recoverable services;
v. Local service policies that establish cost responsibilities related to construction and engineered growth infrastructure;
vi. Municipal Servicing & Financing Agreements Council Policy;
vii. Development Charge planning horizon for 'soft' services;
viii. Development Charge rate model technical adjustments;

it being noted that the policy items above will be subject to consultation with the Development Charge External Stakeholder Committee prior to recommendations being advanced to Council.

Linkage to the Corporate Strategic Plan

This report supports the 2019-2023 Strategic Plan for the City of London through the Building a Sustainable City strategic area of focus by ensuring infrastructure is built to support future development.

Analysis

1.0 Background Information

Development Charges (DCs) are a critical source of funding used to finance growth infrastructure and are the main instrument used to ensure that "growth pays for growth", a long standing policy of the City of London. The intent is to ensure that growth related infrastructure costs are funded by new development rather than these costs being borne by existing residents and businesses.

The Development Charges Act (DCA) is the legislative framework that governs DCs in Ontario. The legislation enables municipalities to impose DCs against land to be developed to pay for growth-related capital infrastructure costs. The DCA requires that municipal DC By-laws be reviewed at least every five (5) years.

The DC process includes a comprehensive review of various policy matters, the creation of a background study and ultimately the setting of DC rates (Figure 1). The process commences with a policy review which includes key policy driven decisions that help shape the direction of the DC Background Study and ultimately DC rates. Throughout each of these fundamental stages in the DC process, stakeholder engagement occurs and feedback is received. This collaborative approach helps ensure a transparent process that takes into consideration concerns raised by community and industry stakeholders.

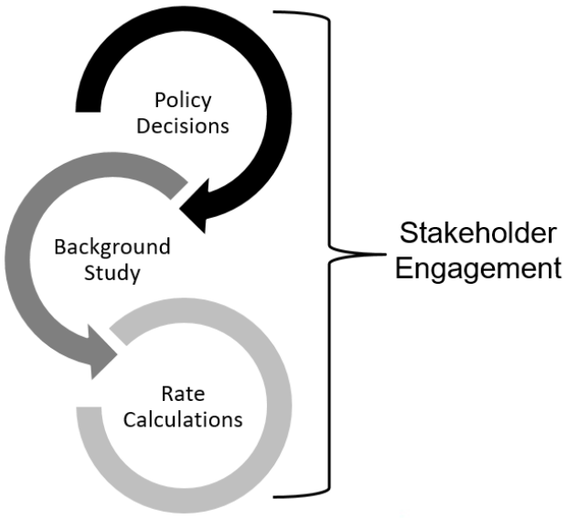
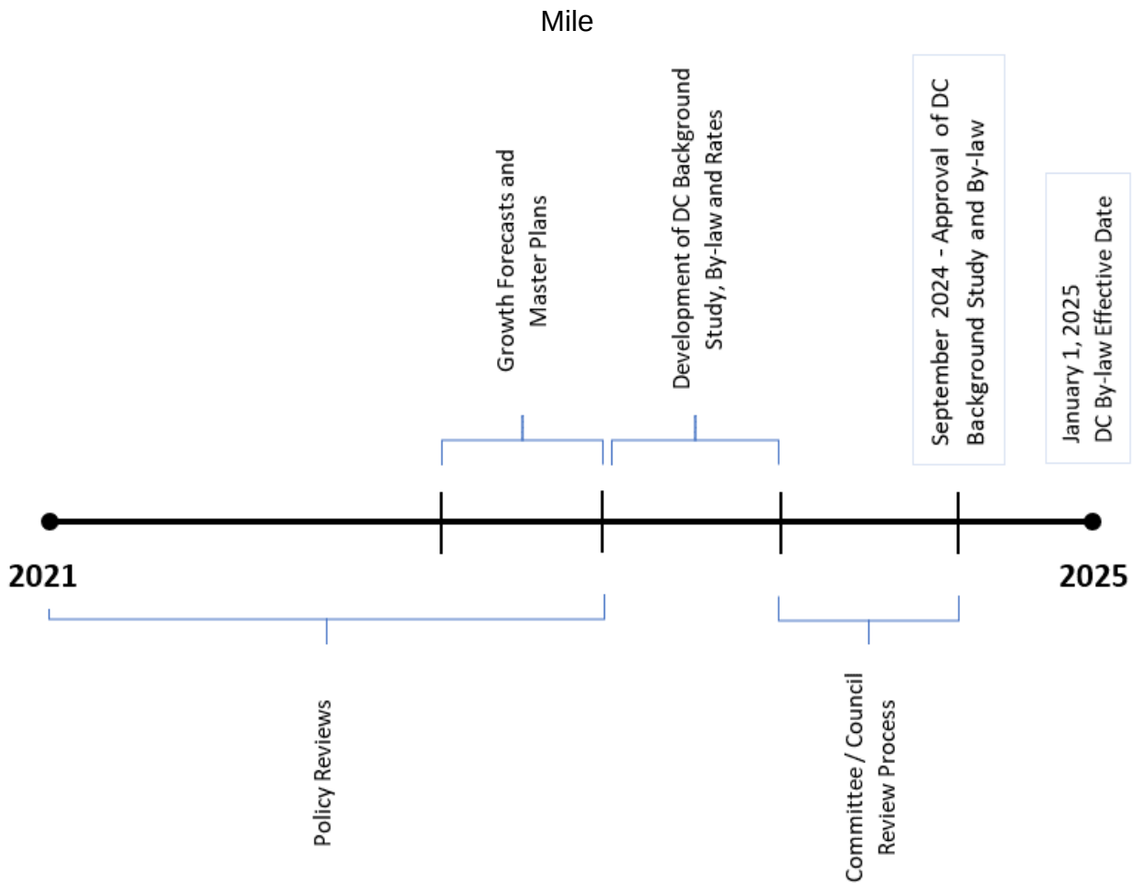


Figure 1 – Development Charge Process

2.0 Draft Timetable

Since the DC Study process spans multiple years, an illustrative timeline is contained in Figure 2 to help identify the key stages of the DC Study process.

Figure 2 – Key Stages of DC Study Process



Appendix A is a draft timetable that contains the project's major milestones and tasks for the 2025 DC Study. Council approval of the DC Background Study and By-law is targeted for September 2024 with an implementation date of January 1, 2025. Civic Administration will make every effort to keep to the timelines, however due to the nature and duration of the DC Study process, adjustments may be required that are beyond the control of Civic Administration.

3.0 2025 DC Policy Matters

Policy decisions are a critical phase of the DC Study process. These policy decisions are important because they may have a significant impact on the determination of DC eligible costs, the services for which DCs are being recovered for, the information collected to complete the DC Background Study, and ultimately the DC By-law and rates. Since these policy decisions inform the collection of information necessary to complete the DC Background Study and By-law, it is essential that most occur early in the DC Study process. Below are the key policy decisions that have been identified for the 2025 DC Study:

Area Rating

With regards to area rating the DCA states, "consideration of the use of more than one development charge by-law to reflect different needs for services in different areas" (Section 10(2)c.1). Although the use of area rating must be considered as part of the process for each DC Study, the legislation does not require area rates to be implemented. This allows each municipality with the discretion and choice to either implement or not implement an area rating structure.

As part of the 2025 DC Study process, it is recommended that Civic Administration conduct a comprehensive review of London's current area rating structure and other alternative area rating options. Since the decision on area rating will impact many other elements of the DC Study process, a Council decision on the preferred area rating approach early in the process is essential.

New Services Eligible for DC Recovery

With the changes adopted as part Bill 108, *More Homes, More Choice Act* and subsequent legislative changes, the DCA now limits the services for which DCs can be imposed. This means that if a service is not specifically listed as an eligible service then it does not qualify for DC recovery. The services that are deemed eligible that are currently not being recovered for in the London DC rates include:

- Ambulance Services
- Child care and Early Years Programs and Services
- Electrical Power Services
- Emergency Preparedness
- Housing Services
- Long-Term Care
- Public Health
- Services related to the Provincial Offences Act (including by-law enforcement services and municipally administered court services)
- Water Supply

A strategic approach has been applied to determine which services are recommended for further review and analysis and potential inclusion in the 2025 DC Study. An evaluation framework has been applied to narrow the focus of the review to those services with the highest priority for DC recovery.

The evaluation framework uses a four staged approach as follows:

1. Does the service have capital costs that could be rationalized as growth needs?

   The starting point for assessing those services for further review and potential inclusion in the DC Study is to determine if the service has growth related capital needs. Those services with no growth-related capital needs can be immediately eliminated from the evaluation process (Figure 3).

   Figure 3 – Eligible DC Services With and Without Growth-Related Capital Needs

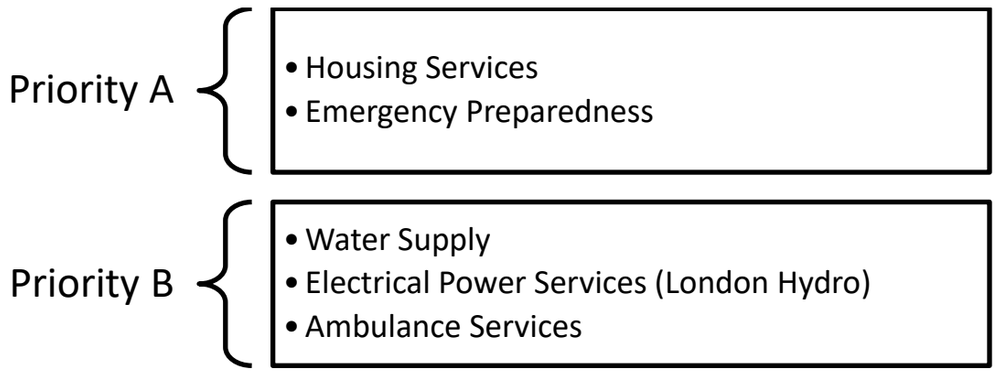
Service With Either No Capital Costs or Capital Costs That Cannot Be Rationalized Growth	Service With Capital Costs That Can Be Rationalized Growth
By-law Enforcement Child Care Long-Term Care (Dearness Home) Public Health (MLHU) Provincial Offences Office	Water Supply Ambulance Services Electrical Power Services (London Hydro) Emergency Preparedness Housing Services

   The DCA prescribes the types of capital costs that are deemed eligible for DC recovery. By-law Enforcement, Child Care, Long-Term Care, Public Health, and Provincial Offenses Office are services that do not have eligible capital costs within the DC planning horizon. However, Water Supply, Ambulance Services, Electrical Power Services, Emergency Preparedness, and Housing Services have been identified as services with eligible capital costs that may be rationalized as growth needs. Since DCs can only recover for eligible capital costs, this determination is a key decision point in the DC Study process.

2. Priority given to those services directly administered by the City of London.

   The services with growth related capital costs and are directly administered by the City are grouped as priority A with the remaining services with growth related capital costs grouped as priority B (Figure 4).

   Figure 4 – Services With Growth Related Capital Costs Prioritized



3. Is the service a community / Council priority?

   Another factor in the evaluation framework is determining those services that are a community and Council priority. Of all the priority A and priority B services, Housing Services is a clear community and Council priority. This is supported by

both Council's Strategic Plan and the Mayor's State of the City Address. This was further supported by the resolution of Council on April 13, 2021:

> *the Civic Administration BE DIRECTED to expedite the development of needed 3,000 affordable housing units as set out in "Housing Stability Action Plan" (HSAP) to be in place in five years, instead of ten years as set out in the Plan.*

4. Does the DC External Stakeholder Committee support adding the new service for potential inclusion in the upcoming Study?

   While Housing Services was identified as the highest priority services for further review and potential inclusion in the 2025 DC Study, two other services were identified and supported by the DC External Stakeholder Committee. These were Emergency Preparedness and Water Supply. Emergency Preparedness is the only other eligible DC service with growth related capital costs and is directly administered by the City.

   Although Water Supply is not directly administered by the City, the service does have growth capacity infrastructure needs and the capital works are essential for supplying water to London's water distribution system. Each of these three services are supported by the DC External Stakeholder Committee for further review.

Parks & Recreation Historical Service Standards and Future Capital Needs

The Parks and Recreation (P&R) service component is composed of capital growth infrastructure split into two subcomponents. The first is Facilities and the second is Parkland Development. An opportunity for review has been identified in the Parkland Development subcomponent related to calculating historical service standards and future capital needs.

Determining a 10-year historical service standard is required as part of the DC rate calculation. The purpose is to ensure that the future capital needs do not exceed the 10-year historical service standard. Although the DCA provides a general framework for historical service standards, it is up to each municipality to determine the specific approach.

Currently, London determines the costs for each park type based on average construction costs of similar park types recently constructed. These average costs are then applied to future capital needs over the planning horizon. Civic Administration is recommending a review be conducted to assess this approach in relation to other municipalities and to determine if there are opportunities to improve the costing methodology for both historical service standards and future capital needs.

Methodologies for Determining Growth/Non-Growth Splits

A fundamental component of the DC rate calculation are growth / non-growth splits. The DCA requires that the non-growth share be deducted from the DC rate calculations. A growth / non-growth allocation is required for each discrete capital project and capital program. This deduction is required to ensure that only the growth portion of capital infrastructure is included in the DC rate calculations.

A review of the methodologies for establishing the growth / non-growth allocations is recommended. This review is typically conducted as part of the master planning process with the allocations flowing into the DC Background Study and ultimately the DC By-law and rates.

Local Service Policies

Local Service Policies provide a guideline for the cost responsibilities related to construction of engineered infrastructure. The costs of engineered infrastructure are determined to be either DC eligible or a local service cost, which is the Owner's responsibility pursuant to a registered Development Agreement.

Consistent with prior DC Studies, a review of the local service policies will be conducted to ensure that the policies are achieving their intended objectives. In addition, should any new services be included in the DC Background Study, the need and substance of a local service policy will be evaluated and developed if required.

Municipal Servicing & Financing Agreements

The Growth Management Implementation Strategy (GMIS) is conducted on an annual basis with the objective of achieving a logical and fiscally sustainable installation of growth infrastructure, while responding to changing growth demands. There may be circumstances, however, where the annual GMIS process cannot address a pressing need for infrastructure construction and where Municipal Council desires to advance a project ahead of its scheduled GMIS construction date. The Municipal Servicing and Financing Agreements Policy is a tool that could be used to advance the timing of growth infrastructure outside of the annual GMIS process.

Although not included in the DC Background Study and By-law, Civic Administration is recommending a review be conducted of the Municipal Servicing and Financing Agreements Council Policy to confirm that the policy framework remains appropriate and effective.

Review of DC Planning Horizon for Soft Services

Prior to Bill 108, certain soft services were limited to a 10-year planning horizon. However, the 10-year cap for certain soft services has now been removed. This change gives municipalities greater discretion for determining the planning horizon for all services. The current DC Background Study recovers for growth related capital infrastructure over a 10-year period for soft services and 20-year period for hard services. As a result of the legislative changes, Civic Administration is recommending a review be conducted to determine if the planning period for all DC recoverable services can be aligned.

DC Rate Model Technical Review

The DC rate model is used to calculate DC rates for the different development classifications. This model has been used for several DC Studies. Civic Administration is recommending that the DC rate model be reviewed to identify any opportunities for design improvements while ensuring that the DC model is in compliance with the DCA.

4.0 Stakeholder Engagement

For the 2025 DC Study, Civic Administration has undertaken a comprehensive review and update of the existing Terms of Reference for the DC External Stakeholder Committee. In addition, a process was undertaken for the selection of the Committee member participants to align with the updated Terms of Reference. The following organizations expressed an interest in Committee participation and have accepted membership status on the Committee:

- London Development Institute
- London and District Construction Association
- London Home Builders' Association
- Urban League of London

Each of these organizations represent a formal City-wide organization whose membership reflects a broad range of perspectives, knowledge and expertise. Having a diverse Committee composition will improve and enhance the quality of discussions throughout the process.

The Committee will play an integral role and will be engaged on numerous Study components, including but not limited to the following:

- Growth forecasts
- Various DC policies matters
- Growth capital needs and associated studies
- DC rates
- DC Background Study and DC By-law

The Committee typically meets monthly to ensure that they are involved throughout the entire DC Study process.

Conclusion

This report represents the formal kick-off of the 2025 DC Study. It is essential that the process be initiated early enough so that the various tasks and policy choices can feed into the DC Background Study and By-law that is planned for Council approval in September 2024 with a DC By-law effective date of January 1, 2025. Civic Administration along with the assistance of the DC External Stakeholder Committee will be working hard throughout the process to ensure that capital infrastructure that supports growth is appropriately planned while balancing the need for financial affordability.

Prepared by:	**Jason Senese, Manager, Development Finance**
Prepared by:	**Kevin Edwards, Manager, Long Range Planning, Research and Ecology**
Submitted by:	**Paul Yeoman, Director, Capital Assets and Projects**
Recommended by:	**Anna Lisa Barbon, Deputy City Manager, Finance Supports**

Appendix 'A'
Draft 2025 Development Charges Study Timetable - Key Milestones / Tasks

DATE	WHAT
May 2021 November 2021	SPPC – Area Rating Options Review SPPC – Area Rating Recommended Approach
October 2022	SPPC – Updated Growth Forecasts
June 2021 – September 2023	Various DC Policy Reviews
September 2023 – April 2024	Development of Draft DC Background Study, DC By-law, and DC Rates
May 2024	Posting of Draft DC Background Study, DC By-law, and DC Rates on City Website Prior to Holding Public Participation Meeting
June 2024	SPPC - Tabling of 2025 DC Study and Public Participation Meeting
September 2024	SPPC - Deliberation of 2025 DC Study
September 2024	Council – Approval of 2025 DC Study
January 1, 2025	Effective Date of DC By-law

Note: Dates subject to change

Report to Strategic Priorities & Policy Committee

To: **Chair and Members**
Strategic Priorities and Policy Committee
From: **Anna Lisa Barbon, Deputy City Manager, Finance Support**
Subject: **Area Rating Policy Review**
Date: **May 18, 2021**

Recommendation

That, on the recommendation of the Deputy City Manager, Finance Supports, the following actions be taken with respect to area rating to inform the upcoming 2025 Development Charges Background Study:

a) The attached report and memo from Hemson Consulting on area rating **BE RECEIVED** for information; and

b) That Civic Administration **BE DIRECTED** to proceed with an area rating policy review that focuses on the Development Charge services for Wastewater, Stormwater and Water Distribution.

Executive Summary

The purpose of this report is to provide Council with background information regarding area rating and advice on the next steps on an area rating policy review as part of the 2025 Development Charges (DC) Background Study process. Based on the attached memo from Hemson Consulting, it is recommended that the review be focused on the DC services for Wastewater, Stormwater and Water Distribution.

For these services, five area rating options are proposed for further investigation. Through the area rating policy review, each area rating option will be examined for the recommended DC services, will include consultations held with stakeholders on findings, and a preferred option or options will be recommended for Council consideration.

Linkage to the Corporate Strategic Plan

This report supports the 2019-2023 Strategic Plan for the City of London through the Building a Sustainable City strategic area of focus by advancing the growth and development policies of the London Plan through enhanced implementation tools.

Analysis

1.0 Background Information

1.1 Previous Reports Related to this Matter

January 29, 2018 – Strategic Priorities and Policy Committee – 2019 Development Charge Study Area Rating Policy Review

1.2 Background

In 2015, the *Development Charges Act* (DCA) was amended to provide municipalities with the option to consider area-specific development charges or ‘area rating’. While the requirements of the Act do not compel any use of specific area rate charges, the Act now includes a requirement that Council ‘consider the use of more than one DC by-law to reflect different needs for services in different areas’ (Section 10(2) c.1).

The London Plan includes a policy that is consistent with this direction in the DCA:

> *1573.(7) The City will consider, as part of a development charges study, an area rating approach to recognize that the costs of growth in certain areas of the city may be substantially different from the costs of growth in other areas of the city.*

As part of the 2019 Development Charges Background Study process, Staff initiated an area-rating policy review. At its January 30, 2018 meeting, Council resolved to continue with the approach of distinguishing rates inside and outside the Urban Growth Boundary. However, Council also directed Civic Administration to 'continue its analysis to review services that are candidates for differential recovery areas, and that the City work towards an area rating servicing policy to be implemented beyond 2019.'

To inform the 2025 Development Charges Background Study, Hemson Consulting has been retained to assist in undertaking an area rating policy review. To provide background and establish parameters for the review, Hemson has prepared an Area Rating Options Memo that is attached to this report.

2.0 Discussion and Considerations

2.1 Area Rating Policy Review

The attached memo sets out guiding principles and directions for area rating, identifies service-based considerations, and presents options to assist in scoping an area rating policy review. Based on service-specific considerations and London's service delivery context, Hemson has identified three DC services as candidates for area rating that warrant further consideration: Wastewater, Stormwater and Water Distribution.

For these services, five area rating options are presented for further investigation:

1. **Uniform City-Wide Rate (No Area Rating)**: All development charges levied on a uniform, municipal-wide basis.
2. **Maintain Current Model (Inside UGB/Outside UGB)**: Wastewater, Stormwater and Water are not charged outside of the Urban Growth Boundary (UGB).
3. **Add Intensification Area Rate (Built-Area Boundary)**: Applicable when substantive servicing cost differences exist between lands within the Built-Area Boundary and remainder of lands within the Urban Growth Boundary.
4. **Service Area-Based**: Applicable when service areas are distinct and clearly delineated, and where substantial cost differences exist.
5. **Add Area Rate to Future UGB Expansion Areas**: Area-specific charges applied to new greenfield areas to fund upfront costs required to enable development to occur in those areas.

2.2 Next Steps

Over the coming months, Staff will work with the Wastewater, Stormwater and Water Distribution service areas to obtain the information needed to investigate in detail the five options. Each area rating option will be examined, consultations will be held on findings with internal and external stakeholders, and a preferred option or options will be recommended for Council consideration.

It is anticipated that recommendations will be presented to Council for consideration in late 2021 to inform 2025 Development Charges Background Study preparation. An area rating approach needs to be confirmed prior to conducting growth allocations to geographic locations throughout the city, and prior to the fulsome commencement of infrastructure master plans. As the chosen area rating approach informs the modelling of cost allocations and resultant DC rates for eligible infrastructure, this is a critical path item. It will be extremely challenging to revise the area rate approach once draft DC rates are calculated and the full impacts are known. As such, Staff will provide as much information as possible on the financial implications when the area rating policy review recommendations are brought forward.

2.3 Consultation

DC area rating has been discussed with the DC External Stakeholder Committee on several occasions. The Committee, which has been reconstituted to support the 2025 Development Charges Background Study process and is comprised of development and community organization stakeholders, has been circulated the attached memo and have had opportunities to provide comments.

Members indicated that overall, the current model which differentiates costs for DC Wastewater, Stormwater and Water services between inside and outside the Urban Growth Boundary is working well. While some members had concerns with further differentiating DC rates, others identified that the review presents an opportunity to examine the merits of alternative approaches in detail. All members acknowledge the need to consider area rating as part of the 2025 Development Charges Background Study process. The DC External Stakeholder Committee will continue to be regularly consulted at each step of the upcoming area rating policy review.

3.0 Financial Impact/Considerations

There are no direct financial expenditures associated with this report. Financial considerations for the recommended area rating approach will be presented in future reports.

Conclusion

The purpose of this report is to provide Council with background information regarding area rating and advice on the next steps on an area rating policy review as part of the 2025 Development Charges (DC) Background Study process. It is recommended that the review be focused on the DC services for Wastewater, Stormwater and Water Distribution.

For these services, five area rating options are proposed for further investigation as noted in this report. Through the area rating policy review, each area rating option will be examined for the recommended DC services, will include consultations held on findings with stakeholders, and a preferred option or options will be recommended for Council consideration.

Prepared by:	**Kevin Edwards, MCIP, RPP** **Manager, Long Range Planning, Research and Ecology**
Prepared by:	**Jason Senese, CPA, CGA, MBA** **Manager, Development Finance**
Submitted by:	**Paul Yeoman, RPP, PLE** **Director, Capital Assets and Projects**
Recommended by:	**Anna Lisa Barbon, CPA, CGA** **Deputy City Manager, Finance Support**

May 10, 2021
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MEMORANDUM

To: Paul Yeoman, City of London

From: Craig Binning and Julia Cziraky

Date: April 13, 2021

Re: City of London 2025 DC Study: Area Rating Options

This memorandum is intended to guide preliminary discussions around area rating options for the City of London as part of its 2025 Development Charges Background Study. Following an initial discussion around guiding directions and service-based considerations, five options are presented for the City of London, along with relevant examples from other jurisdictions.

A. BACKGROUND

In accordance with the *Development Charges Act* (DCA), a development charge background study must include:

> ...consideration of the use of more than one development charge by-law to reflect different needs for services in different areas (s. 10(2)(c.1)

The City's Official Plan, the *London Plan*, also requires consideration for area rating:

> The City will consider, as part of a development charges study, an area rating approach to recognize that the costs of growth in certain areas of the city may be substantially different from the costs of growth in other areas of the city. (Policy 1573_7)

As part of the City's 2019 DC process, staff brought forward a report addressing area rating. At that time, Council resolved to continue with the approach of distinguishing rates inside and outside of the Urban Growth Boundary. However, Council directed administration to "continue its analysis to review services that are candidates for differential recovery areas, and that the City work towards an area rating servicing policy to be implemented beyond 2019".

City staff are moving forward with this direction as part of the early stages of the 2025 DC Background Study process.

B. GUIDING PRINCIPLES AND DIRECTIONS

Drawing from Hemson's experience in other jurisdictions, and through discussions with City staff, the following set of principles and directions will guide the consideration of various approaches to area rating for the City of London:

- Service areas should be of a sufficient geographic scale;
- There should be meaningful cost / rate difference between the service areas; and
- Any additional administrative burden should be minimized.

These directions have informed the area rating options review below.

C. SERVICE-BASED CONSIDERATIONS

This section describes key considerations and typical DC calculation approaches for each service for which DCs are currently levied in the City of London, supported by several municipal examples. Area rating is most typically restricted to engineered services, although there are several examples of area rating for general services within a small number of Ontario municipalities.

i. Parks, Recreation, and Library

These services are typically calculated and levied on a municipal-wide basis for the following reasons:

- Facilities / parks are open and accessible to all residents in the municipality;
- Needs are established and planned for based on municipal-wide population growth;
- Usage data often show that individuals use facilities and parks both close to home and close to places of work, supporting a municipal-wide approach;
- For library services, the increasing availability of online / digital material supports a municipal-wide approach;

- Different indoor recreation facilities have different functions (i.e. some have pools, specialized gym facilities, specialized facilities such as indoor soccer) and are destination centres attracting residents from across the municipality; and

- Use of parks and recreation facilities by sports leagues and other specialized classes also supports a municipal-wide approach.

While area rating of these services is rare, it may be considered in municipalities with central locations that have well established facilities with sufficient capacity to meet the anticipated needs arising from intensification. This can serve as a rationale for a lower DC rate in central locations. Ottawa applies a hybrid approach, with City-wide charges for recreation and library in addition to area rated DCs for the broad areas of inside the greenbelt, outside the greenbelt, and rural areas.

For parks, municipalities may consider area rating to account for typically higher development costs of parks in urban areas. Ottawa also uses this approach, charging an additional parks DC inside of the greenbelt to fund urban parks, which is layered on top of the City-wide parks DC.

Unlike Ottawa, London does not have clear geographical areas among which there would be any significant difference in the nature of parks, recreation, and library service delivery. As such, a City-wide approach to the calculation and applications of these DCs will most likely continue to be appropriate.

ii. Protection Services (Fire and Police)

Like parks, recreation, and library, protection services are provided to all residents and employees in the municipality and are generally provided for based on municipal-wide growth.

There is potentially some basis for area rating of Fire services as stations, or groups of stations, have defined main response areas: development pressures in part of a municipality may drive the need for station relocations and expansions. Likewise, as fire services are planned for based on response times, areas of intensification can result in higher traffic congestion thereby slowing response times and requiring additional fire infrastructure needs. Ottawa layers City-wide fire DCs with additional area-specific DCs for the outside the greenbelts and rural areas. Kitchener historically did not levy a fire DC in its Central Neighbourhood, until a City-wide approach was introduced in 2019 based on new servicing needs.

Police services are generally viewed as being less sensitive to development location and density. Hemson is not aware of any municipalities that apply an area-specific approach to the calculated of police services DCs.

In London, fire and police services are planned for and delivered on a City-wide basis, and driven by overall population, employment, and household growth. As such, a City-wide approach for these services will likely continue to be appropriate.

iii. Waste Diversion

Waste diversion services are also driven by, planned for, and delivered on a municipal-wide basis, with typically no significant differences in service delivery or cost across geographic areas. Hemson is not aware of any municipalities that have introduced area rating for waste management services DCs.

iv. Transit Services

Transit services are typically viewed on a service area basis with a uniform charge across the entire service area. Some transit service providers that service large areas, or provide high-order transit, have examined area rating based on service availability. However, it is difficult to determine the starting location of all trips – park and ride lots are typically available at the "end points" of transit services allowing those that reside outside of the geographic service area to still utilize and benefit from the service. There is also some argument that non-transit users, whether by choice or location, benefit from transit service through reduction in road congestion and other environmental benefits.

There are few examples of area rating for transit services. These include the Region of Waterloo, where transit DCs are levied only within the Cities, and not within the Townships, and Ottawa, which provides a partial exemption within the rural area.

Like most municipalities, London does not have defined benefitting areas for transit services; all residents benefit from the provision of both conventional and higher-order transit. An area-specific approach to transit DCs is not likely to be appropriate.

v. Roads and Related Services

Roads & related infrastructure is typically levied on a uniform municipal-wide basis as roads are typically planned for based on municipal-wide population and employment growth (and trip rates), and transportation systems are integrated networks, with improvements in one area providing rolling benefits across the network.

There are several municipalities that levy both a municipal-wide roads charge and additional area-specific road charges. In some cases, the area-specific roads charge typically covers more localized roads works (in some municipalities these would be considered a local service and a direct developer responsibility). Some also include some collector roads within the area-specific charges. Vaughan, Markham, and Richmond Hill's DCs include area rating for roads and related services. A small portion of Ottawa's roads charges are recovered based on the three major geographic areas (inside the greenbelt, outside the greenbelt, rural). Windsor levies a separate roads and related charge for its Sandwich South Planning District, a greenfield area with distinct transportation servicing needs to enable development to occur.

Like most municipalities, London has an integrated transportation network that is planned for based on municipal-wide population and employment growth. A City-wide approach will likely continue to be appropriate.

vi. Water Supply and Wastewater Treatment

Water supply and wastewater treatment are typically levied on a uniform municipal-wide basis, as supply and treatment of water and the treatment of wastewater is not sensitive to the location of the benefitting development. There may be situations in which a municipality has different water supply sources/plants and different wastewater treatment facilities – in this situation the DC rates may vary by the service area of the facilities. An example is the Township of Springwater, which has multiple distinct, geographically separated water services areas with area-specific DCs. However, this is not the case in the City of London.

vii. Water Distribution, Wastewater Collection, and Stormwater

The majority of municipalities levy these DCs on a uniform basis as these systems are often highly integrated and looped. However, there are a number of municipalities that do use DC area rating for all, or a share, of these services to reflect differences in service needs and costs. This is generally done on the basis of:

- Multiple delineated services areas (e.g. Innisfil, Peterborough, Blue Mountains); or
- New growth areas (e.g. Windsor's Sandwich South Planning District; Brantford's proposed DCs for the boundary expansion lands).

In London, these services are provided within the Urban Growth Boundary. Outside of the Urban Growth Boundary, DCs are not charged for these services. The 2025 DC Background

Study may consider opportunities for further delineation of water, wastewater, and stormwater service areas within the Urban Growth Boundary.

