

# Agenda Including Addeds

## Strategic Priorities and Policy Committee

26th Meeting of the Strategic Priorities and Policy Committee

October 31, 2023

2:00 PM

Council Chambers - Please check the City website for additional meeting detail information. Meetings can be viewed via live-streaming on YouTube and the City Website.

The City of London is situated on the traditional lands of the Anishinaabek (AUh-nish-in-ah-bek), Haudenosaunee (Ho-den-no-show-nee), Lūnaapéewak (Len-ah-pay-wuk) and Attawandaron (Add-a-won-da-run).

We honour and respect the history, languages and culture of the diverse Indigenous people who call this territory home. The City of London is currently home to many First Nations, Métis and Inuit today.

As representatives of the people of the City of London, we are grateful to have the opportunity to work and live in this territory.

### Members

Mayor J. Morgan (Chair), Councillors H. McAlister, S. Lewis, P. Cuddy, S. Stevenson, J. Pribil, S. Trosow, C. Rahman, S. Lehman, A. Hopkins, P. Van Meerbergen, S. Franke, E. Pelosa, D. Ferreira, S. Hillier

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6.1	Land Acquisition/Disposition / Solicitor-Client Privileged Advice / Position, Plan, Procedure, Criteria or Instruction to be Applied to Any Negotiations	
	A matter pertaining to the proposed or pending acquisition or disposition of land by the municipality, including communications necessary for that purpose; advice that is subject to solicitor-client privilege; commercial and financial information, that belongs to the municipality and has monetary value or potential monetary value and a position, plan, procedure, criteria or instruction to be applied to any negotiations carried on or to be carried on by or on behalf of the municipality.	
6.2	<i>(ADDED) Litigation/Potential Litigation</i>	
	A matter pertaining to litigation or potential litigation and advice that is subject to solicitor-client privilege, including communications necessary for that purpose and directions and instructions to officers and employees or agents of the municipality.	
6.3	<i>(ADDED) Personal Matter/Identifiable Individual</i>	
	A personal matter pertaining to identifiable individuals, including municipal employees, with respect to the 2024 Mayor's New Year's Honour List.	

## 7. Adjournment

## Report to Strategic Priorities and Policy Committee

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

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

**Subject:** London's Housing Pledge: A Path to 47,000 units by 2031  
**Update**

**Date:** October 31, 2023

## Recommendation

That, on the recommendation of the Deputy City Manager, Planning and Economic Development, the following actions **BE TAKEN** with respect to the City of London Municipal Housing Target:

- (a) This staff report **BE RECEIVED** for information; and
- (b) Civic Administration **BE DIRECTED** to give priority to development applications and building permits that serve to accelerate and support an increase to housing supply, including initiatives and projects related to the Housing Accelerator Fund.

## Executive Summary

On February 14, 2023, Council adopted the Province's pledge to accelerate the housing supply of 47,000 units by 2031. This report provides an update on the work to date along with the timeline of upcoming initiatives and deliverables. This report also provides an outline of how the housing target will be reported and monitored. Finally, an analysis is provided of the current state of building activity in the City of London.

A newly created figure has been included as Appendix 'A' to report out on London's total housing supply. The figure highlights a timeline that shows the average time for land to progress through the land development process and provides details on the number of units in each stage of the development process. Currently, there is approximately 69,000 units in the current land supply in different stages of development. This value does not include the majority of the supply available in the form of intensification. Of these 69,000 units, 15,271 have been approved by Council and are ready for site plan or registration. Approximately 19,270 units (Approved Lots and Blocks: 6,225 plus Open Site Plans and Condos: 13,045) are registered or are in the site plan process.

On October 23<sup>rd</sup>, London received a letter from the Province outlining London's annual targets for the years 2023-2025. This letter has been included as "Appendix 'B' October 23, 2023 Housing Target Letter". The province has outlined London's targets as:

- 2023: 3,447,
- 2024: 3,917, and
- 2025: 4,700.

The letter provides details on the Province's \$1.2 billion program that will provide up to \$400 million per year to municipalities that meet or exceed their annual housing targets. On October 26<sup>th</sup>, the Province released on its website a table highlighting Ontario's housing supply progress. London's data was presented as follows:

Table 1: London's Housing Supply Target Data (Source: Province of Ontario)

10-year housing target	Total housing starts since 2022	2023 target	2023 housing starts	2023 progress	Housing target status
47,000	3,755	3,447	1,260	37%	Not met

The performance against the Provincial targets above is based on housing starts, as defined by Canada Mortgage and Housing Corporation's (CMHC) Starts and Completions Survey. The additional units including Additional Residential Units and other institutional housing types noted in the Province's letter have not been included at this time.

Although there has been an across-the-board reduction in housing building activity, there has been substantial work done to support achieving the 47,000-unit pledge. In 2023, by the end of June, the number of units submitted has dropped significantly to 58% below the same time period in 2022. As of the Council Meeting on October 17th, Council has approved 3,061 units in 2023. These approved units are significantly outpacing the number of units constructed over the same time frame. This results in a significant surplus in new units that can be constructed quickly once macro-economic conditions improve. These macro-economic factors have a major influence on London's housing marketplace. Civic Administration will continue to monitor these changes and continue to accelerate the supply of housing units for Council approval and construction.

## Linkage to the Corporate Strategic Plan

London's Housing Pledge will contribute to the Strategic Plan areas of focus, including the following under Housing and Homelessness:

- The City of London demonstrates leadership and builds partnerships to increase quality, affordable, and supportive housing options that promotes access to a range of quality, affordable, and supportive housing options that meet the unique needs of Londoners.
- A well-planned and growing community that promotes faster/ streamlined approvals and increasing the supply of housing with a focus on achieving intensification targets.

## Discussion

### 1.0 Background Information

#### 1.1 Previous Reports Related to this Matter

- SPPC February 7, 2023, London's Housing Pledge with respect to the City of London Municipal Housing Target of 47,000 units
- February 16, 2023 – Mayor Morgan's letter to the Province for the City of London's Housing Pledge to facilitate and accelerate the housing supply of 47,000 units in our community by 2031
- PEC February 21, 2023, The London Plan Comprehensive Review: Preliminary Approach and Timeline
- PEC June 19, 2023, ReThink Zoning – progress update
- PEC June 19, 2023, Building Division Staffing Enhancements: A Path to 47,000 Units by 2031
- PEC-July 17, 2023, Update on Comprehensive Review of The London Plan
- SPPC September 19, 2023, London's Approved Housing Accelerator Fund Application
- PEC October 3, 2023, Amendment to Increase Additional Residential Unit Permissions (OZ-9651)

- PEC October 23, 2023, ReThink Zoning – Progress Update

## 1.2 Context

In May 2019 the government of Ontario released *More Homes, More Choice, Ontario's Housing Supply Action Plan*, which identified that Ontario was in the midst of a housing crisis and included strategies to increase supply, in the hopes that doing so would allow all Ontarians to find a home that meets their needs and their budget.

Objectives of the Action Plan were to:

- “Cut red tape to make it easier to build the right types of housing in the right places,
- Make housing more affordable, and
- Help taxpayers keep more of their hard-earned dollars”

To achieve these objectives numerous changes to legislation were introduced, particularly to the *Planning Act* and *Development Charges Act*.

In 2022 the government found that additional actions had to be taken to address the housing supply shortage and so it prepared *More Homes Built Faster: Ontario's Housing Supply Action Plan 2022-2023* to support housing development. Along with the Action Plan a new suite of legislation changes was passed in Bill 23. The new Action Plan includes a goal of building 1.5 million homes across the province within 10 years, and to achieve the goal each municipality is assigned a Municipal Housing Target and asked to demonstrate its commitment to accelerating housing supply by developing a Municipal Housing Pledge. London's assigned housing target is 47,000 units.

On February 14, 2023, Council adopted the following directions to Civic Administration:

*That, on the recommendation of the Director, Planning and Development, the following actions be taken with respect to the City of London Municipal Housing Target:*

- a) the staff report BE RECEIVED for information;*
- b) a pledge to accelerate the housing supply of 47,000 units in our community by 2031 BE ADOPTED in response to the Minister of Municipal Affairs letter dated October 25, 2022;*
- c) the Mayor BE DIRECTED to complete a letter in response to the Minister of Municipal Affairs, by March 1, 2023, highlighting Council's pledge and the strategies and actions that the City will take to accelerate the supply of new housing;*
- d) the Civic Administration BE DIRECTED to develop a Housing Supply Action Plan working with the Housing Supply Reference Group described in Appendix 'B' Housing Supply and Affordability Framework; it being noted that the Housing Supply Reference Group may expand to include additional members as may be appropriate, including but not limited to a member from the not-for-profit housing sector and a member involved in housing supply/housing research; and,*
- e) the Civic Administration BE DIRECTED to establish an Affordable Housing Reference Group described in Appendix 'B' Housing Supply and Affordability Framework to support the ongoing Roadmap to 3000 Affordable Units.*

## 2.0 Major Housing Initiative Updates

### 2.1 Additional Provincial Changes

On April 6, 2023, the Province released a new draft “Provincial Planning Statement” (2023 PPS) on the Environmental Registry of Ontario (ERO number: 019-6813). The new Provincial Planning Statement [emphasis added] is intended to replace the Provincial Policy Statement, 2020 [emphasis added] and the Growth Plan for the

Greater Golden Horseshoe, noting that London is located outside of the Greater Golden Horseshoe and is not subject to that Growth Plan. The 2023 PPS is intended to increase housing supply by removing barriers to housing and providing greater flexibility in the planning process.

Key changes to the 2023 PPS are grouped into the following 11 themes:

1. Extended planning horizon

The 2020 PPS requires municipalities to designate a supply of available lands that is sufficient to accommodate growth and development for a time period of up to 25 years. The draft 2023 PPS proposes to reverse this approach and require the planning horizon to be a minimum of 25 years and consequently removes the maximum timeframe. The proposed PPS also allows for planning for infrastructure, public service facilities, strategic growth areas and employment areas extend beyond the planning horizon.

2. Settlement area expansion

The proposed 2023 PPS allows new settlement areas or settlement area expansions to be considered at any time and includes less stringent tests for expansions. The definition and criteria to be considered in a comprehensive review are deleted. The proposed criteria for settlement area expansion include sufficient infrastructure capacity, compliance with minimum distance separation, and avoidance of impacts on agricultural lands and operations through an agricultural impact assessment. The criteria eliminate the requirement for an evaluation of alternative locations for expansion in prime agricultural areas.

3. Intensification targets

The proposed 2023 PPS includes general support for intensification in principle but eliminates the mandatory requirement of intensification targets. Noting that the current 2020 PPS prioritizes intensification and redevelopment within built-up areas over greenfield growth. Current PPS policy 1.1.3.5 requires municipalities to establish and implement minimum targets for intensification and redevelopment within built-up areas based on local conditions.

4. Affordable housing

The proposed 2023 PPS expands the definition of "housing options" to provide a greater range of housing types, such as laneway housing, garden suites, rooming houses, low- and mid-rise apartments, and supportive, community and transitional housing. However, the proposed PPS removes all references to affordable housing, including the definitions of "affordable" and "low- and moderate-income households". The proposed PPS also eliminates the requirement to include minimum targets for housing that is affordable to low and moderate income households.

5. Employment land

A new policy direction on "lands for employment" outside of employment areas is proposed to permit residential, employment, public service facilities and other institutional uses. Further, a new directive policy restricts municipalities from enacting policies that limit permitted uses on "lands for employment" outside of "employment areas" identified in the proposed PPS except public health and safety issues.

6. Prime agricultural land

Proposed changes to the agricultural policies allow for the creation of up to three residential lots in prime agricultural areas. The changes also prohibit municipalities from restricting residential lot creation through provisions in official plans or zoning by-laws except for the purposes of public health and safety.

The proposed PPS also provides a broader permission of additional residential units in agricultural areas. A maximum of two additional residential units may be permitted subject to the proximity to the principal dwelling, compliance with the

minimum distance separation formulae, compatibility with surrounding agricultural operations and adequate provision of sewage and water services. Further, the additional residential units can be severed in accordance with proposed policy 4.3.3.1 which allows for residential lot creations.

#### 7. Infrastructure

The proposed 2023 PPS removes the language “servicing hierarchy” and replaces it with “servicing options”. The proposed language remains prioritizing municipal services as the preferred form of servicing for settlement areas, but provides greater flexibility for partial or private services as an option in order to encourage new residential development in rural areas. A new policy direction is proposed to allow development proponents to leverage their capacity when planning for infrastructure and public service facilities.

In addition, new directions on general planning for infrastructure are proposed. The proposed PPS requires the integration of sewage, water and stormwater services with source water protection and prioritizes planning and investments in infrastructure and public service facilities in strategic growth areas as focal areas for growth and development.

#### 8. Cultural heritage and archaeology

The current 2020 PPS directs municipalities to conserve significant built heritage resources and significant cultural heritage landscapes. The definition of “significant” encompasses properties that have been determined to have cultural heritage value or interest; however, has been removed from the proposed 2023 PPS. Instead, the proposed PPS directs municipalities to conserve only protected heritage properties.