D. AREA RATING OPTIONS

Based on the above service-specific considerations, and in consideration of the City of London's service delivery context, it is recommended that area rating be considered only for the services of Wastewater, Stormwater, and Water Distribution. Below, five options are presented for the City. Each of these options would be "revenue neutral"; they would each result in the same overall DC revenues for the City.

i. Option 1: Uniform City-Wide Rate (No Area Rating)

The majority of municipalities in Ontario levy all development charges on a uniform, municipal-wide basis. However, in London, City Wastewater, Stormwater, and Water Distribution services are not provided in locations outside of the Urban Growth Boundary (UGB), and therefore it would not be appropriate to levy DCs for these services in rural locations. As such, a true uniform City-wide approach would not be recommended for the City unless there is a substantive change to service delivery.

ii. Option 2: Maintain Current Model (Inside UGB / Outside UGB)

The City currently levies DCs for Fire, Police, Library, Parks & Recreation, Transit, Waste Diversion, and Roads & Related Services on a uniform, City-wide basis. Wastewater, Stormwater, and Water Distribution DCs are levied on development within the Urban Grown Boundary on a uniform basis, while development outside of the UGB is not subject to these charges as those City services are not extended to rural areas. This results in lower overall DC rates outside of the UGB.

Maintenance of this approach will likely continue to be defensible if it is determined through the 2025 DC Background Study that these services are:

- Driven by overall population and employment growth;
- Integrated and looped; and/or
- There are no major service delivery and cost differences between communities or service areas within the UGB.

iii. Option 3: Add Intensification Area Rate

The City may also choose to maintain its current general approach to locations outside and inside of the UGB, while adding a third "Intensification Area" rate for the Wastewater, Stormwater, and/or Water Distribution DCs. This approach would be appropriate if it is determined that substantive differences existing in the cost of service delivery within the Intensification Area as compared with the remainder of the lands within the UGB.

Several municipalities take a similar broad approach to the delineation of service areas and calculation of rates:

- In **Ottawa**, most services include a component where area rates are calculated based on the broad areas of Inside the Greenbelt, Outside the Greenbelt, and Rural. The Rural category is further broken down into Serviced and Unserviced areas, based on whether City water and wastewater servicing is provided. Inside the Greenbelt, the water and wastewater DCs are lower than Outside the Greenbelt, due to available capacity within the existing system.

- Similarly, **Kitchener** maintains separate engineered services DC for its Central Neighbourhoods area and Suburban Area. Development in the Suburban Area is subject to water, sanitary, roads and related, and storm/watercourse services DCs. While the Central Neighbourhoods are not subject to these charges, an Intensification Allowance DC is levied which pays for the capital cost of additional engineering service capacity and upgrades for development and redevelopment in this area. This approach results in lower overall DCs in the Central Neighbourhoods than in the Suburban Area.

- **Brantford** takes a different approach whereby the identified Intensification Area is subject to an additional Intensification Stormwater DC. The Intensification Stormwater DC reflects that much of the stormwater servicing outside of the Intensification Area is provided directly by developers. As such, development within the Intensification Area is generally subject to higher DC rates to pay for City-emplaced infrastructure, although the costs are offset by generally lower local servicing responsibilities. It is noted that Brantford also offers discounts on engineered services within the Infill Area: development that is located within both the Infill Area and an Intensification Area benefits from this discount, which acts as an incentive for development, but remains subject to the fill Intensification Stormwater charge.

iv. Option 4: Service Area-Based

Some municipalities have a number of distinct water, wastewater, and/or stormwater service areas, and levy their engineered services DCs on this basis. This approach is appropriate where the service areas are distinct and clearly delineated, and where substantial cost differences exist between the service areas. Generally, area rating should be limited to linear infrastructure while water and wastewater supply and treatment should remain municipal-wide. It is noted that this approach can be more complex and administratively onerous than the other approaches discussed in this memorandum.

Some examples of this service area-based approach include the following:

- **Innisfil** maintains five distinct water and wastewater service areas. Water distribution and wastewater collection DCs are calculated separately for each of these areas. Supply and treatment DCs are generally charged on a Town-wide basis, as they are driven by overall population and employment growth. The exception is the Cookstown service area, which has its own wastewater treatment facility, and therefore a distinct charge is calculated and development in the area is not subject to the Town-wide Wastewater Treatment DC.

- In **Peterborough**, eight area-specific DC areas are maintained with distinct DCs calculated for the provision of sanitary trunk sewers, sewage pumping stations, planning and servicing studies, and stormwater management facilities. All general services, sewage treatment, roads, and other City-wide engineering projects are recovered for through uniform City-wide DC rates.

- Similarly, **The Blue Mountains** has 11 distinct service areas for area-specific water and wastewater DCs. All general services DCs and roads and related DCs are levied on a uniform Town-wide basis.

v. Option 5: Add Area Rate to future UGB Expansion Areas

The City may also consider introducing area rating within planned UGB expansion areas where servicing needs to be extended in order to accommodate anticipated development. A number of municipalities levy area-specific DCs for water, wastewater, and stormwater servicing in new greenfield areas. The cost of providing engineered services in new urban areas can be significantly higher than existing urban areas that benefit from existing networks of linear engineered services infrastructure. As such, the DCs calculated in these areas are typically higher than municipal-wide rates, and ensure that development within the existing urban area is not burdened by these costs.

Some examples of area-specific DCs in new urban areas included the following:

- **Windsor**'s Sandwich South Planning District covers 2,530 hectares of land that was transferred from the Town of Tecumseh in 2003 and remains largely unserviced and undeveloped. In 2018, the City introduced area-specific DCs for water, sanitary sewer (collection), storm and drains, and roads and related services. Supply and treatment continue to be funded through uniform City-wide DCs, along with all general services. The area-specific DCs will assist the City in funding the significant upfront costs required to enable development to occur in the area.

- **Brantford** is currently in the process of introducing area-specific DCs for its urban boundary expansion lands in order to fund the required water, wastewater, and stormwater servicing infrastructure. Area rating is also proposed to fund a small number of roads with localized benefit; the by-law may also be used by the City to facilitate front-end funding arrangements with developers. Development in the expansion lands will also continue to be subject to the City-wide general services and engineered services DCs, in addition to the area-specific rates.

E. CONCLUSIONS AND NEXT STEPS

The options presented above are intended to guide ongoing discussions among City staff, external stakeholders, and Council. Through these discussions, should there be interest in pursuing a new approach to area rating, analysis should be undertaken as part of the 2025 DC Background Study process to evaluate the selected approach further and test potential DC rate impacts to support an informed decision.

In addition to these area rating options, the City may also consider DC discounts, reductions or exemptions in central areas in order to incentivize development. However, it is noted that such an incentive or subsidy would not be revenue neutral, and the City would need to fund the revenue loss through other revenue sources, such as property taxes and utility rates. It is noted that the City currently provides full DC reimbursements in certain areas through the Downtown and Old East Village Community Improvement Plans.

Report to Strategic Priorities & Policy Committee

To: **Chair and Members**
Strategic Priorities and Policy Committee
From: **George Kotsifas P. Eng.,**
Deputy City Manager, Planning and Economic Development
Subject: **2022 Growth Management Implementation Strategy (GMIS) Update**
Date: **Public Participation Meeting on May 18, 2021**

Recommendation

That, on the recommendation of the Deputy City Manager, Planning and Economic Development regarding the implementation of the London Plan growth management policies applicable to the financing of growth-related infrastructure works, the following actions be taken:

a) the 2022 Growth Management Implementation Strategy Update **BE APPROVED** as attached in Appendix 'B'; it being noted that:

   a. Sunningdale SWM 8 will be rescheduled from 2022 to 2023;

   b. Kilally Water Phase 2 will be rescheduled from 2022 to 2023;

   c. Pincombe SWM P4 - West will be rescheduled from 2022 to 2026;

   d. North Lambeth SWM P2 – North will be rescheduled from 2025 to 2023;

   e. North Lambeth SWM P2 – South will be rescheduled from 2023 to 2025; and

   f. project design work for Kilally Road – Webster to Clarke will commence in 2021.

b) The Capital Budget **BE ADJUSTED** to reflect the timing changes associated with the projects noted in clause (a) above.

Executive Summary

The Growth Management Implementation Strategy (GMIS) is an important tool for Council to coordinate growth infrastructure with development approvals and correspond with the pace of growth across the city, while maintaining an acceptable financial position. This GMIS report builds upon the financial analysis provided in previous GMIS reports and seeks to ensure the affordability of growth servicing in the City of London.

The GMIS is the tool that allows for the adjustment of Development Charge (DC)-funded project timing between DC background studies and is updated annually to ensure project timing continues to align the pace of development while ensuring financial sustainability. The scope of the 2022 GMIS's analysis focuses on all projects that will directly impact specific subdivision or site plan applications. The attached tables and figures outline the timing of key growth-related infrastructure projects needed to facilitate development.

This report discusses some of the financial considerations (DC reserve fund and debt) which arise from maintaining the City's current plan for investment and the implications of requests for project timing changes. Council's adopted Project Evaluation Framework is used to review future infrastructure project timing with the aim of providing a future 3-year supply of single detached residential lots in each greenfield area.

Through the GMIS review process, it is recommended that one project be accelerated, and four projects be deferred based on aligning the timing of these projects with the timing of expected development. The timing of all remaining GMIS infrastructure is recommended to remain unchanged. Extensive developer and community stakeholder

consultation is a vital part of the GMIS process.

Linkage to the Corporate Strategic Plan

This report supports the 2019-2023 Strategic Plan for the City of London through the Building a Sustainable City strategic area of focus by advancing the growth and development policies of the London Plan through enhanced implementation tools and infrastructure. The annual review of growth infrastructure plans to balance development needs with available funding is a specific action of the strategic plan.

Analysis

1.0 Background Information

1.1 Previous Reports Related to this Matter

October 20, 2020 – Strategic Priorities and Policy Committee – 2021 Development Charges Update Covering Report and Proposed By-law.

1.2 Background

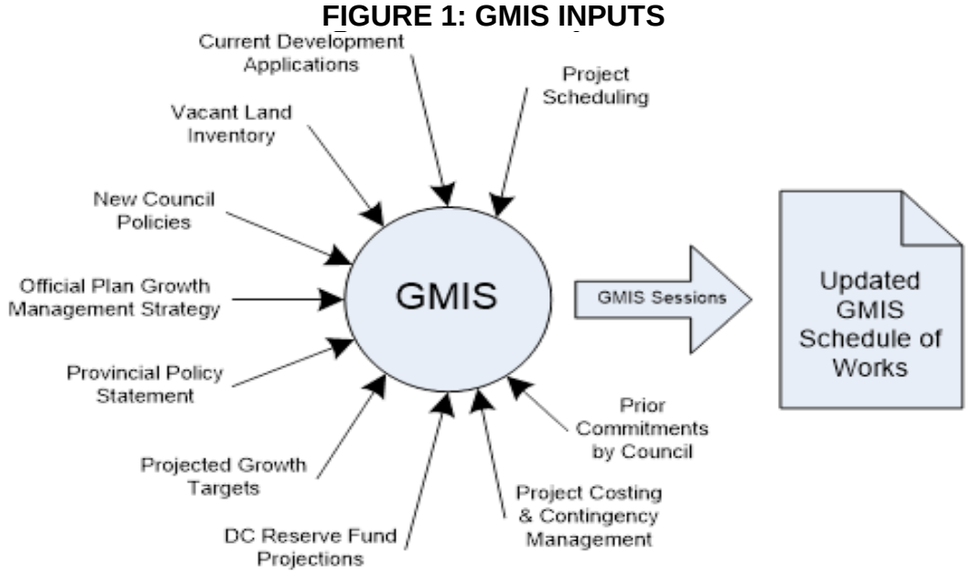
The London Plan identifies the extent of the City's Urban Growth Boundary and requires that the municipal services needed to accommodate the planned growth be identified. Through servicing strategies, municipal services are identified as growth-related projects that are then incorporated into each Development Charges (DC) Background Study which are prepared every five years. The timing and cost of these projects form the basis for the development charge rate calculation – which once approved becomes the charge for new development over the next five years. The DC-funded projects, their timing and the funding sources are then incorporated in the City's capital budget.

The GMIS is the tool identified by the London Plan that allows for the adjustment of DC-funded project timing between DC studies. The GMIS is updated annually to ensure project timing continues to align with growth while ensuring financial sustainability. The GMIS considers the pace of development, the status of DC reserve funds, and the desires of developers to progress development applications in areas designated by the London Plan for growth. It provides flexibility to respond to changes in market conditions or to make adjustments that reflect the financial status of the DC reserve funds.

1.3 GMIS Inputs and Principles

The GMIS update involves the integration of multiple inputs (Figure 1). Typically, each GMIS update assesses the collected information against the eight Council approved principles of GMIS to make appropriate adjustments to the schedule of works.

FIGURE 1: GMIS INPUTS



As part of drafting the first GMIS in 2008, staff and development industry representatives participating in the DC Implementation Team helped develop core principles for the implementation of the City's growth management policies. These core principles guide annual GMIS updates. The eight core principles set out by Council in 2008 include:

1. Provide direction for timely and cost-efficient extension of municipal services both from an efficiency and municipal affordability perspective.
2. Support growth costs that are affordable within our financial capacity, having regard for both the capital and operating costs of services to support growth.
3. Allocate growth in a manner that optimizes the use of existing services and facilities.
4. Support the development of sufficient land to meet the City's growth needs and economic development objectives.
5. Support the implementation of Official Plan growth management policies.
6. Support the completion of existing development approvals.
7. Maintain lot and land supply that is consistent with provincial policies and conducive to a healthy housing market.
8. Co-ordinate the phasing of development approvals and the scheduling/funding of works through the capital budget.

The initial GMIS document from 2008 provided a schedule for growth infrastructure with estimated costs over the 20-year growth period. This schedule was incorporated into the finalized DC Background Study which came into effect with the passing of the DC By-law in August 2009. Since then, the GMIS has been updated annually, reflecting adjustments to timing for DC-funded projects.

2.0 Discussion and Considerations

2.1 2022 GMIS: Introduction

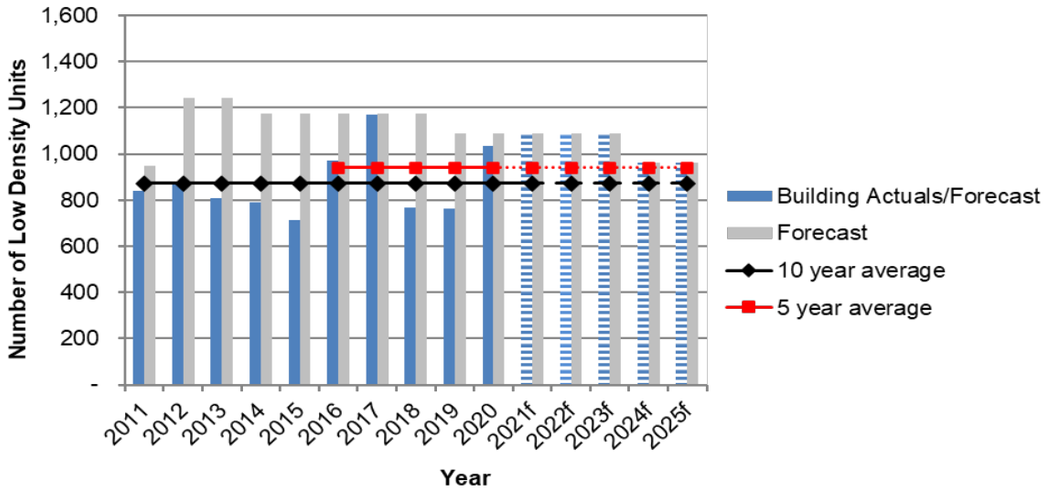
The 2022 GMIS report builds upon information provided in previous GMIS reports and seeks to sustain adequate servicing of growth areas in the City of London and prudent management of Development Charge reserve funds. The scope of the 2022 GMIS analysis includes all projects that directly impact specific subdivision or site plan applications with the goal of creating the most efficient servicing solutions possible.

2.2 2022 GMIS: Growth and Development Observations and Trends

An important relationship exists between the projected amount of residential and non-residential growth and the City's future investments in infrastructure projects. DC rate calculations are based on growth projections that determine servicing needs, which in turn establish DC rates. If actual growth in the form of development and building construction does not consistently meet the growth projections contained in the DC Background Study, then sufficient revenues are not being generated to maintain the original schedule of investments in infrastructure. The two key elements – growth activity and investment in infrastructure – should move in tandem.

For the 2022 GMIS Update, staff reviewed growth levels for all forms of residential and non-residential development. Figure 2 provides a graph of historic and forecasted growth for low density residential development which is particularly important for DC purposes as single detached homes represent almost 50% of calculated DC revenues and are the primary driver for the construction of new infrastructure to support greenfield subdivisions. It should be noted however, that the growth forecasts for all forms of residential and non-residential development are used for determining future DC revenues and for assessing the health of DC reserve funds.

FIGURE 2: LOW DENSITY RESIDENTIAL GROWTH: 2011-2025



Staff notes the following growth observations and trends that impact DC revenues and the 2022 GMIS recommendation:

- Over the previous 5 years (2015-2019), the City experienced an annual average of 876 permits for single detached dwellings. This was exceeded in 2020 when 1,034 single detached permits were issued. Staff is anticipating the trends experienced in 2020 will carry forward over the near- to medium-term; GMIS stakeholders have indicated that they are experiencing elevated interest in single detached dwellings and believe this demand will be sustained into the future. The 2019 Watson forecast anticipates 1,088 single detached dwellings annually from 2021 to 2023 and 961 single detached dwellings annually beyond 2023. Staff are monitoring the potential impacts of Covid-19 on the housing sector and intraprovincial migration associated with increasing work-from-home options available to employees. This may have implications on the housing projections as the current environment was not anticipated when and employment and population growth was modelled by Watson.
- Medium density (townhouse/rowhouse) residential growth decreased in 2020 from previous years to 469 units. It is anticipated that townhouse construction will increase over the coming years due to a rising demand for this housing form from young adults and retirees, and as an affordable alternative to single detached dwellings. The Watson forecast anticipates 517 units annually over the near- to medium-term. Builders have stated that they are experiencing elevated demand for townhouses as single detached home prices have increased substantially.
- Apartment construction continues to be strong in London but has a “peaks and troughs” building cycle. After strong levels in 2018 and 2019, the City experienced a record level of construction in 2020 with permits for 2,210 apartment units being issued. Elevated development interest remains for new apartment buildings, thus the Watson forecast of 704 units is being closely monitored. London’s apartment vacancy rate remains low and there is a high demand for apartments with below market rent.
- New commercial space gradually declined between 2017 and 2019. In 2020, new commercial growth further declined 65% from 2019 levels to less than 30% of the Watson forecast of 31,829m^2. It is anticipated that the commercial sector will continue to be challenged over the near-term in relation to the pandemic economic recovery.
- After three years of lower than forecasted institutional growth, a significant increase was experienced in 2020 due to permits for new long-term care facilities, an addition to a post-secondary building and elementary school additions. Future institutional construction is difficult to predict as it mainly relies on spending by upper levels of government. The Watson forecast anticipates 42,512m^2 of new institutional space annually over the near- to medium-term.
- In 2020, Industrial growth returned to historic levels after a significant increase in 2019 due to a permit for a large food processing facility. Longer-term external forecasts for the industrial sector anticipate continued recovery, which coincides with the City’s development of new industrial lands attractive to larger industrial users. The Watson forecast anticipates a demand for 31,894m^2 of new industrial space annually over the near- to medium-term which is supported by a recent increase in industrial land sales and development application activity.

2.3 2022 GMIS: Development Charges Reserve Fund Analysis

As part of the GMIS process, Staff reviewed the cash flow projections for each DC reserve fund that contained GMIS projects. This analysis revealed a need to closely monitor reserve fund revenues and drawdown activity, especially for the following high-cost service components:

- Stormwater Management; and
- Wastewater.

These services rely heavily on debt to facilitate the timing of infrastructure construction given that:

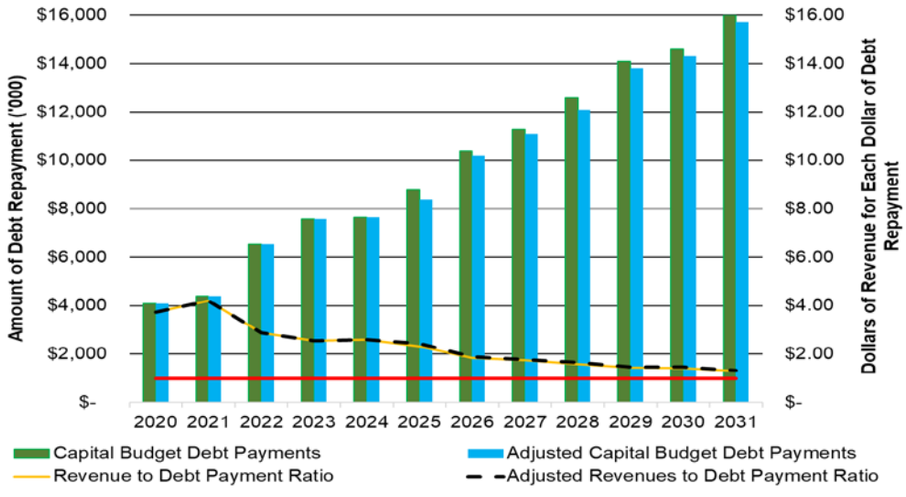
- major expenditures for sanitary sewers and stormwater management precede and facilitate growth in that new investments are required prior to development being possible in a new area; and
- significant amounts of project costs have been identified for future recovery (i.e. post period benefits) in the 2021 DC rate calculations with the objective of achieving a fair allocation of recovery of investment in growth costs. Therefore, the DC reserve funds that finance these services rely on debt to finance the portion of the project costs identified for recovery beyond the 20-year time horizon of the DC Study.

Staff has conducted a detailed cash flow analysis of all DC reserve funds that contain GMIS projects to assess the financial risks and overall affordability of the present GMIS. Additionally, Environment and Infrastructure division managers were interviewed to determine emergent changes to project timing and cost estimates.

As the 2022 GMIS mainly proposes changes in timing that will affect the Stormwater DC reserve fund, Figures 3 provides a graphical representation of this reserve fund following an analysis undertaken by Development Finance staff:

- **Debt payments (vertical bars):** For each year, the bars reflect annual debt payments required by the reserve fund to pay for infrastructure investments. Viewing the graph from left to right, the first bar reflects debt payments based on currently approved capital budgets and forecasts. The second bar reflects an 'adjusted' annual debt payment based on revised debt payment changes arising from the recommended project timing adjustments discussed later in this report.
- **Revenues to debt payment ratio (lines):** To provide context for the debt obligations of the Stormwater Reserve Fund, a line depicting a revenue to debt ratio is provided. The declining line in Figure 3 indicates that an increasing share of DC revenues is being used to pay down debt, limiting the amount of cash draws available to fund projects. As shown on the figures below, the ratio dips substantially after 2022 as several projects to be constructed require the use of debt financing. As shown, annual debt payments will consume a substantial portion of projected revenues over the next 10 years and by 2031 approximately 85% of DC revenues will be required to meet debt obligations.

FIGURE 3: STORMWATER DC RESERVE FUND ANALYSIS



The following provides a summary of the DC reserve fund analysis:

- **DC Revenues:**
  - LDR and MDR revenues generally met DC forecasts in 2020 and elevated HDR revenues where largely offset by slower commercial growth. Overall, revenues met what has been forecasted. Projected revenues are necessary to maintain timing of projected investments (expenditures) in new infrastructure.
  - Staff need to remain vigilant of growth activity to be able to recommend corrective measures should circumstances (e.g. economic condition and reversal of current housing market expansion) reflect changing growth patterns.
- **DC Expenditures:**
  - No significant project cost variances to DC projects since last years' 2021 DC Study Update were identified at the time of the GMIS analysis. Project cost variances are being constantly monitored, and if any variances are experienced for the balance of the year, they will inform next year's GMIS.

The combination of stable DC revenues over the past few years and minimal changes in project cost variances since last year allow the City to maintain project timing as set out in the 2021 DC Study Update.

2.4 2022 GMIS Stakeholder Consultation

Stakeholder engagement is a vital component of the annual GMIS update. Two general stakeholder meetings were held to provide an overview of growth information and reserve fund health, to discuss GMIS timing considerations and to outline draft project changes. In addition to the general meetings, individual one-on-one interviews were held with developers, builders and other community stakeholders that requested an opportunity to discuss development plans or issues with Staff related to GMIS projects.

A total of 15 one-on-one meetings were held with stakeholders, resulting in a wide array of perspectives and infrastructure timing requests for consideration. The interviews provided important information regarding the GMIS Infrastructure Project Evaluation Framework, growth modelling assumptions, development timelines, community benefits, and suggestions for process improvements. The collective knowledge of the stakeholders was vital to producing the recommended 2022 GMIS Update.

On April 13, the draft GMIS was presented to the stakeholders based on feedback received from the first round of interviews, growth and reserve fund analysis and internal discussions with City project managers. Although Staff is not able to accommodate all stakeholder requests, the continued dialogue through the GMIS process has produced an infrastructure strategy that maximizes development opportunities while not increasing concerns about the financial sustainability of DC reserve funds.

2.5 2022 GMIS Stakeholder Review

Through the stakeholder consultations, five requests for project accelerations and three deferral requests were received from development stakeholder to realign projects with their anticipated development timing. The requests were considered in the context of the eight core principles set out by Council in 2008, an analysis of the Development Charge Reserve Funds, and the project timing review tests set out below.

The GMIS process uses a series of questions to inform project timing and consider requests to accelerate projects. Each serves as a "lens" for evaluating whether changes are merited to the timing of infrastructure projects and are applied equally to all projects. Referred to as the GMIS "tests," the questions are as follows:

- ***Is the project needed to provide additional buildable lots to meet demand in the growth area?***
- ***Has a developer sufficiently progressed a development proposal to warrant the construction project next year or the following year?***
- ***Can we afford the project?***

To accelerate a project, all three tests must be met. The first question speaks to the need for infrastructure, in relation to market demand and supply of lots in a geographic area. This criterion is used to match the pace of infrastructure construction with the pace of growth with an aim to provide a future 3-year supply of single detached residential lots in each greenfield area.

This project evaluation framework was endorsed by Council as part of the 2017 GMIS Update and is to be used by subsequent updates such as this exercise. Appendix 'A' provides a summary of the GMIS growth framework and the results of the analysis conducted by Staff, based on feedback received from stakeholder interviews.

The demand inputs used reflect the Council adopted 2019 DC Watson forecasts that were carried forward to the 2021 DC Background Study Update and By-law. These forecasts assume a city-wide single detached dwelling demand of 1,088 units/year between 2021 and 2023, and 961 units/year during the 2024-2029 period.

2.6 2022 GMIS Recommended Project Timing Adjustments

In general, the current timing for projects aligns with the needs of the development community stakeholders and provides for significant new growth opportunities throughout the City. Appendix 'B': (2022 GMIS Project Tables and Figures) proposes a Schedule of Works that identifies the timing of key growth-related infrastructure projects required to facilitate development throughout the City over 0-5 year, 6-10 year and 10+ year horizons. This Schedule of Works maintains timing that is similar to that approved by Council as part of the 2021 DC Study Update.

The recommended project schedule discussed below is the best compromise between:

- maintaining financially sustainable reserve funds;
- the desire of several developers to advance timing on projects that will accelerate development of their land holdings; and
- the feasibility of advancing infrastructure projects given the time needed to construct them in a judicious manner.

From the 2022 GMIS Update analysis, Table 1 below identifies proposed project timing adjustments to the last year's 2021 DC Study Update. One stormwater project is recommended to be accelerated and three stormwater projects are recommended to be deferred. It is also recommended to defer a water project to ensure it is coordinated with an associated road project. All other GMIS projects are recommended to maintain their timing as approved in the 2021 DC Study Update. The final project timing outlined for the 2022 GMIS is subject to the approval of the 2022 Capital Budget Update. ***A more complete discussion of the project timing to be adjusted in the tables above is provided in Appendix 'D'.***

TABLE 1: 2022 GMIS PROJECT TIMING ADJUSTMENTS

Service	Project Description	2021 DC Study Year	Rationale for Timing Change	2022 GMIS Year	Total Gross Cost
Stormwater	Sunningdale SWM 8	2022	Developer deferral request to align with development timing	2023	$1.9M
Stormwater	Pincombe SWM P4 - West	2022	No application on benefitting lands	2026	$2.3M
Stormwater	N. Lambeth SWM P2 - North	2025	Support meeting greenfield area lot supply target	2023	$2.6M
Stormwater	N. Lambeth SWM P2 - South	2023	Developer deferral request to align with development timing	2025	$2.3M
Water	Kilally Water Phase 2	2022	City deferral request to coordinate project with road design work	2023	$7.0M

2.7 2022 GMIS Developer Requests Not Recommended

Table 2 identifies requests received through GMIS stakeholder consultations that are not being recommended for acceleration as part of the 2022 GMIS. In general, Staff are not recommending the following infrastructure timing requests due to sufficient lot supply in the greenfield area, technical concerns and/or affordability constraints.

TABLE 2: PROJECT TIMING REQUESTS NOT RECOMMENDED BY STAFF

Service	Project Description	Stakeholder Request	2021 DC Study Timing	Requested 2022 GMIS Timing	Total Gross Cost
Stormwater	N. Lambeth SWM P1 - N	Southside	2033	2026	$1.9M
Stormwater	N. Lambeth SWM P1 - S	Southside	2033	2026	$1.9M
Stormwater	Pincombe SWM 3 - W	Foxwood	2025	2022	$2.9M
Roads	Kilally Road – Webster to Clarke	Drewlo	2030	2022	$10.1M
Wastewater	South Lambeth Sanitary Servicing	Farhi	n/a	n/a	n/a

A more complete discussion of the requests and Staff rationale is provided in Appendix 'E'.

While not recommended for acceleration in the 2022 GMIS Update, certain requests on Table 2 are beyond the current DC By-law's 2024 expiration date. These are identified on Table below and can be considered comprehensively through the 2025 DC master planning process to begin in 2022. This will ensure that these longer-range requests are considered and coordinated with greenfield area lot supply and demand, any technical issues are resolved, and importantly timing and cost estimates are reviewed in the context of implications on the recalculated 2025 Development Charges rate.

TABLE 3: PROJECT REQUESTS TO BE CONSIDERED DURING 2025 DC MASTER PLANS

Project Description	2021 DC Study Year	Requested 2022 GMIS Timing	2025 DC Master Plan Request
N. Lambeth SWM P1 - North	2033	2026	Advance project timing to align with anticipated development timing
N. Lambeth SWM P1 - South	2033	2026	Advance project timing to align with anticipated development timing
South Lambeth Sanitary Servicing	n/a	n/a	Review sanitary servicing for the Lambeth Area

2.8 2022 GMIS Short-Term Development Opportunities

The proposed Schedule of Works in Appendix B provides infrastructure investment timing that accommodates a wide range of future housing demand scenarios. The City has committed $20.7 million to GMIS infrastructure projects to be completed over 2021, including three stormwater management facilities, one sanitary trunk project and three watermain projects. Furthermore, the current timing plan assigns an additional $107.2 million dollars to be spent on projects over the next five years between 2022 and 2026.

At present, external servicing (water, sewer, stormwater) is in place for lands capable of accommodating 5,047 single detached lots; 3,079 of which are in Draft Approved Subdivision plans. GMIS project construction in 2021 and 2022 will result in serviceable lands capable of accommodating an additional 2,585 single detached dwelling lots.

It is important to note that GMIS infrastructure only provides opportunity as serviceable lands are ultimately made available for dwellings through the subdivision approval process. Subdivision applications in all geographic areas of the city are advancing over the next few years that will provide new opportunities for residential and non-residential greenfield development throughout the City.

2.9 GMIS Booklet

Each year, Development Finance produces the “GMIS Booklet” — a comprehensive reference document that contains mapping for new development areas, Vacant Land Inventory information (i.e. residential construction opportunities), infrastructure servicing areas, and up to date GMIS project timing. The booklet provides 0-5 year, 6-10 year and 10+ year project timing tables that is beneficial information to stakeholders for subdivision planning.

A draft version of the 2022 GMIS Booklet has been prepared to reflect the recommendations contained in this report. Subject to Council adoption of the GMIS (with revisions where applicable), a final version of the 2022 GMIS Booklet will be prepared. The document will be broadly circulated to GMIS stakeholders and City staff as well as being made available on the City’s website.

2.10 Next Steps

Pending the adoption of the recommendations of this report, Staff will reflect the GMIS changes in the 2022 Annual Update to the Multi-Year Budget and collectively work towards addressing any implementation challenges so that infrastructure projects are delivered in a timely manner, consistent with the completion of subdivision approvals.

Conclusion

The GMIS is an important tool for Council to coordinate growth infrastructure with development approvals and to manage available financial resources. The combination of overall stable DC revenues in 2020 and minimal changes in project cost variances since last year’s GMIS allow the City to maintain the current GMIS timing for growth infrastructure projects and permit some flexibility to advance projects based on warranted growth needs.

The 2022 GMIS Update recommendations provide for infrastructure investment timing that can accommodate a wide range of future housing demand scenarios. Staff will continue to work with and consult with development and community stakeholders over the coming year to ensure efficient and timely servicing that will provide for a logical and sustainable progression of growth well into the future.

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cc: Anna Lisa Barbon, Deputy City Manager, Financial Support and City Treasurer
Gregg Barrett, Director, Planning and Development

May 10, 2021
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Appendix ‘A’: GMIS Infrastructure Project Evaluation Framework
Appendix ‘B’: 2022 GMIS Project Tables and Figures:

- Table B1 - GMIS Annual Update 2022: Detailed List of Works and Costs by Service 5 Year Projects
- Figure B1 - GMIS Annual Update 2022: Works 0-5 Years (2019-2023) Year of Construction
- Table B2 – GMIS Annual Update 2022: Detailed List of Works and Costs by Service 6-10 Year Projects
- Figure B2 – GMIS Annual Update 2022: Works 6-10 Years (2024-2028) Year of Construction
- Table B3 – GMIS Annual Update 2022: Detailed List of Works and Costs by Service 10+ Year Projects
- Figure B3 - GMIS Annual Update 2022: Works 10+ Years (2029-2033) Year of Construction

Appendix ‘C’: List of GMIS Stakeholders
Appendix ‘D’: Rationale for 2022 GMIS Project Timing Adjustments
Appendix ‘E’: Detailed Commentary Regarding Developer Infrastructure Requests

Appendix A – GMIS Infrastructure Evaluation Framework

GMIS "Tests"

The following questions are applied to each project listed in the GMIS in relation to the development contained within the benefitting area. The three questions serve as separate, but related lenses for considering infrastructure timing and all three tests must be met in order to consider acceleration of a project.

a) **Is the project needed to provide additional buildable lots to meet demand in the growth area?** (If yes, proceed to Test 2; if no, maintain timing/defer project).

b) **Has a developer sufficiently progressed a development proposal to warrant the construction project next year or the following year?** (If yes, proceed to Test 3; if no, maintain timing/defer project).

c) **Can we afford the project?** (If yes, consider project acceleration; if no, maintain timing/defer project, or alternatively other projects must be deferred to accommodate the selected project).

GMIS Targets/Growth Modelling

In order to address GMIS Test a) outlined above, growth modelling is required to examine demand for and supply of single detached residential lots for each of the City's greenfield growth areas (North, Northwest, Northeast, Southeast, Southwest, West). The model is informed by the following targets and assumptions:

- Provide three (3) years of permit ready supply of single detached lots in each greenfield area (where possible);
- Using the adopted Watson forecast for single detached units per year, deduct 5% to account for construction within the Built-Area Boundary and a further 11% to address detached dwellings constructed on medium density designated lands (i.e., Vacant Land Condominiums). This will provide for an "apples-to-apples" comparison of demand for single detached residential lots with available supply;
- Base the model on when building permits can be issued for developable lands, rather than on the timing of the installation of major infrastructure (i.e., "permit-ready" supply of lands versus "serviced" supply of lands);
- Assume the following market capture shares for single detached lots, based on a review of historic trends and stakeholder feedback:
    - North: 20%
    - Northwest: 21%
    - Northeast: 8%
    - Southeast: 15%
    - Southwest: 21%
    - West: 15%
- In establishing the baseline, employ subdivision timing and phasing from information supplied by development proponents in the GMIS interviews and adjust where warranted based on model iterations and professional judgement;
- Select year of registration at the year following the construction of infrastructure to provide a buffer for any process-related issues that may arise; and,
- Provide opportunities in multiple locations and for multiple developers (where possible).

The results of the 2022 GMIS growth modelling are provided in the following tables.

North Demand and Supply Analysis

LDR Units/Year Watson Scenario		1088	1088	1088	961	961	961	961	961	893	893	893
* 95% on greenfield lands		920	920	920	813	813	813	813	813	755	755	755
* 11% of unit construction as VLC	Capture %	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%

MARCH 2021

	0	1	2	3	4	5	6	7	8	9	10
	2021	**2022**	**2023**	**2024**	**2025**	**2026**	**2027**	**2028**	**2029**	**2030**	**2031**
Opening Supply	122	0	0	171	316	535	739	924	981	966	924
Add: New Supply	54	175	355	308	381	367	347	220	136	109	48
Subtotal	176	175	355	479	697	902	1086	1144	1117	1075	972
Subtract: Demand	184	184	184	163	163	163	163	163	151	151	151
Years of Serviced Supply	**1.0**	**1.0**	**1.9**	**2.9**	**4.3**	**5.5**	**6.7**	**7.0**	**7.4**	**7.1**	**6.4**
Carry-Over	0	0	171	316	535	739	924	981	966	924	821

Subdivisions Legend

- Infrastructure construction year
- Estimate as no application received to date
- Subdivision build-out date

Infrastructure Project Timing Legend

- 2021 DC Study construction timing maintained
- X — Proposed 2022 GMIS Timing Adjustment

Subdivisions	Serviced Year	Reg'n Yr	Total	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036
39T-09501	Serviced	2022	313		52	52	52	52	52	53	0	0	0	0	0	0	0	0	0
39T-16503	Serviced	2023	45			45	0	0	0	0	0	0	0	0	0	0	0	0	0
39T-18501	Serviced	2021	66	33	33	0	0	0	0	0	0	0	0	0	0	0	0	0	0
39T-18501_1	Serviced	2021	42	21	21	0	0	0	0	0	0	0	0	0	0	0	0	0	0
39T-07502 Ph 1	Serviced	2022	416		69	69	69	69	69	71	0	0	0	0	0	0	0	0	0
39T-07502 Ph 2	2022	2024	60				30	30	0	0	0	0	0	0	0	0	0	0	0
39T-11502	Serviced	2023	132			33	33	33	33	0	0	0	0	0	0	0	0	0	0
SC-100/200/209	Serviced	2024	46					23	23	0	0	0	0	0	0	0	0	0	0
SC-101/202	2022	2027	33							33	0	0	0	0	0	0	0	0	0
SC-102	2025	2026	477						48	48	48	48	48	48	48	48	48	45	0
SC-103	2023	2028	55								28	27	0	0	0	0	0	0	0
SC-203	2023	2025	14					14	0	0	0	0	0	0	0	0	0	0	0
SD-102/203	Serviced	2026	94						31	31	32	0	0	0	0	0	0	0	0
SD-200/201	Serviced	2023	45			45	0	0	0	0	0	0	0	0	0	0	0	0	0
UP-100 Ph 1	Serviced	2023	488			61	61	61	61	61	61	61	61	0	0	0	0	0	0
UP-100 Ph 2/200	2022	2023	301			50	50	50	50	50	51	0	0	0	0	0	0	0	0
UP-101	Serviced	2025	49					49	0	0	0	0	0	0	0	0	0	0	0
UP-201	Serviced	2024	13				13	0	0	0	0	0	0	0	0	0	0	0	0
Total			2689	54	175	355	308	381	367	347	220	136	109	48	48	48	48	45	0

Note: No application (grey) supply includes vacant OP Designated VLI LDR lands and assumes 25% of VLI MDR lands will develop as LDR in accordance with 2011 Land Needs Study.

Infrastructure Projects	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	2037	2038
Stoney Creek SWM 8			X															
Sunningdale SWM E1																		
Stoney Creek 7.1 SWM																		
Stoney Creek SWM 10																		

Northwest Demand and Supply Analysis

LDR Units/Year Watson Scenario		1088	1088	1088	961	961	961	961	961	893	893	893
* 95% on greenfield lands		920	920	920	813	813	813	813	813	755	755	755
* 11% of unit construction as VLC	Capture %	21%	21%	21%	21%	21%	21%	21%	21%	21%	21%	21%

MARCH 2021

	0	1	2	3	4	5	6	7	8	9	10
	2021	**2022**	**2023**	**2024**	**2025**	**2026**	**2027**	**2028**	**2029**	**2030**	**2031**
Opening Supply	252	222	312	272	213	162	65				
Add: New Supply	163	283	154	111	120	74	0				
Subtotal	415	505	466	383	333	236	65				
Subtract: Demand	193	193	193	171	171	171	171				
Years of Serviced Supply	**2.1**	**2.6**	**2.4**	**2.2**	**1.9**	**1.4**	**0.4**				
Remaining	222	312	272	213	162	65	0				

Subdivisions Legend

	Infrastructure construction year
	Estimate as no application received to date
	Subdivision build-out date

Infrastructure Project Timing Legend

	2021 DC Study construction timing maintained
X	Proposed 2022 GMIS Timing Adjustment

Subdivisions	**Serviced Year**	**Reg'n Yr**	**Total**	**2021**	**2022**	**2023**	**2024**	**2025**	**2026**	**2027**	**2028**	**2029**	**2030**	**2031**	**2032**	**2033**	**2034**	**2035**	**2036**
39T-03505	Serviced	2021	89	45	44														
39T-03505_3	Serviced	2021	33	33															
39T-04510_3	Serviced	2021	69	35	34														
39T-04510_4	Serviced	2022	85		43	42													
39T-05512	Serviced	2022	152		51	51	50												
39T-11503	Serviced	2021	100	50	50														
39T-11503_3	Serviced	2022	243		61	61	61	60											
FH-100	Serviced	2025	100					50	50										
FH-101	Serviced	2025	11						11										
HP-100/202	Serviced	2024	10					10											
HP-204/205	Serviced	2025	13						13										
Total			905	163	283	154	111	120	74	0	0	0	0	0	0	0	0	0	0

Note: No application (grey) supply includes vacant OP Designated VLI LDR lands and assumes 25% of VLI MDR lands will develop as LDR in accordance with 2011 Land Needs Study.

Infrastructure Projects	**2021**	**2022**	**2023**	**2024**	**2025**	**2026**	**2027**	**2028**	**2029**	**2030**	**2031**	**2032**	**2033**	**2034**	**2035**	**2036**	**2037**	**2038**

Northeast Demand and Supply Analysis

LDR Units/Year Watson Scenario		1088	1088	1088	961	961	961	961	961	893	893	893
* 95% on greenfield lands		920	920	920	813	813	813	813	813	755	755	755
* 11% of unit construction as VLC	Capture %	8%	8%	8%	8%	8%	8%	8%	8%	8%	8%	8%

MARCH 2021

	0	1	2	3	4	5	6	7	8	9	10
	2021	**2022**	**2023**	**2024**	**2025**	**2026**	**2027**	**2028**	**2029**	**2030**	**2031**
Opening Supply	33	0	0	69	208	265	402	568	802	950	1026
Add: New Supply	0	0	143	204	122	202	231	299	208	137	163
Subtotal	33	0	143	273	330	467	633	867	1010	1087	1189
Subtract: Demand	74	74	74	65	65	65	65	65	60	60	60
Years of Serviced Supply	**0.4**	**0.0**	**1.9**	**4.2**	**5.1**	**7.2**	**9.7**	**13.3**	**16.7**	**18.0**	**19.7**
Remaining	0	0	69	208	265	402	568	802	950	1026	1129

Subdivisions Legend

	Infrastructure construction year
	Estimate as no application received to date
	Subdivision build-out date

Infrastructure Project Timing Legend

	2021 DC Study construction timing maintained
X	Proposed 2022 GMIS Timing Adjustment

Subdivisions	Serviced Year	Reg'n Yr	Total	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036
39T-20502	2022	2023	164			82	82	0	0	0	0	0	0	0	0	0	0	0	0
HH-100	Serviced	2028	78								39	39	0	0	0	0	0	0	0
HH-101/102	Serviced	2027	3							3	0	0	0	0	0	0	0	0	0
HH-103/205	Serviced	2024	368				61	61	61	61	61	63	0	0	0	0	0	0	0
HH-104/204	Serviced	2023	367			61	61	61	61	61	62	0	0	0	0	0	0	0	0
HH-105/206 Ph1 (assu 481 of 1021)	Serviced	2026	510						51	51	51	51	51	51	51	51	51	51	0
HH-105 Ph 2/206/701	2026	2027	552							55	55	55	55	55	55	55	55	55	57
HH-106/700	2031	2032	138												35	35	35	33	0
HH-202/203	Serviced	2028	8								8	0	0	0	0	0	0	0	0
HH-207	2031	2028	44												44	0	0	0	0
FS-100	Serviced	2026	29						29	0	0	0	0	0	0	0	0	0	0
FS-200/201/202	Serviced	2028	23								23	0	0	0	0	0	0	0	0
CM-100/101	Serviced	2031	114											57	57	0	0	0	0
AP-701	2022	2030	31										31	0	0	0	0	0	0
Total			2429	0	0	143	204	122	202	231	299	208	137	163	242	141	141	139	57

Note: No application (grey) supply includes vacant OP Designated VLI LDR lands and assumes 25% of VLI MDR lands will develop as LDR in accordance with 2011 Land Needs Study.

Infrastructure Projects	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	2037	2038
Kilally Road Watermain Ph2																		
Kilally South, East Basin, SWMF 1																		
Kilally South, East Basin, SWMF 2																		
Kilally South, East Basin, SWMF 3																		

Southeast Demand and Supply Analysis

LDR Units/Year Watson Scenario		1088	1088	1088	961	961	961	961	961	893	893	893
* 95% on greenfield lands		920	920	920	813	813	813	813	813	755	755	755
* 11% of unit construction as VLC	Capture %	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%

MARCH 2021

	0	1	2	3	4	5	6	7	8	9	10
	2021	**2022**	**2023**	**2024**	**2025**	**2026**	**2027**	**2028**	**2029**	**2030**	**2031**
Opening Supply	159	183	340	520	520	573	671	739	687	633	580
Add: New Supply	162	295	318	122	175	220	190	70	59	60	0
Subtotal	321	478	658	642	695	793	861	809	746	693	580
Subtract: Demand	138	138	138	122	122	122	122	122	113	113	113
Years of Serviced Supply	**2.3**	**3.5**	**4.8**	**5.3**	**5.7**	**6.5**	**7.1**	**6.6**	**6.6**	**6.1**	**5.1**
Remaining	183	340	520	520	573	671	739	687	633	580	467

Subdivisions Legend

	Infrastructure construction year
	Estimate as no application received to date
	Subdivision build-out date

Infrastructure Project Timing Legend

	2021 DC Study construction timing maintained
X	Proposed 2022 GMIS Timing Adjustment

Subdivisions	Serviced Year	Reg'n Year	Total	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036
39T-06507	Serviced	2023	311			62	62	62	62	62	0	0	0	0	0	0	0	0	0
39T-06507_1	Serviced	2021	255	85	85	85	0	0	0	0	0	0	0	0	0	0	0	0	0
39T-17502	Serviced	2022	68		34	34	0	0	0	0	0	0	0	0	0	0	0	0	0
39T-92020	Serviced	2021	231	77	77	77	0	0	0	0	0	0	0	0	0	0	0	0	0
39T-92020D_10B	Serviced	2023	239		60	60	60	59	0	0	0	0	0	0	0	0	0	0	0
T-19501	Serviced	2022	39		39	0	0	0	0	0	0	0	0	0	0	0	0	0	0
HR-100/109/110/111/201	Serviced	2028	16								16	0	0	0	0	0	0	0	0
JC-104	Serviced	2026	28						28	0	0	0	0	0	0	0	0	0	0
JC-202	Serviced	2029	5									5	0	0	0	0	0	0	0
JC-204/205	Serviced	2030	5										5	0	0	0	0	0	0
JC-701	Serviced	2026	77						39	38	0	0	0	0	0	0	0	0	0
JC-702	Serviced	2026	73						37	36	0	0	0	0	0	0	0	0	0
JC-703	Serviced	2025	325					54	54	54	54	54	55	0	0	0	0	0	0
JC-704/705	2039	2040	86																
Total			1758	162	295	318	122	175	220	190	70	59	60	0	0	0	0	0	0

Note: No application (grey) supply includes vacant OP Designated VLI LDR lands and assumes 25% of VLI MDR lands will develop as LDR in accordance with 2011 Land Needs Study.

Infrastructure Projects	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	2037	2038

Southwest Demand and Supply Analysis

LDR Units/Year Watson Scenario		1088	1088	1088	961	961	961	961	961	893	893	893
* 95% on greenfield lands		920	920	920	813	813	813	813	813	755	755	755
* 11% of unit construction as VLC	Capture %	21%	21%	21%	21%	21%	21%	21%	21%	21%	21%	21%

MARCH 2021

	0	1	2	3	4	5	6	7	8	9	10
	2021	**2022**	**2023**	**2024**	**2025**	**2026**	**2027**	**2028**	**2029**	**2030**	**2031**
Opening Supply	380	402	512	721	850	971	1276	1740	2054	2366	2673
Add: New Supply	215	303	402	300	292	476	634	485	471	465	405
Subtotal	595	705	914	1021	1142	1447	1910	2225	2525	2831	3078
Subtract: Demand	193	193	193	171	171	171	171	171	159	159	159
Years of Serviced Supply	**3.1**	**3.6**	**4.7**	**6.0**	**6.7**	**8.5**	**11.2**	**13.0**	**15.9**	**17.9**	**19.4**
Remaining	402	512	721	850	971	1276	1740	2054	2366	2673	2919

Subdivisions Legend

	Infrastructure construction year
	Estimate as no application received to date
	Subdivision build-out date

Infrastructure Project Timing Legend

	2021 DC Study construction timing maintained
X	Proposed 2022 GMIS Timing Adjustment

Subdivisions	Serviced Year	Reg'n Year	Total	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036
39T-12503	Serviced	2021	268	89	89	90	0	0	0	0	0	0	0	0	0	0	0	0	0
39T-12503_3	Serviced	2022	114		57	57	0	0	0	0	0	0	0	0	0	0	0	0	0
39T-14502	Serviced	2024	5				5	0	0	0	0	0	0	0	0	0	0	0	0
39T-14504	Serviced	2022	64	64	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
39T-15501_3	Serviced	2021	187	62	62	63	0	0	0	0	0	0	0	0	0	0	0	0	0
39T-17503	2022	2023	107			54	53	0	0	0	0	0	0	0	0	0	0	0	0
39T-17503_1	2022	2025	188					47	47	47	47	0	0	0	0	0	0	0	0
39T-16509	2021	2022	84		42	42	0	0	0	0	0	0	0	0	0	0	0	0	0
39T-18504	2021	2022	105		53	52	0	0	0	0	0	0	0	0	0	0	0	0	0
BT-100/206	2026	2029	97									49	48	0	0	0	0	0	0
BT-101/210/211	2026	2027	106							53	53	0	0	0	0	0	0	0	0
BT-200	Serviced	2023	27			27	0	0	0	0	0	0	0	0	0	0	0	0	0
BT-204	Serviced	2024	12				12	0	0	0	0	0	0	0	0	0	0	0	0
BT-212	2025	2027	22					22	0	0	0	0	0	0	0	0	0	0	0
BT-213/214	2023	2024	105						53	52	0	0	0	0	0	0	0	0	0
LB-100/201	2021	2026	121						30	30	30	31	0	0	0	0	0	0	0
LB-101/217/218	Serviced	2026	28						28	0	0	0	0	0	0	0	0	0	0
LB-102/202/203	Serviced	2024	33				33	0	0	0	0	0	0	0	0	0	0	0	0
LB-104/219/220	2026	2027	36							36	0	0	0	0	0	0	0	0	0
LB-105/210	2022	2026	67						34	33	0	0	0	0	0	0	0	0	0
LB-107/114/221	2030	2031	324											54	54	54	54	54	54
LB-109	Serviced	2027	24							24	0	0	0	0	0	0	0	0	0
LB-204	Serviced	2029	20									20	0	0	0	0	0	0	0
LB-209	Serviced	2027	34							34	0	0	0	0	0	0	0	0	0
LB-212/213	2030	2031	20											20	0	0	0	0	0
LB-700	2030	2033	27													27	0	0	0
LW-102/206	Serviced	2027	15							15	0	0	0	0	0	0	0	0	0
LW-107/218 Ph 1	2022	2024	416				52	52	52	52	52	52	52	52	0	0	0	0	0
LW-107/218 Ph 2	2025	2027	208							52	52	52	52	0	0	0	0	0	0
LW-108	2027	2029	196									49	49	49	49	0	0	0	0
LW-110/700	2027	2033	298												50	50	50	50	50
LW-111/112/210/215/216	2033	2036	535														54	54	54
LW-113	2027	2030	503										50	50	50	50	50	50	50
LW-114	Serviced	2024	32				32	0	0	0	0	0	0	0	0	0	0	0	0

Note: No application (grey) supply includes vacant OP Designated VLI LDR lands and assumes 25% of VLI MDR lands will develop as LDR in accordance with 2011 Land Needs Study.

Subdivisions	Serviced Year	Reg'n Year	Total	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036
LW-202	2025	2026	46						46	0	0	0	0	0	0	0	0	0	0
LW-205	2025	2028	34								34	0	0	0	0	0	0	0	0
LW-217	2022	2023	17			17	0	0	0	0	0	0	0	0	0	0	0	0	0
LW-219	2025	2026	15						15	0	0	0	0	0	0	0	0	0	0
LW-701/702 (West)	2027	2028	548								55	55	55	55	55	55	55	55	55
LW-701 (East)	2027	2030	539										54	54	54	54	54	54	54
TB-100/201/202 (West)	Serviced	2024	331				55	55	55	55	55	56	0	0	0	0	0	0	0
TB-100/201/203 (East)	2033	2034	336														56	56	56
TB-101/211	2026	2027	142							36	36	36	34	0	0	0	0	0	0
TB-105/210/213	2022	2024	179				45	45	45	44	0	0	0	0	0	0	0	0	0
TB-106/107/211/214/215	2022	2025	712					71	71	71	71	71	71	71	71	71	73	0	0
WO-101/102	Serviced	2024	13				13	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL			7340	215	303	402	300	292	476	634	485	471	465	405	383	361	446	373	373

Note: No application (grey) supply includes vacant OP Designated VLI LDR lands and assumes 25% of VLI MDR lands will develop as LDR in accordance with 2011 Land Needs Study.

Infrastructure Projects	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	2037	2038
A21a Lambeth Phase 1 Water																		
Pincombe SWMF 6																		
SS15A Sanitary Trunk Phase 2																		
North Lambeth SWM P7, P8 & Corridor																		
Tributary 12 Channel																		
Pincombe SWM P4 - West						X												
North Lambeth SWM P2 - South					X													
White Oaks SWM 3 - West																		
Bradley Ave - Jalna to Wharncliffe																		
SS15B Trunk Sewer																		
North Lambeth SWM P2 - North			X															
Pincombe SWM 3 - West																		
White Oaks SWM 3 - East																		
White Oaks Channel Complete Corridor																		
Thornicroft Drain Improvements																		
North Lambeth SWM P3																		
A21b Lambeth Phase 2 Water																		
A20 Dingman Water																		
Wharncliffe Sewer - Campbell to Bostwick																		
Pincombe SWM P5																		
White Oaks SWM P4 Phase 1																		
Old Oak SWM 2																		
Bradley Ave - Wonderland to Bostwick																		
Murray Marr SWM 1																		
North Lambeth SWM P1 - North																		
North Lambeth SWM P1 - South																		

West Demand and Supply Analysis

LDR Units/Year Watson Scenario		1088	1088	1088	961	961	961	961	961	893	893	893
* 95% on greenfield lands		920	920	920	813	813	813	813	813	755	755	755
* 11% of unit construction as VLC	Capture %	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%

MARCH 2021

	0	1	2	3	4	5	6	7	8	9	10
	2021	**2022**	**2023**	**2024**	**2025**	**2026**	**2027**	**2028**	**2029**	**2030**	**2031**
Opening Supply	268	174	75	19	39	59	45				
Add: New Supply	44	39	82	142	142	108	104				
Subtotal	312	213	157	161	181	167	149				
Subtract: Demand	138	138	138	122	122	122	122				
Years of Serviced Supply	**2.3**	**1.5**	**1.1**	**1.3**	**1.5**	**1.4**	**1.2**				
Remaining	174	75	19	39	59	45	27				

Subdivisions Legend

	Infrastructure construction year
	Estimate as no application received to date
	Subdivision build-out date

Infrastructure Project Timing Legend

	2021 DC Study construction timing maintained
X	Proposed 2022 GMIS Timing Adjustment

Subdivisions	**Serviced Year**	**Reg'n Year**	**Total**	**2021**	**2022**	**2023**	**2024**	**2025**	**2026**	**2027**	**2028**	**2029**	**2030**	**2031**	**2032**	**2033**	**2034**	**2035**	**2036**
T-15503	Serviced	2021	44	44	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
39T-20503	Serviced	2022	39		39	0	0	0	0	0	0	0	0	0	0	0	0	0	0
BY-106	Serviced	2024	119				60	60	0	0	0	0	0	0	0	0	0	0	0
WH-100/200	Serviced	2023	116			39	39	39	0	0	0	0	0	0	0	0	0	0	0
WH-101	Serviced	2023	130			43	43	43	0	0	0	0	0	0	0	0	0	0	0
WM-100/103	Serviced	2026	4						4	0	0	0	0	0	0	0	0	0	0
WM-103/107/108/200	Serviced	2026	74						37	37	0	0	0	0	0	0	0	0	0
WM-700	Serviced	2026	134						67	67	0	0	0	0	0	0	0	0	0
Total			660	44	39	82	142	142	108	104	0	0	0	0	0	0	0	0	0

Note: No application (grey) supply includes vacant OP Designated VLI LDR lands and assumes 25% of VLI MDR lands will develop as LDR in accordance with 2011 Land Needs Study.

Infrastructure Project Timing	**2021**	**2022**	**2023**	**2024**	**2025**	**2026**	**2027**	**2028**	**2029**	**2030**	**2031**	**2032**	**2033**	**2034**	**2035**	**2036**	**2037**	**2038**
Summercrest Water																		
Wickerson Water																		
Oxford St - Commissioners Rd to Westdel Brn																		

Appendix B – 2022 GMIS Project Tables and Figures

Table A1: GMIS ANNUAL UPDATE 2022

(E&O Excepted)

DETAILED LIST OF WORKS AND COSTS BY AREA

5 YEAR PROJECTS (2022 to 2026)

2021 DC STUDY TIMING	GMIS 2022 TIMING	PROJECT DESCRIPTION			TOTAL COST	GROWTH		NON-GROWTH	
		DC ID	GENERAL DESCRIPTION	Service					
		BUILT AREA							
2021-2038	2021-2038	DC19MS1002	Storm Sewer - Built Area Works	SWM	$61,445,800	55.5%	$34,102,419	44.5%	$27,343,381
2021-2038	2021-2038	DC19WW1002	Wastewater Servicing - Built Area Works	Wastewater	$29,521,700	37.6%	$11,100,159	62.4%	$18,421,541
2021-2038	2021-2038	DC19WD1002	Watermain - Built Area Works	Water	$724,000	56.0%	$405,440	44.0%	$318,560
				TOTAL BUILT AREA PROJECTS	***$91,691,500***		***$45,608,018***		***$46,083,482***
		NORTH							
		Stoney Creek							
2022	**2023**	DC14MS0036	Stoney Creek SWMF 8	SWM	$1,851,200	100.0%	$1,851,200	0.0%	$0
2023	2023	DC14MS0033	Stoney Creek SWMF 7.1	SWM	$1,799,600	100.0%	$1,799,600	0.0%	$0
2025	2025	DC14MS0034	Stoney Creek SWMF 10	SWM	$2,715,400	100.0%	$2,715,400	0.0%	$0
				TOTAL STONEY CREEK PROJECTS	***$6,366,200***		***$6,366,200***		***$0***
		Sunningdale							
2023	2023	DC14RS0017	Sunningdale Road - Wonderland to 150m west of Richmond (2 to 4 through lanes)	Roads	$21,839,700	92.8%	$20,267,242	7.2%	$1,572,458
				TOTAL SUNNINGDALE PROJECTS	***$21,839,700***		***$20,267,242***		***$1,572,458***
		Uplands							
2022	2022	DC14MS0038	Sunningdale SWMF E1	SWM	$3,249,400	100.0%	$3,249,400	0.0%	$0
				TOTAL UPLANDS PROJECTS	***$3,249,400***		***$3,249,400***		***$0***
				TOTAL NORTH PROJECTS	***$31,455,300***		***$29,882,842***		***$1,572,458***
		NORTHEAST							
		Huron Heights							
2022	2022	DC14MS0009	Kilally South, East Basin SWM 1	SWM	$5,542,000	100.0%	$5,542,000	0.0%	$0
2022	**2023**	DC14WD0040	Kilally (A30) Growth Area - Kilally Road. (Highbury to Clarke) Phase 2	Water	$7,031,200	100.0%	$7,031,200	0.0%	$0
2026	2026	DC21MS0001	Kilally South, East Basin SWM 2	SWM	$5,628,000	100.0%	$5,628,000	0.0%	$0
				TOTAL NORTHEAST PROJECTS	***$12,573,200***		***$12,573,200***		***$0***
		WEST							
2025	2025	DC14RS0052	13b: Oxford Street West-Phase 2 - Commissioners to Westdel Bourne (2 to 4 through lanes)	Roads	$8,919,700	92.0%	$8,206,124	8.0%	$713,576
				TOTAL WEST PROJECTS	***$8,919,700***		***$8,206,124***		***$713,576***
		SOUTHWEST							
		Bostwick							
2025	**2023**	DC21MS0010	North Lambeth SWMF P2 - North	SWM	$2,548,400	100.0%	$2,548,400	0.0%	$0
2023	**2025**	DC14MS0020	North Lambeth SWMF P2 - South	SWM	$2,385,700	100.0%	$2,385,700	0.0%	$0
2026	2026	DC14MS0019	North Lambeth P3 (Dingman Tributary D4)	SWM	$4,204,400	100.0%	$4,204,400	0.0%	$0
2026	2026	DC21MS0012	Thornicroft Drain Natural Channel Improvements	SWM	$4,272,700	42.0%	$1,794,534	58.0%	$2,478,166
				TOTAL BOSTWICK PROJECTS	***$13,411,200***		***$10,933,034***		***$2,478,166***
		Longwoods							
2023	2023	DC14RS0022	Bradley Avenue Extension Phase 1 - Jalna to Wharncliffe (New 4 through lanes)	Roads	$11,720,000	100.0%	$11,720,000	0.0%	$0
2022	**2026**	DC21MS0005	Pincombe Drain SWMF P4 - West	SWM	$2,315,700	100.0%	$2,315,700	0.0%	$0
2022	2022	DC14MS0039	White Oaks SWMF 3 - West	SWM	$3,006,800	100.0%	$3,006,800	0.0%	$0
2025	2025	DC21MS0007	White Oaks SWMF 3 - East	SWM	$2,193,600	100.0%	$2,193,600	0.0%	$0
2025	2025	DC21MS0008	White Oaks Channel Complete Corridor (Wharncliffe to White Oaks 3E)	SWM	$7,749,400	68.1%	$5,277,341	31.9%	$2,472,059
2025	2025	DC21MS0004	Pincombe Drain SWMF P3 - West	SWM	$2,918,000	100.0%	$2,918,000	0.0%	$0
2026	2026	DC14WD010b	Lambeth Phase 2 (A21b) - Wonderland Rd. (Hamlyn St. to Dingman Dr.)	Water	$1,045,400	95.0%	$993,130	5.0%	$52,270
2026	2026	DC14WD0009	Longwoods (A20) - Dingman Dr. (Wonderland Rd. to White Oak Rd.)	Water	$6,856,900	100.0%	$6,856,900	0.0%	$0
				TOTAL LONGWOODS PROJECTS	***$37,805,800***		***$35,281,471***		***$2,524,329***
		Talbot							
2025	2025	DC14WW0010	SS15B - North Talbot Growth Area Greenway PCP sewershed	Wastewater	$3,036,000	100.0%	$3,036,000	0.0%	$0
				TOTAL TALBOT PROJECTS	***$3,036,000***		***$3,036,000***		***$0***
				TOTAL SOUTHWEST PROJECTS	***$54,253,000***		***$49,250,505***		***$5,002,495***
				TOTAL 5 YEAR PROJECTS (2022 to 2026)	***$204,520,700***		***$151,148,689***		***$53,372,011***

Note: Timing refers to the year of construction.