The term “protected heritage properties” is redefined as properties designated individually or as part of a Heritage Conservation District and those with known archaeological resources under the *Ontario Heritage Act*. Such properties do not include listed/non-designated properties and natural elements, such as vegetation or visual setting (e.g., view or vista) that municipalities believe to be of cultural heritage value or interest.

#### 9. Implementation and municipal official plans

The draft 2023 PPS proposes to maintain the language in the “How to Read this Policy Statement” section of the 2020 PPS, which states that policies of the PPS represent minimum standards and municipalities “may go beyond these minimum standards to address matters of importance to a specific community”. In addition, certain proposed policies prohibit municipalities from enacting official plan or zoning by-law policies that are more restrictive than the 2023 PPS (e.g., residential development in employment lands and residential lot creation in prime agricultural areas).

#### 10. Climate change

The proposed 2023 PPS requires municipalities to prepare for the impacts of a changing climate and develop approaches to reduce greenhouse gas emissions that supports growth and development.



## 11. Natural heritage

There are no changes to the Natural Heritage section in the proposed 2023 PPS; however, minor changes have been included related to definitions (e.g., “significant” and “water resource systems”), which align with the Province’s recent legislative changes. The definition of “significant” is proposed to reflect the removal of the Ministry of Natural Resources and Forestry’s role in identifying provincially significant wetlands through changes to the Ontario Wetland Evaluation System.

## 2.2 Building Division Enhancements

A report was brought forward June 23, 2023 highlighting a series of enhancements underway in the Building Division. These enhancements including hiring additional staff as well as short-term and long-term strategies to enhance the level of service provided by the City’s Building Division. The following sections provide an update on this work

### **Increasing Capacity & Capability**

The process of hiring additional Building Division staff members is currently underway. To date, two of the eleven positions have been filled. As these positions are often difficult to fill, our People Services area has developed a recruiting plan and engaged a recruiter to assist in filling several of these positions.

As noted in the June 23<sup>rd</sup> report, Civic Administration would undertake further work in the short term to identify opportunities to better support the Building Division. An operational review was undertaken considering the management resources supporting front line and management staff within the area. In addition to these 11 positions, the building division will also add three management positions. These positions include an additional Manager, Building Inspections and Manager, Plans Examination and a new Senior Manager, Building Services position. The new Manager, Building Inspections and Manager, Plans Examination positions will double the management capacity in the building inspection and plans examination area providing more support to staff and additional capacity to handle application escalation. The new Senior Manager, Building Services will lead key strategic initiatives including an overhaul of our staff training program, leading the standard operating procedures and procedures manual initiatives, and driving our operational and performance improvements. These positions are currently in the recruitment process.

In addition, this operational review resulted in a re-alignment of staffing resources in the Planning and Economic Development area to better support the Building Division. This realignment changed a number of reporting relationships within the service area but most significantly it provided a manager and staff team with a dedicated focus on supporting the Building Division reporting directly to the Director, Building Services and Chief Building Official.

### **Building Division Process Improvements**

A change to the method of notifying permit applicants of any deficiencies found during plan reviews has been implemented. Applicants no longer wait to receive a full list of deficient items on a per-discipline basis (i.e., architectural, structural, fire protection, mechanical). Instead, as each review has been completed, an email notification is sent out to the applicant thus allowing revisions or additional documentation to be submitted earlier on in the review process.

### **Enhanced Customer Experience**

With respect to enhanced customer service experience, the creation of public facing service hub on the second floor at City Hall is currently underway. The hub will be staffed by a ‘on duty’ plans examiner, during work hours, that will assist with general permit application processing and building inspection inquiries. The hub will facilitate in-person inquiries. A zoning staff member as well as Customer Service Representatives will also be available at the hub. The creation of the hub is in progress and is scheduled

to open Q1-2024.

### 2.3 Comprehensive Review Approach

As noted above, the draft 2023 PPS includes significant changes to the Provincial approach to growth management that require changes to the Comprehensive Review process. The proposed changes related to the Comprehensive Review include:

- The reference to “Comprehensive Review” is no longer a defined term or process guiding municipal land need assessments for municipal management of growth and infrastructure.
- The planning horizon for settlement boundaries and designated lands in municipal official plans has been increased from a 25-year maximum to “at least 25 years” (draft 2023 PPS policy 2.1.1).
- Settlement area expansions are permitted subject to criteria that municipalities “should consider” (draft 2023 policy 2.3.4).
- Employment land conversions to non-Industrial land use designations are not required to occur during a Comprehensive Review of employment land and the long-term need for employment lands to meet projected growth (draft 2023 PPS policy 2.8.2.4).
- Built Area Boundaries are not defined, and intensification targets are not required for redevelopment across the entire existing built area. Under the new draft PPS, intensification targets are only required for the Projected Major Transit Station Area portion of the existing built area (i.e. the Downtown, Rapid Transit Corridor, and Transit Village Place Types in The London Plan). Minimum densities are recommended for new lands added to the Urban Growth Boundary (minimum 50 residents and jobs per gross hectare).

It is acknowledged that the proposed changes to the 2023 PPS may require an alternative approach to the work plan of the City of London’s Comprehensive Review terms of reference that were approved by Council on April 25, 2023. However, one of the proposed changes to the 2023 PPS is to permit the review of a settlement area boundary outside of the broader Comprehensive Review.

In July 2023, Council directed Civic Administration to close the Section 26 (*Planning Act*) Comprehensive Review file until the approval of a new Provincial Planning Statement, so that a separate amendment can be initiated that focuses on land needs over the planning horizon. A new scope of work will be presented to Council after a new planning framework is approved by the Province. This approach allows for the Land Needs Assessment component of the review to continue. This work is currently underway and regular feedback is received through the Housing Supply Reference Group.

### 2.4 Rethink Zoning

ReThink Zoning is the project of delivering a new comprehensive zoning by-law that will implement *The London Plan* and replace the current *Zoning By-law No. Z.-1*. A public engagement program for the project is currently underway. Consultation with members of the public is designed to accommodate general feedback as well as targeted feedback from community groups, equity deserving groups, and the development industry.

Several sample zone “factsheets” have been prepared and uploaded to the ReThink Zoning Get Involved webpage (<https://getinvolved.london.ca/rethink-zoning>) that provides a preliminary outline of the new zoning by-law structure, including permitted uses and permitted building types for the Downtown, Neighbourhoods, Commercial Industrial, Light Industrial, and Heavy Industrial Zones. In addition, a community

workshop was held on September 28, 2023 seeking feedback on the sample zone factsheets, as well as general feedback to be incorporated into the working draft zoning by-law. Additional consultation with the general public and interested parties, including the development industry will be held over the final months of 2023 and will be used to inform the first draft of the by-law. Input received that is related to aspects of the zoning by-law, to be implemented in the short term, will also be considered in the recommended amendments to the current zoning by-law.

With the City's recent approval of the CMHC Housing Accelerator Fund, (HAF) the priority to advance certain housing initiatives have ignited a change to the ReThink Zoning work plan and project schedule. This innovative change is a departure from the typical approach to rolling out a new zoning bylaw. This new approach will implement the ReThink Zoning bylaw in a series of phases. The first of these phases will include the zoning changes with the highest impact on accelerating new housing as proposed in the City's Housing Accelerator Fund Application. This change will reduce the time required to roll-out the zoning bylaw amendments with the greatest impact on providing new housing in London.

Several of the elements of Rethink Zoning that will be accelerated and implemented through a proposed amendment to the current Z.-1 Zoning By-law include:

- Zoning changes to promote additional residential units and other forms of gentle intensification within neighbourhoods by identifying and removing obstacles within the current zoning regulations.
- Preparing new zones for key intensification areas along the planned rapid transit corridors that incentivize redevelopment through as-of-right zoning for high-density development.
- Identifying common issues with the current zoning by-law that result in the need for minor variance or zoning by-law amendment applications and removing unnecessary regulations where possible.

These short-term projects are already underway and are expected to be completed within the first half of 2024. The impact on the overall project timeline for ReThink Zoning is that a first draft of the new by-law, which incorporates the changes described above, is targeted to be presented to Council in the third quarter of 2024. The feedback received from the community workshop on September 28, 2023 and any subsequent consultation will help inform the final version of the working draft zoning by-law.

## **2.5 Roadmap to 3,000 Affordable Units**

A future Roadmap to 3,000 Affordable Units update is planned; however, there are many activities occurring to support the delivery of new affordable units.

### Short-Term Focus

- Building a secondary suite and Additional Residential Unit program.
- Fall 2023 commence a staged procurement process to secure partnerships in the affordable housing space.
  - Complements the Duluth and Hyde Park development applications where the City is preparing land for development.
  - Creates a pre-qualified list of proponents that can contribute to affordable housing construction in the city.
- Alignment of former Housing Development Corporation systems and processes with those of the City of London, including a formalized wind-down.

### Medium-Term Focus

- Development of a strategy to maximize end of mortgage and opportunities to capitalize social housing properties to build more affordable units, while retaining rent-geared-to-income units and re-establishing sound financial footing.

- Multi-Year Budget business cases to support proactive and adaptive housing programs.
- Housing Stability Action Plan update.
- Affordable Housing Community Improvement Program – updating to reflect local context following Bill 23, inflationary and global economic pressures, Roadmap programs, etc.
- Local Urban Indigenous-led Housing Plan – working with our urban Indigenous leaders to coordinate a plan within the Roadmap funding envelope.
- Second stage of partnership procurement to identify projects and sites.

### Ongoing Activities

- Regular meetings with Affordable Housing External Reference Group.
- Strategic land purchases – surplus land (City, Federal and Provincial).
- Transition of Bonus Zones to constructed units.
- Management of existing contributions and agreements with affordable housing providers.
- System alignment and business process enhancements.
- Work with Community housing and LMCH to intensify existing housing sites.

## **3.0 Housing Reference Groups Update**

The February 47,000 unit pledge report proposed a framework to support the increase of housing supply and affordability in London. The Housing Supply and Affordability Framework aligns the efforts of existing internal teams and external engagement groups with the overall goal of providing more housing to all Londoners. This framework includes a series of groups undertaking complementary work related to housing and the housing development process. Updates from three of these reference groups are included in the following sections.

### **3.1 Housing Supply Action Plan Reference Group Update**

The Housing Supply Action Plan Reference Group has held nine meetings since the February report. The group has been involved chiefly in the development of the Housing Supply Action Plan. They have also been an important resource in providing feedback on London’s Housing Accelerator Fund submission. One of the key discussion points during these meeting has centred on the need to ensure a sufficient supply of developable lands is available to meet long-term housing demand.

In addition, the need for openly available housing and vacant land data was highlighted as important. The City’s new “Housing Open Data Initiative” was initiated through these discussions. London will be the first City to provide detailed GIS data related to housing, approved development lands, and vacant developable lands. This data is being made available in the spirit of accountability and collaboration and will be hosted on the City’s Open data platform. The hope is that this data will be used by industry, academic, and community partners to drive further innovation in the field of housing.

The Housing Supply Action Plan group is currently working to develop the draft action plan. The group has made it a goal to submit a final plan for council consideration and approval in Q1-2024.

### **3.2 Customer Service and Process Improvement Reference Group Update**

Customer Service and Process Improvement reference group is providing industry partner feedback to guide the process improvement work to support more housing supply. This team has met five times and has developed a list of over 30 prioritized improvements provided by industry partners. The group is now implementing the highest priority improvements and working with industry partners throughout implementation process. The improvements ranked highest by the reference group are:

- Streamlining the review process.
- Set requirements for agency comment response times.
- Improve website navigation, access to information.
- Review draft approval process to expedite approval.
- Review Building Code interpretation differences between London and other municipalities.
- Review 5-bedroom limit.

Over the course of several meetings, individual improvements are discussed and solutions are proposed. This back and forth ensures that the proposed change aligns with the intention of the improvement from industry's perspective. This group continues to meet monthly, adding, and re-prioritizing items and keeping informed of ongoing Planning and Development and Building initiatives.

### **3.3 Affordable Housing External Reference Group**

The Affordable Housing External Reference Group has met three times since May and is providing valuable insight into the opportunities and challenges of the affordable and community housing sector. The group has developed a local definition for affordable housing and ownership that can be used consistently by all engaged in the process. Civic Administration will be using this definition to support any of the programs and associated agreements to ensure a consistent approach city-wide.

At the September meeting, city-staff made a high-level presentation on the upcoming procurement process that will help align partners interested in affordable housing development. Additionally, the group heard a presentation on opportunities for tiny home manufacturers, prefabricated units and modular multi-family construction opportunities. The group's feedback, work and information on the procurement and prefabricated housing will be incorporated back into the work (noted in Section 2.5) to deliver on the Roadmap to 3,000 and affordable housing funding provide by the Housing Accelerator Fund.

### **3.4 Building and Planning and Development Fee Review**

Two fee review studies are currently underway for Building Permit Fees and Planning and Development Application Fees. Watson & Associates Economists Ltd. have been retained to develop costing models to assess the full costs of processing development applications and to make fee structure recommendations to provide for reasonable cost recovery. Industry partners are being engaged throughout this process.

The first introductory meeting with industry was held on August 9, 2023 with industry partners. The final report on the Building Permit Fees is anticipated to be completed in Q4-2023 with the Planning and Development Application Fee reports targeted for completion in Q1-2024.