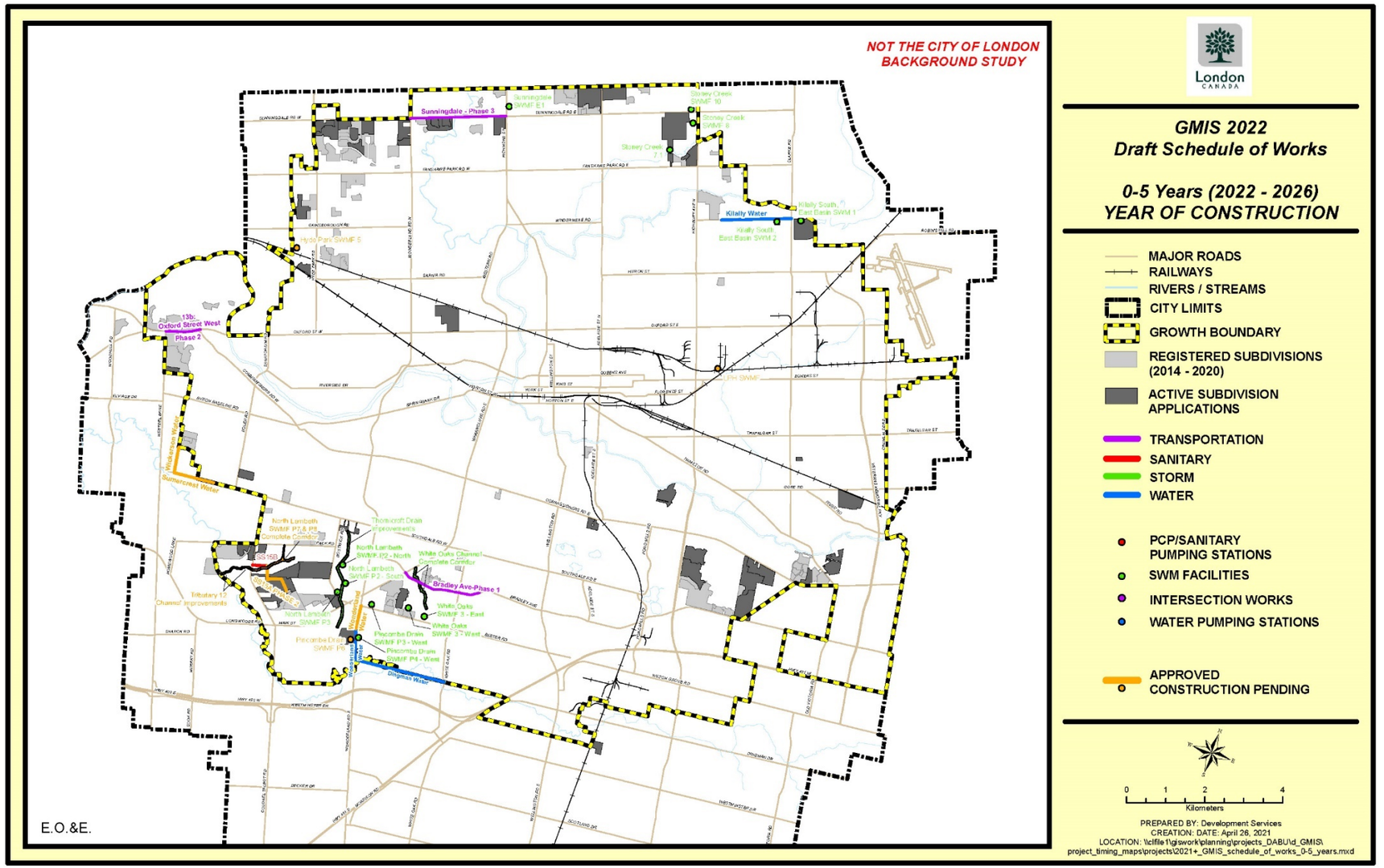

NOT THE CITY OF LONDON
BACKGROUND STUDY
Sunningdale - Phase 3
Stoney Creek SWMF 10
Stoney Creek SWMF 8
Stoney Creek 7.1
Kilally South East Basin SWM 1
Kilally Water
Kilally South East Basin SWM 2
Hyde Park SWMF 5
13b: Oxford Street West Phase 2
Wickerson Water
Sumercrest Water
North Lambeth SWMF P7 & P8 Complete Corridor
Thornicroft Drain Improvements
North Lambeth SWMF P2 - North
White Oaks Channel Complete Corridor
North Lambeth SWMF P2 - South
Bradley Ave-Phase 1
Tributary 12 Channel Improvements
North Lambeth SWMF P3
White Oaks SWMF 3 - East
White Oaks SWMF 3 - West
Pincombe Drain SWMF P3 - West
Pincombe Drain SWMF P6
Pincombe Drain SWMF P4 - West
Dingman Water
E.O.&E.
London
CANADA
GMIS 2022
Draft Schedule of Works
0-5 Years (2022 - 2026)
YEAR OF CONSTRUCTION
MAJOR ROADS
RAILWAYS
RIVERS / STREAMS
CITY LIMITS
GROWTH BOUNDARY
REGISTERED SUBDIVISIONS (2014 - 2020)
ACTIVE SUBDIVISION APPLICATIONS
TRANSPORTATION
SANITARY
STORM
WATER
PCP/SANITARY PUMPING STATIONS
SWM FACILITIES
INTERSECTION WORKS
WATER PUMPING STATIONS
APPROVED CONSTRUCTION PENDING
0 1 2 4
Kilometers
PREPARED BY: Development Services
CREATION: DATE: April 26, 2021
LOCATION: \\cifile1\giswork\planning\projects_DABU\d_GMIS\project_timing_maps\projects\2021+_GMIS_schedule_of_works_0-5_years.mxd

Table A2: GMIS - GMIS ANNUAL UPDATE 2022 (E&O Excepted)
DETAILED LIST OF WORKS AND COSTS BY AREA
6-10 YEAR PROJECTS (2027 to 2031)

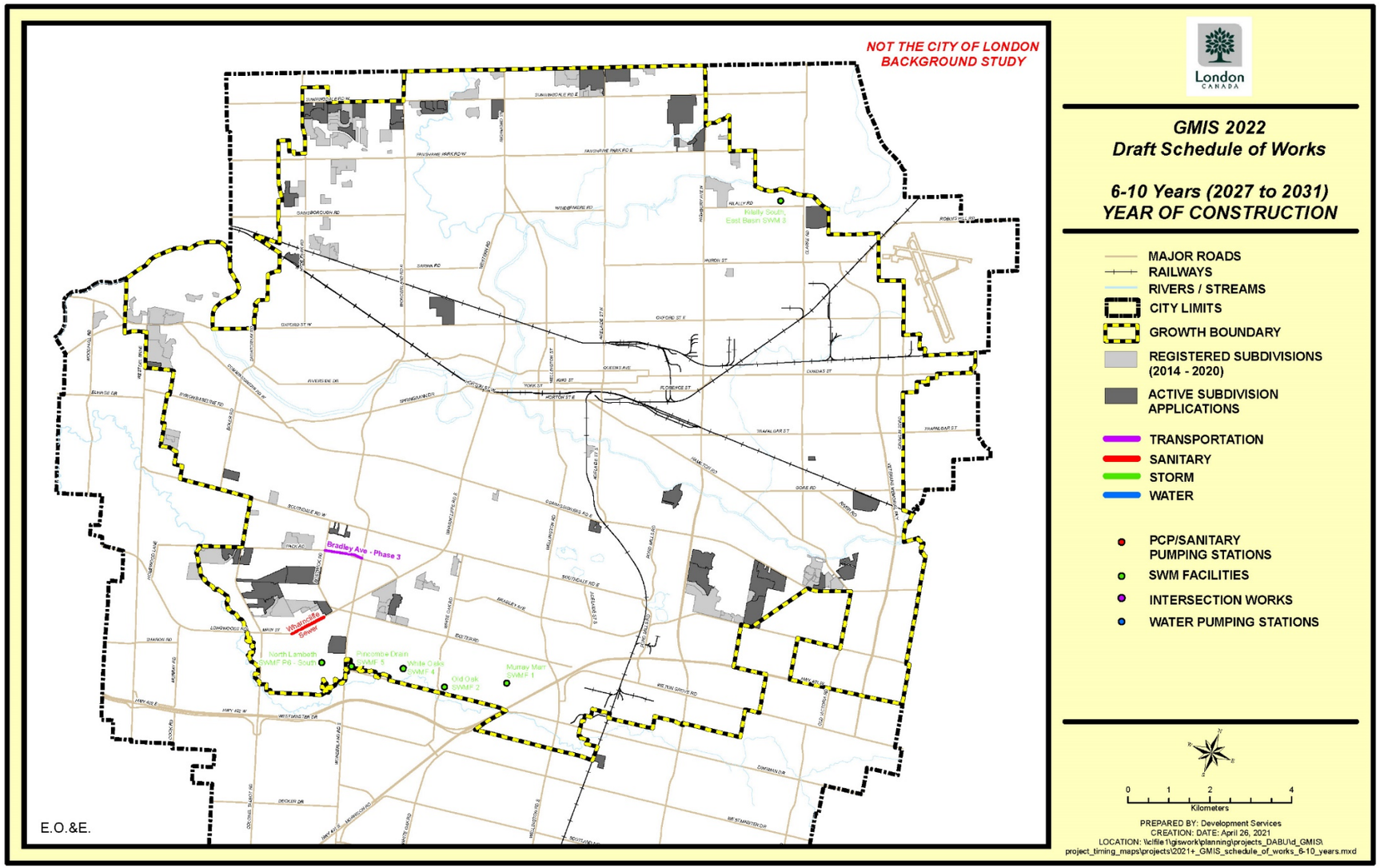
2019 DC STUDY TIMING	2021 DC STUDY TIMING	PROJECT DESCRIPTION DC ID	GENERAL DESCRIPTION	SERVICE	TOTAL COST	GROWTH		NON-GROWTH	
		NORTHEAST							
		Huron Heights							
2031	2031	DC21MS0002	Kilally South, East Basin SWM 3	SWM	$2,587,000	100.0%	$2,587,000	0.0%	$0
			TOTAL NORTHEAST PROJECTS		***$2,587,000***		***$2,587,000***		***$0***
		SOUTHWEST							
		Bostwick							
2028	2028	DC14RS0047	Bradley Avenue Extension - Wonderland to Bostwick (New 4 through lanes)	Roads	$8,283,500	100.0%	$8,283,500	0.0%	$0
			TOTAL BOSTWICK PROJECTS		***$8,283,500***		***$8,283,500***		***$0***
		Lambeth							
2030	2030	DC14MS0022	North Lambeth SWMF P6 - South	SWM	$2,663,700	100.0%	$2,663,700	0.0%	$0
2027	2027	DC19WW1003	Wharncliffe Road South - Campbell Street to Bostwick Road	Wastewater	$1,066,500	90.0%	$959,850	10.0%	$106,650
			TOTAL LAMBETH PROJECTS		***$3,730,200***		***$3,623,550***		***$106,650***
		Longwoods							
2027	2027	DC14MS0031	Pincombe Drain SWMF 5	SWM	$1,945,600	100.0%	$1,945,600	0.0%	$0
2027	2027	DC14MS0040	White Oaks SWMF 4 - Phase 1	SWM	$4,505,600	100.0%	$4,505,600	0.0%	$0
2027	2027	DC19MS0005	Old Oak SWM 2	SWM	$2,982,300	100.0%	$2,982,300	0.0%	$0
2029	2029	DC14MS0014	Murray Marr SWMF 1	SWM	$3,174,400	100.0%	$3,174,400	0.0%	$0
			TOTAL LONGWOODS PROJECTS		***$12,607,900***		**$12,607,900**		**$0**
			TOTAL SOUTHWEST PROJECTS		***$24,621,600***		***$24,514,950***		***$106,650***
			TOTAL 6-10 YEAR PROJECTS (2027 to 2031)		***$27,208,600***		***$27,101,950***		***$106,650***

Note: Timing refers to the year of construction.

Table A3: GMIS ANNUAL UPDATE 2022 (E&O Excepted)
DETAILED LIST OF WORKS AND COSTS BY AREA
10+ YEAR PROJECTS (2032 and Beyond)

2019 DC STUDY TIMING	2021 DC STUDY TIMING	PROJECT DESCRIPTION DC ID	GENERAL DESCRIPTION	SERVICE	TOTAL COST	GROWTH		NON-GROWTH	
		SOUTHWEST							
		Talbot							
2033	2033	DC14MS0017	North Lambeth SWMF P1 - North	SWM	$2,387,700	100.0%	$2,387,700	0.0%	$0
2033	2033	DC21MS0009	North Lambeth SWMF P1 - South	SWM	$2,387,700	100.0%	$2,387,700	0.0%	$0
			TOTAL TALBOT PROJECTS		***$4,775,400***		***$4,775,400***		***$0***
			TOTAL SOUTHWEST PROJECTS		***$4,775,400***		***$4,775,400***		***$0***
			TOTAL 10+ YEAR PROJECTS (2032 and Beyond)		***$4,775,400***		***$4,775,400***		***$0***

Note: Timing refers to the year of construction.



London
CANADA

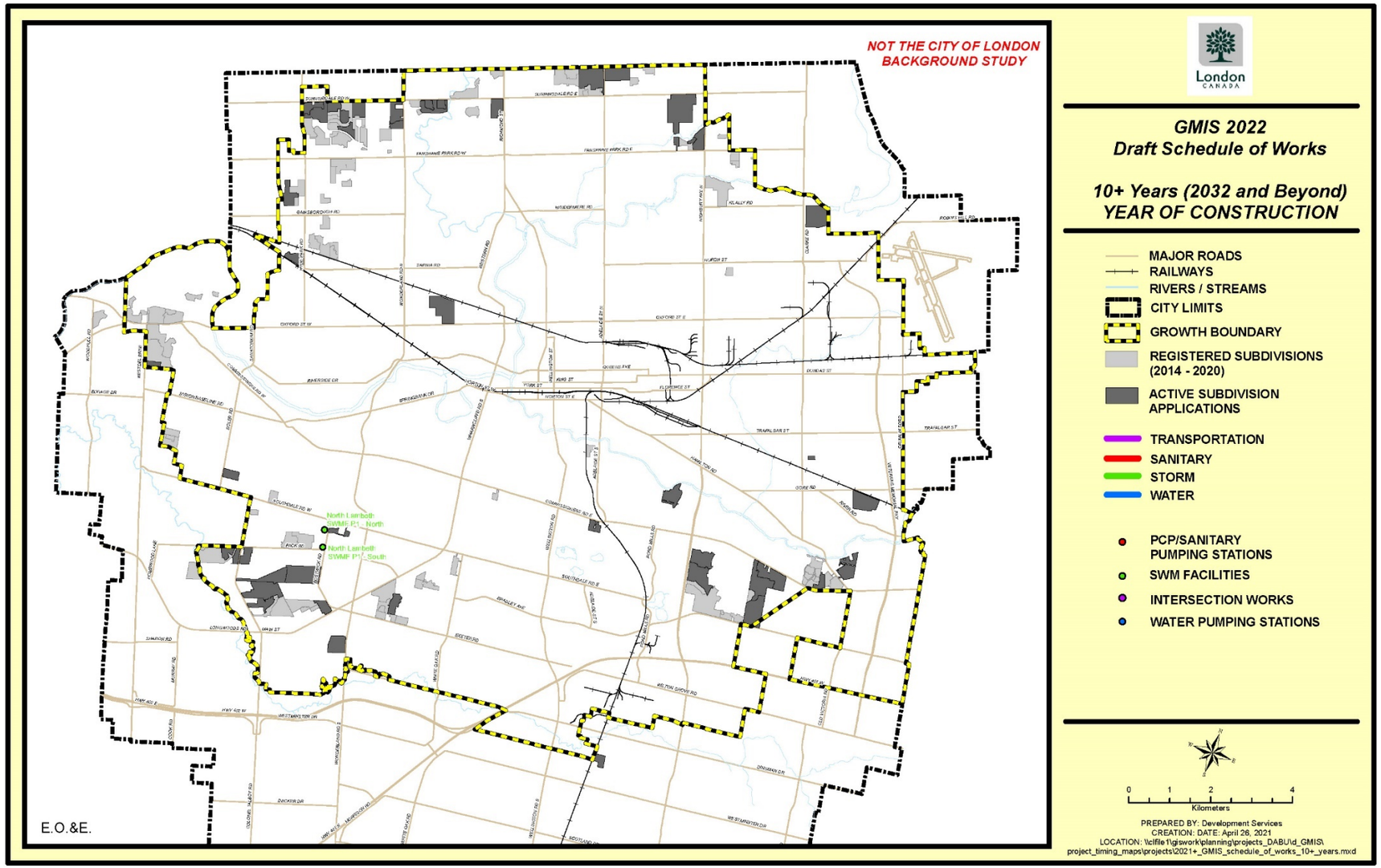
GMIS 2022
Draft Schedule of Works

6-10 Years (2027 to 2031)
YEAR OF CONSTRUCTION

- MAJOR ROADS
- RAILWAYS
- RIVERS / STREAMS
- CITY LIMITS
- GROWTH BOUNDARY
- REGISTERED SUBDIVISIONS (2014 - 2020)
- ACTIVE SUBDIVISION APPLICATIONS
- TRANSPORTATION
- SANITARY
- STORM
- WATER
- PCP/SANITARY PUMPING STATIONS
- SWM FACILITIES
- INTERSECTION WORKS
- WATER PUMPING STATIONS

0 1 2 4
Kilometers

PREPARED BY: Development Services
CREATION: DATE: April 26, 2021
LOCATION: \\cifile1\giswork\planning\projects_DABU\d_GMIS\project_timing_maps\projects\2021+_GMIS_schedule_of_works_6-10_years.mxd


NOT THE CITY OF LONDON
BACKGROUND STUDY
E.O.&E.
North Lambeth SWMF P1 North
North Lambeth SWMF P1 South
London
CANADA
GMIS 2022
Draft Schedule of Works
10+ Years (2032 and Beyond)
YEAR OF CONSTRUCTION
MAJOR ROADS
RAILWAYS
RIVERS / STREAMS
CITY LIMITS
GROWTH BOUNDARY
REGISTERED SUBDIVISIONS (2014 - 2020)
ACTIVE SUBDIVISION APPLICATIONS
TRANSPORTATION
SANITARY
STORM
WATER
PCP/SANITARY PUMPING STATIONS
SWM FACILITIES
INTERSECTION WORKS
WATER PUMPING STATIONS
0 1 2 4
Kilometers
PREPARED BY: Development Services
CREATION: DATE: April 26, 2021
LOCATION: \\clfile1\giswork\planning\projects_DABU\d_GMIS\project_timing_maps\projects\2021+_GMIS_schedule_of_works_10+_years.mxd

Appendix C – List of GMIS Stakeholders

Adam Carapella	Tricar Group
Alan Drewlo	Drewlo Holdings Inc
Alasdair Beaton	Urban League
Ali Soufan	York Development Group
Allan Churchill	Fusion Homes
Amanda Stratton	Urban League
Andrea & John Ross	Landowner
Andrew L. Scott	CMHC
B. Scott	1173735 Ontario Ltd.
Ben Farhi	Farhi Holdings Corporation
Ben Puzanov	TVDSB
Bernie Bierbaum	BlueStone Properties
Bill Veitch	MTE Consultants Inc.
Blair Doman	Doman Developments, Inc.
Bob Stratford	R. W. Stratford Consulting Inc
Carrie O'Brien	Drewlo Holdings Inc
Chris Bourdeau	Futurestreets Inc.
Chris Doering	DevEng
Chris Hendriksen	Stantec
Christopher Lee	Foxwood Developments
Chris Leigh	Tricar Group
Christine Campbell	Auburn Developments Inc.
Christopher Dunn	SmartCentres
Colin Bierbaum	BlueStone Properties
Corri Marr	Foxwood Developments
Craig Linton	DevelPro Land Services
Dara Honeywood	Z Group
Dave Nuttall	DLN Group Inc.
Dave Schmidt	Corlon Properties Inc.
David Ailles	Consultant
David Tennant Jr.	Dave Tennant Urban Concepts
David Tennant Sr.	Hampton Group Inc
Don de Jong	Tridon Group
Doug Stanlake	Consultant
Eric Saulesleja	GSP Group
Farhad Noory	Royal Premier Homes
George Bikas	Drewlo Holdings Inc
Gloria McGinn-McTeer	Urban League
Gord Thompson	Corlon Properties Inc.
Greg Bierbaum	Old Oak Properties
Jamie Crich	Auburn Developments Inc.
Jeff Paul	Stantec
Jeff Willick	Decade Group Inc.
Jim Bujouves	Farhi Holdings Corporation
Jim Sheffield	Nicholson Sheffield Architects
Joe Pereira	Sutton Realty
Jonathon Aarts	Orange Rock
Josh Smith	DevEng
Julian Novick	Wastell Homes
Laverne Kirkness	London Area Planning Consultants
Lisa Lansink	Realtor
Lois Langdon	London Home Builders Association
Louie Maisano	Homebuilder
Mardi Turgeon	BlueStone Properties
Mark Henderson	Director, Business Liaison
Maureen Zunti	Sifton Properties Limited
Michael Frijia	Southside Group

Mike Howe	Norquay Developments Limited
Mike Johnson	Urban Metrics Inc.
Mike Wallace	London Development Institute
Paul Hinde	Ironstone Building Company
Peter Sergautis	Extra Realty Limited
Phil Masschelein	Sifton Properties Limited
Phillip Abrantes	Kape Developments
Ric Knutson	Kenmore Homes (London) Inc
Richard Sifton	Sifton Properties Limited
Ryan Hern	DevEng
S. Graham	SegwayGroup
Sanjeev Sindwani	Foxwood Developments
Sandy Levin	Urban League
Shmuel Farhi	Farhi Holdings Corporation
Stephen Stapleton	Auburn Developments Inc.
Sue Wastell	Wastell Homes
Tim Stubgen	Stantec
Tony Fediw	AECOM
Tony Marsman	Rembrandt Homes
Vito Frijia	Southside Group
Wes Kinghorn	Urban League

Appendix D – Rationale for 2022 GMIS Project Timing Adjustments

The following sections provide commentary and rationale for project timing adjustments identified in Table 1 of the 2022 GMIS Annual Review & Update report.

Adjustments to Previously Timed 2022 Projects:

Stoney Creek SWM 8: This stormwater management facility in the North GMIS Area services a portion of a subdivision that is currently under review (39T-07502). During the GMIS stakeholder interviews, the landowner/developer identified this project as not being needed in 2022 as the bulk of the proposed subdivision lands have access to external servicing and the lands captured by Stoney Creek SWM 8 would form part of a later phase. Furthermore, the lands where the facility would be sited are not available as they are not currently the subject of a development application. Staff support rescheduling this project to 2023 to avoid premature investment.

Pincombe SWM P4 - West: During the GMIS stakeholder interviews, the landowner/developer of the lands for which this facility would serve identified this project as not being needed in 2022. A deferral of this project was requested to align the project with their planned development timing. As no planning application has been submitted on the benefitting lands, Staff recommend rescheduling this project to 2026 to avoid premature investment. Rescheduling will have the added benefit of improving the financial health of the SWM DC reserve fund.

Kilally Water (A20) Phase 2: This watermain would extend the water system east along Kilally Road from Webster Street to Clarke Road in the Northeast GMIS area. The 2021 DC Study Update identifies a construction date of 2022. The roadway for this portion of Kilally Road is timed to be upgraded in 2030 once it is needed to respond to increased traffic volumes associated with area development. Given the topography, the future road project is expected to require significant grade changes and cut and fill. To ensure that the upcoming watermain project's location and depth is aligned with the future road design, it is proposed to advance components of the road design work, particularly as it relates to determining the ultimate road profile, to 2021.

Water Engineering has requested the Kilally Water project be deferred from 2022 to 2023 so that the watermain design work can be coordinated with the road design work. Staff are recommending advancing the Kilally Road roadwork design to 2021 and rescheduling the Kilally Water project from 2022 to 2023 to ensure that the area's GMIS projects are being efficiently designed and constructed.

Adjustments to Previously Timed 2023 Projects:

North Lambeth SWM P2 - South: As part of the Dingman Phase 1 Environmental Assessment, the former North Lambeth P2 SWM facility was broken into two distinct projects; P2-North and P2-South. Both facilities solely benefit the same developer/landowner. At their request, in the 2021 DC Study Update, P2-South was timed for 2023 and P2-North was timed for 2025. During the 2022 GMIS stakeholder interviews, the landowner/developer indicated that the direction they are intending to develop the lands has changed and they would like to switch the timing between the two projects. They have requested the deferral of North Lambeth SWM P2 – South from 2023 to 2025. Staff support the request to defer the project until 2025.

Adjustments to Previously Timed 2025 Projects:

North Lambeth SWM P2 - North: Further to the above, during the GMIS stakeholder interviews the benefitting developer/landowner requested to switch the timing between North Lambeth P2-North and P2-South and requested that North Lambeth SWM P2 – North be advanced from 2025 to 2023. Staff are recommending that North Lambeth SWM P2 – North be advanced to 2023 as it would be offset by the deferral of North Lambeth SWM P2 – South to 2025.

Appendix E – Detailed Commentary Regarding Developer Infrastructure Requests

Staff are unable at this time to support the project acceleration requests identified in Table 2 of the GMIS report for the following reasons:

Pincombe SWM 3 - West: Foxwood Developments has requested the acceleration of Pincombe SWM 3 - West from 2025 to 2022. Staff do not recommend the requested acceleration of this facility due to the pending availability of additional development lands in the area. In addition, the facility has not been designed and the necessary lands to site the facility are not the subject of an active planning application and thus have not been secured. In discussions with Environment and Infrastructure, securing the lands, gaining the necessary approvals and designing the facility for a 2022 construction date would not be feasible. Until such time as an application is received and the stormwater needs of the proposed development are known, it is premature to consider an acceleration.

Kilally Road – Webster to Clarke: Drewlo Holdings has requested the acceleration of the Kilally Road – Webster to Clarke project from 2030 to 2022. Staff do not recommend the requested acceleration as the need for this growth project is triggered by increased traffic volumes associated with the build-out of the area. As area development has mostly not yet occurred, accelerating this project would be premature. Moreover, DCs are being collected for this project based on receiving funds as growth occurs and then using these funds to construct the project. Advancing and constructing the project well in advance of growth occurring would result in a much shorter DC recovery period and the subsequent need for unplanned debt financing. This request would have negative impacts on the health of the Roads DC Reserve Fund and is not recommended.

However, with the topography in the area it is anticipated that the future road project will require significant grade changes and cut and fill. In advance of the road project, a Kilally Water project is planned that would extend the water system east to Clarke Road. To ensure that this upcoming watermain project's location and depth is coordinated with the future roadwork, Staff are recommending that components of the Kilally Road design work (including determining the ultimate road profile) be advanced to 2021. Advancing portions of the road project may be considered as part of a future GMIS update if the more detailed road design work and assessment determines that the specific work is needed to facilitate the GMIS watermain project.

North Lambeth SWM P1 – North and P1 – South: Southside Group has requested the acceleration of these two stormwater management facilities from 2033 to 2026. Staff do not recommend the requested acceleration of these facilities due to the pending availability of additional development lands in the area. However, as the proposed timings would be beyond the current DC By-law's 2024 expiration date, they can be considered comprehensively through the 2025 DC master planning process set to begin in late 2022. This will ensure that these longer-range requests are considered and coordinated with greenfield area lot supply and demand, any technical issues are resolved, and timing and cost estimates are reviewed in the context of implications on the recalculated 2025 DC rate.

South Lambeth Sanitary Servicing: Farhi Holdings has requested that sanitary servicing be provided to their lands in Lambeth on Colonel Talbot Road south of Main Street. As there are currently no sanitary projects identified for this work in the DC Background Study, no funding is being recovered for through DCs. GMIS is limited to adjusting the timing of projects identified in the DC Background Study thus this request is beyond the scope of GMIS.

Report to Strategic Priorities and Policy Committee

To: **Chair and Members**
Strategic Priorities and Policy Committee

From: **Adam Thompson, Manager, Government and External Relations**

Subject: **London Community Recovery Network – Community Led Ideas – Business Cases**

Date: **May 18, 2021**

Recommendation

That, on the recommendation of the Manager, Government and External Relations, and with the concurrence of the City Manager, the following actions be taken with respect to the London Community Recover Network, Community-Led Ideas:

a) the report dated May 18, 2021, entitled “London Community Recovery Network – Community Led Ideas – Business Cases” BE RECEIVED; and,

b) in consideration of the Business Cases included in the above-noted Report, the Civic Administration BE ADVISED which cases (or portions thereof) are approved for funding;

it being noted that any approved Business Cases will be funded from the Economic Development Reserve Fund, in accordance with the previous direction of the Municipal Council.

Executive Summary

Civic Administration has worked with organizations interested in leading community Ideas for Action to explore whether municipal financial support would be required. Through community dialogue, 12 ideas have been consolidated into five business cases for Council consideration. Where there is Council approval to do so, municipal funding would be provided to support the business case.

This report includes five LCRN community-led business cases for discussion, direction and/or funding approval:

1. Business Case #1: City Wide ‘Support Local’ Promotional Campaign (Financial Request: $760,000)
2. Business Case #2: Circular Economy Work and Training Platforms (Financial Request $249,000)
3. Business Case #3: The Good Foods Project (Financial Request $9,800)
4. Business Case #4: Investment in Ventures with Innovative Solutions (Financial Request $180,000)
5. Business Case #5: Pandemic Recovery Resources and Training to Enhance Employment for Londoners (Financial Request $135,000)

Noting that Municipal Council authorized $10 million to be contributed to the Economic Development Reserve Fund to support social and economic recovery measures, and $1.88 million was previously approved for LCRN ideas led by the City of London.

Linkage to the Corporate Strategic Plan

Council's 2019-2023 Strategic Plan includes six Strategic Areas of Focus. As a community wide initiative, economic and social recovery speak to numerous expected results within the Strategic Plan, including:

Strengthening our Community:

- Londoners have access to the supports they need to be successful
- Londoners have access to the services and supports that promote well-being, health, and safety in their neighbourhoods and across the city

Building a Sustainable City

- London has a strong and healthy environment
- Londoners can move around the city safely and easily in a manner that meets their needs

Growing our Economy:

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

Creating a Safe City for Women and Girls

- London has enhanced the potential for women and girls to live safe lives

Leading in Public Service

- The City of London is trusted, open, and accountable in service of our community Londoners experience exceptional and valued customer service

Anti-Racism and Anti-Oppression

- The City of London has affirmed its commitment to eliminating systemic racism and oppression in the community

Analysis

1.0 Background Information

1.1 Previous Reports Related to this Matter

- London Community Recovery Network – Current Status and Next Steps, April 6, 2021, SPPC https://pub-london.escribemeetings.com/filestream.ashx?DocumentId=79457
- London Community Recovery Network – Ideas for Action by Municipal Council, February 9, 2021, CWC https://pub-london.escribemeetings.com/filestream.ashx?DocumentId=77158
- London Community Recovery Network – Ideas for Action by Municipal Council, February 9, 2021, CPSC https://pub-london.escribemeetings.com/filestream.ashx?DocumentId=77197
- London Community Recovery Network – Ideas for Action by Municipal Council, February 8, 2021, PEC https://pub-london.escribemeetings.com/filestream.ashx?DocumentId=77141
- London Community Recovery Network – Ideas for Action by Municipal

Council, February 8, 2021, CSC
https://pub-london.escribemeetings.com/filestream.ashx?DocumentId=77034
- Covid-19 Financial Impacts – Update – June 23, 2020, SPPC
https://pub-london.escribemeetings.com/filestream.ashx?DocumentId=73213
- Second Report from the Mayor's Economic and Social Impact and Recovery Task Forces – May 8, 2020
https://london.ca/sites/default/files/2020-08/Second%20Report%20from%20the%20Mayor%E2%80%99s%20Economic%20and%20Social%20Impact%20and%20Recovery%20Task%20Forces.pdf
- Covid-19 Financial Impacts and Additional Measures for Community Relief, April 28, 2020, SPPC
https://pub-london.escribemeetings.com/filestream.ashx?DocumentId=72691
- Homeless Prevention COVID-19 Response and Funding Overview, April 28, 2020, CPSC, Consent Item # 2.3
https://pub-london.escribemeetings.com/filestream.ashx?DocumentId=72682
- Property Tax Deferral Options – April 14, 2020, CSC
https://pub-london.escribemeetings.com/filestream.ashx?DocumentId=72459
- First Report from the Mayor's Economic and Social Impact and Recovery Task Forces, April 9, 2020
https://london.ca/sites/default/files/2020-08/First%20Report%20from%20the%20Mayor%E2%80%99s%20Economic%20and%20Social%20Impact%20and%20Recovery%20Task%20Forces.pdf

2.0 Discussion and Considerations

In December 2020, the London Community Recovery Network (LCRN) identified 70 Ideas for Action that could aid in laying the foundation of London's social and economic recovery from the COVID-19 pandemic. Of the 70 ideas, 24 were immediate recovery ideas to be implemented by community organizations.

On April 13th, 2021, Council resolved that:

> *"b) Civic Administration INVITE community partners to bring forward business cases relating to Ideas for Action identified in the January 12, 2021 meeting of City Council that seek funding from the City of London to the May 18, 2021 Strategic Priorities and Policy Committee for decision;"*

Ideas for Action seeking municipal investment that do not have business cases ready for May 18, 2021 will be moved to the LCRN idea bank as an opportunity for future community recovery initiatives.

2.1 London Community Recovery Network – Phase 1

From September to December 2020, LCRN members prioritized 70 Ideas for Action that collectively, have the potential to impact our community recovery in the short term. The community was asked to provide leadership on 24 of those ideas. Civic Administration has also been working with community partners to support the development of implementation plans for the Ideas for Action. Of the 24 community-led Ideas for Action, six have now been completed, and one is in progress and does not require municipal investment.

Of the remaining 17 community-led Ideas for Action, five ideas that could not be addressed in the short term have been moved to the LCRN idea bank as a potential resource for future community recovery initiatives. The 12 remaining Ideas for Action

have been incorporated into five business cases for implementation by community organizations.

In addition to the 24 LCRN Ideas for Action, many community organizations have been working tirelessly to provide recovery support across London, several of which support LCRN Ideas for Action directly or indirectly. Included in **Appendix A** is a sampling of initiatives that are underway across the community, which also includes the seven community Ideas for Action that have been completed or are in progress.

Please consult **Appendix B** of this report for current status of the 24 community-led Ideas for Action as well as the LCRN report: *Laying the Foundation* for full descriptions of each idea from the community.

Civic Administration will continue to monitor, track, and, where appropriate, support the Ideas for Action highlighted by the London Community Recovery Network as they unfold.

2.2 Community-Led Ideas for Action that have a City financial ask and a supporting Business Case

Attached to this report are five community Business Cases for the consideration of Council. The chart below provides a high-level summary of those Business Cases, and the funding that is being sought to implement them.

Business Case #	Business Case Title	Community Lead	Municipal Funding Sought
Business Case #1	City Wide “Support Local” Promotional Campaign	Tourism London	$760,000
Business Case #2	Circular Economy Work and Training Platforms	Goodwill Industries	$249,000
Business Case #3	The Good Foods Project	Reimagine Institute for Community Sustainability	$9,800
Business Case #4	Investment in Ventures with Innovative Solutions	TechAlliance	$180,000
Business Case #5	Pandemic Recovery Resources and Training to Enhance Employment for Londoners	Employment Sector Council	$135,000

Business Case # 1: City Wide ‘Support Local’ Promotional Campaign

In collaboration with the Argyle BIA, Downtown London, Hamilton Road BIA, Hyde Park BIA, Old East Village BIA and others, a city wide ‘Support Local’ Promotional Campaign would be established and led by Tourism London and its partners. This is a coordinated, city-wide promotional partnership effort intended to create a sense of community, and to drive recovery in the city while stimulating local tourism and economic growth. The partnership program would focus on promoting local tourism and small businesses through several initiatives and would build upon the already successful and proven Stay a Little Longer and Support Local promotional campaign. The requested City funding would help implement the following initiatives for the ‘Support Local’ Promotional Campaign to have the greatest impact on the London community: Expansion of Tourism London’s Stay a Little Longer 2.0 Campaign; Interactive Website with Digital Map and

Digital Passport; Holiday Gift Guide; VISA Dollars Pilot Program; Marketing and Promotional Plan; and, a Centralized Project Coordinator.

This Business Case supports the following LCRN Ideas for Action: 13 in total

Short-term Ideas (seven LCRN ideas identified to be community-led):

- 1.9 London Weekends (formerly 'London Winter Weekends')
- 1.11 Travel London (formerly 'Travel Downtown London')
- 1.13 Small Business Promotion (formerly 'Restaurant Passport Promotion')
- 1.15 The London Trail
- 1.16 A Helping Hand for Hospitality
- 5.13 Seasonal/Holiday Market Installations (formerly 'Holiday Market Installations')
- 5.15 Virtual Tours and Visa Program (formerly 'Virtual Tours and Dollars Program')

Additional Ideas (six City-led LCRN ideas):

The Community Ideas for Action noted above support and align with six City-led LCRN ideas noted below. Four of these ideas have already been approved and/or received by Municipal Council on February 23, 2021. These ideas had no additional financial impact on the City budget:

- 1.6 London Getaway Packages (received)
- 1.7 Buy Local (approved)
- 5.3 Interactive Distanced Festivals and Events (approved)
- 5.8 Develop an App with Augmented Reality to Organize Self-Directed Scavenger Hunts (approved)

Two further City-led LCRN ideas were identified as medium term in the: *Laying the Foundation* report and will also be addressed with this proposed business case.

- 2.12 Branding and Storytelling for London (formerly 'Branding and Storytelling for Downtown and Core Area')
- 5.14 A Tourism Destination Plan for London (formerly 'Create a Tourism Destination Plan for Downtown London')

Financial contribution requested of the City: $760,000

Refer to '**LCRN Community Business Case # 1: City Wide Support Local Promotional Campaign'** for the business case submission.

Business Case #2: Circular Economy Work and Training Platforms

Over the past three years, Goodwill has been engaging with partners in the process of engineering an innovative social ecosystem for the sorting, grading, upcycling, remanufacturing, and repurposing of post-consumer apparel. At this juncture, Goodwill is on the threshold of moving beyond proof of concept (prototyping, process and standards development, product development and testing, and branding, for example) and preparing to move toward scaling. Goodwill Industries, working in partnership with Fanshawe College, is seeking an opportunity to further develop and scale a Circular Economy Work and Training Platform to grow social enterprise, create living wage skilled jobs and training opportunities for vulnerable and marginalized populations disproportionately impacted by COVID-19; and to vastly improve environmental impacts in the textile industry. The City of London is invited to invest in operating funds to support the development, pilot and launch of an Advanced Power Industrial Sewing Training Pilot and, an investment in capital equipment is also requested to enable the introduction of textile shredding, cutting, and bagging equipment to enhance textile recycling capabilities and diversify revenue generation streams.

This Business Case supports the following LCRN idea/s for action:

Short-term Ideas (LCRN idea identified to be community-led):

- 3.12 Goodwill Industries- Circular Economy Work Platform: Power Industrial Sewing and Textile Recycling

Financial contribution requested of the City: $249,000

Refer to **'LCRN Community Business Case # 2: Circular Economy Work and Training Platforms'** for the business case submission.

Business Case #3: The Good Foods Project

The Good Foods Project is a new, not-for-profit, London-based food delivery project with the goal of providing small, independent business with an affordable alternative to food delivery. The Good Foods Project plans to create a Good Foods App, which will be a web-based multi-restaurant ordering platform that serves as an alternative to apps such as Uber Eats, with lower barriers to entry for new restaurants and low ongoing costs. The intention of the Good Foods Project is to allow access to the large and growing food delivery market to the large number of small businesses (such as family-owned operations, many operated by members of London's BIPOC communities) who face additional barriers due to the fees charged by the existing food delivery applications. The Good Foods Project intends to charge a low commission while maintaining the operation's sustainability, with the hope that fees can be reduced further as volume increases. Leveraging partnerships and the commitment of the community, this Business Case requests an allocation of $9,800 to support web development and hosting costs, marketing initiatives and promotions to sign up new restaurants and customers to the platform within the London community.

This Business Case supports the following LCRN idea/s for action: Multiple (2)

Short-term Ideas (LCRN ideas identified to be community-led):

- 1.12 Why London Restaurants Need Local Food Delivery Alternatives
- 1.14 Indi Eats - London's own Food Service Delivery App

Financial contribution requested of the City: $9,800

Refer to **'LCRN Community Business Case # 3:'** for the business case submission.

Business Case #4: Investment in Ventures with Innovative Solutions

As a vetted and trusted ecosystem collaborator, experienced in designing and executing innovation challenges throughout the pandemic, TechAlliance is proposing to lead an innovation challenge to solve some of the pressing priorities of the LCRN's foundational ideas – creating a strong, fast, and inclusive recovery for our community. The proposed Innovation Challenge is designed after recent successful community engagement projects like the Design Challenge and the 5-10-15 Main Street Innovation Challenge. This new Challenge will address London's recovery needs by inspiring local, creative innovators to solve the technology and social gaps arising from London's highlighted current lockdown. Innovators will bring forward solutions to impact other businesses, community organizations and citizens, creating job stability and overall community resiliency. A diverse adjudication panel comprised of City representatives, alongside industry leaders, representing the technology sector who participated in LCRN's Priority Action Tables will select recipients over two distinct time periods. Funds will be directed to six Challenge recipients as well as associated operating costs.

This Business Case supports the following LCRN idea/s for action:

Short-term Ideas (LCRN idea identified to be community-led):

- 3.15 Investment in Ventures with Innovative Solutions

Financial contribution requested of the City: $180,000

Refer to **'LCRN Community Business Case # 5: Investment in Ventures with Innovative Solutions'** for the business case submission.

Business Case #5: Pandemic Recovery Resources and Training to Enhance Employment for Londoners

Employment Sector Council (ESC) is seeking City funding for the development of three unique COVD-19 workshops to enhance our region's employment professionals' ability to provide current, relevant, and necessary pandemic recovery assistance to employers and job seekers with diverse professional needs. These new workshops build on the proven success and popularity of previous ESC workshops, and will be designed to:

- Inform frontline employment staff about pandemic resources and programs, particularly for vulnerable and marginalized communities disproportionately affected by COVID-19;
- Enhance employment staff understanding of diverse employer needs to respond to this new, dynamic labour market; and,
- Build skills and increase expertise across employment staff on COVID-19 impacts and implications for our region's labour market to better support employers and job seekers with relevant information, planning and guidance.

ESC is requesting funding for operational support to manage and oversee delivery of the proposed training portfolio, small professional consultant contracts to review and revise existing training, develop new curriculum and materials, establish these on virtual platforms, and develop a marketing strategy for promoting this portfolio.

This Business Case supports the following LCRN idea/s for action:

Short-term Ideas (LCRN idea identified to be community-led):

- 3.6 The Job Developers Network (JDN): Matching Employers and Job Seekers to Advance London and Area Economic and Social Recovery

Financial contribution requested of the City: $135,000

Refer to **‘LCRN Community Business Case # 5: Pandemic Recovery Resources and Training to Enhance Employment for Londoners’** for the business case submission.

2.3 Financial Impact/Considerations

On September 29, 2020, Municipal Council approved an allocation of $5 million to the Economic Development Reserve Fund to support social and economic recovery measures. On February 8 and 9, 2021, implementation plans for short term Ideas for Action requiring municipal implementation were presented to the appropriate Standing Committees. Municipal Council approved $1,880,000 of funding for eight implementation plans that required funding.

On May 4, 2021, Municipal Council approved an additional allocation of $5 million to the Economic Development Reserve Fund to support social and economic recovery measures. This report is providing the Phase 1 Ideas for Action that would be led by community partners, along with the supporting business cases. This information is being provide to Council to assess the businesses cases as part of the process to access this funding. A total of $1.334 million in funding requests are included with the business cases attached to this report. If these requests were all approved as presented, the remaining balance in the Economic Development Reserve Fund to support social and economic recovery measures would be approximately $6.8 million.

Conclusion

The City of London is committed to working in partnership with the community to support a strong, deep, and inclusive recovery for all Londoners. The London Community Recovery Network has been an important partner in these collective efforts.

This report was prepared as part of the community’s response to the Ideas for Action identified by the London Community Recovery Network. If in the event these community-led business cases receive endorsement, the lead community organizations will begin implementation.

The Network’s idea generation and prioritization process has drawn on the insight and expertise of a wide variety of individuals and has led to valuable discussions related to recovery within our community.

The prioritized list of community recovery ideas would not have been possible without the efforts and contributions made by many business and community partners, members of London City Council, and all Service Areas across the City of London, particularly the contributions of the Community Recovery Working Group of Civic Administration, serving to support the LCRN’s overall workplan.

The collective efforts of the London Community Recovery Network continue to benefit from the expertise, insight, and collaboration of many business and community partners, Members of the London City Council, and all Service Areas across the City of London.

Prepared by:	**Cathy Parsons, Manager Economic Partnerships**
Recommended by:	**Adam Thompson, Manager, Government and External Relations**
Concurred by:	**Lynne Livingstone, City Manager**

cc. Members of the London Community Recovery Network
City of London Senior Leadership Team
Community Recovery Working Group

Appendix A – Community-Led Recovery Initiatives

1.0 Completed LCRN Community Led Ideas

The London Community Recovery Network identified 24 Ideas for Action that called on the community to lead. Since receipt of these ideas by City Council, six Community-Led ideas have been completed, and one is in progress which does not require municipal investment.

- **Holiday Artisan Craft Show (Completed):** The Merry Market was set up at 100 Kellogg Lane, it offered 15 outdoor holiday shopping huts as well as more than two dozen kiosks inside.
- **Local London Website (Completed):** Downtown London created the Marketplace website.
- **Central Resources for Small Business Procurement and Resources (Completed):** LEDC, SBC and the Chamber created a covid business portal (https://london-business-covid19.com/) to help companies navigate relief programs, access funding, health and safety resources and other local business supports. In addition, the Chamber also hosted a webinar on Sustainable Procurement with the City and Green Economy London on April 13, 2021.

- **The London Musical Walk Tour (Completed):** The London Arts Council launched London Arts Live (LAL) in 2017, LAL is a performance-based activation program. Popping up in public spaces across the Forest City, LAL provides Londoners of all ages and backgrounds with entertaining and educational artistic/performance experiences. From July to October 2020 LAC contracted 46 artists to animate LAL placements across the city. Eleven new artists were onboarded to the LAL roster. Of these, 7 self-identify as Indigenous, Black or People of Colour https://www.londonarts.ca/london-arts-live. In addition, in December of 2020, safe and festive musical entertainment was provided in two locations on Dundas Place from the 4th to the 19th. The London Arts Council contracted 22 musicians to perform activations along the street. Fifteen performances took place throughout Fridays, Saturdays, and Sundays https://www.londonarts.ca/culture-city-x.

- **Partnering Concerts with Restaurants and Other Organizations (Completed):** Arts organizations are currently partnering with restaurants, food markets and other food service-related businesses to cross promote and support each other formally and informally. This is happening organically between the two sectors. The London Arts Council, Tourism London, Downtown London, and other partners share these opportunities through our social media channels as they become public.

- **Bringing More Arts and Culture to London (Completed):** The London Arts Council through the Community Arts Investment Program and many other funding avenues supports multiple festivals and events in the city. https://www.londonarts.ca/investments.

- **Short Term Skills Development (In Progress):** The London-region has a number of 8-12 week skills training programs which focus on the administrative, food and agri-food, hospitality, construction, property maintenance, arborist, and logistics and manufacturing sectors, providing entry-level training and access to rapidly on-board people into sectors where there is demand. Employers can get access to pre-screened and trained employees along with supports. Pathways, Employment Sector Council, London Economic Development Corporation and the Elgin/Middlesex/Oxford Workforce Planning and Development Board have been collaborating to create a compilation resource tool for front-line employment and social service agencies to allow active promotion of these training

opportunities in the London-Middlesex area, to help connect people quickly and efficiently to the training they need.

1.1 Additional Non-LCRN Related Community Recovery Initiatives

In addition to the specific Ideas for Action identified by the London Community Recovery Network, London's community has been active in other individual and collective efforts to contribute to a strong, deep, and inclusive recovery. A sampling of these initiatives follows.

- Licensed childcare operators across London-Middlesex have come together to support the community during the school closure period in January, and again beginning in April, contributing what they could to offer Emergency Child Care to school-aged children of eligible essential workers. Given the considerable strain on licensed childcare capacity currently, the sector continues to contribute to collective efforts to support economic and social recovery.

- Community partners have rallied together to continue providing emergency food to Londoners throughout the pandemic. The disruptions of the pandemic have also introduced an opportunity to think differently about how we can do differently – do better – for the individuals we serve. The London Food Bank, YMCA, and five neighbourhood resource centres have demonstrated leadership and innovation by partnering on a pilot initiative that will see emergency food from the Food Bank distributed in neighbourhoods at locations where individuals can access a range of other services and supports: https://lfpress.com/news/local-news/london-food-bank-bringing-the-food-to-where-people-live.

- Tourism London implemented the "Stay a Little Longer" campaign in the fall of 2020. Under this campaign, Londoners, as well as those in neighbouring communities, booked a minimum two-night stay at a participating London hotel. Tourism London covered the cost of the second room night giving guests an incentive to book and ensuring the accommodation partner received the full value of the booking. The campaign was extremely well received by the community and accommodation partners and resulted in approximately 700 hotel bookings (almost 1400 room nights booked) in a six-week period.

- The London Economic Development Corporation assisted local companies in pivoting to manufacture PPEs, sanitizers, medical equipment and other supplies; hosted dozens of webinars with experts in finance, H.R, legal, government programs and more to advise businesses of constantly changing regulations; held several virtual job fairs, conferences and industry events to connect talent and share best practices being deployed across our region; and led the development of new recovery initiatives such as the Grove food incubator/accelerator at the Western Fair.

- The Small Business Centre improved accessibility to coaching and guidance via online; they saw an 80% increase in inquiries; 45% increase in consultations; and 76% increase in training/webinar attendance. SBC also:
    - offered Covid specific training topics (e.g., How to access Covid relief; HR practices; Taking business online; etc.)
    - redirected provincial start up grants to Covid recovery focusing on Main Street bricks and mortar businesses.
    - distributed 14 grants totaling $54,000.
    - offered programming including training and coaching. Outcome =4 New Hires, and 43 Jobs impacted/preserved
    - expanded their volunteer Access to Professionals (A2P) service.

- During a year of unexpected disruption, London entrepreneurs have demonstrated resiliency. With the support of TechAlliance, there has been drive for the prosperity of our City. As an organization, TechAlliance experienced an

increase of more than 235% in business advisory hours with founders and investors alike who were pivoting their technologies, scaling their businesses, seeking capital investment, exporting to international markets, commercializing their IP, and growing our economy. Tenacious leaders who are creating good paying jobs with transformational, world-class products and services, leaned on resources like: Digital Main Street Future Proof, The Rebuild Roster, E1.0 Innovation Academy, Tech Connect, Grow Accelerator, Peer-to-Peer groups, Tech Talent Exchange, including 135 different educational and networking virtual events with more than 75 different thought-leaders sharing candid advice for companies navigating an ever-changing terrain. Innovators rose to the occasion with two Design Challenges and the 5-10-15 Main Street Innovation Challenge, creating solutions to help rebuild and recover our community. TechAlliance sparked celebration of those who are limitless and honoured industry-leaders who are cultivating change-makers in innovative workplaces across London. Advocating for start-ups and scaling companies with Government, TechAlliance ensured that SMEs could thrive during the health crisis and after. Focused on building a positive brand for London, TechAlliance drew media attention to and amplified hundreds of stories of companies in the Forest City who are having economic and social impacts in a year like no other.

- The Business Improvement Areas have undertaken numerous recovery initiatives which support many of the LCRN ideas.
    - Since June 2020, Downtown London has created and administered 6 different grants to help businesses within the downtown BIA with COVID-19 related expenses. These grants included the Restart Grant, Marketing Grant (1 and 2), Mural Grant, Resiliency Grant, and more recently the Endurance Grant. As of March 31, 2021, Downtown London has been able to help our businesses by awarding 379 grants totalling $414,395.
    - As part of the recovery efforts, the Argyle BIA provided additional free marketing to its business members via various platforms and methods. This included providing radio ad space packages, paid boosting on social media, and a gift card auction. Most of our independent businesses benefited from one or more of these opportunities to further promote their establishments.
    - Hamilton Road BIA with contributions from the community was able to develop a Tree Trunk Tour, both guided and individual, which can now accommodate just about any Covid protocols that might be in effect, at any given time.
    - The Hyde Park BIA created an Emergency COVID Action Plan and revised their 2020 Budget in direct response to the Pandemic with considerations on how to best impact member businesses. Other initiatives included heightened advocacy efforts with the Provincial and Federal governments, events that pivoted online, ongoing advertising initiatives across the city, the launch of a Hyde Park Uptown gift card site along with a marketing and PPE Subsidy program retroactive to March 2020 and worked collaboratively on the Digital Mainstreet program.
    - The Old East Village BIA, early in the pandemic created the Façade Beautification Project in partnership with the City of London to install murals on private properties who had temporarily shuttered during COVID. Through this initiative funding was provided to OEV artists to create murals. The outcome was payment to local artists for their work and eight temporary original pieces of art along Dundas which has brightened the OEV streetscape during these challenging times. Phase two of this project is currently underway.

- Employment Sector Council (ESC), Job Developers Network and our region's workforce development stakeholders are engaged in collaborative initiatives to support London-area companies and job seekers with pandemic recovery: Rapid

Response Protocol: assisting companies and individuals affected by lay-offs; Ramp Up Protocol: assisting companies with hiring; and our London and Area Works virtual job fairs in 2020 and 2021, connecting thousands of job seekers with area employers that are hiring. ESC is currently collaborating with workforce and skills development partners to create a compendium of Skills Training Programs across our region.

- Since March 2020, the London Arts Council has focused on three specific areas for London artists and arts organizations: emergency response, and recovery and stimulus support noting that many in the arts sector have not entered a recovery phase. In 2020, the London Arts Council allocated over $1 million dollars to support the London arts community through local, provincial, and federal funding resources. In response to the constraints of COVID-19 all existing programs were pivoted to provide flexible support for the local arts community. Advocacy to the provincial and federal governments for programs specific to the arts sector are ongoing.

APPENDIX B: Current Status of the 24 Community-Led Ideas for Action

Table 1: Ideas for Action – Completed (6)

Idea Number	Idea Title	Business Case (BC) Submitted
1.10	Holiday Artisan Craft Show	No
1.17	Local London website	No
3.13	Central Resources for Small Business Procurement and Resources	No
5.10	The London Musical Walk Tour	No
5.11	Partnering concerts with restaurants and other organizations.	No
5.12	Bringing More Arts and Culture to London	No

Table 2: Ideas for Action – In-Progress (13) *

Idea Number	Idea Title	Business Case (BC) Submitted
3.11	Short Term Skills Development	No
1.11	Travel Downtown London	Yes - BC1
1.13	Restaurant Passport Promotion	Yes - BC1
1.15	The London Trail	Yes - BC1
1.16	A Helping Hand for Hospitality	Yes - BC1
1.9	London Winter Weekends	Yes - BC1
5.13	Holiday Market Installations	Yes - BC1
5.15	Virtual Tours and Dollars Program	Yes - BC1
3.12	Goodwill Industries- Circular Economy Work Platform; Power Industrial Sewing and Textile Recycling	Yes - BC2
1.12	Why London Restaurants Need Local Food Delivery Alternatives	Yes - BC3
1.14	Indi Eats - London's own Food Service Delivery App	Yes - BC3
3.15	Investment in Ventures with Innovative Solutions	Yes - BC4
3.6	The Job Developers Network (JDN): Matching Employers and Job Seekers to Advance London and Area Economic and Social Recovery	Yes - BC5

Table 3: Ideas for Action – Idea Bank (5)

Idea Number	Idea Title	Business Case (BC) Submitted
3.7	Childcare and Summer Day Camps	No
3.9	Connecting Businesses with Licensed Child Care	No
3.10	Inter-Ministerial Resource Team for Licensed Child Care	No
3.8	Recruitment of RECEs During COVID 19	No
5.9	Venue Music Fest	No

*LCRN Community Business Cases (5):

BC1 - Business Case #1: City Wide ‘Support Local’ Promotional Campaign
BC2 - Business Case #2: Circular Economy Work and Training Platforms
BC3 - Business Case #3: The Good Foods Project
BC4 - Business Case #4: Investment in Ventures with Innovative Solutions
BC5 - Business Case #5: Pandemic Recovery Resources and Training to Enhance Employment for Londoners

London Community Recovery Network
Ideas for Action – Business Case

There are 13 LCRN ideas that have synergies between them. See Appendix A for a brief description of each of the 13 ideas noted below as well as the proposed initiatives that align with the ideas. Note: the titles and ideas noted below have been amended to be inclusive of all of London and better respond to the challenges faced because of a third provincial shutdown.

Short-term Ideas (seven LCRN ideas identified to be community led):

- 1.9 London Weekends (formerly 'London Winter Weekends')
- 1.11 Travel London (formerly 'Travel Downtown London')
- 1.13 Small Business Promotion (formerly 'Restaurant Passport Promotion')
- 1.15 The London Trail
- 1.16 A Helping Hand for Hospitality
- 5.13 Seasonal/Holiday Market Installations (formerly 'Holiday Market Installations')
- 5.15 Virtual Tours and Visa Program (formerly 'Virtual Tours and Dollars Program')

Medium/Long-term Ideas (two LCRN ideas identified to be City led):

- 2.12 Branding and Storytelling for London (formerly 'Branding and Storytelling for Downtown and Core Area')
- 5.14 A Tourism Destination Plan for London (formerly 'Create a Tourism Destination Plan for Downtown London')

Additional Ideas (four City led LCRN ideas):

In addition, the ideas noted above support and align with the four City led LCRN ideas noted below that have already been approved and/or received by Municipal Council on February 23, 2021 (these ideas had no additional financial impact on the City budget).

- 1.6 London Getaway Packages (received)
- 1.7 Buy Local (formerly 'Buy Local for the Holidays') (approved)
- 5.3 Interactive Distanced Festivals and Events (approved)
- 5.8 Develop an App with Augmented Reality to Organize Self-Directed Scavenger Hunts (approved)

Business Case Deliverables & Impact

Background:

Over the past year, COVID-19 has challenged our community in an unprecedented way. The tourism industry, a flourishing economic driver in London that employs thousands and supports numerous local partners and businesses in a good year, has been decimated. See the table below which highlights impact of tourism in London.

Impact of Tourism in London, Ontario		
Year	**On Employment (Full-year jobs)**	**On Gross Domestic Product**
2018	8,537	$476.9 M
2019	8,287	$473.6 M
2020	4,825 (-41.7%)	$274.5 M (-42.0%)

Source: The Conference Board of Canada. All data listed includes the direct, indirect and induced impact of Tourism in London, Ontario.

COVID-19 has also been especially devastating to London's small businesses who will likely experience long-lasting economic and social impacts for quite some time. As a response, Tourism London and the five Business Improvement Area partners came together to discuss select community led LCRN short term ideas that could address the immediate needs of Londoners. The 13 LCRN

ideas noted above have been identified by the community partners as similar in nature, and when connected, have the ability to make a greater impact and stimulate economic growth within our city.

This business case is built on three LCRN guiding principles: Collaboration and Coordination, Short-term and Long-term Focus and Equity and Inclusion. It focuses on building community through collaboration with a shared understanding to avoid duplication, and it draws on current resources and networks. It has a short to medium term focus, and it is inclusive of all of London. It is important to note that this business case is also in response to a third provincial shut down and stay at home order, and some ideas may have been amended to meet the realities we are now facing.

Stay a Little Longer 2.0 Promotional Campaign

Tourism London ran the “Stay a Little Longer” campaign in the fall of 2020. Under this campaign, Londoners, as well as those in neighbouring communities, booked a minimum two-night stay at a participating London hotel. The guest only paid for one night and Tourism London paid for the second night (ensuring the accommodation partner received the full value of the stay). The campaign was extremely well received by the community and accommodation partners and resulted in approximately 700 hotel bookings (almost 1400 room nights booked) in a six-week period. Twenty different accommodation partners participated in the pilot project, with all others wishing they had signed up. Unfortunately, due to London entering the Red-Control zone, the campaign ended early. Tourism London staff have continued to receive inquiries from accommodation partners as well as the community as to when the campaign will run again.

The next version of this campaign, “Stay a Little Longer 2.0”, will move forward this summer.
In this version, Londoners as well as those in neighbouring communities will book a minimum two-night stay at a participating London hotel and pay for both nights. As an extra incentive, the guest will receive a $100 prepaid Tourism London custom VISA card. The card can be used at any business but is geotargeted to only work within the city limits of London. By geotargeting the VISA cards, Tourism London is ensuring that the money spent stays in the local economy but is spread beyond the hotels to support other sectors and multiple London businesses. The promotion is scheduled to run for six months (July – December 2021) and Tourism London anticipates approximately 3,000 hotel bookings with this initiative (minimum 6,000 room nights).

Tourism London will pay for 3,000 of the $100 prepaid Tourism London custom VISA cards, set up fees and marketing (total $366,000) to support this campaign. On top of that, Tourism London will run an extension to a Support Local video campaign that highlights local businesses (in partnership with Southwest Ontario Tourism Corporation) under the eat, drink, shop, play and stay local categories and encourages Londoners to support local as they staycation in London. This campaign will cost an additional $34,000.