### **3.5 Multi-year Budget Business Cases**

As part of the multi-year budget process there will be a series of business cases coming forward that relate to housing. Significant effort has been expended to develop these business cases. As part of the multi-year budget deliberations, Council will have the opportunity to deliberate on a series of business cases to provide additional resources in the following areas:

- Affordable Housing Development,
- Planning & Development and building staffing to meet the requirements of the new housing legislation, and
- Enhancements to housing-related Community Improvement Plans.

These business cases will be presented to Council as part of the multi-year budget roll-out commencing in December 2023.

### 3.6 Housing Accelerator Fund Program

On September 13, 2023, Prime Minister Trudeau announced London’s successful application of the Housing Accelerator Fund (HAF) for the amount of \$74 million. Since this time, staff have moved forward with the work highlighted in the HAF action plan including an increase in additional residential unit permissions (OZ-9651) to provide more opportunity for missing-middle forms of development. Work on the seven initiatives has begun and will roll-out over the next year in the form of zoning and official plan changes, Community Improvement Plan updates, new programs, and process improvement initiatives. The Housing Accelerator programs will be included as foundational elements in the Housing Supply Action Plan currently under development.

### 4.0 47,000 Unit Pledge Supply and Target Reporting

Working with the Housing Supply Reference Group, a prototype diagram has been created to report out on the supply available to create new housing units and is included as “Appendix ‘A’: 47,000 Unit Pledge Supply”. Along the bottom of the figure is a timeline that shows the average time for land to progress through the land development process. The land development process can take as long as 10 years from servicing of the land to the first home being constructed. This figure is the first prototype of a 47,000-pledge supply reporting diagram and may evolve over time.

The following sections highlight the individual parts of the process diagram and provide details about the various stages of the development process. The unit counts provided below are as of June 30, 2023. Several values shown on the figure are not currently available and are show as TBD (To be determined). These values require changes in how we collect and track applications and will be shown on future updates. Currently there is a supply of approximately 69,000 units in the current land supply. This value does not include the majority of the capacity available in the form of intensification. The available supply of housing units in the form intensification is under development.

#### 4.1 Un-Serviced Housing Unit Supply: 15,000 Units

The first item in the process figure depicts the amount of units within the Urban Growth Boundary and designated in the Official Plan for development but require servicing. This servicing may include stormwater management ponds, large trunk sewers and watermains. These large servicing projects are funded through the collection of development charges and are constructed by the City. The timing of these projects is determined through annual updates to the Growth Management Implementation Strategy. The primary party with control on this component of the process is the City.

The total number of units have been broken into two categories: greenfield and intensification. Greenfield units are an estimate of the number of units that would result following the land subdivision process. The intensification units value in this figure includes lands with a high potential for redevelopment where insufficient capacity exists to allow the development to proceed. Ongoing work is underway to calculate the un-serviced intensification unit supply value.

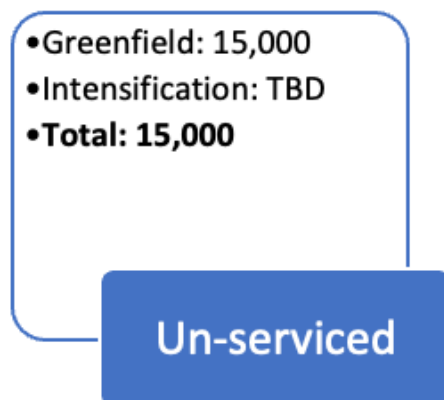


Figure 1: Un-serviced Housing Unit Supply.

#### 4.2 Serviced Housing Unit Supply: 19,000 Units

The second item in the process figure depicts the amount of units designated for growth that have been serviced and are awaiting submission of a development application. These lands have all of the required servicing infrastructure in place including stormwater management ponds, and the large trunk sewers and watermains required for a property to be developed. The next step would be for a private party to bring forward a planning application to develop these lands. The primary party with control on this component of the process is the property developer.

The intensification units listed in this graphic will include an estimate of the number of housing units that can be created through the redevelopment of lands that have existing servicing capacity. Ongoing work is underway to calculate the serviced intensification unit supply value.

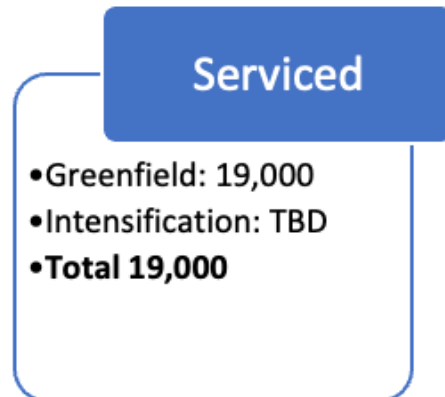


Figure 2: Serviced Housing Units Supply.

#### 4.3 Council Approved Unit Supply: 15,271 Units

The third item in the process figure depicts the number of units that have Council approved zoning and Draft Plan approval. When staff bring forward an application to rezone a property or increase the allowed density for a property, the number of “Council Approved Units” increases. The same is true when Council approves a new draft plan of subdivision. Processing of these applications is managed by Civic Administration but also requires timely engagement by the applicant. Once Council Approval is achieved the applicant must take the lead to move forward to the site plan or subdivision registration process.



Figure 3: Planning Underway Housing Units.

#### 4.4 Approved Lots and Blocks: 6,255 Units

The fourth item in the process figure depicts the number of units that have already been approved by Council and are now in a registered subdivision as an individual building lot or a multi-unit block. The next step is to submit a building permit application for individual lots or a site plan application for block. The primary party with control on this component of the process is the property owner.

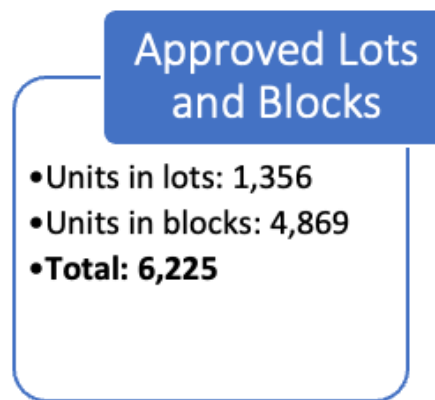


Figure 4: Approved Lots and Blocks Housing Unit Supply.

#### 4.5 Open Site Plans and Condos: 13,045 Units

The fifth item in the process figure depicts the number of units in open site plans and condominium applications. To move beyond this stage the applicant’s site plan must be reviewed and approved by Civic Administration. Processing of these applications is managed by Civic Administration but also requires timely engagement from the applicant. Work is currently underway to identify the number of units in active application and those application that have become inactive. Once this approval is received the applicant can submit a building permit application.

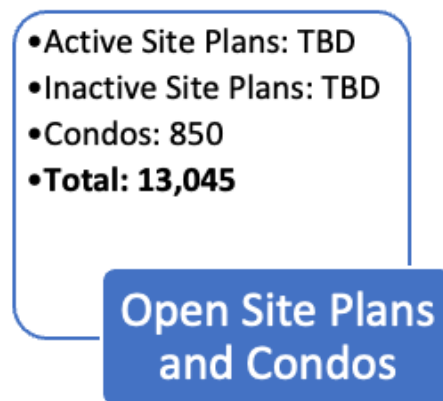


Figure 5: Open Site Plans and Condos Housing Unit Supply.

#### 4.6 Permit and Inspection Unit Supply: 1,134 Units

The final item in the process figure depicts the number of units in building permit applications submitted to the City’s Building division. These units are ready to be constructed subject to drawing review and can be occupied following building inspections. This item includes reporting on the number of on-the-clock and off-the clock permits.

Items in the queue that are “on-the-clock” are applications submitted with no deficiencies and are subject to statutory timelines. Permits that are off-the-clock are applications that have had one or more deficiency. It is a City of London innovation to begin to report off-the-clock permit applications. There is no statutory requirement to report off-the-clock permits. The Civic Administration will be reporting on these permits to provide improved transparency and as a key performance metric that can be monitored and improved over time. The building permit process is managed by the City but also requires timely engagement from the applicant.



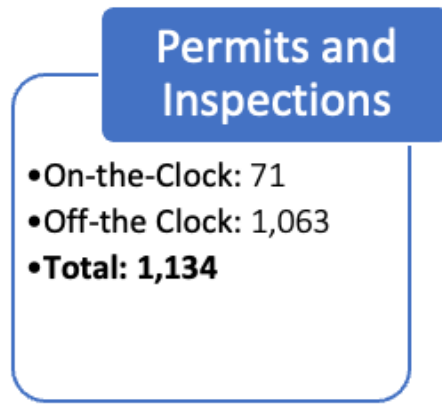


Figure 6: Permit and Inspection Housing Unit Supply.

As of June 30, 2023, there were 71 units in process associated with on-the-clock permit applications and 1,063 units associated with off-the-Clock permit applications for a total of 1,134 units.

#### 4.7 Housing Open Data Initiative

As noted above in the Housing Supply Reference Group update, the need for openly available housing and vacant land data was highlighted as important by industry partners. The City’s new “Housing Open Data Initiative” was initiated through these discussions. London will be the first City to provide detailed GIS data related to housing, approved development lands, and vacant developable lands. This data is being made available in the spirit of accountability and collaboration and will be hosted on the City’s Open data platform. The hope is that this data will be used by industry, academic, and community partners to drive further innovation in the field of housing.

This effort will also allow for improved validation of the City’s current list of approved housing units. To confirm the accuracy of the City’s data set and to further identify opportunities to accelerate new housing, a detailed list that includes the number of units and the related corporate ownership will be brought forward as part of a future update. This will allow time to reach out to those Owners of lands with approved units and ensure the approved unit list is complete and accurate.

#### 4.8 Regular Building Permit Updates

Monthly reports are prepared by the Building Division that provide details related to the building permits issued and building & plumbing inspections conducted. In order to simplify how this information is reported the following figure will be included in future Building Division updates.

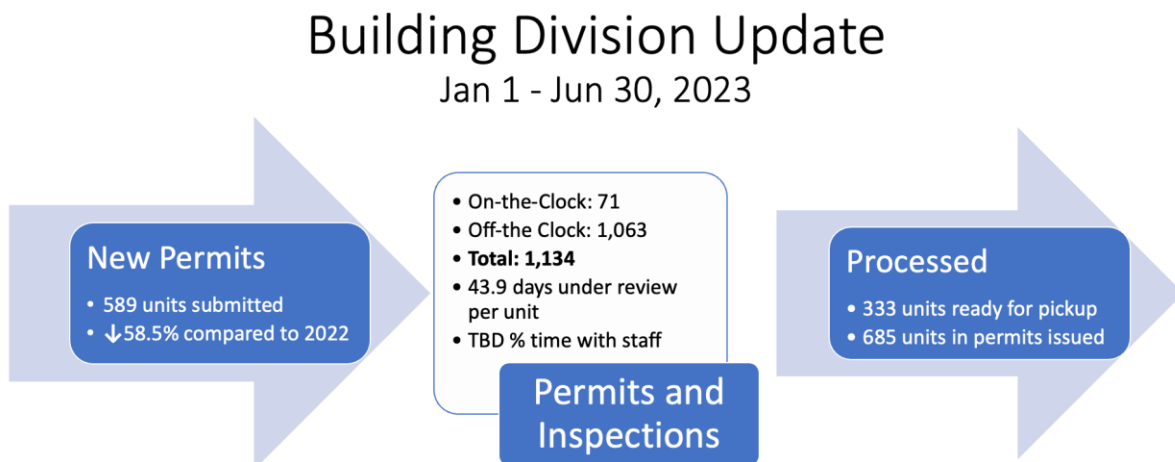


Figure 7: Building Division update Jan 1-Jun 30, 2023.

This figure provides a deeper dive into the Permits and Inspections Housing Unit Supply number discussed in the previous section. It shows the inflow and outflow of housing unit permits through the building area on a year-to-date basis. The Civic Administration

will be bringing back a future report with strategies to reduce the number of off-the-clock permits.

#### 4.9 Annual Housing Unit Targets

Prior to receiving the Province’s October 23<sup>rd</sup> letter, work was undertaken to develop annual housing targets for the City of London. The following table “Table 2: Annual Housing Unit Targets and 2022 actuals” was created. It includes an annual target and provides details of the actual number of units based on building permits issued, the number of Council approved units, and an annual target ramping up to 4,700 units per year within 5 years. The annual targets were developed by:

- Starting in 2022 with London’s prior 3-year average number of constructed units,
- Ensuring the period from 2024-2026 aligns with the Housing Accelerator Fund Targets, and
- Finally ramping up to 4,700 by 2027 (approximately 50% higher than London’s three-year average number of units).

It is critical to consider both the number of units in permits issued every year and the substantial amount of effort by Staff, Committee, and Council that go into the planning process to generate Council approved units each year. The following table provides the targets and the actual values for 2022.

Table 2: Annual Housing Unit Targets and 2022 Actuals

Year	Council Approved Units (1)	Units in Permits Issued (2)	Annual Housing Unit Target
2022	4,097	2,598	3,100
2023	-	-	3,180
2024	-	-	3,500
2025	-	-	3,820
2026	-	-	4,300
2027	-	-	4,700
2028-2031	-	-	24,400

(1) The number of new units approved by Council in zoning and subdivision applications over the respective year.