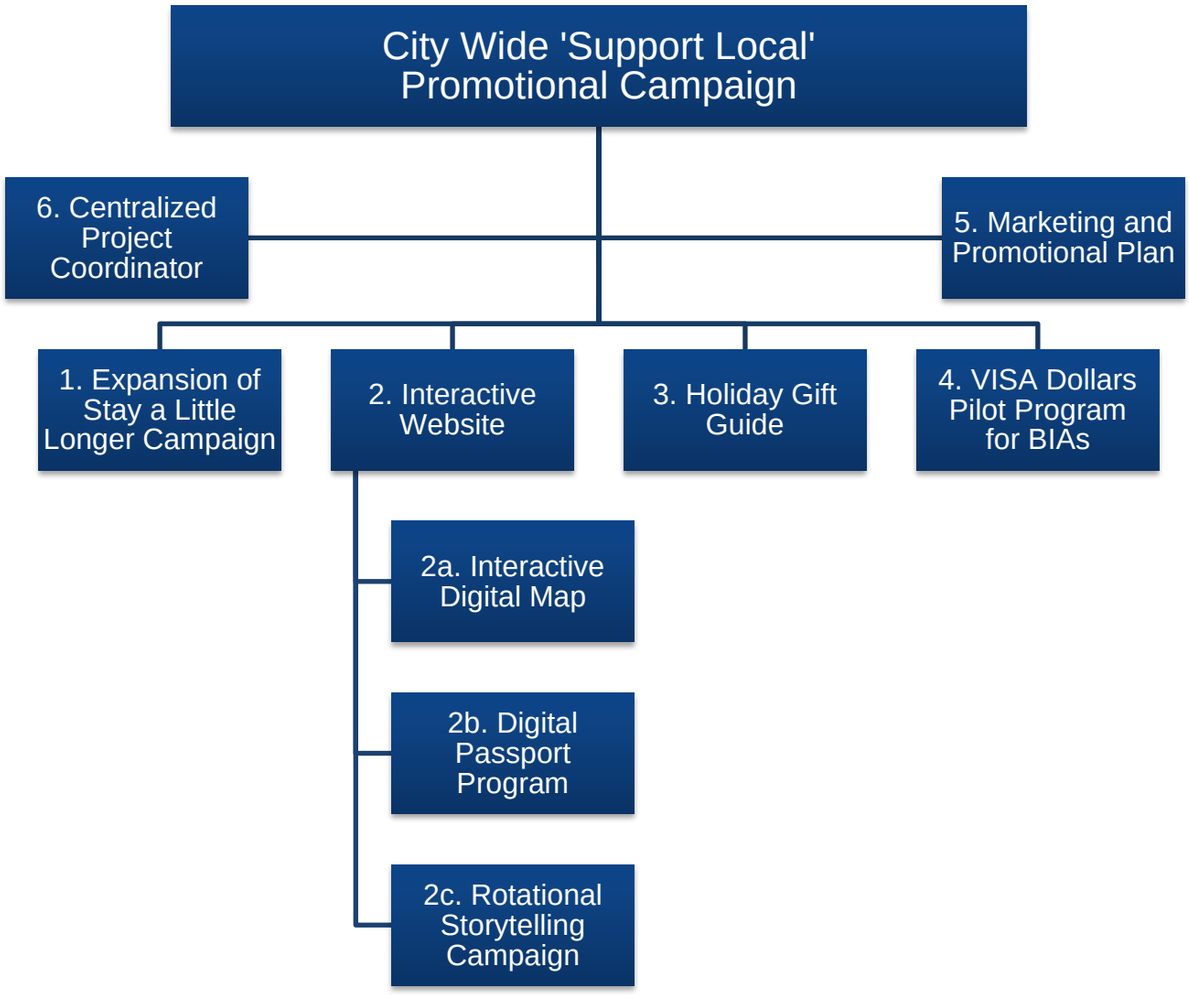
Tourism London will fund the entire $400,000 for these combined initiatives from the Tourism London Municipal Accommodation Tax (MAT) fund.

Idea for Action:

In collaboration with Argyle BIA, Downtown London, Hamilton Road BIA, Hyde Park BIA, Old East Village BIA and others, a city wide ‘Support Local’ promotional campaign would be established and led by Tourism London and its partners. This is a coordinated, city-wide promotional partnership effort that is intended to create a sense of community and drive recovery in the city while stimulating local tourism and economic growth. Through this idea, we are telling stories of the community, gaining trust, creating relationships and building connections that will encourage people to want to invest or experience activities here in London.

The partnership program would focus on promoting local tourism and small businesses through several initiatives and would build upon the already successful and proven Stay a Little Longer and Support Local promotional campaign.

City Wide ‘Support Local’ Promotional Campaign



1. **Expansion of Tourism London’s Stay a Little Longer 2.0 Campaign**

An expansion of Tourism London’s Stay a Little Longer 2.0 campaign to have a greater economic impact on the tourism and hospitality industry and local businesses in London. There is a need for economic stimulus beyond the hotels and hospitality industry and spending needs to be encouraged across the city. Tourism London’s Stay at Little Longer 2.0 Campaign is a proven initiative that can be enhanced to better support the LCRN ideas and drive economic recovery in London.

By adding an additional 1,000 packages to Tourism London’s campaign, not only will it result in an increase of $100,000 directly spent back into the London economy through the VISA cards distributed, but it will also result in at least 2,000 additional hotel room stays. It is important to note that hotel stays during this campaign generate the 4% MAT resulting in revenue for both the City of London and Tourism London’s MAT funds.

On top of those benefits, expansion of the program would also result in additional visitor spending. Using the Ontario Ministry of Heritage, Sport, Tourism and Culture Industries’ Tourism Regional Economic Impact Model (TREIM), it can be estimated that increasing from the 3,000 packages already committed to by Tourism London up to 4,000 packages in total with this campaign expansion, London could see an additional $169,648 in visitor spending. TREIM, the standardized method of measuring the economic impact because of tourism in Ontario, suggests $508,941 in total visitor spending for 3,000 packages and $678,589 for 4,000 packages sold.

Expanding beyond Tourism London’s initial investment would help to drive economic recovery for small businesses in London while also replenishing the depleting MAT fund allowing the Corporation to fund additional infrastructure updates.

Initiative 1. Expansion of Tourism London's Stay a Little Longer 2.0 Campaign will cost $110,000. This cost is inclusive of the value on the credit card as well as the associated fees and taxes to produce the credit cards.

2. **Interactive Website - a full, interactive website that includes:**

    a. An **interactive digital map**, hosted on the Tourism London website, that identifies all things that can be done in and around London. The map would feature activities for diverse audiences and interests (think arts, culture, entertainment, green spaces, augmented reality/digital experiences, guided tours, etc.) and would encourage Londoners to get out and explore their own backyard and (when safe to do so) encourage visitors to explore the Forest City. Several recreational amenities (playgrounds, recreational courts, etc.) would also be included and highlighted.

    The interactive digital map is a single location for all BIAs and partners to identify the activities in their neighbourhoods that are already underway. The interactive digital map would pair perfectly with the Stay a Little Longer 2.0 Campaign as it would provide entertainment options, wayfinding, unique experiences and community activities for those staycationing in London.

    To get the community more engaged with various districts across the city, unique aspects and offerings of each BIA and neighbourhoods would be promoted. This would provide more visibility and interest in various areas across the city, get the community excited about unique local treasures and subsequently provide spin-off benefits to businesses located within those districts and beyond.

    Tourism London is already host to the centralized event calendar so housing this interactive digital map on Tourism London's website is a logical home for the initiative. The map would come with a filter so that visitors could narrow down what they see on the map according to their preferences and interests.

    b. A **digital passport program** linked to the interactive digital map. As guests visit and support various businesses, take part in local events and explore the Forest City, they are encouraged to "check in" on their digital passport to receive a digital stamp. Passports that are full or meet the minimum number of digital stamps can then be turned into Tourism London for prizes.

    Integrating this piece into the Stay a Little Longer 2.0 Campaign encourages guests booking a staycation in London to get out and explore the city while incentivizing their efforts.

    c. A **rotational storytelling campaign** that incorporates video, audio and written stories of the businesses and business owners in London. Similar to Downtown London's Voices of Downtown Crawl storytelling experience, Tourism London's Support Local video series, Hyde Park BIA's Feature Friday and more, this initiative would be expanded to incorporate all of the BIAs, their members and other businesses across London. All the stories told would live on the web page created for this campaign but would also be shared with the businesses and business partners as legacy marketing pieces.

    It is important to note that other industries would also benefit from this initiative. For instance, local musicians and their music would be used for background tracks for any audio or video production. The music industry is one of the hardest hit industries and will be one of the last industries to recover. This initiative is just another way to support local.

As a further recovery strategy, the website, map and passport build as well as the storytelling partnerships would be a part of an RFP process with preference given to local London

businesses and artists. This needs to be a solution that is on budget, meets with the accelerated timelines and is easily updated, therefore a website is preferred over the creation of a digital app for all these assets.

Initiative 2.a. and 2.b. Interactive Website with Digital Map and Digital Passport will cost $70,000 over three years. Initiative 2.c. Rotational Storytelling will cost $150,000 over three years and will feature more than 150 businesses. Most of the costs for 2.c. Rotational Storytelling will come in Year 1 as this initiative looks to drive immediate recovery and economic stimulus in London.

3. **Holiday Gift Guide - a shop local holiday digital gift guide that features local shops and offerings for the holiday season**

Expanding on what was done in 2020 in partnership with Downtown London and Old East Village, the digital holiday gift guide is an online publication that features local shops and offerings for the holiday season. This year's version would include all BIAs and Tourism London partners as well as other businesses across the city. Businesses who participate can list a description of their offerings, give their address, website and contact information and will be categorized under specific shopping headings such as Fashion and Accessories, Health and Wellness, etc.

Marketing materials would be developed (including print signage that directs shoppers to visit the guide online – think posters, pop up banners, etc.) and distributed throughout the city including local hotel partners, condo developments and neighbourhoods. The digital gift guide would live on the website mentioned above.

It is important to note that many businesses rely upon great sales in November and December to carry them through the slow months of January, February and March. By promoting holiday spending locally, more businesses are likely to survive in the new year.

Initiative 3. Holiday Gift Guide will cost $20,000 over three years with most of the costs incurred in Year 1 (set up, design).

4. **VISA Dollars Pilot Program for BIA's - an expanded recovery dollars program for the BIA's using the VISA cards mentioned above**

Similar to the City's Construction Dollars program, a pilot recovery dollars program would be offered across the entire city. Except, instead of introducing another dollars program, an investment would be made to secure additional prepaid Tourism London VISA cards (the same as the ones used in the Stay a Little Longer 2.0 campaign but with a lesser value on them).

While some BIAs have their own dollars program, others cannot afford to start from scratch. This program would be an equalizer among the BIAs and all of the businesses outside of the five BIA boundaries. A city-wide initiative with a limited timeline would encourage people to visit and support local businesses to kick start the recovery effort. All five BIAs would receive a set amount of VISA cards ($10,000 total in $25 increments [400 cards each] to drive further spending) to customize programs that would allow for contesting, additional programming and business support. As well, Tourism London would receive $20,000 total in $25 increments (800 cards) to work all other businesses in London that do not reside within the five BIAs.

By using the existing VISA program there is less confusion for consumers and less work for business owners. The current dollars programs offered in London all have different spending rules and deadlines. They also require the business owner to turn in the dollars to the BIAs to receive payment. This VISA program is much simpler, and the business owner receives full payment at the time of the transaction.

Businesses can also incentivize this program. For instance, they could encourage the use of the VISA cards in their business by offering no tax, an additional % of savings, etc.

This initiative would be a 1-year pilot program. The purpose of which is to generate important information and data to assess whether programs like this will work for the intended purpose. After the first year, results would be reviewed, and it would be determined if this initiative was successful in driving economic recovery. The year end report for this initiative would include a closer look at the uptake: how many cards went out; how many were used and where was the money spent? If possible, a comparison with the existing dollars program would also be completed.

This initiative will help inform future BIAs on how to bring programs forward to drive economic recovery and is an honest attempt by the community to see what works.

Initiative 4. VISA Dollars Pilot Program for BIA's will cost $70,000 for the first year only.

5. **Marketing and Promotional Plan**

With the initial Stay a Little Longer campaign, a gap was identified: oftentimes the local community does not know what is happening in their own city. To get Londoners out of their house (when it is safe to do so), spending money and driving recovery, a marketing and promotional campaign is required. This campaign will run across all platforms (digital, print, radio, television, etc.) and encourage the community to engage with all the initiatives listed above. Audiences would be directed to the website for more information, to download the passport, to view the map and to view/hear the stories, etc. By promoting the incredible initiatives already underway in London, we're encouraging the community to eat, drink, shop, play and stay local this year.

A phased approach would be used, and the target would be Londoners to begin with. Once it is safe to do so, the audience would expand to include neighbouring communities, other cities and regional tourists in phases. By bringing in out of town guests, we're able to amplify the economic spend and drive further recovery for the city.

On top of paid initiatives, Tourism London and the five BIAs will leverage their in-kind support, making the most of all marketing and promotional avenues that are possible at no cost (their own websites, social media pages, digital billboards, other owned media, etc.). Several in-kind initiatives would also be used including calls to action by key individuals in the community. For instance, Councillors would be engaged to facilitate information and opportunities to their wards through social media, direct email, etc.

Initiative 5. Marketing and Promotional Plan will cost $200,000 over three years with most of the costs incurred in Year 1 as this initiative looks to drive immediate recovery and economic stimulus in London.

6. **Centralized Project Coordinator**

To fulfill this Idea for Action, a centralized project coordinator will need to be hired on contract. It is planned that this will be a full-time position for the first two years. The position would be evaluated after the first year and a decision would be made as to whether a third year is required (on a part-time basis only).

The Centralized Project Coordinator's main role will be to work with Tourism London, the five BIAs and the businesses in London to coordinate efforts and move aspects of this project forward. While this Idea for Action has been a collaborative effort from Tourism London and the BIAs, none of the organizations have the capacity nor the resources to be able to take on this project in its entirety.

Initiative 6. Centralized Project Coordinator will cost $140,000 over three years with $110,000 budgeted for the first two years. If after Year 1 it is determined that a third year

for the contract (at a part-time rate) is not needed, the $30,000 earmarked for Year 3 would be reinvested into the community.

This entire campaign would provide additional benefits for the community as there would be an increase in spending money locally for promoted businesses, as well as spin-off economic benefits for surrounding businesses. The campaign will also contribute to job creation and new partnership opportunities for local businesses.

This Idea for Action is inclusive, will showcase diversity across the city and through our communities and is driven through collaboration and partnership. COVID-19 has been especially difficult on the tourism and hospitality industry as well as local businesses in London. This initiative will advance recovery in the city, promote local tourism and spending and have a positive impact on Londoners and our community.

Actions Already Underway:
Tourism London, all five BIAs and their partners have already invested a significant amount of time, money and in-kind contributions to address various pieces of the identified 13 LCRN ideas (see chart in Appendix B). The independent programming that the partners have undertaken will ultimately support the implementation of the recommended partnership idea, the city wide ‘Support Local’ promotional campaign.

Next Steps to Implement Idea for Action:
Should funding be provided for this initiative, the next steps would include:

- Hiring a project coordinator to work with Tourism London and the BIAs on executing this initiative. It is planned that this will be a full-time position for the first two years and is suggested as a part-time for the final year.
- Collecting accurate information from each Tourism London and BIA member as to what is taking place in the city (for interactive map).
- Calling out to businesses to participate in different aspects of the initiative (done through Tourism London and the BIAs to their members). Aspects include the digital passport program, holiday gift guide and the interactive map.
- Through an RFP, identifying partners/vendors, preferably local companies, to work with to create the passport, interactive map and website as well as to tell the stories
- Developing the website that will house the full campaign and all the initiatives underway. This website would include links to the storytelling aspects, the downloadable passport, the interactive digital map, the holiday gift guide and more.
- Identifying storytelling avenues, partners to collaborate with on telling these stories and businesses to feature in the stories
- Implementing the expansion of the Stay a Little Longer 2.0 campaign with a controlled process to distribute up to 1,000 $100 prepaid Tourism London custom VISA cards to hotel partners participating in the campaign
- Distributing an additional 2,400 $25 prepaid Tourism London custom VISA cards to BIAs and Tourism London (400 cards each) as a part of the recovery dollar program
- Building a marketing campaign for the duration of the promotion that incorporates multiple phases and various marketing vessels (digital, print, radio, television, social media, podcasts and more).
- Launching the entire initiative (goal date = September 1, 2021)

Financial Implications of Action:
Even though the partners have all pooled their resources to move various pieces of this idea forward, additional funding is being requested to assist with the overarching marketing and promotional plan, the creation of certain aspects or elements and the expansion of key initiatives to be inclusive of the entire city.

This inclusive and collaborative Idea for Action addresses COVID-19 recovery and will have a community wide impact. Independent and locally owned businesses would be promoted – not big box

stores or chains. Vendors for service could come from anywhere in London, and multiple partners, including LEDC, TechAlliance, the Small Business Centre and the Chamber of Commerce, would be included to help promote and engage the entire city.

This Business Case recommends $760,000 to support the six initiatives described above. Leveraging the $400,000 investment Tourism London has already made in existing 2021 recovery programming, this Idea for Action supports all 13 LCRN community ideas and aligns with three of the LCRN's guiding principles.

It should be noted that there are on-going operating cost impacts associated with this Business Case for the resourcing required to maintain. Most costs would be incurred in the first year as aspects like the website, interactive map and passport need to be created. Ongoing expenses such as the website maintenance, new storytelling, updates to the gift guide, additional support and fresh marketing/promotional campaigns would be incurred for the next two years of the initiative.

Tourism London and the five BIAs will leverage their in-kind support as well, making the most of all marketing and promotional avenues that are possible at no cost (their own websites, social media pages, digital billboards, other owned media, etc.).

Business Case Financial Impacts

Operating Budget Impacts ($000's)	2021	2022	2023	2021-2023 Total
Existing Programming: Tourism London's Stay a Little Longer 2.0 Campaign	$400	$0	$0	$400
1. Expansion of Stay a Little Longer 2.0 Campaign	$110	$0	$0	$110
2.a. and 2.b. Interactive Website (incl. digital map and passport - website development (year 1); maintenance (years 2 and 3))	$50	$10	$10	$70
2.c. Rotational Storytelling Campaign	$100	$25	$25	$150
3. Holiday Gift Guide	$10	$5	$5	$20
4. VISA Dollars Pilot Program for BIAs	$70	$0	$0	$70
5. Marketing and Promotion Plan	$150	$25	$25	$200
6. Centralized Project Coordinator	$55	$55	$30	$140
Total Expenditure	**$935**	**$120**	**$95**	**$1,150**
Existing Source of Financing (Original Initiative from Tourism London MAT Fund)	($400)	$0	$0	($400)
Net Request	$545	$120	$95	$760

Note: Total Expenditure is inclusive of Tourism London's Stay a Little Longer and Support Local campaigns already under way and scheduled to launch in Summer 2021. These initiatives were both funded through Tourism London's Municipal Accommodation Tax (MAT) fund. Tourism has already contributed one third of the financing required to implement this partnership idea and is attempting to leverage another two thirds to bring this collaborative Idea for Action to life. This does not include any expenditures from the five BIAs on programming already underway (Appendix B) or any in-kind donations.

Business Case Metrics

Metric Description	2021	2022	2023
# of hotel packages booked as a part of the Stay a Little Longer program extension (minimum 2-night stay)	1,000	0	0
$ value of economic impact of hotel stays	$100,000	$0	$0
Total # of website visits (unique users)	200,000	225,000	250,000
Total # of website views	1,000,000	1,000,000	1,000,000
# of events/activities/experiences featured on digital map	1,000	1,000	1,000
# of digital passport businesses featured	500	650	750
# of storytelling businesses featured	100	25	25
# of holiday gift guide businesses featured	250	325	400
# of VISA cards distributed (as a part of the recovery dollars program)	3,200	0	0
$ value of VISA cards distributed (as a part of the recovery dollars program)	$70,000	$0	$0
# of impressions for the marketing campaign (inclusive of entire campaign)	3,500,000	1,500,000	1,500,000

At the end of each year, a report would be generated that summarizes the business metrics and key highlights from the campaign including stats for individual initiatives visited on the website. There will also be an opportunity to include the VISA cards redemption rate as well as the sectors where the cards are being used in the report.

What are the risks of not proceeding?

The tourism industry in London is a major economic driver and an integral contributor to the City's success as it creates jobs and supports several small businesses, shopping/restaurant/hospitality partners and more. COVID-19 has been extremely hard on those sectors in London. On top of that, community members are anxious to get back out and travel. By promoting a safe and inclusive way for Londoners to explore their own city, while also driving economic support for our local businesses and tourism industry, London stands a chance at recovering faster from this pandemic. It is also in the best interest of London's taxpayers and the community to drive economic recovery.

The recovery initiatives outlined in this Idea for Action are beyond the scope and capacity of each individual organization, that is why it is being brought forward as a partnership. The collaborative partnership, and buy in from the City of London, leverages all our collective work together to drive recovery for the entire city, while still allowing individual budgets to remain flexible to address issues that continue to arise in our business sectors. Our COVID budgets are reactive, not proactive, covering expenses such as PPE and subsidies. This Idea for Action is a proactive approach to jump start recovery in London.

With COVID-19 affecting so many people and businesses, we must think both boldly and inclusively. This Idea for Action intends to support equity and connect Londoners with our local assets. It incorporates 13 LCRN ideas, aligns with three guiding principles, significantly impacts the hardest hit sectors in the city and brings together all corners of London for the collective good of our community. Without intensive interventions like this, the recovery of our local economy will take longer, and some businesses may not survive.

Appendix A: LCRN Ideas with Descriptions and Supportive Idea for Action Identified

Ref #	Idea Title	Original Idea Description	New Brief Idea Description	Lead Organization(s)	Supportive Idea for Action Identified and Outlined in Business Case
Ideas for Action by the Community – Short Term					
1.9	London Weekends (formerly 'London Winter Weekends')	City wide winter event where visitors can attend at their leisure while wandering Downtown, Wortley Village and Old East Village	City wide event where visitors can attend at their leisure and explore the various areas of the city.	BIAs	1. Expansion of Stay a Little Longer 2.0 Campaign 2. Interactive Website 2.a. Interactive Digital Map 2.b. Digital Passport Program 2.c. Rotational Storytelling Campaign 5. Marketing and Promotion Plan
1.11	Travel London (formerly 'Travel Downtown London')	Promote "outdoor" shopping downtown verses indoor mall shopping. Encouraging people to visit and support local businesses. Offer customers a deal on a particular day (or throughout a specific week to help social distancing), give it a name i.e., "Travel Downtown Special". (Since no one can travel anywhere) After 5 visits within the day/specified time, customer collects their 5 receipts and has their name put in a draw to win a spa day package at Artistic Spa! They would end their destination at Artistic Spa to submit their name in draw at 191 Central Ave with Debby. Or can take photos of their receipts and submit it by email to debby@artisticspa.ca	Promote local shopping. Encouraging people to visit and support local businesses.	BIAs	1. Expansion of Stay a Little Longer 2.0 Campaign 2. Interactive Website 2.a. Interactive Digital Map 2.b. Digital Passport Program 2.c. Rotational Storytelling Campaign 5. Marketing and Promotion Plan
1.13	Small Business Promotion (formerly 'Restaurant Passport Promotion')	Participating restaurants stamp diners' "passport". Offer prizes for Diners that hit certain number of restaurants during a specified timeframe. Have different tiers: if we have 20 participating restaurants, then the tiers could be 5, 10 and 15 "stamps". Diners that hit top tier would be eligible for dinner for 2 at one of the participating restaurants.	Participating small businesses "passport" promotion. Support local businesses during a specified timeframe, offer prizes for individuals that fill the passport through stamps.	Tourism London/BIAs	1. Expansion of Stay a Little Longer 2.0 Campaign 2. Interactive Website 2.a. Interactive Digital Map 2.b. Digital Passport Program 2.c. Rotational Storytelling Campaign 5. Marketing and Promotion Plan

1.15	The London Trail	It's an opportunity to support London small businesses, located downtown and across the city. Londoners would have a chance to purchase tickets to participating businesses on the "trail" map, and then redeem a ticket for the "trail" promotion. For example, I buy $50 worth of tickets and receive 8 tickets. I redeem 1 ticket at Commonwealth Coffee and receive a small coffee. The goal is to get Londoners into the small businesses, where they can support the merchant. Again, while I'm in Commonwealth Coffee getting my small coffee, I may choose to purchase a donut. It could be a win-win. The promotion could happen during strategic periods such as "winter fantasy," "new year, new you," and "be my valentine" as examples. It can be ongoing.	Support London's small businesses located across the city. Londoners would have a chance to explore the city and support participating local businesses on the "trail" map.	Tourism London/BIAs	1. Expansion of Stay a Little Longer 2.0 Campaign 2. Interactive Website 2.a. Interactive Digital Map 2.b. Digital Passport Program 2.c. Rotational Storytelling Campaign 5. Marketing and Promotion Plan
1.16	A Helping hand for Hospitality	Challenge: Families will not have the same opportunity to travel this winter. Solution: London hotels host Weekend Staycations that act as a break for both kids and children. Offering: one- or two-night stays with programming for kids and adults. Examples: Movie nights, Brewery tours, Wine tastings, (Virtual or in-person), Fashion Shows Etc. Incorporate: Pick up at home to limit driving and parking Couple Getaways: Couples have been cooped up too. Leave the kids with the in-laws/babysitter/or neighbor. Re-connect, recuperate, recharge and sleep in at a local London hotel Examples: Room service, wellness opportunities, speakers, etc.	Families will not have the same opportunity to travel due to the pandemic. London hotels create and host 'Weekend Staycations' that act as a break for both kids and children (virtual or in-person).	Tourism London	1. Expansion of Stay a Little Longer 2.0 Campaign 2. Interactive Website 2.a. Interactive Digital Map 2.b. Digital Passport Program 2.c. Rotational Storytelling Campaign 5. Marketing and Promotion Plan

5.13	Seasonal/Holiday Market Installations (formerly 'Holiday Market Installations')	A network of outdoor installations with winter or holiday themes throughout the downtown and a map guiding people from one installation to another. Installations should be a range of art, entertainment, food and drink, activities and more to draw people to different areas of the downtown.	A network of outdoor installations with themes throughout the city and a map highlighting all of their locations. Installations may be a range of art, entertainment, food and drink, activities and more, to draw people to different areas of the city.	BIAs	1. Expansion of Stay a Little Longer 2.0 Campaign 2. Interactive Website 2.a. Interactive Digital Map 2.b. Digital Passport Program 2.c. Rotational Storytelling Campaign 3. Holiday Gift Guide 5. Marketing and Promotion Plan
5.15	Tours and Visa Program (formerly 'Virtual tours and Dollars Program')	1. Dollars Program: The staff of the Hamilton Road BIA is proposing the creation of a "dollars" program to promote local spending along the main streets in the city of London. Currently, the Hyde Park BIA and the Downtown BIA have "dollars" program. Essentially, this program provides "dollars" or currently that act as a gift card. Many other BIAs within Ontario have this program and it would be simple to replicate. This type of program could apply to certain types of and/or locations of businesses that may be experiencing this challenging time on a more unprecedented level. For example, we could have a program specifically for eateries or cultural destinations. This type of program would ensure local spending. 2. Virtual Tours: A virtual tour could be created within the city of London to highlight the different tourist destinations in the city. Different sites already have virtual tours, and this could be a central point of access for individuals to engage with. The visual would be a map that labels different destinations within the city. Visitors can virtually tour the different spots in London. These tours would link up to different restaurants that the visitor can order take out from, or link to a store that sells similar artwork, etc. For those individuals who may be interested in still touring in person, this virtual tour would make them more apt to do so.	Explore the creation of a "dollars/visa" program to promote local spending in the city of London. The second part of this idea suggests creating virtual and in person tours to highlight the different tourist destinations in the city. Visitors would have the ability to tour the different spots in London.	BIAs	1. Expansion of Stay a Little Longer 2.0 Campaign 2. Interactive Website 2.a. Interactive Digital Map 2.b. Digital Passport Program 4. VISA Dollars Pilot Program for BIAs 5. Marketing and Promotion Plan

Ideas for Action by the City – Medium and Long Term					
2.12	Branding and storytelling for London (formerly 'Branding and storytelling for downtown and core area')	Work on placemaking, branding and storytelling to help Londoners feel connected to and proud of the heart of their city- core highlights, businesses, the gems, cultural landscapes.	Work on placemaking, branding and storytelling to help Londoners feel connected to and proud of their city. Idea may include various city highlights, businesses, gems, and cultural landscapes.	Tourism London/BIAs	1. Expansion of Stay a Little Longer 2.0 Campaign 2. Interactive Website 2.c. Rotational Storytelling Campaign 3. Holiday Gift Guide 4. VISA Dollars Pilot Program for BIAs 5. Marketing and Promotion Plan
5.14	A Tourism Destination Plan for London (formerly 'A Tourism Destination Plan for Downtown London').	Create a Tourism Destination Plan for Downtown London.	Create a Tourism Destination Plan for London.	Tourism London	1. Expansion of Stay a Little Longer 2.0 Campaign 2. Interactive Website 2.a. Interactive Digital Map 2.b. Digital Passport Program 2.c. Rotational Storytelling Campaign 3. Holiday Gift Guide 4. VISA Dollars Pilot Program for BIAs 5. Marketing and Promotion Plan
Ideas for Action by the City – Additional Ideas Already Approved/Received by Council					
1.6	London Getaway Packages	Partner with local businesses to offer a local weekend getaway bundle and market it to both Londoners and those in surrounding communities. There could be some with a focus on couples or families. It could include two nights at a local hotel, two dinners at local restaurants, admission to amenities that are open like Hyland Cinema, Museum London, a pottery class, etc. A package for locals may focus on spas, indoor pools, etc. (depending on covid restrictions).	Getaway packages that get people excited about spending time in London.	Tourism London	1. Expansion of Stay a Little Longer 2.0 Campaign 2. Interactive Website 2.a. Interactive Digital Map 2.b. Digital Passport Program 2.c. Rotational Storytelling Campaign 5. Marketing and Promotion Plan
1.7	Buy Local (formerly 'Buying Local for the Holidays')	As Londoners enter the beginning of the holiday season, I believe, by recognizing the devastating economic impacts stemming from the restrictions put in place to mitigate the spread of COVID-19, it would be meaningful if City Council and LCRN leadership put out a call to action for all Londoners to patronizes our local retailers and restaurants in lieu of online retailers or large corporate chains. Of course, Londoners have a longstanding history of supporting local business. However, in 2020, perhaps there is a	Call to action for all Londoners to increase efforts to spend locally and support businesses in their recovery efforts.	BIAs	1. Expansion of Stay a Little Longer 2.0 Campaign 2. Interactive Website 2.a. Interactive Digital Map 2.b. Digital Passport Program 2.c. Rotational Storytelling Campaign 3. Holiday Gift Guide 4. VISA Dollars Pilot Program for BIAs 5. Marketing and Promotion Plan

		drive to increase efforts to spend locally. Local retailers and restaurants have bearded the burden of COVID-19 related shutdowns. Perhaps it's time for Londoners to say thank you by spending their holiday-related dollars closer to home.			
5.3	Interactive Distanced Festivals and Events	Launch a virtual holiday experience across the city that would include food, hot chocolate and other vendors to draw engagement with local businesses and main streets while experiencing the digital artworks at a distance. The experience could be supported by an already developed app created by a London company.	Launch a virtual holiday experience across the city that would include food, hot chocolate and other vendors to draw engagement with local businesses and main streets while experiencing the digital artworks at a distance.	Tourism London	1. Expansion of Stay a Little Longer 2.0 Campaign 2. Interactive Website 2.a. Interactive Digital Map 2.b. Digital Passport Program 2.c. Rotational Storytelling Campaign 5. Marketing and Promotion Plan
5.8	Develop an app with Augmented Reality to organize self-directed scavenger hunts	Develop an app with Augmented Reality to organize self-directed scavenger hunts in London.	Develop an app with Augmented Reality to organize self-directed scavenger hunts in London.	Tourism London	1. Expansion of Stay a Little Longer 2.0 Campaign 2. Interactive Website 2.a. Interactive Digital Map 2.b. Digital Passport Program 2.c. Rotational Storytelling Campaign

Appendix B: Current Offerings by Local BIAs and Tourism London

Ref #	Idea Title	Tourism London	Old East Village BIA	Hamilton Road BIA	Downtown London	Hyde Park BIA	Argyle BIA
Ideas for Action by the Community – Short Term							
1.9	London Weekends (formerly 'London Winter Weekends')	· Stay a Little Longer 2.0: Book a consecutive 2-night stay at a participating hotel and receive $100 VISA card that is geo-tagged to only work at London businesses	·	·	·	·	·
1.11	Travel London (formerly 'Travel Downtown London')	· Series of blogs on site encouraging locals and visitors to #ExploreLdnOnt	· Open for Business - Business Spotlight Blog Series	·	· Keep London Local Campaign (see below) · Music Mondays · Mini Street Fairs	· Keep it Local in Hyde Park (CTV Ad Program) · Friday Lunch @ The Park	· Argyle Stories Series
1.13	Small Business Promotion (formerly 'Restaurant Passport Promotion')	· As a part of TIAO and FedDev funding, in partnership with the Culinary Tourism Alliance and through the software Bandwango, a 15-stop London passport (includes restaurants, hotels, markets, etc.) · Support Local Video Series: 9-part series ran in December 2020 with another 17 videos to come in 2021. Business owners from a	· Open for Business - Business Spotlight Blog Series	· Tree Trunk Tour (includes a video and detailed story for each sculpture and business, a scavenger hunt and a colouring book)	· Tied into the Forest City Canada Trail Event (formerly Maple Trail) · Keep London Local Campaign: video & blog series · Voices of downtown crawl · Contesting of DT $ · Sharing the stories of businesses and why supporting local matters · Goals: Create connections between consumers and business, incentivize shopping local	· CTV Ad Program, Bus Shelter Ad Program, Socials: Feature Fridays, Subsidizing the cost of digital marketing for business partners	· Daily Social Media "Boosting" campaigns · Video series on local businesses · Argyle Stories Series

		variety of businesses and backgrounds share their story and help make a connection to the community they serve in the hopes of drumming up more support					
1.15	The London Trail	· Series of blogs on site encouraging locals and visitors to #ExploreLdnOnt	· Only in OEV Tours (on hold due to current situation)	· Tree Trunk Walking Tours (Guided and self-directed)	· Keep London Local Campaign (see below)	· Community piano (on hold due to current situation)	· Argyle "experience" videos, highlighting hidden gems in the area
1.16	A Helping hand for Hospitality	· Support Local 2.0: A video series showcasing locally owned businesses and their stories (categorized under the calls to action: Shop Local, Eat Local and Play Local)	· Shop to Win Experience (collects data and allows customers a chance to win a spending spree in the Village)	·	·	·	·
5.13	Seasonal/ Holiday Market Installations (formerly 'Holiday Market Installations')	· Holiday focused blogs on website that talk about events happening in London, ways you can shop local, etc.	· Merry Market @ 100 Kellogg Lane · London Clay Arts Centre & Craft Holiday Sale at Summerville 630 · Core Area Holiday Shopping Guide (in partnership with Downtown London)	· Christmas decoration contest for businesses (store window)	· Holiday Detour Event (pop up vendors, selfie spots, hot chocolate crawl, businesses offering special promotions, skating at Covent Garden Market, passport crawl to visit different places downtown, contesting, etc.) · Core Area Holiday Shopping Guide (in partnership with OEV BIA)	· Hyde Park Christmas Market · Breakfast with Santa · Boot Drive · Toys for Tots & Teens Drive · Hyde Park Santa Parade (sponsor/partner)	· Santa Claus Parade · Letters with Santa · 12 Days in Argyle · Window Decorating Contest · Old Clarke House Christmas lighting · Holiday decor on Dundas Street

5.15	Tours and Visa Program (formerly 'Virtual tours and Dollars Program')	· Culture City X (London Arts Council) · Forest City Walking Tours · Engage London ARt app with EXAR Studios that include the Market Lane and the Covent Garden Market picnic table experiences	· Only in OEV Tours (on hold due to current situation) · Construction Dollar Program (funded through City of London) · Engage London ARt app with EXAR Studios that includes Banting House and London Clay Arts Centre experiences	· Tree Trunk Tour (Colouring Book and Scavenger Hunt included) · Interested in dollars program pending funding source	· Voices of Downtown Crawl with Curveball Creative · Patio Map Crawl · Downtown Dollars Program (can be purchased online or in person) · Engage London ARt app with EXAR Studios that includes Dundas experience	· Hyde Park Gardens and Pond (median gardens, hanging baskets and a pathway to the pond) · Community piano (on hold due to current situation) · Hyde Park Dollars · Gift Card Program (anyone can go online and purchase a gift card to the participating businesses)	· Hanging basket program · Interested in dollars program pending funding source
Ideas for Action by the City – Medium and Long Term							
2.12	Branding and storytelling for London (formerly 'Branding and storytelling for downtown and core area')	· Series of blogs on site encouraging locals and visitors to #ExploreLdnOnt · Support Local 2.0: A video series showcasing locally owned businesses and their stories (categorized under the calls to action: Shop Local, Eat Local and Play Local)	· Only in OEV branding and accompanying campaign · OEV Experiential Tourism when appropriate · Old East Village AR Tour (Banting, LCAC, WFD)	· We have branded the "Tree Trunk Tour" and are creating a virtual version · Anecdotal stories and picture histories have been created for 26 sculptures, so far, along with newspaper and tv records. Introductory videos have been created for each: http://cinematic.ca/treetrunk/18-20_BAND.mp4 · New antidotal stories and picture histories are being created for our restaurants, bakeries, and retail stores · We are creating a Virtual Busking Corner. We are collaborating with London Music Hall of Fame and Forest City Music Awards. This will create exposure for local artists	· Keep London Local campaign · Voices of Downtown Crawl · Meet the Merchants Blog Series		· Occasional "Throwback Thursdays" and/or "Flashback Fridays", posting historical photos and blurbs about the Argyle area, including landmarks and businesses that have been around for decades.

5.14	A Tourism Destination Plan for London (formerly 'A Tourism Destination Plan for Downtown London')	· A key focus of Tourism London's strategic plan and recovery strategy	· Only in OEV Tours Map (in the works, not completed at this time)		· Interactive map (business locations, ongoing activations/crawls) - still in the works · Event listing webpage		
Ideas for Action by the City – Additional Ideas Already Approved/Received by Council							
1.6	London Getaway Packages	· Stay a Little Longer 2.0 Campaign: Book a consecutive 2-night stay at a participating hotel and receive $100 VISA card that is geo-tagged to only work at London businesses (no cost to customers or businesses)	·	·	·	·	·
1.7	Buy Local (formerly 'Buying Local for the Holidays')	· As a part of TIAO and FedDev funding, in partnership with the Culinary Tourism Alliance and through the software Bandwango, a 15-stop London passport (includes restaurants, hotels, markets, etc.) · Support Local Video Series: 9-part series ran in December 2020 with another 17 videos to come in 2021. Business owners from a variety of businesses and	· Open for Business - Business Spotlight Blog Series	· Tree Trunk Tour (includes a video and detailed story for each sculpture and business, a scavenger hunt and a colouring book)	· Tied into the Forest City Canada Trail Event (formerly Maple Trail) · Keep London Local Campaign: video & blog series · Voices of downtown crawl · Contesting of DT $ · Sharing the stories of businesses and why supporting local matters · Goals: Create connections between consumers and business, incentivize shopping local ·	· CTV Ad Program, Bus Shelter Ad Program, Socials: Feature Fridays, Subsidizing the cost of digital marketing for business partners	· Daily Social Media "Boosting" campaigns · Video series on local businesses · Argyle Stories Series

		backgrounds share their story and help make a connection to the community they serve in the hopes of drumming up more support					
5.3	Interactive Distanced Festivals and Events	· Hosting the 2021 Canadian Country Music Awards: November 27 – 30 · Revive Live (digital and in-person) · Summer Festivals	· Park It at the Market Wednesdays @ The Market at Western Fair District	· Virtual Tree Trunk Tour	· Forest City Maple Trail Event with Covent Garden Market · The Art Block Merchant Experience · The Piccadilly Street Fair · Simple Reflections for Arts · Seven Sisters Night Market · Monthly Small is the New Mall Sidewalk Sales · Wellness Wednesdays	· Easter Scavenger Hunt, Community Day and Pumpkin Giveaway · PondFest · Friday Lunch @ The Park	· Summer Scavenger Hunt
5.8	Develop an app with Augmented Reality to organize self-directed scavenger hunts*	· Engage London ARt app with EXAR Studios · Market Lane AR experience · Covent Garden Market picnic table AR experience	· Banting House/London Clay Art Centre AR Experiences	· Virtual Tree Trunk Tour	· Dundas AR Experience with EXAR Studios	·	· Summer Scavenger Hunt
Other Details from Partners							
Marketing Initiatives		· Events calendar/listing on Tourism London website · Membership directory · Stay a Little Longer 2.0 · Cooperative marketing programs with tourism partners	· Construction Dollar program · Only in OEV Marketing Campaign (local and regional focus - when safe to do so)	· Colouring Book · Summer Festival Giveaways · Commercial Bus Tours from USA · Doors Open London · Pokémon Festival · Unveiling and Dedication Events	· Business Directory · Online Marketplace · Construction Dollar Program w $31,000 in contesting · How to support businesses during lockdowns · Superguide summer activations/events · Downtown Dollar program (going digital)	· Hyde Park Dollars · Digital Advertising · Online Gift Card Program · Socials: Win it Wednesday	· Bulk member/BIA advertising buys · Social media posting/boosting · Seasonal/targeted promotional campaigns · Gift card auctions · Member and area experience videos · Student discount program

				· General advertising (radio, CTV news, spotify, digital billboards, social media, google ads) · Monthly newsletter		· Argyle stories program (website feature on businesses) · Monthly newsletter · “Friends of Argyle” program
Website	www.londontourism.ca	www.oldeastvillage.com	www.hamroad.com	www.downtownlondon.ca	www.hydeparkbia.ca	www.argylebia.com

* note that Museum London and the London Arts Council are currently offering or working on both guided and self-directed tours, some with AR technologies, that can be rolled into the overall "stock" of available activities

London Community Recovery Network
Ideas for Action – Business Case

Idea #: *3.12*

Idea Title: **Goodwill Industries- Circular Economy Work Platform; Power Industrial Sewing and Textile Recycling**

Business Case Deliverables & Impact

Description of the Initiative and Community Impacts

Goodwill Industries (Goodwill) plays a unique role in our society, creating jobs for people who need them most, largely in the 'green' reuse economy. Goodwill has ample opportunity to positively disrupt its own aftermarket supply chain for textile and consumer goods diversion, advancing toward more sustainable practices. Innovation and partnerships are driving the development of new pathways and markets to keep goods in use in local and regional economies, ultimately achieving complete circularity and zero net waste.

Over the past three years Goodwill has been engaging with partners, most notably Fanshawe College supported by a Federal government *Social Science and Humanities Research Council* (SSHRC) grant, in the process of engineering an innovative social ecosystem for the sorting, grading, upcycling, remanufacturing, and repurposing of post-consumer apparel. This has included the creation of a power industrial sewing platform, the development a new consumer product line comprised of remanufactured used textiles, and various mechanical recycling processes to capture by-products for industrial uses.

At this juncture, Goodwill is on the threshold of moving beyond proof of concept (prototyping, process and standards development, product development and testing, branding...) and preparing to move toward scaling.

Goodwill Industries, working in partnership with Fanshawe College, is seeking opportunity to further develop and scale a Circular Economy Work and Training Platform: to grow social enterprise, create living wage skilled jobs and training opportunities for vulnerable and marginalized populations disproportionately impacted by COVID-19; and to vastly improve environmental impacts in the textile industry.

Goodwill with partners, envisions building a $2.79 million (est.) new circular social enterprise platform with 90 full and part time employees over three years.

The platform will engage skilled labour and technology in:

A) Remanufacturing and sales of *Worth* product line

- Design of the technical standards and process for remanufacturing on scale
- Sorting end-of-life [post-consumer and second-hand/reuse] textiles to stream into the process – initially men's shirts, T-shirts and denim jeans.
- Industrial machine washing
- Layout and cutting of textiles
- Collating pieces into tech packs for sewers
- Sewing and creation of product
- Packaging, listing and posting online, and sales fulfillment





See Appendix C for full product overview.

Baby clothing made from second-hand T-shirt. Plushies are stuffed with shredded off cuts- nothing goes to waste.

B) Creating products/uses from waste by-product from Worth, and sales for industrial uses [primarily commercial cleaning, auto and agriculture]

- Capture scrap/off cuts and sort for streaming into rags or shred
- Feed scrap into mechanical shredder or rag cutter
- Bale rags and sell to commercial cleaning service industry
- Bag and sell shred to industrial partners such as Autoneum for insultation

City Invited to Stimulate Scaling and Job Creation

The City of London is invited to invest $154,000 in operating funds over three years to support the development, pilot and launch of an Advanced Power Industrial Sewing Training Pilot that will cost $310,000 over this same three-year period; City funding wholly supporting the program in the first year as Goodwill lessons reliance in year two, three and beyond as social enterprise earnings ramp.

Over the three years, Fanshawe College will continue to administer research and development grant funding to the project. These funds are restricted to research and development related to process, equipment, training, product development (etc.) and do not support operations or capital.

An additional $95,000 in capital equipment is also requested to enable the introduction of textile shredding, cutting, and bagging equipment to enhance textile recycling capabilities and diversify revenue generation streams.

The total request to the City is $249,000. Over the same three-year period, Goodwill envisions scaling the Circular Economy Work and Training Platform to 90 full and part time employees, and $2.79 million in revenue with a modest surplus.

Aims

- Create 90 new full and part time living-wage skilled jobs for individuals shut out of the labour market.
- Develop and scale a Circular Economy Work and Training Platform to support the development of a remanufactured used textile product line *Worth,* and the use of by-products from this process in industrial and agriculture industries
- Develop and provide an advanced power industrial sewing curriculum
- Support the career development of 148 individuals over three years graduating 20% to 30% of employees to the competitive labour market each year
- Introduce textile shredding, cutting, and bagging equipment to further textile recycling capabilities achieving full circularity, and diversify revenue generation streams
- Longer term:
    - Continue to scale the *Worth* product line, expanding product development and production
    - Drive efforts to reclaim the textile industry and boost our local economy while continuing to innovate in the circular economy



Positioned for Success

Upcycling or revamping a used textile into a product is not unique and is popular however, it is undertaken on a limited scale or 'one-off' basis. Scaling a product line for industrial manufacturing and distribution is a new frontier and there is currently no initiative like *Worth* in the marketplace. Consequently, the Social Sciences and Humanities Research Council has invested over $700,000 into the Fanshawe/Goodwill partnership. Many organizations, including Goodwills across North America, stand to benefit from this work if it can be demonstrated to scale. It is the intent to share the learning and technical outcomes of this work.

Since Goodwill's initial engagement with industrial sewing several years ago, progress has been made in developing the industry in the London region. Goodwill has worked with a number of emerging startups, most notably incubating Carmina De Young (CY) Design since inception. CY Design has over 50 employees manufacturing textiles in a 35,000sf industrial facility in east London. They are currently scaling to over 100 employees after significant federal investment into their Lifecycle PPE project. Other textile companies such as OVer Company and Lac Mac will benefit from the skilled workforce Goodwill will be developing. The textile industry has promising and significant growth potential which has already begun to ramp up. Goodwill is positioned and highly determined to tie together concepts of sustainability and circularity, with equity and inclusion to power and localize the textile industry, creating economic prosperity for the London region.

Goodwill Values- I.CARE

Inclusion – Embrace all people equally
Compassion – Serve with heart
Aspiring Workforce – Together, change lives through the power of work
Respect – Uphold all people with dignity and trust
Empathy – Walk in each other's shoes

With funds secured from Canada's Investment Readiness Program [$50,000], Goodwill is currently engaged with leading consultants in both marketing, and in post-consumer textiles to develop market analyses and business plans to position *Worth*, and post-consumer textile recycling initiatives for success. These engagements will determine strategic approaches to scaling three lines of business: sorting and grading for various streams; remanufacturing products under the brand/label *Worth;* and mechanical shredding for industrial, agricultural, and other uses.

Goodwill is now at a pivotal juncture and seeking to leverage the momentum and knowledge the project has gained from investments from the Social Sciences and Humanities Research Council and the Investment Readiness Fund. Goodwill is prepared to scale operational pilots and the platform, create more jobs, and begin to generate revenue toward financial sustainability.

Next Steps

Goodwill is in the final phase of a three-phase initiative – i. define the problem ii. prototyping, testing and business plan/investment readiness and iii. operationalize and scale – to build a circular economy social ecosystem. In this final phase, Goodwill endeavors to:

- Cement and strengthen partnerships
- Secure investment for the operations (seed funding), infrastructure and technology required to scale
- Enhance training for the platform
- Refine and implement the business plan
- Invest in market research and branding with partner *Arcane*

- Train and develop the skilled workers needed to ramp up product manufacturing for *Worth*
- Expand textile sorting, grading, and recycling operations with recommendations from UpRight Labs
- Develop the necessary workforce and expand textile by-product manufacturing (ragging and shredding)
- Through partnerships with Autoneum and ICFAR, pilot the creation of Cotton Shoddy and BioChar for uses in the automotive and agricultural industries

Funds received will support pilots in these key areas as a next step in enhancing local circularity and increasing economic prosperity.

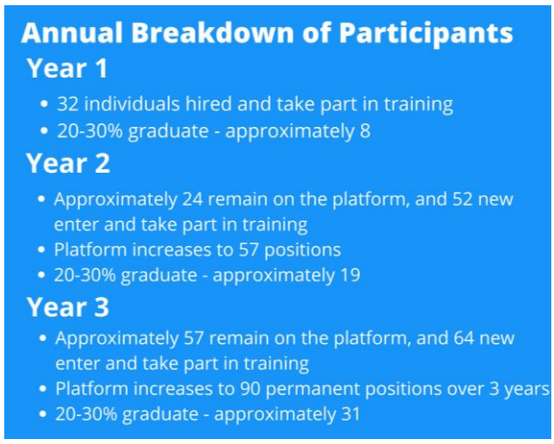
City Funds will Stimulate and Advance

Year 1

A) Advanced Power Industrial Sewing Pilot

Power sewing skills curriculum development will be the first step of the pilot. A curriculum development specialist will be engaged. Training will consist of two training segments over 10 weeks; an initial two week (36 hour) intensive power sewing training, followed by an eight week (32 hour) on-the-job skills development program. Participants will continue to work on the Goodwill sewing platform until they are prepared to advance to the competitive labour market with newly acquired skills.

Based on other Goodwill work and training platforms, we estimate that 20-30% of the employees will graduate to competitive employment each year, including at Goodwill [higher pay, benefits…]



B) Capital Investment for Recycling Equipment

Capital costs in the first year support the purchase of equipment required for the recycling initiatives; primarily a textile shredder and infeed conveyor. This piece of equipment shreds end-of-use textiles to be used as stuffing for products like dog beds in *Worth,* and for use in textile by-product manufacturing, namely, BioChar and Cotton Shoddy. BioChar is a soil enhancement used in agriculture, and Cotton Shoddy has insulative uses mainly in the automotive industry.

Other equipment, rag cutter and bagging balers, will process end-of-use textile ragging. Scrap textiles are cut into rags and compressed by the baler into 5 and 10 kg bags for sale primarily to cleaning supply companies.

Shredding and ragging offer additional landfill diversion streams for environmental impact, and additional revenue sources to Goodwill, enhancing the ability to self sustain this project on an ongoing basis after initial investments.

If all of the capital costs are not supported through the City, Goodwill will bridge this gap until such a time that capital can be secured with traditional waste stream processes, bailing for sales by offshore dealers. The *Worth* sewing and training operations will not be impacted.



Year 2 and 3

Year two and three funding will support scaling for more job creation, training, and product development. By the end of the three-year pilot, the Goodwill sewing platform will have grown from 32 to 90 permanent positions. Factoring in the 20-30% who will graduate each year, the platform will have trained over 148 individuals over the three years. Goodwill hopes to continue to grow its own sewing operation while providing the local labour market with skilled sewers as the industry grows.

Business Case Financial Impacts

Operating Budget Impacts ($000's)	2021	2022	2023	2021-2023 Total
Total Expenditure	$69	$108	$133	$310
Revenue from *Worth,* other recycling by-product revenue		$57	$99	
Net City Request	$69	$51	$34	$154

Though we do not have any existing sources of financing for the costs associated with this specific project (training pilot and equipment), we have applied to The London Community Grants Program; the request is still pending and focused on one year of operational costs, with no eligible capital. We will continue to pursue other avenues of funding for this relevant case.

Social enterprise revenue, and revenue generated from the sewing platform and textile by-product manufacturing is expected to support this program in an ongoing manner after start-up and initial capital costs, and promotion of *Worth*. Operational funds requested scale down in years two and three, demonstrating Goodwill's anticipated growth and increasing ability to self fund training the as the pilot progresses. Fundraising efforts will continue until the program is self sustaining and until required equipment is obtained.

Capital Budget Impacts ($000's)	2021	2022	2023	2021-2023 Total
Total Expenditure	$95	$0	$0	$95
Net City Request	$95	$0	$0	$95

A summary of key metrics and funding, as well as a more detailed budget is provided in Appendix A and B (attached at the bottom of this document).

Business Case Metrics

Metric Description	Current	2021	2022	2023
Permanent positions on the platform	N/A	24	57	90
Individuals trained	N/A	32	52	64
Revenue generation sources diversify, platform becomes increasingly self-sufficient	N/A	*Worth*, Shredding, Ragging	TBD	TBD
Improvement in participants' technical and soft skills	N/A	Self-report and testing measures	Self-report and testing measures	Self-report and testing measures
20%-30% Graduate to the competitive labour market each year	N/A	20%-30%	20%-30%	20%-30%
Increased landfill diversion	TBD	TBD	TBD	TBD
Mechanical recycling capabilities increased	N/A	Shredding, ragging	TBD	TBD
Engagement with the Worth brand increases in London	N/A	Social media engagement & sales increase	Social media engagement & sales increase	Social media engagement & sales increase

What are the risks of not proceeding?

Circular Economy Work and Training Platforms will follow Goodwill's mission hiring policy, focusing hiring on disadvantaged, marginalized and vulnerable individuals in our community. Marginalized groups have been disproportionately impacted by Covid-19 in many ways, which is exceedingly evident in the labour market. Racial minorities are facing unemployment rates as high as double than those of non-visible minorities; less than 24% of persons with disabilities are receiving employment income compared to 37% before the pandemic; front line, high risk, and labour-intensive jobs are highly skewed to marginalized groups, etc. Underrepresentation of vulnerable and minority populations in the competitive workforce has always been a significant issue in the workforce development landscape. The impacts of Covid-19 have only amplified this inequity and will continue to do so without investment into programs and initiatives that serve specifically and intentionally to remedy the issue.

Covid-19 has also taken a significant economic toll. Through circular economy work, Goodwill aims to bring a new and emerging skilled workforce to the London region and drive efforts to reclaim the textile industry that is largely taking place offshore. Not investing locally in textile recycling, remanufacturing, and upcycling risks missing significant economic opportunity for our local community.

Central to the strategy are principles of circularity and sustainability. Hyper- consumerism or 'fast fashion' is having a disastrous impact on the climate. Over 70% of apparel ends in landfills or is incinerated, while more than $500 billion (USD) of value is lost each year due to the underutilization of clothing and lack of recycling options. In fact, less than 1% of material used to produce clothing is recycled into new clothing, and the textile industry relies mostly on non-renewable resources. The past year has also seen both single use and reusable PPE flooding landfills with few recycling methods in place. Innovation and solutions in the circular economy are needed urgently as the textile industry poses a massive threat as one of the world's largest polluters and emitters of carbon, contributing largely to the global climate crisis.

Appendix

A. Summary Chart of Key Metrics and Funding
B. Budget
C. *Worth* Product Overview

Appendix A- Summary Chart of Key Metrics and Funding

Summary of Key Metrics and Funding	**Year 1**	**Year 2**	**Year 3**	**Totals**
Total Trained	32	52	64	148
Total Positions Created	24	57	90	90
Total Sewing Pilot Cost	$69,000	$108,000	$133,000	$310,000
Request from City-Pilot	**$69,000**	**$51,000**	**$34,000**	**$154,000**
Request from City-Capital	**$95,000**	**$ -**	**$ -**	**$95,000**
Total Costs Sewing Pilot + Capital	$164,000	$108,000	$133,000	$405,000
Total City Request Pilot+ Capital	**$164,000**	**$51,000**	**$34,000**	**$249,000**
Total Operating Budget (est.)	**Year 1**	**Year 2**	**Year 3**	**Totals**
Revenue [Social enterprise sales, potentially financing-Federal Social Innovation Fund]	$750,000	$1,875,000	$2,850,000	$5,475,000
Expenses [Wages, sales, marketing, supplies, occupancy…]	$748,000	$1,781,000	$2,790,000	$5,319,000
Net Contribution	$2,000	$94,000	$60,000	$156,000

Note: Sales are estimated based on the following assumptions

Year 1: 30,000 items sold at an average of $25

Year 2: 75,000 items sold at an average of $25

Year 3: 95,000 items sold at an average of $30

Appendix B- Budget

Year 1			
Budget Item (Operational)	**Total Cost**	**City Request**	**Notes**
Curriculum Consulting Fee	$675	$675	One time
Curriculum Development Fee	$1,800	$1,800	One time
Training Fee- Training 1	$15,200	$15,200	1900/cohort
Training Fee-Training 2	$13,600	$13,600	1700/cohort
Trainee Pay -Training 1	$16,416	$16,416	36h/Trainee at $14.25/h
Trainee Pay -Training 2	$14,592	$14,592	32h/Trainee at $14.25/h
Hiring Administration	$1,600	$1,600	$25/h x 2h/employee
Employee Orientation	$3,648	$3,648	8h/employee at $14.25/h
Program Supervisor	$1,000	$1,000	$20/h x 5 h/week x 10 weeks
Program Materials	$800	$800	$25 per employee
Year 1 Operational Total	$69,331	$69,331	

Year 2			
Budget Item (Operational)	**Cost**	**City Request**	**Notes**
Training Fee- Training 1	$24,700	$11,400	1900/cohort
Training Fee-Training 2	$22,100	$10,200	1700/cohort
Trainee Pay -Training 1	$26,676	$12,312	36h/Trainee at $14.25/h
Trainee Pay -Training 2	$23,712	$10,944	32h/Trainee at $14.25/h
Hiring Administration	$2,600	$1,300	$25/h x 2h/employee
Employee Orientation	$5,928	$2,964	8h/employee at $14.25/h
Program Supervisor	$1,000	$1,000	$20/h x 5 h/week x 10 weeks
Program Materials	$1,300	$650	$25 per employee
Year 2 Total	$108,016	$50,770	

Year 3			
Budget Item (Operational)	**Cost**	**City Request**	**Notes**
Training Fee- Training 1	$30,400	$7,600	1900/cohort
Training Fee-Training 2	$27,200	$6,800	1700/cohort
Trainee Pay -Training 1	$32,832	$8,208	36h/Trainee at $14.25/h
Trainee Pay -Training 2	$29,184	$7,296	32h/Trainee at $14.25/h
Hiring Administration	$3,200	$800	$25/h x 2h/employee
Employee Orientation	$7,296	$1,824	8h/employee at $14.25/h
Program Supervisor	$1,000	$1,000	$20/h x 5 h/week x 10 weeks
Program Materials	$1,600	$400	$25 per employee
Year 3 Total	$132,712	$33,928	

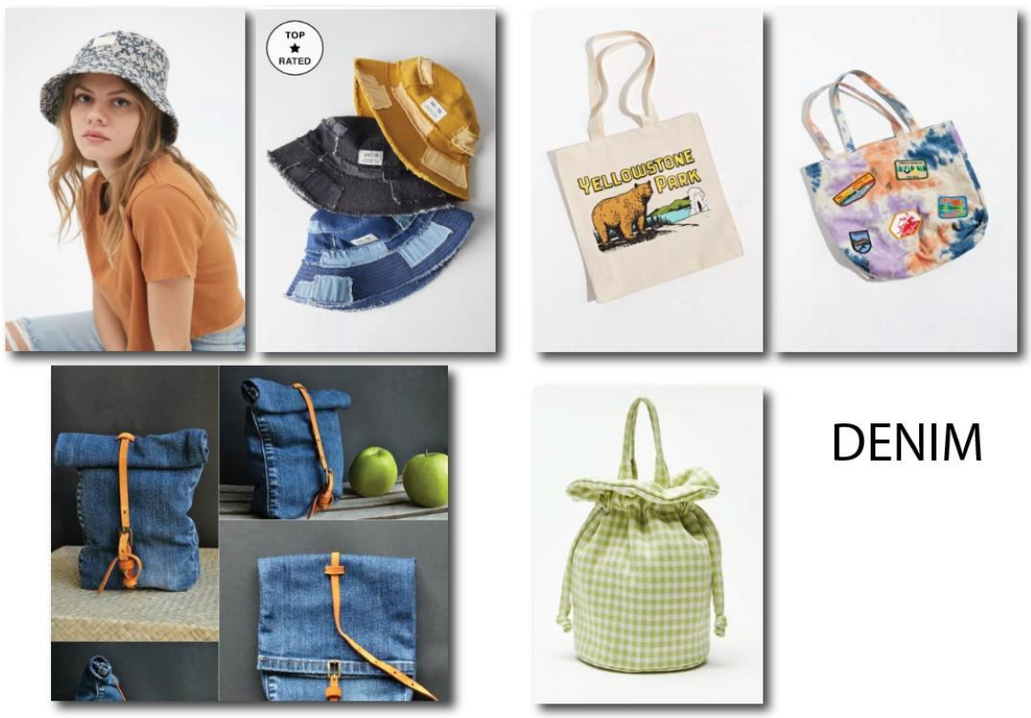
Budget Item (Capital)	**Cost**	**City Request**	**Notes**
Shredder and Infeed Conveyor	$77,640	$77,640	
Rag Cutter x 2	$6,000	$6,000	$2446 USD x 2
Horizontal Bagging Baler- HBM-K5	$5,300	$5,300	
Horizontal Bagging Baler- HBM-K10	$5,800	$5,800	
Year 1 Capital Total	$94,740	$94,740	

Total w/o Capital	$310,059	$154,029	
Total with Capital	$404,799	$248,769	

Appendix C- *Worth* Product Overview



Worth AGAIN







Bodysong
SREU
SHIO
Kapital









CHA


TOP
RATED

















Worth
AGAIN









YELLOWSTONE
NATIONAL PARK


London Community Recovery Network
Ideas for Action – Business Case

Idea # and Title (multiple):

1.12 Why London restaurants need local food delivery alternatives

1.14 Indi-Eats – London's own food service delivery app

Business Case Deliverables & Impact

The Problem

More than 1 in 10 restaurants in Canada have closed permanently because of the effect that Covid-19 has had on their business and 5 in 10 are at risk of closure if the situation does not improve quickly (source: Restaurants Canada). While there are several large, well-known food delivery services/apps (such as Uber Eats, SkipTheDishes and DoorDash), these charge high fees that many restaurants, especially smaller establishments, cannot afford.

The London Community Recovery Network has prioritized ideas 1.12 and 1.14 for action. LCRN idea 1.12 proposes that the City teams up with restaurant owners in London and web developers to create a local alternative to third-party food delivery services. LCRN idea 1.14 proposes a food delivery option that supports the local economy and diverts funds from multi-national corporations like Uber Eats and Skip the Dishes that charge restaurants up to 30% on each order.

The Solution: The Good Foods Project

The Good Foods Project (whose former working name was Indi-Eats) is a new, not-for-profit, London-based food delivery project that was initially created as a committee to discuss a solution to the problem described above. The goal of this project is to prevent the unnecessary permanent closure of London restaurants and to provide small independent business with a route to recovery from the effects of the COVID-19 pandemic through an affordable alternative to food delivery.

The Good Foods Project plans to create a Good Foods App, which will be a web-based multi-restaurant ordering platform that serves as an alternative to apps such as Uber Eats, with lower barriers to entry for new restaurants and low ongoing costs. By adopting a not-for-profit model, focussing on the local market, and eschewing expensive marketing campaigns, Good Foods is able to keep charges to a minimum and also to potentially reinvest any surplus back into serving its members (the restaurants) through further cost reductions and marketing initiatives. This is a

solution created by Londoners, for Londoners, which will provide an opportunity for small businesses to participate in food delivery at a much more affordable rate.