(2) The number of units in building permits issued in 2022. The Province’s letter highlights a different approach for tracking the number of constructed units.

For 2023, a total of 690 units have been constructed as of June 30<sup>th</sup> and as of the Council Meeting on October 17<sup>th</sup>, there have been 3,061 units approved in 2023 by Council through zoning amendments and subdivision applications. The number of units approved by Council is significantly outpacing the number of units being constructed over the same timeframe. It is anticipated that by the end of 2023, Council will have approved in excess of the 2023 target but the actual units constructed will fall well below the 2023 target.

#### 4.10 October 23<sup>rd</sup> Letter and October 26<sup>th</sup> Webpage Posting

On October 23<sup>rd</sup>, London received a letter from the Province outlining London’s annual targets for the years 2023-2025. This letter has been included as “Appendix ‘B’ October 23, 2023 Housing Target Letter”. The letter provides details on the Province’s \$1.2 billion program that will provide up to \$400 million per year to municipalities that meet or exceed their annual housing targets. The targets provided in this letter are presented in following table.

Table 3: Provincial Annual Housing Unit Targets

Year	Provincial Annual Target
2023	3,447
2024	3,917
2025	4,700

On October 26<sup>th</sup>, the Province posted a new “Tracking housing supply progress” webpage. This tracker compares yearly new home construction starts in municipalities against the Province’s housing targets for 2031. The following table provides the values posted for the City of London.

Table 4: London's Housing Supply Target Data (Source: Province of Ontario)

10-year housing target	Total Housing Starts Since 2022 (1)	2023 Target	2023 Housing Starts (2)	2023 Progress	Housing Target Status
47,000	3,755	3,447	1,260	37%	Not met

(1) This value is the total of CMHC’s housing completion value for 2022 plus the 2023 housing starts value.

(2) This value is the number of “housing starts” based on CMHCs Housing Starts and Completions Survey.

The letter indicated that Additional Residential Units and institutional housing types created in a given calendar year will also count against the provincial target. The Province notes that this data will be added at a later date and is not currently included in the table above.

The housing unit data comes from the CMHC Starts and Completions Survey. The Starts and Completions Survey is conducted through site visits. These visits are used to confirm that new residential units have reached set stages in the construction process. The CHMC also uses issued building permits as an indication of where construction will likely to take place.

London will not meet the 2023 Housing Target provided by the Province. To meet the 2024 target, London will need to match its peak year of building activity of 3,999 units in 2021.

#### 4.11 Building Unit Performance Analysis

There has been a significant slowdown of housing unit construction in the City of London over 2022 and in 2023 to date. CMHC’s October Housing Supply Report provides the following commentary on the current housing market in Canada:

- Total housing starts across the country’s largest census metropolitan areas (Toronto, Vancouver) increased slightly in the first half of 2023.
- In most other large centres (including London), meanwhile, they were below these levels.
- Elevated rates of apartment construction are not likely to be sustainable due to various challenges facing developers. These challenges include higher construction costs and higher interest rates.
- Significant increases in construction productivity are critical to addressing the country’s affordability and housing supply crisis over the longer term. The level of new construction activity remains too low.

The drop in building activity was also discussed at a recent meeting of the Housing Supply Reference Group. It was the consensus of this group that in London:

- Consumer demand has dropped due to higher mortgage rates and the increasing difficulty in consumers to meet the requirements of mortgage stress tests.

- Higher construction costs and higher interest rates are making it more difficult to acquire financing for large construction projects.
- Due to substantial and increasing fixed costs for components of midrise buildings, many forms of midrise style buildings are not financially viable at this time.

It should be noted that from January 1, 2022 to date, Council has approved 7,158 units (4,097 in 2022 and 3,061 in 2023 to date). These approved units are significantly outpacing the number of units constructed over the same time frame. This results in a significant number of new units that can be constructed quickly once macro-economic conditions improve.

These macro-economic factors have a major influence on the housing marketplace. Civic Administration will continue to monitor these changes and provide further analysis in future updates.

## **Conclusion**

London's Housing Pledge consists of developing a Housing Supply Action Plan that will be based on three pillars, each including specific actions designed to accelerate housing development. This report provides an update on the work to date and provides details on the how the housing target will be reported and monitored.

The City of London is committed to accelerating housing supply and taking necessary steps to facilitate 47,000 new homes by 2031. London is leading the way in housing innovation and will continue to develop new and progressive ways to create new housing opportunities. The Housing Supply Action Plan that is currently under development in collaboration with industry partners will continue this work and ensure London remains at the forefront of providing housing for those that need it.

**Prepared and  
Submitted by:**

**Heather McNeely, MCIP, RPP  
Director, Planning and Development**

**Peter Kokkoros, P.Eng.  
Director, Building and Chief Building Official**

**Matt Feldberg, MPA, CET  
Director, Municipal Housing Development**

**Recommended by:**

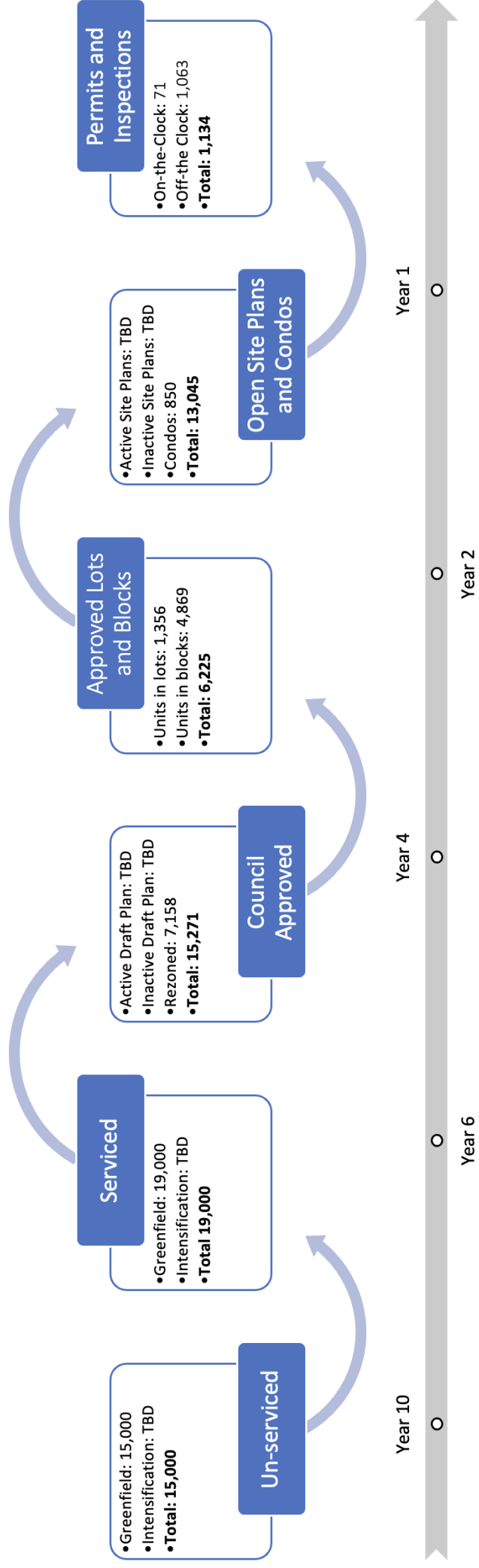
**Scott Mathers, MPA, P.Eng  
Deputy City Manager, Planning and Economic  
Development**

**Appendix 'A': 47,000 Unit Pledge Supply  
Appendix 'B' October 23, 2023 Housing Target Letter**

Appendix 'A': 47,000 Unit Pledge Supply

# 47,000 Unit Pledge Supply

June 30, 2023



## Appendix 'B' October 23, 2023 Housing Target Letter

**Ministry of  
Municipal Affairs  
and Housing**

Office of the Minister

777 Bay Street, 17th Floor  
Toronto ON M7A 2J3  
Tel.: 416 585-7000

**Ministère des  
Affaires municipales  
et du Logement**

Bureau du ministre

777, rue Bay, 17e étage  
Toronto (Ontario) M7A 2J3  
Tél. : 416 585-7000



234-2023-5137

October 23, 2023

Your Worship  
Mayor Josh Morgan  
City of London  
mayor@london.ca

Dear Mayor Morgan:

As you know, on August 21, 2023, Ontario announced the Building Faster Fund, a new three-year, \$1.2 billion program that will provide up to \$400 million per year to municipalities that meet or exceed their annual housing targets. Ten per cent of the overall funding will be reserved for small, rural and northern communities that have not yet been assigned a housing target.

This program is currently in the final stages of program design, informed by consultations underway with the Association of Municipalities of Ontario, the City of Toronto, and the Housing Supply Action Plan Implementation Team. However, I am writing today to provide details on your municipality's annual housing targets to inform municipal planning for the year ahead.

These are the targets that would apply under the Building Faster Fund provided you commit in writing as head of council to your overall municipal housing target if your municipality has not already previously pledged to meet this housing target and have provided feedback on the recommendations of the Housing Affordability Task Force by October 16, 2023. We also hope and expect that municipalities will submit a council-approved pledge by December 15, 2023, if they have not already done so, outlining the steps they will take to achieve their housing targets, but approval of this pledge is not a condition for accessing funding under the Building Faster Fund.

Annual targets will be determined by taking each municipality's proportion of the overall 1.5 million home goal and applying that proportion against province-wide annual targets, which will increase each year over the course of the Building Faster Fund. For example, if a municipality's target represents 5% of 1.5 million homes, the annual targets for that municipality would be 5% of the province-wide targets for 2023, 2024 and 2025. This ambitious and realistic approach will provide time for municipalities to ramp up approvals processes to the necessary levels.

For the first year of the program, 2023, province-wide annual housing targets will start at 110,000 new housing starts. From there, housing targets will ramp up to 125,000 in 2024, 150,000 in 2025 and 175,000 beginning in 2026 (one year beyond the end of the BFF program period). 175,000 units per year beginning in 2026 would be the pace needed to achieve 1.5 million homes by 2031.

..12

For your municipality, this means your annual housing targets under the BFF would be:

<b>Target</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>
Provincial	110,000	125,000	150,000
City of London	3,447	3,917	4,700

Performance against these targets will be evaluated based on housing starts, as defined by Canada Mortgage and Housing Corporation's Starts and Completions Survey, as well as Additional Residential Units (for example, basement suites) and other institutional housing types (such as Long-Term Care beds) created in a given calendar year. Please note that the data source for Additional Residential Units is to be determined and more information on what counts will be available once consultations are completed and a final program design is announced.

For additional details on the design of the Building Faster Fund at this stage, please refer to the Backgrounder at this link: <https://news.ontario.ca/en/backgrounder/1003396/ontario-providing-new-tools-to-municipalities-to-build-more-homes-sooner>

Finally, please note that beginning in October 2023, the Ministry of Municipal Affairs and Housing will begin publishing on its website each municipality's annual housing targets, as well as progress towards those targets to date based on housing starts data, on our ministry website. Other data types, such as Additional Residential Units, will be added as they become available in the future.

I look forward to continuing our work together to ensure that more people can afford a place to call home.

Sincerely,



Hon. Paul Calandra  
Minister of Municipal Affairs and Housing

c: Lynne Livingstone, CAO, [llivings@london.ca](mailto:llivings@london.ca)  
Michael Schulthess, City Clerk, [mschulth@london.ca](mailto:mschulth@london.ca)  
Hon. Rob Flack, Associate Minister of Housing  
Michael Klimuntowski, Chief of Staff, Minister's Office  
Martha Greenberg, Deputy Minister  
Joshua Paul, Assistant Deputy Minister, Market Housing Division  
Sean Fraser, Assistant Deputy Minister, Planning and Growth Division  
Caspar Hall, Assistant Deputy Minister, Local Government Division

**From:** londondev  
**Sent:** Wednesday, October 25, 2023 2:43 PM  
**To:** SPPC <sppc@london.ca>  
**Subject:** [EXTERNAL] Request for delegation status for SPPC on October 31st.

Hello Clerk

I am requesting delegation status for Agenda Item 2.1 London's Housing Pledge.

I know it is on the Consent agenda and that my request for delegation status will need to be approved by the committee.

I will be there in person.

Thanks Mike Wallace

Mike Wallace  
Executive Director  
London Development Institute (LDI)  
519-854-1455  
[londondev@rogers.com](mailto:londondev@rogers.com)





## Report to Strategic Priorities and Policy Committee

**To:** Chair and Members, Strategic Priorities and Policy Committee  
**From:** Kevin Dickins, Deputy City Manager, Social and Health Development  
**Subject:** October Progress Update – Health & Homelessness Whole of Community System Response  
**Date:** October 31, 2023

## Recommendation

That, on the recommendation of the Deputy City Manager, Social and Health Development, that the following Actions be taken regarding October Progress Update – Health & Homelessness Whole of Community System Response report;

- a) That, the October Progress Update – Health & Homelessness Whole of Community System Response Report **BE RECEIVED** for information;
- b) That, One-time grants of \$1,160,000 to Downtown London Business Association and \$500,000 to Old East Village Business Improvement Area (OEV BIA) **BE APPROVED**, with funding to be sourced from the Operating Budget Contingency Reserve from funds set aside to offset the financial impacts of COVID-19;
- c) That, Civic Administration **BE AUTHORIZED** to undertake all the administrative acts that are necessary in connection with b);
- d) That, the approval given, herein, **BE CONDITIONAL** upon the Corporation entering into a formal agreement relating to b) under by-law under s. 22.9 of the Council Procedure by-law;
- e) That, the Deputy City Manager Social and Health development **BE DELEGATED**, or written designate, the authority to approve any grant agreements related to b);
- f) That the *London Service Depots Summary Report: Results From the First 60 Days of Implementation* **BE RECEIVED** for information as attached as Appendix A.

## Executive Summary

The purpose of this report is to provide an update on the progress made since the last report received at the September 25th, 2023, Strategic Priorities and Policy Committee (SPPC) and subsequently at the October 5th, 2023 Special Council meeting related to the endorsed Health and Homelessness Whole of Community System Response. Since the end of September, progress has been made on a number of items.

With respect to moving forward with key aspects of the Whole of Community System Response, Civic Administration has worked with community groups from the Strategy and Accountability Table to bring forward recommendations related to measures to help sustain the existing homeless prevention system while the Whole of Community System Response transitions to a network of Hubs and highly supportive housing. Additionally, this report brings forward a set of supports for the London Downtown Business Association and the Old East Village Business Improvement Area that were tabled and endorsed at the Strategy and Accountability Table. These two business areas have been active in the Whole of Community System Response and the recommendations being brought forward reflect the voices of businesses and serve to provide for immediate measures to support businesses alleviate the impact of the health and homelessness crisis.

Across the Whole of Community System Response there have been various updates related to advancing the work of the System Response including the Business Reference Table identifying supports for the business sector as we stand up Hubs and Highly

Supportive Housing. As well, concentrated effort was undertaken to develop the *Community Cold Weather Response Report* presented at the October 31, 2023 Strategic Priorities and Policy Committee, to support those seeking shelter and those who have identified as self-sheltering this upcoming winter season. Finally, multiple tables met in September to continue advancing work related to key training deliverables for frontline staff associated with Hubs, drafting and refining an evaluation and measurement framework, onboarding a number of post-secondary institutions and research bodies, meeting with funders, and mapping out a detailed housing implementation plan. A housing plan and evaluation framework will be presented to Council in 2023.

## Linkage to the Corporate Strategic Plan

This report aligns with the strategic areas of focus in the 2023-2027 [City of London Strategic Plan](#). The City of London Strategic Plan (2023-2027) identifies housing and homelessness as a key area of focus, and housing and homelessness work is identified throughout the Strategic Plan, impacting all areas of life for Londoners.

### Housing and Homelessness

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

### Wellbeing and Safety

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

### Links to Community Recovery

The City of London is committed to working in partnership with the community to identify solutions that will drive a strong, deep, and inclusive community recovery for London as we move out of and beyond the global COVID-19 pandemic. This report, and the items within, are linked to supporting Londoners experiencing homelessness to attain and retain permanent housing. This work supports recovery efforts through a coordinated response that will support the transition of individuals and families experiencing or at risk of experiencing homelessness who have a variety of support needs into permanent housing.

## Analysis

### ● 1.0 Previous Reports Related to this Matter

- September Progress Update – Health & Homelessness Whole of Community System Response (SPPC, September 25, 2023)
- August Progress Update – Health & Homelessness Whole of Community System Response (SPPC, August 16, 2023)
- July Progress Update – Health & Homelessness Whole of Community System Response (SPPC; July 24, 2023)
- June Progress Update – Health & Homelessness Whole of Community System Response (SPPC; June 20, 2023)
- May Progress Update – Health & Homelessness Whole of Community System Response (SPPC; May 09, 2023)
- Update – Whole of Community System Response Implementation (SPPC: April 18, 2023)
- Health and Homelessness Summits – Proposed Whole of Community System Response (SPPC: February 28, 2023)

## 2.0 Background Information

### 2.1 Implementation Tables' Progress Updates:

To date, the Business Reference Group, Developers Reference Group, Workforce Development, Encampment Implementation Table, Highly Supportive Housing, Hubs Implementation Table, System Foundations Tables, and most recently the Funders Table have all been meeting. The work of these tables has been guided by the Strategy and Accountability Table that continues to provide support and direction to the work of the various implementation tables. At the September 28<sup>th</sup> Strategy and Accountability Table, Diane Silva, Director of Philanthropy at the London Community Foundation was endorsed as the second co-chair of the Funders Reference table, alongside Cheryl Smith who was selected in August. This table brings together a number of funding bodies including Provincial and Federal funding partners to seek opportunities for priority alignment and funding related to the Hubs and Highly Supportive Housing.

Below in **Figure 1** is an overview of where the system development efforts currently are, in relation to where it started with the Health and Homelessness Summits.



Figure 1 System Development Overview

The following details provide a monthly update on activities and recommendations that have moved forward between the Strategic Priorities and Policy Committee (SPPC) meeting held on September 25, 2023 and the time of submission of this report.

### Strategy and Accountability Table:

The Strategy and Accountability table has responsibility for guiding the overall implementation of the Whole of Community System Response and is populated by leaders from all organizations who are collaborating on system implementation. At the Municipal Council, meeting held on July 25<sup>th</sup>, 2023, it was resolved that the Mayor and the Budget Chair BE APPOINTED to represent the Municipal Council at the Strategy and Accountability table, for the Whole of Community System response, with the Deputy Mayor to serve as an alternate for either, if required. Councillor Pelozza attended the October 11<sup>th</sup> meeting.

Following the Council endorsement of the Hubs Implementation Plan in July 2023, the September 28<sup>th</sup> and October 11<sup>th</sup> Strategy and Accountability meetings continued the critical conversation on how we are continuing to support the stability of the sector while the system transitions to the delivery of Hubs and highly supportive housing.

### Sustaining the Sector:

Civic Administration is committed to supporting the existing sector of funded agencies in through the transition process as the new system is stood up. Funded agencies have been working to identify ways in which they need support while the system transitions.

What was shared and endorsed at the Strategy and Accountability table included identifying short-term tasks that could support staffing impacts, the easing of funding and service pressures and ways in which organizations and their direct service delivery staff could be a support for each other in the sector.

While transition funding supports for up to a 24-month period were identified, the specifics of each City funded organization will continue to be finalized between the organizations and Civic Administration. These funds will be administered through existing contract and purchasing processes and will come to committee for approval at a future date. Additional sector wide matters were identified that range from how the current workforce can be coordinated and utilized more effectively, workplace wellness initiatives, and pathways for organizations to mutually support one another in a more seamless manner. These discussions will continue with a meeting between the Strategy and Accountability, Workforce Development and System Foundations co-chairs around some of the proposed solutions.

### **Hubs Implementation Table:**

Since the last update to Council, the Hubs RFP process closed on September 5<sup>th</sup>, 2023, and the recommendations went to SPPC on September 25 where the first three Hubs locations and lead agencies were endorsed. This report went to Council on October 5<sup>th</sup>, 2023, where it was also approved by Council. The first three Hub lead agencies are Canadian Mental Health and Addictions Thames Valley, Atlohsa Family Healing Services and Y.O.U.

The Hubs Implementation table met October 4<sup>th</sup> to start the work on additional operational protocols such as the One Number to call model and referral processes around the Hubs. They also launched the Integrated Lead Agencies and Partners Table to support lead agencies and service providers in preparing for a December 1 launch. This particular table will feed into and be informed by the broader Hubs Implementation Table. The Hubs Implementation Table will be meeting again in November.

### **Community Engagement Updates:**

Following the July 25<sup>th</sup>, 2023, Council meeting where direction was provided to create additional community engagement opportunities, Civic Administration with support from multiple service areas are continuing engagement opportunities. These have been created to ensure that moving forward there is a continuous feedback loop between the Whole of Community System Response and community members.

Staff and Encampment Table co-chairs supported a community engagement event on Oct. 19<sup>th</sup> for Ward 13. This engagement followed a drop-in format with one-on-one discussions with staff and subject matter experts.

### **Highly Supportive Housing:**

The Housing Implementation Table has been meeting to focus on the goal of creating 100 highly supportive housing units in 2023 and plan for 600 units in the next three years. This table last met on October 10<sup>th</sup> to further refine their elements of highly supportive housing and to map out content and a process to generate a Highly Supportive Housing plan that can be a guide to advancing highly supportive housing, and something that Civic Administration can bring forward to committee and Council in December 2023. The strategy would outline what Highly Supportive Housing is defined as, the key elements that make up the services, the standards of care or the ways in which those services will operate and to identify what types of spaces are needed, the projected costs, and so on. The Housing Implementation Table is also continuing to identify projects in the housing pipeline to find opportunities to meet the 100 units by the end of 2023.

Currently a number of projects have been identified and tabled as prospective projects, recognizing some are in differing stages of development and more costing and financing work needs to occur respectively for most of those identified.

The Housing Implementation Table and the broader Whole of Community System Response celebrated the partnership that emerged as part of the Health and Homelessness Summits between London Health Sciences Centre (LHSC) and London Cares. The two organizations made an announcement of their 25 highly supportive units on October 11<sup>th</sup>, 2023. The joint housing project in downtown London at 362 Dundas St. will immediately begin to house individuals experiencing unsheltered homelessness, many individuals of which have frequent and persistent use of the Emergency Department and hospital care. These units are an exciting step forward towards more housing projects within the community as organizations collectively aim to bring online 600 supportive housing units over the next three years.

The Housing Implementation Table has benefitted from input and participation from nearly 40 individuals representing multiple industries including the development community, healthcare, housing service providers, architects, frontline staff, mental health and addictions, youth services, developmental services sector, and Civic Administration.

### **Encampment Response:**

The Encampment Response table launched temporary measures on July 4<sup>th</sup>, 2023, to support individuals currently sleeping unsheltered in encampments in four (4) locations adjacent to where encampments already exist.

The Encampment Implementation Table continues to focus on the delivery of basic needs to vulnerable individuals experiencing unsheltered homelessness. The group launched a neighbourhood engagement plan using a third-party resource under contract by one of the lead organizations. This intentional engagement of immediate neighbours surrounding the depots was supported by Civic Administration as a way to engage the community and bring awareness to the services provided, as well as provide a space for those experiencing homelessness to share their input. The results of the neighbourhood engagement survey for those living within 400-500 metres of a depot and those accessing the depots is in draft form and will be shared directly with those in that catchment area. The London Service Depots Summary Report as attached as Appendix A to this report.

The Encampment Service Depots have made 1,027 referrals to additional service across the temporary depots. As the work associated with ramping up a Cold Weather Response, the existing Service Depot work will change, wind-down, and be incorporated into other responses.

The Encampment Implementation Table has also worked alongside service delivery organizations to develop the 2023 Cold Weather Response Plan. The plan is a two-step process by which we will move forward with items that are in place at this time, and plan to bring back some additional details and spaces in November to committee and Council.

The encampment response group continues to focus on maintaining the existing services to support individuals experiencing unsheltered homelessness and winding down these services down as they work to stand up the Cold Weather Response alongside the initial Hubs.

### **Workforce Development Implementation Table:**

The Workforce Development Table met in September to support the broader conversation at Strategy and Accountability on sector stability by facilitating three conversations with frontline staff, frontline managers and system partners, and all sector leaders on safety within the sector. They will be working with the co-chairs of Strategy and Accountability to identify short-term actions the sector can take around safety and staffing impacts.

In addition to the work on safety, the Workforce Development Table led a session specifically on training priorities. The purpose of this exercise is that Hubs lead agencies will all be pursuing the same training from the same sources for consistency and accountability. The table is identifying who is currently offering what training, and what makes sense for the sector to pursue from a cost and time perspective.

The Workforce Development table is a valuable resource to support the many aspects of curating a sustainable and highly functioning workforce at the Hubs and the rest of the system. Throughout the summit process frontline workers across sectors shared their lived experience of losing those they had been trying to support to this healthcare and housing crisis. The moral distress, burnout, and inequity in pay are focal points that the table continues to hold as matters to address.

These processes will help inform discussions within the broader workforce on where there can be improvements to staff and leadership supports like critical incident debriefing, mental health supports, training opportunities, and so on.

### **Business Reference Table:**

The Business Reference Table has worked to identify key action items that can immediately support the business community while the system works to stand up Hubs and Highly Supportive Housing. Through the Strategy and Accountability table, the supports for businesses were endorsed which focus on two key aspects of acute recovery from the impacts in the core area from the impacts of the health and homelessness crisis. These supports will be issued through grants to the Old East Village (OEV) Business Improvement Area and the Downtown London Business Association. Each organization will administer the grants themselves and focus efforts towards:

- Direct Business Support Funding which will support enhanced street cleaning, facade, and safety improvement grants, etc.
- More Feet on the Street Funding which will support events, activations, security, etc.