The intention of the Good Foods Project is to allow access to the large and growing food delivery market to the large number of small businesses (primarily “mom and pop” operations, many run by members of London’s BIPOC communities) who are currently excluded due to the high fees charged by the existing food delivery applications. These small businesses cannot support these fees with their low margins and low volume.

This is a not-for-profit project which leverages volunteerism and community partnerships, in order to charge restaurants significantly lower fees than the major players in the food delivery space. The Good Foods Project intends to charge a low commission while maintaining the operation’s sustainability, with the hope that fees can be reduced further as volume increases.

Project Timeline

Item	**Phase 1**	**Phase 2**	**Phase 3**
Timeline	June 2021 to March 2022	April 2022 to March 2023	April 2023 onwards
Partners Engaged	OEV & Downtown	Across all 5 BIAs	5 BIAs + 5 additional community partners
Participating Businesses	10 restaurants	50 restaurants	100 restaurants
Additional Activities		Facilitate the diversion of unsellable food from restaurants to Londoners experiencing hunger and homelessness. Divert a percentage of revenue into a fund that gives back to the London community, split equally between cultural programs and food security programs.	Explore forming a cooperative of restaurant owners, drivers and/or community members to further embed the collaborative and profit-free ethos of this initiative.

Organizations involved in this project

A partnership with the BIA's, in addition to strong networks that have been built across sectors, enable this project to leverage existing relationships with food establishments and the wider community. Growing awareness around the severity of the impact of Covid on London area food businesses led to discussions that developed as part of the LCRN, and spurred a series of conversations among individuals and organisations in the community determined to develop solutions to this far-reaching problem.

Core Partners

In the Fall of 2020, Old East Village BIA established a local committee to explore this concept with community partners which included the Reimagine Institute for Community Sustainability (RICS), Sunfest and the Human Environments Analysis Laboratory (HEAL) at UWO. When OEV BIA provided the opportunity to other committee members to steward this initiative, the Reimagine Institute stepped up to be the lead partner on the Good Foods project, and is the organization responsible for this business case.

BIA Partners

Downtown London BIA, Hyde Park BIA, Argyle BIA and Hamilton Road BIA will help to market this initiative to their restaurant members through their existing communication channels (including social media, newsletters and member events), and are an integral part of the rollout of Good Foods.

Technology Partners

Additional collaborators on this initiative include Story Haus Digital Studio, a London-based tech company, who will provide web design and development services at a subsidized rate, and Communitech, who will provide assistance with user experience, graphic design, copywriting and digital marketing free of cost. When Reimagine, on behalf of the Good Foods project, applied to an open call for applications for business support as part of the of the FedDev-funded "Futureproofing businesses" program, Communitech accepted to support the initiative. BLu Delivery, a student-run delivery service started in Vancouver, has joined the project to assist with carrying our deliveries for a fixed fee, as a supplement to using Good Foods' own contracted drivers in order to ensure consistent availability of drivers during the project's start-up phase.

Research Partnership

HEAL, the lead institution behind the SW Ontario-wide Food Retail Environment Surveillance for Health & Economic Resiliency (FRESHER) project is providing advice based on their experience of many restaurants across the region. HEAL will

conduct a series of interviews with all participating restaurants and the collected data and analysis will inform the project and assist with other funding applications. The research will identify the struggles faced by food business owners and operators at this time and will measure the success of this initiative in addressing those challenges.

A Phased Approach

In the preparatory phase, the following has already been accomplished through the collaboration of project partners:

- Built relationships with 16 restaurants in Old East Village and Downtown who are interested in participating in the program. It is expected that at least 10 of these businesses will participate in Phase 1, while others will join later.
- Researched and developed a template for a web-based multi-restaurant ordering platform, which now needs web development support in order to make it fully operational.
- Established a research partnership and protocol to ensure that the impact on participating businesses is measured (the goal is that orders, revenue, and operator and employee satisfaction increase).
- Reached an agreement with a delivery company (BLu Delivery) to deliver orders (as a supplement to the project's own contract drivers).
- Garnered the support of BIAs to promote the service to their members once it is operational.

In Phase 1, Good Foods will launch in 2 BIA's (Old East Village and Downtown) with a limited number of restaurants, to test the technology, streamline processes, and grow customer awareness of the platform.

In Phase 2, Good Foods will be made available to a larger number of restaurants across the 5 BIA's, who have all given their support to this initiative, seeing how it will fill a vital need for many of their members.

In Phase 3, Good Foods will be made available to restaurants across London with the support of community partners in addition to the BIA's.

Business Case Request to Council

Leveraging partnerships and the commitment of the community, this Business Case recommends an allocation of $9,800 to support web development and hosting costs, and marketing initiatives and promotions to sign up new restaurants and customers to the platform within the London community. The funds will be received and managed by the Reimagine Institute for Community Sustainability, a federally registered not-for-profit.

The intention of this request is to ask only for what is needed for the Phase 1 launch, as our model allows the project to be operationally sustainable from an early stage. Recognizing the future need for investment to scale up this initiative, the Good Foods Project lead will be working to identify future sources of funding.

The City's support of this project will allow the initiative to establish a base of operations and a track record of success. The Good Foods Project lead will provide an update in April 2022 on the initiative's progress and next steps.

Project Budget

Type	**Cost**
Web development	$2,200
Domain	$20
VXML development	$500
SEO	$120
Gsuite (dedicated email)	$190
Hosting	$240
Theme	$60
Plug-ins	$220
Security	$150
Graphic design for logo and ads	$800
Social Media Marketing	$2,500
Videographer/Editor	$500
Flyers (4000)	$550
Stickers (2000)	$400
Posters (100)	$250
Promotional (Giveaways)	$500
Telecommunications	$300
Travel	$300
Total	**$9,800**

Business Case Financial Impacts

Operating Budget Impacts ($000's)	2021	2022	2023	2021-2023 Total
Total Expenditure	$10	$0	$0	$10
Existing Sources of Financing	$0	$0	$0	$0
Net Request	$10	$0	$0	$10

Business Case Metrics

Metric Description	Current	2021	2022	2023
Number of London restaurants participating	(0)	10	50	100
Number of BIAs participating actively	(0)	2	5	5
Number of partnerships established	(0)	5	10	15

What are the risks of not proceeding?

Without a locally supported initiative like this, restaurant owners across London, especially small independent business owners, cannot offer a delivery option and will continue to struggle to stay profitable. Many foodservice establishments will close down permanently.

At the same time, loyal customers of these restaurants will lose access to their favourite dishes and cuisines, while the overall cultural richness and diversity of London will be diminished as a result. Other restaurants will just about manage to remain open, while their profitability is eroded and large parts of their revenue are diverted away from the local economy.

Other Information

About the FRESHER project led by HEAL

The Food Retail Environment Study for Health and Economic Resiliency (FRESHER) is a pilot study of the effects of COVID-19 on restaurants, fast food outlets, grocery stores, cafes, bars, pubs, and alcohol retail stores in Ontario, across all types of communities.

FRESHER is conducting a survey of employees, managers, and owners to determine how the pandemic has affected individual people, and interviewing business owners to determine the impacts of the pandemic and subsequent government and other organizational support programs and policies.

Anecdotal reports suggest there is variation in how different types of food outlets are experiencing the pandemic: restaurants are seeing declining revenue, while grocery chains are experiencing increasing revenue. Thus, the Food Retail Environment Surveillance for Health & Economic Resiliency (FRESHER) project is a rapid response to the widespread closures of, modified operating conditions for, and increased supply chain pressures on these businesses.

This research will identify the struggles faced by business owners and operators, and their current and former employees, as well as the variety of strategies that they have used to keep their businesses from closing. It will also identify responses by governments, BIA's, and other organizations to the COVID-19 crisis, exploring how these policies and programs have contributed to the resiliency of food retail businesses.

Please see here for further information (PDF)

London Community Recovery Network
Ideas for Action - Business Case

Idea #: 3.15

Idea Title: Investment in Ventures with Innovative Solutions

Business Case Deliverables and Impact

The London Community Recovery Network has prioritized 70 short-term ideas for action, one of the ideas was 3.15 *Investment in Ventures with Innovative Solutions*, through a **London Community Recovery Innovation Challenge**.

To enable London's economic and social prosperity, we can rely on positive disruptors to create pathways for recovery. Innovators and tech entrepreneurs are prepared to take their place as leaders in today's contemporary economy and require a partner who intimately appreciates the challenges and opportunities that come with it.

As a vetted and trusted ecosystem collaborator, experienced in designing and executing innovation challenges, TechAlliance will frame milestone expectations and manage distribution of funding for recipients who are solving the pressing priorities of the LCRN's foundational ideas – creating a strong, fast, and inclusive recovery for our community.

The **Innovation Challenge** is designed after recent successful challenges executed by TechAlliance including the *Design Challenge*, in partnership with Libro Credit Union and Pillar Nonprofit Network (https://techalliance.ca/designchallenge); and the *5-10-15 Main Street Innovation Challenge* in partnership with Digital Main Street and economic development offices in Southwestern Ontario (https://techalliance.ca/5-10-15Challenge). See appendix A. Leveraging our expertise and agility from these two Challenges, TechAlliance has proven our ability to launch, deliver and report outcomes with urgency and effectiveness.

The Innovation Challenge will address London's recovery needs by inspiring local, creative innovators to solve for the technology and social gaps highlighted by our current lockdown. Innovators will bring forward solutions to impact other businesses, community organizations and citizens, creating job stability and overall community resiliency.

A diverse adjudication panel comprised of City of London civic administration designates, alongside industry leaders, representing the technology sector who participated in LCRN's Priority Action Tables will select six different recipients over two Challenges: Immediate (spring/summer 2021) and LCRN Phase 2 (fall/winter 2021). Examples of what the spring/summer 2021Innovation Challenge could address:

1) An application to help under-employed enter or return to the workforce.
2) Tools to help strengthen the hospitality sector.
3) A community application which supports local businesses focused on health and safety, or marketing.

Challenge statements would be submitted to the LCRN for review, discussion and approval prior to launch. Through these efforts, the London Community Recovery Innovation Challenge will restart and rejuvenate London's recovery, while strengthening our community and growing our economy.

This Business Case recommends a $120,000 allocation to support the funding of the Challenge, whereby six innovators will solve a gap identified for London's recovery. Additionally, there are operating cost impacts of $60,000 for project management, storytelling, brand building, and custom business coaching for the Challenge recipients.

Anticipating a strong response from innovators, and following successful execution of the Challenge in the first year, TechAlliance asks Council to consider further endorsement and funding of this LCRN idea for two consecutive years. For subsequent Innovation Challenges, TechAlliance will adapt the problem statement to align with emerging rebuilding and recovery needs identified by the City of London and LCRN in 2022 and 2023.

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Business Case Financial Impacts

Operating Budget Impacts ($000's)	2021	2022	2023	2021-2023 Total
Total Expenditure	$180	$0	$0	$180
Operating Cost Impacts	$60	$0	$0	$60
Recipient Investment	$120	$0	$0	$120
Net Request	$180	$0	$0	$180

Business Case Metrics

Metric Description	Current	2021	2022	2023
Number of Innovators Funded	N/A	6	0	0

What are the risks of not proceeding?

Without innovation at the forefront, London risks implementing a recovery not harnessing the speed and scale of ubiquitous technology deployment. By not proceeding, we eliminate some potential to be agile and build back better with diverse stakeholders and necessary sectoral representation for economic advancement.

Appendix A

techalliance of southwestern ontario

Design Challenge

Communities everywhere have felt the impact of COVID-19 — Southwestern Ontario among them. Comprised of diverse talent, innovators, entrepreneurs, and industry experts, we know that disrupted times invite innovative solutions.



1. 175+ applications
2. 2 recipients of $20,000
3. Global impact

5-10-15 Challenge

With collaboration leading the way to recovery, the 5-10-15 Main Street Innovation Challenge built bridges between businesses with creative solutions that sparked transformation on main streets in Southwestern Ontario.



1. 30 applications in 5 days
2. 4 recipients of $15,000
3. 140 local businesses impacted in the first 30 days

London Community Recovery Network
Ideas for Action – Business Case

Idea #: *3.6*

Idea Title: The Job Developers Network (JDN): Matching Employers and Job Seekers to Advance London & Area Economic & Social Recovery

Business Case Deliverables & Impact

Pandemic Recovery Resources and Training to Enhance Employment for Londoners

Executive Summary

Employment Sector Council (ESC) is our region's network of employment and training service providers and partners. ESC members work together to enhance and coordinate employment service delivery to London area employers and job seekers. Our collaborative approach ensures consistent, inclusive, and equitable service and assistance, regardless of which ESC organization an employer or job seeker enters. We are known for building readiness and leveraging expertise across our network to collaboratively respond to crises, such as COVID, while still achieving positive employment outcomes for employers and job seekers.

ESC has a long history of working with the City to provide vital, innovative, and effective workforce responses. A well-known and proven ESC strength is providing professional development to frontline employment staff which enhances their expertise, skills, and knowledge. Our members, including the City of London, have sent thousands of their staff to ESC workshops, acknowledging that well-informed, practiced employment professionals means enhanced service delivery and, thus, improved employment outcome for clients

To assist with London economic and social recovery from COVID-19, ESC proposes 3 new training workshops for employment staff, specifically designed to:

- Inform participants about pandemic recovery resources and programs
- Enhance frontline staff readiness and capacity to respond to a new and dynamic regional labour market
- Build skills and increase expertise in staff who will, in turn provide clients with better information, planning and support better inform, plan, and support their job seekers, students, and employer clients.

Each workshop will be tailored to different employment professional roles, areas of expertise, and the particular recovery resources and information they need to know, in most effectively provide current, relevant, and localized services to employers and job seekers.

Background

Employment Sector Council (ESC) is the London area's long standing and reliable mechanism for employment service organizations to responding quickly and effectively to labour market disruptions. Our 40 member organizations collaborate as a network to ensure consistent, responsive employment services and related assistance for our region's job seekers and employers, though all manner of economic crises and workforce challenges. We promote quality and professional standards in service excellence to ensure satisfaction and consistency in service regardless of point of client access: for newcomers, youth, indigenous peoples, older workers, persons with a disability, rural and urban populations, as well as thousands of our region's employers seeking to connect with these talents and skills.

Our Job Developers Network (JDN) comprises 28 community-based employment organizations which work together to provide employers with single-point, streamlined access to employee recruiting, training, hiring, and retention assistance. The JDN connects employers to our region's largest and most diverse talent pool, and collaborates to share job postings, host job fairs, and other collective efforts to help employers who are hiring.

Relevant Recovery Expertise

For close to 3 decades, ESC has helped the City of London and our economic region to mitigate impacts from significant labour market disruptions, by delivering locally-designed, innovative, and integrated responses. We do this by harnessing our long-standing relationships and leveraging the many strengths of our network and partnerships to collaboratively advance the positive impact of our region's employment services. ESC promotes strengths and enhances resiliency across our regional employment delivery system: a network of vital employment and training services, so crucial for London's economic and community pandemic recovery.

ESC coordinates the resources of member employment organizations to assist companies and individuals affected by mass lay-offs, through our Rapid Response protocol. By collaborating, ESC members collectively assisted hundreds of companies during the last recession, including Ford-Talbotville and Electro Motive Canada, and met the labour readjustment needs of thousands of workers.

ESC also actively partners with regional workforce development stakeholders to collectively provide Ramp Up, a strategic approach to supporting companies (individually or as a group) which are expanding or pivoting.[1] The JDN is Ramp Up's mechanism for collectively identifying the best candidates to meet these employers' needs for additional workers and/or skills training resources.

ESC is London's leader in providing training and professional development for frontline employment and career professionals, including Ontario Works Purchase of Service partners and OW caseworkers. We are the sole providers of Common Assessment Process (CAP) training, the *City's mandated* common assessment model for ensuring client-centred employment planning.[2] Our network has adhered to the ESC CAP model and we have trained over 2,000 front line staff, to ensure they have the skills and expertise to deliver consistent, high quality services to employers and job seekers, no matter which ESC organization they enter. ESC workshops are well-known across Ontario[3], and we have delivered these to hundreds more participants from Sudbury to Toronto, from Brantford to Windsor.

Pandemic Recovery Funding Request:

ESC seeks to design and deliver the following specialized 3-part pandemic recovery training portfolio to our community employment professionals, to enhance their service to employers and job seekers during COVID, and beyond:

1. **"What's Working?" A Professional Development Series on COVID-Recovery Strategies:** Workshops for employment and other social service sector professionals on pandemic recovery information and resources, particularly those available for vulnerable and marginalized communities disproportionately affected by COVID-19. These sessions will inform frontline service staff about specialized service providers, referrals and recovery resources for Londoners, including Indigenous peoples, women, racialized peoples, low-income people, families, communities, LGBTQ2S+, persons with disabilities, newcomers and immigrants, youth and older adults.

Rationale: This series will build on ESC's "What's Working" pilot series last year, which attracted more than 200 frontline staff to online "conversations" on new and evolving approaches to employment service delivery during COVID (for instance, how to best engage employers and clients remotely). The positive interest, attendance and feedback we received demonstrates that employment service provider staff and leadership value such opportunities to enhance information,

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[1] Hunt, P. (2017) The Competitive Edge: 2017 Manufacturing Strategy. London: Workforce Planning and Development Board. Available: https://pub-london.escribemeetings.com/filestream.ashx?DocumentId=55457

[2] City of London. (2018) London Ontario Works Employment Services Framework, 2019 to 2024. Retrieved: https://pub-london.escribemeetings.com/filestream.ashx?DocumentId=55457

[3] Bowers, C. & Frost, R. (2018) Employment Sector Council's Common Assessment Process (Summary). Toronto: Ryerson University, Ontario Centre for Workforce Innovation. Available: https://esc.network/wp-content/uploads/2021/04/CAP-OCWI-Exec-Summary.pdf

expertise, and connections to colleagues. This enhanced and expanded “What’s Working” series on key and evolving issues, will build readiness and expertise in staff across employment sector organizations, enhancing how they provide service during COVID-19 while increase positive employment outcomes for employers and job seekers. Increased knowledge of and familiarity with available community supports, means more and better client referrals to the client-centred, need-based, diversity of services they need, and an increased likelihood of successful employment and economic recovery for individuals and their families.

2. **Employer Pandemic Recovery Resources Workshops:** Convening job developers to better understand, navigate and access the myriad of evolving COVID-related assistance available to employers. These new workshops will encourage job developers to invite employers to attend as well to build partnerships and foster shared understanding about employer needs, eligibility and how to access pandemic workforce recovery funding, programs, and resources across all levels of government. Employer pandemic recovery resources workshops will increase participants’ understanding of London region recovery efforts, such as LCRN Idea # 3.4 - Creating a Government funding Data Bank (where to find funding for employers), LCRN Idea # 3.1 – the annual Employer One Survey (how to engage employers to help shape programming related to local workforce development). Lastly, workshops will increase the profile of other City-driven efforts with employers and job developers, such as the City’s Community Benefit Agreements model,[4] which directly relies on the JDN as a pipeline to talent to encourage employers hire locally from diverse populations.

Rationale: ESC is the JDN’s primary source of professional development and we deliver our provincially-recognized Collaborative Approaches to Job Development[5] workshop to both new and established job developers across our region. We are a widely trusted network for sharing information, leveraging resources, pre-screening candidates, and sharing job postings in order to make good matches between job seekers and employers.[6] These new pandemic recovery resources workshops will enhance job developers’ connections to employers so that more employers understand and access pandemic appropriate solutions for their workforce recovery.

3. **Understanding London’s Pandemic Labour Market:** Workshops for employment service frontline staff on timely and relevant COVID-19 impacts on and implications for our region’s labour market, so they in turn can help job seekers and students to make good employment planning decisions. Recognizing that many area employers and sectors are pivoting to new types of worker skills, this training will also provide employment professionals with comprehensive, streamlined information about reliable education, training and up-skilling opportunities for clients. One workshop feature will be accessing and applying the compendium of available short-term, no cost skills development programs taking place across our region, currently under development by ESC and our partners (LCRN Idea # 3.11 - Short term skills development),

Rationale: Similar to our Common Assessment Process, ESC network staff adhere to a Common Approach to using Labour Market Information (LMI): which we used to sustain through quarterly staff workshops. These LMI workshops were often one of the first introductions to the types and sources of LMI resources available for our region. These workshops were specifically designed to complement and disseminate reputable LMI, for instance that generated by our Workforce Planning & Development Board and London Economic Development Corporation. Having current and reliable information on employers hiring or industries expanding are vital for employment staff when assisting clients.

Due in large part to COVID-19, ESC’s existing LMI workshop curriculum is out-of-date. The pandemic has disrupted much of what we, as employment sector professionals, understood about our region’s labour market, its opportunities and outlooks. The workshops remain designed to be delivered in-

[4] City of London. (2021) Community Employment Benefits: Report to Civic Works Committee (March 2, 2021). Available: https://esc.network/wp-content/uploads/2021/04/March-2-2021-CEB-Agenda-Package-Civic-Works-Committee.pdf

[5] Wood, A. (2015) Community Collaborative Approaches to Job Development. London: Employment Sector Council.

[6] Stewart, C. & Aslam, A. (2018) Job Sharing as a Collaborative Strategy of the JDN. Toronto: Ryerson University, Ontario Centre for Workforce Innovation. Retrieved: https://ocwi-coie.ca/project/job-sharing-as-a-collaborative-strategy-of-the-job-developers-networks/

person, which is currently impossible. City funding will allow us to re-build our common approach to LMI training as an up-to-date online workshop, incorporating the wealth of new analyses, results, and sources of regional LMI. Increasing employment staff confidence in identifying, analyzing and applying LMI is incredibly important at a time when many report they are feeling isolated and overwhelmed by change. Giving our employment staff the skills and tools to help job seekers and students to understand our region's labour market and the available opportunities, means these individuals tend to make better employment and training decisions, and are more likely to stay and work in our region.

Funding London's Pandemic Recovery

ESC seeks funding to develop and deliver these 3 workshops to employment professionals in different roles and areas of expertise. ESC requests funding for ESC staff wages to manage and oversee delivery of the proposed training portfolio, and small professional consultant contracts to review and revise existing training, develop new curriculum and materials, establish these on virtual platforms, and develop a marketing strategy for promoting this portfolio. ESC will deliver each of these workshops quarterly, from July 2021 to December 2021. We anticipate a steady interest by employment professionals in attending these workshops, as COVID-19 recovery may take some time. We will need consistent staffing levels in order to regularly monitor and revise workshop content to ensure currency. ESC will evaluate participant feedback, and report on participants' perception of the impact of these workshops on their service delivery and capacity.

- Salary for 0.5 FTE: $30,000: Coordination of training series, monitoring & evaluation
- Marketing Consultant: 0.1 FTE: $5,000: Promotion of series via various media
- Training Consultant: 0.1 FTE: $5,000: Workshop development and revisions
- Workshop Materials and Supplies: $5,000/year

Total: $45,000/year

Business Case Financial Impacts

Operating Budget Impacts ($000's)	2021	2022	2023	2021-2023 Total
Staff Wages; - *0.5 FTE each year to coordinate, deliver and oversee Pandemic Recovery Resources and Training*	$30	$30	$30	$90
Professional Fees: - *Marketing Consultant: 0.1 FTE: $5,000: Promotion of series via various media*	$5	$5	$5	$15
- *Training Consultant: 0.1 FTE: $5,000: Workshop development and revisions*	$5	$5	$5	$15
Workshop Materials & Supplies:	$5	$5	$5	$15
Total Expenditure	$45	$45	$45	$135
Existing Sources of Financing	$0	$0	$0	$0
Net Request	$45	$45	$45	$135

Capital Budget Impacts ($000's)	2021	2022	2023	2021-2023 Total
Total Expenditure	$0	$0	$0	$0
Existing Sources of Financing:				
Description				
Net Request	$0	$0	$0	$0

Business Case Metrics

Metric Description	Current	2021	2022	2023
"What's Working" Professional Development Series Impact: - *Enhanced community organization frontline staff and client understanding of regional pandemic recovery initiative and available services and supports, with an emphasis on those vulnerable populations, so that more people with needs are appropriately referred to pandemic resources and services*				
Metric: Number of workshop participants	N/A	75	150	150
Metric: Degree of satisfaction with learning outcomes/positive participant evaluations	N/A	80%	80%	80%
JDN & Employer Workshops Impacts: - *Stronger employer and job developer relationships* - *More employers access vital COVID recovery and workforce resources*				
Metric: Number of workshop participants	N/A	24	48	48
Metric: Degree of satisfaction with learning outcomes/positive participant evaluations	N/A	80%	80%	80%
LMI Training Impacts: - *More Employment Counsellors and other employment professionals providing consistent, local current, relevant LMI to our job seekers and students* - *More individuals appropriately referred to skills training and other supports*				
Metric: Number of workshop participants	N/A	24	48	48
Metric: Degree of satisfaction with learning outcomes/positive participant evaluations	N/A	80%	80%	80%

What are the risks of not proceeding?

ESC and our JDN are our region's *trusted and well-established mechanisms* for integrated, collaborative community approaches to connecting job seekers to employers. To replace or duplicate this model would be very expensive and time-consuming. The risks of not funding the recovery idea and actions proposed here, reduces our capacity to assist London area recovery in the following ways:

- Engaging employers and employment service professionals, and increasing employer awareness of and access to the wide array of pandemic supports and services available through the JDN, including recovery resources, funding, and help finding good workers.
- Providing more employment staff with relevant pandemic information, expertise and capacity to enhance client service.
- Revising and reviving our widely regarded professional development supports to help employment professionals across our region (including OW caseworkers, etc.) to work collaboratively and with sufficient up-to-date information and expertise to help employers and job seekers to navigate an often overwhelming and highly dynamic menu of information and options.
- Connecting employment staff through networking, information-sharing, problem solving, and consistent approaches to client service.

Other Information

- ESC Membership List, 2021
- JDN Referral Chart, 2021
- “LMI: A Common Approach” – An Overview, 2019 (not currently being offered)

April 21, 2021 **SENT BY EMAIL to** csaunders@london.ca

City Clerks Office
City Hall, 300 Dufferin Avenue
PO Box 5035
London, ON N6A 4L9
Attention: Cathy Saunders, City Clerk

Dear Ms. Saunders:

REGARDING: HDC Annual Meeting of the Sole Shareholder for the 2020 Calendar Year

Please accept this letter as a request for Craig Cooper, Board/Chair, and I to attend a meeting of the Strategic Priorities and Policy Committee of Council to report to them as Sole Shareholder of the Housing Development Corporation, London (HDC) with an overview of business activities from 2020. We are hoping this can be scheduled for the SPPC meeting of June 23, 2021.

We request a short delegation to provide the Shareholder a brief overview of 2020 business activities and answer questions of the Committee. Separate from this, the HDC 2020 audit is anticipated to be available in May 2021 and will be sent to your attention once complete.

We will require your guidance as a number of the HDC business activities from 2020 will form part of the consolidated report to Community and Protective Services on the 2020 update to the Housing Stability Action Plan (HSAP). This will occur prior to the June SPPC meeting. We hope to have the HSAP Update also informing the report to the Shareholder.

As always, thank you for your assistance.

Sincerely,

Stephen Giustizia, President & CEO
Housing Development Corporation, London

c. Craig Cooper, HDC Board
Kevin Dickins, Managing Director, Housing, Social Services, and Dearness Home
George Kotsifas, Managing Director, Development Services

April 28, 2021

ATTN: Barb Westlake-Power, Deputy City Clerk
City Clerk's Office
Room 308, City Hall
300 Dufferin Avenue, PO Box 5035
London, ON N6A 4L9

VIA EMAIL COMMUNICATION

Re: Request for Delegation Status

Dear Ms. Westlake-Power:

We hereby request delegation status to appear in front of the Strategic Priorities and Policy Committee of The Corporation of the City of London (the "Shareholder"), the Shareholder of London Hydro Inc. ("London Hydro"), at its meeting on either June 8th or 23rd 2021, for the purpose of its Annual General Meeting. However, due to the ongoing COVID-19 pandemic, we understand that, alternatively, the annual report to the Shareholder, including financial results for the year ended December 31, 2020 and annual resolutions, may be satisfied by written documentation submission pursuant to Article 7.1 of the Shareholder Declaration.

While we shall fulfil our annual obligations to our Shareholder, should the chance to formally present to our Shareholder arise, we will avail ourselves of this opportunity.

We kindly ask that you include this request on the agenda of the Strategic Priorities and Policy Committee for consideration at its next meeting.

Please do not hesitate to contact me if you have any questions or concerns about the above request.

Yours truly,

Gabe Valente
Chair, Board of Directors
London Hydro Inc.

LONDON & MIDDLESEX
COMMUNITY HOUSING

April 26, 2021

City Clerk's Office
Cathy Saunders, City Clerk
300 Dufferin Avenue
PO Box 5035
London, ON N6A 1V5

Re: Delegation Status Request for Strategic Planning & Priorities Committee Meeting

Dear Ms. Saunders:

London & Middlesex Community Housing (LMCH) would like to formally request delegation status at the Strategic Planning and Priorities Committee meeting scheduled for June 23, 2021 to hold our Annual General Meeting of the Shareholder. LMCH requests a 5-minute delegation to provide the Shareholder a presentation on the LMCH annual report of 2020.

Please advise if Civic Administration is requiring anything for the corresponding report related to the standard resolution and receipt of the LMCH audit.

Sincerely,

Andrea Mackenzie
Interim Chief Executive Officer

CC: LMCH Board of Directors
Dave Purdy, Manager, Housing Services

Governance Working Group

Report

2nd Meeting of the Governance Working Group
May 3, 2021

PRESENT: Councillors J. Morgan (Chair), S. Hillier, A. Kayabaga, S. Lewis, M. van Holst

ABSENT: P. Squire

ALSO PRESENT: Councillors M. Cassidy and E. Peloza and L. Livingstone, C. Saunders, M. Schulthess and B. Westlake-Power.

The meeting was called to order at 12:02 PM, with Councillor J. Morgan in the Chair with all Members participating, except Councillor P. Squire; it being noted that the following Members attended the meeting remotely: Councillors M. van Holst, A. Kayabaga and S. Hillier.

1. Call to Order

1.1 Disclosures of Pecuniary Interest

That it BE NOTED that no pecuniary interests were disclosed.

2. Consent Items

None.

3. Items for Discussion

3.1 Operations of Council

Moved by: S. Lewis
Seconded by: S. Hillier

That the following actions be taken with respect to Standing Committee and Council Meetings and Councillor Members' Expense Accounts and supports:

a) the Civic Administration BE DIRECTED to circulate a questionnaire to current Members of Council seeking their input on the following matters:

i) the potential scheduling of Standing Committee and Council Meetings during day-time hours and other recommendations that they may have with respect to the scheduling and the holding of Meetings; and,

ii) enhanced or alternative supports for Councillors, including, but not limited to budgetary and staffing and support; and,

b) the Civic Administration BE DIRECTED report back to the Governance Working Group on how comparable municipalities schedule Standing Committee and Council Meetings and budgetary and staffing supports provided to Councillors;

it being noted that the Governance Working Group (GWG) received the Council Resolution dated April 14, 2021 and the communication dated April 13, 2021 from William H. Brock with respect to this matter.

Motion Passed

3.2 Council Member's Expense Account Policy

That IT BE NOTED that the Governance Working Group received the following communications with respect to the Council Member's Expense Account Policy:

- a Council resolution dated April 24, 2019 related to a communication from Councillor E. Peloza dated April 4, 2019; and
- a Council resolution dated April 24, 2019 related to the 2nd Report of the Governance Working Group from its meeting held on March 26, 2019.

4. Deferred Matters/Additional Business

None.

5. Adjournment

Moved by: S. Lewis
Seconded by: S. Hillier

That the meeting BE ADJOURNED.

Motion Passed

The meeting adjourned at 1:28 PM.