Civic Administration is bringing forward the recommendation that Old East Village (OEV BIA) enter into a granting agreement for a period ending December 31, 2024, for an amount of \$500,000 and Downtown London BIA enter into a grant agreement for the same period in the amount of \$1.16M. The respective business association will administer and oversee the grants with their membership and report back to Civic Administration on the use of the funds on a schedule set out in the granting agreement. These supports for businesses are directly linked to the work of the Whole of Community System Response and have been developed through the Business Reference Table with support from Civic Administration and endorsed by the Strategy and Accountability Table. These requests are distinct and apart from any previous or future asks that may be linked to City of London funding requests or business cases being brought forward either by the associations themselves or Civic Administration. Please see **Sect. 3.0 for Financial Impacts/Considerations** for more information.

### **Indigenous Led Response**

To ensure a culturally safe response that is appropriate for Indigenous community members, we will follow the lead of Indigenous colleagues and support an Indigenous-led system response, which is not designed in a colonial way and respects the deep knowledge and consultation already inherent in the Giwetashkad Strategy, and the intention to honour all relations in defining next steps.

There is a commitment to Indigenous representation in overall system governance and implementation co-design, and a commitment to recognizing that the definition of

Indigenous homelessness is separate and distinct from the common colonialist definition of homelessness.

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

September saw intensive efforts from the City of London and our partners in pressing the case for all-of-government funding for the Whole of Community System Response. Dialogue with provincial and federal officials continued in full, with numerous engagements taking place over the month. Civic Administration pressed forward with the implementation of London's allocation of the federal Housing Accelerator Fund, which includes significant support for the System Response. Building off of the momentum from London's advocacy efforts during the Association of Municipalities of Ontario (AMO) Annual Conference, Civic Administration, the Mayor's Office and members of Council have been tenacious in pursuing any and all opportunities to leverage time with provincial and federal officials to further the case for partnership in support of the System Response.

Throughout September, Civic Administration reached out with information to senior officials within the Ministries of Health, Municipal Affairs and Housing, Finance, and the Premier's Office. These efforts have opened up new lines of communication with centres of decision-making throughout the provincial and federal public service and the official's level. On October 18, Civic Administration undertook a significant briefing to senior provincial officials from the ministries of Municipal Affairs and Housing as well as Health, strengthening the buy-in within the provincial government. Sustained engagements with provincial and federal officials throughout the month of September and October have leveraged further conversations.

The Ontario Minister of Finance has announced he will release Ontario's Fall Economic Statement on Thursday, November 2, 2023. The Fall Economic Statement represents an important opportunity for the Province to deliver key funding decisions on strategic files. London's advocacy efforts over the coming weeks will be dedicated to pressing for the inclusion of provincial support immediately. The City is deeply thankful to our community partners who have demonstrated unprecedented alignment toward this objective and the opportunity the Fall Economic Statement represents.

## **3.0 Financial Impact/Considerations**

The Business Reference Table is putting forward two requests for financial support of the business community: \$500,000 for the Old East Village BIA and \$1.16M for the Downtown London Business Association to implement immediate supports to help businesses address the impacts of the Health and Homelessness crisis in those two catchment areas. These funds were set aside in the Operating Budget Contingency Reserve to mitigate potential impacts of COVID-19 and are considered an appropriate source of financing for this purpose. The remaining funds in this reserve pending Council's approval will be approximately \$8.7M.

Additional supports for sustaining the sector will be finalized between Civic Administration and City funded agencies with applicable reporting back to Council for approvals as required.

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

**Cc:**  
**Lynne Livingstone,** City Manager  
**Scott Mathers,** Deputy City Manager, Planning & Economic Development  
**Kelly Scherr,** Deputy City Manager, Environment, and Infrastructure  
**Anna Lisa Barbon,** Deputy City Manager, Finance Supports  
**Barry Card,** Deputy City Manager, Legal Services  
**Cheryl Smith,** Deputy City Manager, Neighbourhood and Community-Wide Services  
**John Paradis,** Deputy City Manager, Enterprise Supports



# London Service Depots Summary Report

Results From the First 60 Days of Implementation

*July 4, 2023 – September 4, 2023*

*Prepared by*



*In collaboration with*





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## Section 1.0

# Introduction

## Service Depots in London

### What Are Service Depots?

On July 4, 2023, Service Depots began operation in Ann Street Park, Cavendish Park, Wellington Valley Park, and Watson Street Park, bringing basic services like food, drinking water, washrooms, and garbage cleanups directly to people living in encampments.

### What Is the Difference Between Hubs and Service Depots?

Service Depots are daily services that are set up for roughly 90 minutes per day in specific areas as an emergency response providing basic needs to individuals. They are a temporary crisis solution to help people already living unsheltered.

Hubs will be uniquely purpose-designed physical spaces across London that can provide a range of services under one roof. Hubs do not currently exist in London, but are being developed as part of London's Whole of Community System Response.

## Methodology

To better understand the impacts of Service Depots, three methods were used to gather data:

- **Service Delivery Statistics:** Using a mobile app, staff entered information about the services they delivered daily at Service Depots. The data in this report represents the timeframe of July 4, 2023 to September 4, 2023.
- **Service Depot Participant Survey:** Between August 21, 2023 and September 1, 2023, individuals accessing the Service Depots were asked to share their experiences through a survey. Surveys were provided in paper and electronic format. In total, 75 participants completed the survey.
- **Neighbourhood Resident Survey:** Residents who live within 500 metres of Service Depots received a postcard in the mail inviting them to participate in an electronic survey between August 21, 2023 and September 3, 2023. The survey was also available on the [GetInvolved.London.ca](https://www.getinvolved.london.ca) website. In total, 215 individuals completed the survey.

## **Purpose of This Report**

The purpose of this report is to provide a summary of the results from the first 60 days of Service Depot implementation. The time period covered includes July 4, 2023 to September 4, 2023. Results will be used to enhance Service Depots and inform the design of future initiatives, including a winter response.

## Section 2.0

# Results

The following outlines the key findings derived from the service delivery statistics, Service Depot participant survey, and neighbourhood resident survey.

### Key Finding

Service Depots provided an immediate, multi-sectoral response to individuals living unsheltered.

**1,059** unique individuals have been served through the Service Depots

**5** organizations have been involved in providing Service Depot services

**“Always good people and big smiles.”**

*~ Participant*

### Key Finding

Service Depots are addressing the acute health and safety needs of individuals living unsheltered.

### Materials and Supplies Provided

Water Bottles	<b>13,798</b>
Meal Kits	<b>3,513</b>
Personal Supplies	<b>1,476</b>
Hygiene Supplies	<b>591</b>
Harm Reduction Equipment	<b>169</b>
Fire Safety Gear	<b>48</b>



**Total Materials and Supplies Provided**  
**19,595**

## Services Provided

Garbage and Site Cleanup	<b>148</b>
System Navigation – Social Services	<b>122</b>
Hygiene and Sanitation Facilities Access	<b>103</b>
Referrals	<b>82</b>
System Navigation – Healthcare	<b>58</b>
Harm Reduction Support	<b>52</b>
Housing Support	<b>33</b>
Transportation Assistance	<b>24</b>
Addiction Services Support	<b>16</b>
Harm Reduction Equipment Disposal	<b>10</b>
Fire Prevention Education and Monitoring	<b>4</b>



**Total Services  
Provided  
652**

**“I’d be dead without you.”**

*~ Participant*

**As a result of the Service Depots, participants were more likely to have access to:**

Meals/Food	<b>97%</b>
Drinking Water	<b>97%</b>
Personal Supplies	<b>93%</b>
Hygiene Supplies	<b>88%</b>
Harm Reduction Equipment	<b>81%</b>
Shower and Washroom Facilities	<b>80%</b>
Referrals to Social and Health Services	<b>75%</b>
Fire Safety Gear	<b>68%</b>

**“I would not eat most days  
if this was not around.”**

*~ Participant*

## Key Finding

Service Depots are addressing the increased desperation due to lack of access to basic needs.

**88%** of participants reported that if the Service Depots did not exist, it would negatively affect them

### Without Service Depots, participants reported they would be:

1. Hungry and thirsty
2. Without basic supplies, washrooms, and showers
3. More likely to engage in criminal behaviour to meet their basic needs
4. Experiencing more life challenges
5. Lonelier

**“I would have problems getting food without breaking the law.”**

*~ Participant*

### What Has Been the Most Helpful at the Service Depots

1. Food
2. Water
3. Staff
4. Hygiene
5. Community
6. Clothing

Safety and Security Reports	Yes	No
Depot Capacity	19	312
Fire	6	325
Underaged Individuals	3	328
Human Trafficking	1	330
Aggression or Threats	1	330
Violence	0	331
Weapons	0	331
<b>Total</b>	<b>30</b>	<b>2,287</b>

Of the total 2,317 safety and security reports submitted by staff, 98.7% (n=30) did not have any safety or security concerns identified.

## Key Finding

Service Depots are effectively implementing a human rights approach to support the needs of individuals living unsheltered.



**99%** of participants reported they were satisfied with the Service Depots.

**96%** of participants reported Service Depots have been helpful to them.

**96%** of participants reported that staff treated them with respect.

**95%** of participants reported they were comfortable accessing Service Depots.

**“I would go hungry and freeze.”**

*~ Participant*

## Key Finding

Service Depots have demonstrated positive results in neighbourhoods, and opportunities for enhancement exist.

### Impact of the Service Depots on Neighbourhoods According to Residents

**40%** Negative Impact

**35%** No Impact

**13%** Positive Impact

**12%** Both Positive and Negative Impact

Respondents who indicated a ‘negative impact’ primarily discussed encampments rather than Service Depots. Respondents who reported ‘no impact’ noted they were not aware Service Depots or encampments existed.

**“The unsheltered individuals in my area are less hostile and less impactful on the neighbourhood. It’s clear that many of their challenging actions before the arrival of the Service Depots were cries for help.”**

*~ Neighbourhood Resident*

## Type of Impact Reported



1. Increased basic needs being met
2. Decreased disruption and anti-social behaviour
3. Increased cleanliness



1. Increased garbage and debris
2. Decreased safety and security
3. Increased disruption
4. Increased crime
5. Increased number of individuals experiencing homelessness

**“Significant decrease in street violence and harassment.”**

*~ Neighbourhood Resident*

## What Has Gone Well With Service Depot Implementation

1. There is better waste management.
2. Basic needs are being met.
3. People are being treated with dignity and respect.
4. Service Depots are positive and provide the support needed.
5. Portable washrooms have been positive; there is less human waste on the streets.

## How Service Depots Could Be Improved

1. Install public washrooms and showers, drinking fountains, and garbage cans permanently to address the demand until individuals are housed.
2. Provide wraparound, acute care for individuals who have serious mental health and physical health challenges.
3. Implement solutions to address the safety of individuals accessing Service Depots and neighbourhood residents.
4. Expand service time beyond the current 90 minutes daily.



## Section 3.0

# Conclusion

Results from the initial 60 days of implementation demonstrate that Service Depots are:

- providing an immediate, multi-sectoral response to individuals living unsheltered.
- addressing the acute health and safety needs of individuals living unsheltered.
- addressing the increased desperation due to lack of access to basic needs.
- effectively implementing a human rights approach to support the needs of individuals living unsheltered.
- demonstrating positive results in neighbourhoods, and there are opportunities to enhance Service Depots.

The results from the first 60 days of Service Depot implementation will guide the operations of the four existing Service Depots and inform the design and launch of a winter response.



October 25, 2023

City of London,  
300 Dufferin Ave, 6th Floor  
London Ontario  
N6A 4L9

To City of London Mayor and Strategic Priorities and Planning Committee,

**RE: Health and Homelessness Update and Business Support**

On behalf of Downtown London and our membership, we very much support and appreciate City staff's recommendation to provide one-time funding of \$1.66 million for the two core area BIAs (Downtown London - \$1.16million and Old East Village - \$500,000) to support core area businesses through the Whole of Community Response and the impacts that health and homelessness are having on them.

We also appreciate City Council's endorsement for the establishment of 3 London Health and Homeless Hubs to be set up by the spring of 2024 as a start of more investment and work to come for noticeable impact to be seen.

Our downtown businesses continue to face ongoing challenges with increased costs, decreased clientele and sales as a result of health and homeless impacts. This has resulted in many of our businesses taking on significant debt, with some not being able to maintain their financial obligations or have the ability to make any future business decisions and investments, or worse, are forced to close their business in our downtown, due to these impacts while still recovering from the effects of COVID.

Downtown London represents more than 1,400 business members across 84 blocks in the BIA's boundaries. These funds will go towards helping businesses recover increased costs related to the effects of health and homelessness and will help businesses enhance property security and safety, vandalism and property damage repairs, extra cleaning, façade and storefront improvements and increased cleaning of sidewalks and public spaces. Secondly, these funds will go towards activating our streets to help attract more feet downtown, along with security and support for these events (lighting, security, activation costs, etc).

Core area businesses and their patrons have historically, and continue to be the most significantly affected by health and homeless impacts due to a high concentration of critical care services for London's most vulnerable populations in the core area. We also recognize that until these three

Hubs and the future nine plus Hubs are created, it will take some time to see noticeable change for our businesses as these issues continue to play out on our core area streets.

As a Businesses Improvement Association, we are mandated under the Ontario Municipal Act to oversee, beyond what the municipality is responsible for, the improvements, beautification and maintenance of municipally-owned properties and structures in the business improvement area (eg. adding flowers, investing in public art, attracting feet to the street through street activations and events, picking up sidewalk litter, etc.). Secondly, we are tasked with marketing and promoting the business improvement area as a business, tourist and shopping area.

That said, over the last three years our LDBA budgets have been continually redirected to support our businesses to assist them with COVID recovery as well as the ever growing costs related to health and homelessness impacts. Today much of our work now includes:

- Removing needles and biowaste from public areas, sidewalks and vestibules,
- Replacing damaged or stolen flower boxes and plant materials
- Graffiti removal from public and private properties and on public art installations that our BIA, the City and community partners have invested in
- Funding and administering new property damage and storefront enhancement grants for our members to help businesses with the escalating costs of repairing property damages due to vandalism and maintaining appealing and welcoming storefronts for their customers.
- Additional marketing, events, communications along with additional staffing to help overcome negative public perception of downtown
- Establishing a new power washing program to wash public spaces and members' properties of human waste and excrement
- Assisting our members to navigate and help deploy supports to remove encampments or those resting or sleeping rough in their vestibules and on their properties, that often prevents owners from opening their businesses or allowing their employees or clients to gain access
- Helping our members find the right support to help those who are at risk or those who are in crisis or threatening to harm themselves or others in their business

These were never intended to be part of a BIA's mandate and the work we do, but they now take up a significant portion of our budgets and resources in an effort to support our members with health and homeless impacts.

Over the last three years, Downtown London has provided and administered to our members approximately \$1,695,000 in grant funding with 88% of that funding coming directly from the BIA levy to assist businesses with COVID recovery and address property repairs due to vandalism, improve their property security, and enhance their storefronts. All of these grants needed to be capped to ensure as many of our members as possible could be supported, resulting in only a small portion of their costs being covered and leaving members to pay the difference. Over and above the grants, the BIA has provided additional cleaning services, power washing, graffiti removal, plant maintenance and replacement. Together these totaled more than \$1,411,000 of BIA levy costs and

it still has not kept pace with the extent of work needed to keep our streets and sidewalks fully maintained because of increasing health and homeless impacts.

Additionally, many commercial and multi-unit residential property owners downtown have reported to us that their security costs now range anywhere from \$100,000 to over \$1,000,000 per year, with some saying they have had to at least double their cost over the last two-to-three years. In addition, some members have indicated that due to excessive clean-up of litter, garbage, needles, and biowaste on their private property they are incurring cleaning and maintenance costs as much as \$930,000 per year.

Our members and our BIA can no longer afford to cover these ever increasing costs which has had a significant impact on our economy and our ability to fill vacancies in the core area. These ongoing impacts further erode trust, civic pride and our ability to attract residents, visitors, and future investment downtown. With the City funds being requested, we believe this will provide some of the much-needed support that our members have been asking for.

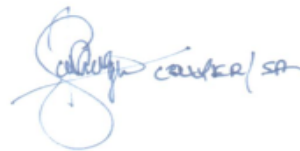
Downtown London staff and many of our members have been active participants in the Whole of Community Response to Health and Homelessness from its inception when we brought a group of downtown business leaders together with the City's senior leadership team in the summer of 2022 to discuss how we can all work together to be part of the solution to health and homelessness. Additionally, we have been at the table since the first Health and Homeless Summit last November, 2022.

We are acutely aware of the severity of the issue and the tremendous amount of great work that the City and many organizations in our community are doing to support London's most vulnerable population. Downtown London and our members have immense compassion for our at-risk community. Many of our members lead and participate in a variety of charitable causes and as good corporate citizens are committed to being a part of the solution as we work alongside the City and community partners through our Whole of Community Response to Health and Homelessness.

Sincerely,



Barbara Maly  
Executive Director  
Downtown London



Scott Andrew Collyer  
Board Chair  
London Downtown Business Association



City of London  
300 Dufferin Ave  
6<sup>th</sup> Floor  
London, Ontario  
N6A 4L9

October 25, 2023

Attention: Mayor Josh Morgan and Strategic Priorities and Planning Committee

RE: Letter of Support

On behalf of the Old East Village BIA (Business Improvement Area), we urge you to support the Staff recommendation in their report for the funding of \$1.66 million for our two core area Business Improvement Areas with Direct Business Support Funding, with the OEV BIA receiving \$500,000 and Downtown London receiving \$1.16 million).

You are fully aware of the reality on the street in OEV, but I briefly outline the key parameters below:

- Vacancy Rate is 24% with a 41% rate in areas directly adjacent to social service providers. Before the start of revitalization in 2003 the rate was 26% (Healthy commercial vacancy rate sits between 7-10% and prior to 2019 with City support, OEV BIA was able to reduce the vacancy rate on the corridor to 8% in late 2018.
- OEV has the highest concentration of social services in any London neighbourhood: within 638 metres of Dundas Street and Adelaide Street, there are currently 18 services supporting individuals experiencing homelessness, mental health challenges, and addiction.
- Triple Threat: OEV has experienced 4 straight years of street closure due to level construction, increased street activity, and all COVID related business impacts.
- Multiple fires in area businesses related to street activities have threatened active and beloved OEV businesses making it difficult to maintaining their insurance policies.
- Over 4000 reports to Community Informed Response since 2019, which averages 3 times per day. These reports are often done once in the morning but if reporting all day long, this number would be 10x the reporting. Reporting could be a full-time job.

With this context in mind the proposed funding is necessary as it will provide relief to business owners who currently must choose between operating/growing their business and maintaining safety, cleaning-up and repairing vandalism related damage.

We look forward to working with City Staff to implement these initiatives with our business community and reporting back (as required).

This funding will have a substantial and positive impact on our Old East Village business owners who are all small independent operations, while also assisting with the ongoing revitalization of the area following COVID, ongoing construction and the homelessness crisis.

In close, as a member of the Whole of Community System Response we would like to thank the City Manager and Staff for initiating and creating this recommendation and advocating for a program that supports the businesses within our BIA district.

Sincerely,

Kevin Morrison  
General Manager  
Old East Village BIA

Maria Drangova  
Board Chair  
Old East Village BIA

October 27, 2023

Strategic Priorities and Policy Committee  
City of London

**RE: LETTER OF SUPPORT FOR BUSINESS IMPROVEMENT AREA GRANTS TO ADDRESS IMPACTS OF HEALTH AND HOMELESSNESS**

Members of Council,

On behalf of the London InterCommunity Health Centre, I am writing to support the recommendation to provide grants to the Downtown London Business Association and the Old East Village Association to begin addressing the impacts of the Health and Homelessness crisis on their members.

We believe that the plan to build a network of Hubs and grow our stock of Highly Supportive Housing are critical elements of turning the tide of this crisis. As we work to implement our new approach, core area businesses will continue to struggle with the day-to-day impacts – it is critical that we support our Business Improvement Areas to assist their members through this unprecedented time.

Finally, we would like to express our gratitude to core area business owners and their BIA representatives for their open and earnest participation in the Health and Homelessness movement. The Health and Homelessness summits deepened our understanding and appreciation for the impacts of this crisis on our core area businesses, and helped us find common cause in our frustrations, and more importantly in finding our resolve to dig in and find solutions together. We learned that we may approach this issue from different perspectives, but in the end, we want to accomplish the same things. It has been a pleasure working in partnership with our business leaders, and we look forward to continuing our collaboration.

Regards,



Scott Courtice  
Executive Director

□ 659 Dundas Street  
London, ON N5W 2Z1  
Tel: 519-660-0874  
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□ Unit 7 - 1355 Huron Street  
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□ Unit 1 - 1700 Dundas Street  
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Tel: 519-660-5853  
Fax: 519-642-1532



[www.lihc.on.ca](http://www.lihc.on.ca)

**From:** Lisa Sallabank Salon Entrenous <lisa@salonentrenous.com>  
**Sent:** Saturday, October 28, 2023 10:11 PM  
**To:** SPPC <sppc@london.ca>  
**Subject:** [EXTERNAL] SPPC meeting Oct 31 Please add this communication to public agenda

Please include this communications in the October 31st SPPC meeting public agenda

Hello, my name is Lisa Sallabank and I'm the owner of Salon Entrenous and the building at [579 Richmond street](#).

I am writing to fully support the City staffs request for funding to support the BIAs and their members with the significant impacts of health and homelessness on our downtown.

My business has been successful for 34 years. There is nothing my business has come across even close to the challenges we have faced over the last 3 years.

Programs that the BIA has put in place have been imperative in keeping my staff, my clients, myself and my neighbours safe in these unprecedented times.

Having clean sidewalks, clear of drug paraphernalia, cigarette butts and urine is a daily requirement now and it is becoming much more challenging for businesses to have attractive, clean and welcoming sidewalks and storefronts for their consumers.

The Goodbye Graffiti team that the BIA funds has been a huge help in assisting us in maintaining store fronts, including the new power washing program that they started last year to help businesses remove bio waste and urine from their properties and in public walkways. However this service needs to be more frequent as we have not been able to keep up with increased cleaning needed downtown due to the impacts of health and homelessness. Without having more services like this, it is extremely challenging to maintain a positive image for our core.

Also BIA has also been very supportive by supplying grants for businesses for damages to windows and exteriors (which I am also currently applying for) and are critical in keeping businesses in the core. Often there are windows or building exteriors that get damaged or broken or need to be boarded up, which sends the message to our customers that our downtown isn't safe or welcoming.

Richmond Row's beautification has significantly decreased over the last 5 years because any street decor, plants and planters, are continually damaged, stolen or filled with needles, human waste, and garbage making it difficult for the BIA to continually maintain these. Hanging flower baskets, planters, Christmas wreaths and lights used to make the street look magical and many people and customers visiting Richmond Row now tell us how much the area has deteriorated and feels unsafe due to the health and homeless issues that we deal with on a daily basis.

Our beautiful Victoria Park, the top attraction of our city is now full of garbage making it hard to believe this was once the jewel of our city and provided much civic pride!! Victoria Park has been derelict for the last 3 years and it is imperative that the City of London prioritizes maintaining its cleanliness and better enforcing bylaws to remove shopping carts, tarps, ongoing encampments and belongings. These are individuals and human beings that need better support and medical care and no one should be left to their own recourse to live in our parks.

Additionally, many people have told us that they would love to live downtown, but are concerned about safety issues. Also we know some landlords are trying to attract a grocery stores and other businesses downtown but they have been told that due to the lack of residents and the large at-risk-population, they see downtown as an unappealing location for them to move.



The London Downtown BIA has helped myself and other members throughout the hardest years of our businesses lives.

I ask that you support the funding request that City staff are recommending for core area BIAs to help sustain our businesses as the health and homelessness hubs get established. Businesses can no longer afford the ever increasing costs of these impacts and social issues.

The City needs to recognize that downtown businesses have been carrying the costs of these impacts for far too long, either directly out of our pockets, through our taxes and through the BIA levy that all downtown London businesses pay into.

By approving these funds as part of the whole community response, it proves that City Council is committed to making businesses stronger and recognizes our contributions to a healthy economy and a healthy city.

Thank you.

Lisa Sallabank

Owner  
Salon Entrenous  
579 Richmond st  
London Ontario  
N6A 3G2

From: Peter G.  
Sent: Sunday, October 29, 2023 4:52 PM  
To: SPPC <sppc@london.ca>  
Subject: [EXTERNAL] Permission to Speak at Upcoming Meeting

Good Evening,

On Tuesday October 31, 2024 the SPPC is holding a full meeting at 2 pm. I am asking for permission to speak concerning the city update on the homeless and winter response initiative. I understand that my request is later than normal, but in all fairness, you have only recently published the agenda to this meeting and I have since decided that I want to speak on the subject. I am Peter Gioiosa from "Old East Village Cares" and I would be grateful for the opportunity to speak as I would like to address the full council that day.

Thank You and I look forward to your response,

Regards,

Peter Gioiosa

"OEV Cares"



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

London  
CANADA

October 30, 2023

Dear Colleagues,

We are writing to you with regard to item 2.2 on the SPPC agenda and the staff recommendations for funding support for the Downtown London and OEV BIAs for mitigating health and homelessness impacts.

While we recognize that the Downtown London & OEV BIAs are experiencing higher intensity impacts in their catchment areas than the Hamilton Road and Argyle BIAs are experiencing, nonetheless there is still significant impacts on the east end BIAs as well. Both the Hamilton Rd & Argyle BIA Executive Directors are spending very significant portions of their work hours—and sometimes after hours—focused on assisting businesses with navigating these challenges.

We also recognize that increasing police budgets, standing-up of the HUBS system, creating supportive housing space and more housing in general, are all better, more sustainable in the long term, options to help BIAs thrive. However, bridging the need today with the work council is already doing on those better long-term directions is critical. And while our BIAs have ideas to mitigate the impacts, they do not have the fiscal capacity to undertake these on their own.

We have had preliminary discussions with our BIAs since the SPPC report was made public and while this has not been sufficient time to work out a detailed plan, our BIAs are happy to work jointly to develop a shared approach to maximize a return on investment from the city. To that end, we are asking for an amendment to the staff recommendation with the following new clause:

*That, a one-time grant of \$250,000 to the Argyle and Hamilton Road Business Improvement Associations be APPROVED, with funding to be sourced from the Operating Budget Contingency Reserve funds.*

Sincerely,

Shawn Lewis  
Deputy Mayor  
Ward 2 Councillor

Hadleigh McAlister  
Ward 1 Councillor



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

London  
CANADA

October 30, 2023

Dear Colleagues,

We have reviewed the letter from the London Downtown Business Association (LDBA) as submitted to the October 31 Strategic Priorities and Planning Committee added agenda, and fully concur. The LDBA letter clearly makes the case for the immediate need for bridging supports until the Health and Homelessness Whole of Community response is fully stood up and relief is begun to be felt in our core area BIAs membership footprints.

The grants as proposed will triage in a small way, the out-of-pocket expenses that core area businesses have and are continuing to endure. What it does not address is the future state of our street-level businesses, specifically addressing the street-level vacancy issue we have, not only in our core area BIAs, but across the city.

Therefore, we are asking for your support of the following amendment to the recommendation on the October Progress Report - item 2.2.

**Additional \$100,000 in one-time seed funding to be added to the \$1,160,000 grant to the Downtown London Business Association for the specific purpose of establishing an interim city-wide street-level vacancy management strategy, including, but not limited to, business attraction, incubation, and scale-up; to lay groundwork for 2024-27 MYB budget programming.**

Sincerely,

Jerry Pribil  
Ward 5 City Councillor

Peter Cuddy  
Ward 3 City Councillor

## Report to Strategic Priorities and Policy Committee

**To:** Chair and Members, Strategic Priorities and Policy Committee  
**From:** Kevin Dickins, Deputy City Manager, Social and Health Development  
**Subject:** Community Cold Weather Response  
**Date:** October 31, 2023

## Recommendation

That, on the recommendation of the Deputy City Manager, Social and Health Development, that the following Actions be taken regarding Community Cold Weather Response Report, that;

- a) Community Cold Weather Response Report **BE RECIEVED** for information;
- b) **APPROVE** a funding increase extension to the existing Municipal Purchase of Service agreement with London Cares at a total estimated increase of up to \$236,550 (excluding HST) for the period of December 1, 2023, to May 31, 2024, to administer the City of London 2023-24 Cold Weather Response drop-in space and outreach supports, as per the Corporation of the City of London Procurement Policy Section 20.3 e); to the following existing agreements;
- c) **TO AUTHORIZE** and **APPROVE** a one-time funding allocation of up to \$157,224 from the Social Services Reserve Fund for London Cares Homeless Response Services to support security services for 602 Queens Ave;
- d) **APPROVE** a funding increase extension to the existing Municipal Purchase of Service agreement with CMHA Thames Valley Addiction & Mental Health Services at a total estimated increase of up to \$350,000 (excluding HST) for the period of December 1, 2023, to May 31, 2024, to administer the City of London 2023-24 Cold Weather Response drop-in space, as per the Corporation of the City of London Procurement Policy Section 20.3 e); to the following existing agreements;
- e) **APPROVE** a funding reallocation of \$187,750 (excluding HST) from the existing Municipal Purchase of Service agreement with the Salvation Army Centre of Hope from the 2022-23 winter response to support the extension of shelter bed and shower services for the period of December 1, 2023, to March 31, 2024, to administer the City of London 2023-24 Cold Weather Response, as per the Corporation of the City of London Procurement Policy Section 20.3 e); to the following existing agreements;
- f) That approval **BE GIVEN** to enter into a Single Source contract (SS-2023-286) with The Ark Aid Street Mission in the amount up to \$638,000 (excluding HST) for the provision of cold weather response drop-in space from October 1, 2023, to May 31, 2024, in accordance with the City of London's Procurement of Goods and Services Policy section 14.4, clause (d);
- g) That approval **BE GIVEN** to enter into a Single Source contract (SS-2023-287) with Safe Space London in the amount up to \$259,000 (excluding HST) for the provision of cold weather response drop-in space from December 1, 2023, to March 31, 2024, in accordance with the City of London's Procurement of Goods and Services Policy section 14.4, clause (d);
- h) That approval **BE GIVEN** to enter into a Single Source contract (SS-2023-288) with 519 Pursuit in the amount up to \$60,000 (excluding HST) for the provision of cold weather response outreach services from December 1, 2023, to May 31, 2024, in accordance with the City of London's Procurement of Goods and Services Policy section 14.4, clause (d);

- i) **To APPROVE** funding from the existing Housing Stability Services budget for the total allocation amount of up to \$100,000 to support costs associated with the cold weather response for those who will remain unsheltered;
- j) Civic Administration **BE AUTHORIZED** to undertake all administrative acts which are necessary in connection with the contracts noted in b) through i); and,
- k) The approval given herein **BE CONDITIONAL** upon the Corporation of the City of London entering into new and/or amending existing Purchase of Service Agreements with agencies outlined in the attached as Schedule 1 of this report.

## Executive Summary

The community Encampment Strategy Table as part of the Whole of Community System Response has been in the planning stages of a temporary Cold Weather Response since July, 2023. The table and the many organizations engaged in this work were actively engaged throughout August and into September and October. This report provides an update of the actions taken to support the Cold Weather Response that included the identification of increased basic needs and drop-in spaces for those living unsheltered and to provide these temporary services for up to six months commencing on December 1, 2023. While the recommendations contained in this report are brought forward, exploration of additional indoor space and staffing plans continue to evolve and will be brought forward to Council in November for consideration. These additional plans will include overnight spaces and staffing services.

Housing Stability Services is seeking single source approval in accordance with the City's procurement Policy to implement a temporary Cold Weather Response program to provide lifesaving measures for individuals experiencing unsheltered homelessness this winter who cannot or are unable to access existing emergency shelters, resting spaces or other temporary shelter support services.

Specifically, Section 14.4d) which states:

“There is a need for compatibility with goods and/or services previously acquired or the required goods and/or services will be additional to similar goods and/or services being supplied under an existing contract”

Existing programs are operating at capacity and services are unable to expand to meet the anticipated demand during the winter months. During the warmer months there has also been an increase in people residing in small encampments throughout more isolated areas of the community.

The proposed Cold Weather Response program will allow City teams to work collaboratively with community partners and direct service providing-organizations to create temporary community spaces for the winter months through a multi-agency approach to meet a variety of needs with a variety of interventions.

The advancement of the Whole of Community System Response remains a priority as new Supportive Housing and Hubs are opened.

## Linkage to the Corporate Strategic Plan

This report aligns with the strategic areas of focus in the 2023-2027 [City of London Strategic Plan](#). The City of London Strategic Plan (2023-2027) identifies housing and homelessness as a key area of focus, and housing and homelessness work is identified throughout the Strategic Plan, impacting all areas of life for Londoners.

### Housing and Homelessness

- Increased access to a range of quality, affordable, and supportive housing options that meet the unique needs of Londoners.
- Decreased number of Londoners at risk of or experiencing homelessness

- Improved safety in London’s shelters system

#### Wellbeing and Safety

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

#### *Links to Community Recovery*

The City of London is committed to working in partnership with the community to identify solutions that will drive a strong, deep, and inclusive community recovery for London as we move out of and beyond the global COVID-19 pandemic. This report, and the items within, are linked to supporting Londoners experiencing homelessness to attain and retain permanent housing. This work supports recovery efforts through a coordinated response that will support the transition of individuals and families experiencing or at risk of experiencing homelessness who have a variety of support needs into permanent housing.

## Analysis

### ● 1.0 Previous Reports Related to this Matter

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- 2022-2023 Winter Response Program Outcome Report (CPSC: May 24, 2023)
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- City of London 2021-2022 Winter Response Program for Unsheltered Individuals (CPSC: April 20, 2022)
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- City of London 2020-2021 Winter Response Program for Unsheltered Individuals (CPSC: December 1, 2020)
- Municipal Council Approval of The Housing Stability Plan 2019 to 2024 as Required Under the Housing Services Act, 2011 (CPSC: December 3, 2019)

## 2.0 Discussion and Considerations

### 2.1 Background

The proposal submitted by the Encampment Strategy Table has come after several rounds of direct engagement with various existing service providers and interested parties from across sectors. The elements of a Cold Weather Response have been sought since the planning process began in July. The proposed ability of participating agencies that are enclosed in this report are a result of conversations and actions taken over the course of several months.

The co-chairs of the Encampment Strategy Table undertook and led Community Discovery sessions in August in which service capacity, interest, and needs of the unsheltered community were identified. The planning process also included direct reach out to service providers and collective calls for assistance to organizations through multiple Strategy and Accountability Table meetings.

Through all of this the need for increased basic needs of those living unsheltered was abundantly clear. These needs include provision of essential needs such as showers, washrooms, the provision of increased supports for daytime and overnight drop-in space and focused efforts to address the immediate needs of those that may be encamping or self-sheltering this winter. Additionally, organizations have looked at how the health and human resources component of staffing a cold weather response could be aided or bolstered by the efforts of more recent Whole of Community System Response partners.

The City of London Housing Stability Services team is working with community collaborators through the encampment strategy table to provide these temporary life saving day/overnight spaces, shelter space and outreach services during the winter months.

London currently funds approximately 300 beds within its existing emergency shelter system. These services are provided by Youth Opportunities Unlimited, Men's Mission including Rotholme Family Shelter, Centre of Hope and Unity Project. These spaces are consistently at or near capacity. The city also currently funds 10 resting space beds operated by London Cares which are also consistently at or near capacity.

The temporary response aims to support individuals in crisis, meet an individual's basic needs, increase connectivity to primary social services and to provide a solution to assist our most vulnerable Londoners to get out of the cold.

Significant background planning since July 2023 has taken place through the encampment strategy table including direct discussions with several community organizations that serve vulnerable individuals experiencing unsheltered homelessness, and while more details remain to be completed related to additional locations for indoor overnight beds and a corresponding staffing plan for such, those details remain unconfirmed, however, the details are expected to be brought back to Council in November for consideration.

#### **Program locations and dates of operation:**

#### **Day Drop-In Space/Shower/Laundry/Washroom/Basic Needs:**

- Ark Aid- 696 Dundas Street Location, October 1, 2023 to May 31, 2024. Open 6 hours per day, 7 days a week, including holidays. Services include showers, laundry, washrooms, basic needs provision.
- London Cares- 602 Queens Ave, December 2023, to May 31, 2024, Open 2 shifts of 3 hours, 5 days a week (M-F). Services include showers, laundry, washrooms, basic needs provision.
- CMHA London Coffee House- 371 Hamilton Road, October 1, 2022 to May 31, 2024, funding is for 3 hours per day, 7 days a week, Services include laundry, washrooms, basic needs provision.
- Salvation Army Centre of Hope, 281 Wellington Street, December 2023 to March 31, 2024, Program includes 2 male and 1 female showers, Operates Monday, through Friday from 9am to 12pm.
- Safe Space London, 679 Dundas Street, December 2023 to May 31, 2024, program includes 15 drop-in spaces for women only Tues through Sat.

#### **Night Drop-In Space:**

- Salvation Army Centre of Hope, 281 Wellington Street, December 2023 to March 31, 2024, Program includes 15 additional shelter beds for women only.
- Safe Space London, 679 Dundas Street, December 2023 to May 31, 2024, program includes 15 overnight drop-in spaces for women only.

#### **Additional Outreach:**

- 519Pursuit outreach services from December 2023 to May 31, 2024, Reaching the most marginalized and hard to find individuals living unsheltered during the winter.



- London Cares outreach services from December 2023 to May 31, 2024, Reaching the most marginalized and hard to find individuals living unsheltered during the winter.

### **2.3 Procurement Process**

Civic Administration (Purchasing and Supply) is recommending that the single source procurements for the listed agencies in this report be made under Section 14.4 d) and e) of The Corporation of the City of London Procurement of Goods and Services Policy, stating there is a need for compatibility with goods and/or services previously acquired or the required goods and/or services will be additional to similar goods and/or services being supplied under an existing contract and/or the required goods and/or services are to be supplied by a particular supplier(s) having special knowledge, skills, expertise or experience to ensure the continuity of the identified services for 2022-23. Outlined in Schedule 1 of this report.

Several of the Service Providers outlined in Schedule 1 of this report have an existing Purchase of Service agreement with The City of London. Those agencies who do not, Civic Administration will be looking to implement new contracts with those organizations. Pending approval, funding will be administered through new contracts and contract amendments to 2023-24 agreements.

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

The total amount of approved funding is up to \$1,943,524. The source of funding will be through Housing Stability Service budgets and Social Services Reserve Fund. Funding for this response is available on a one-time basis.

Attached as Schedule 1 “Cold Weather Response Expected Costs” provides a breakdown by agency of service to be provided, cost estimate, and duration.

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

**Cc:**

Lynne Livingstone,	<b>City Manager</b>
Scott Mathers,	<b>Deputy City Manager, Planning &amp; Economic Development</b>
Kelly Scherr,	<b>Deputy City Manager, Environment, and Infrastructure</b>
Anna Lisa Barbon,	<b>Deputy City Manager, Finance Supports</b>
Barry Card,	<b>Deputy City Manager, Legal Services</b>
Cheryl Smith,	<b>Deputy City Manager, Neighbourhood and Community-Wide Services</b>
John Paradis,	<b>Deputy City Manager, Enterprise Supports</b>

**Schedule 1: Cold Weather Response Expected Costs**

<b>Program/Service</b>	<b>Duration Up To:</b>	<b>Agency</b>	<b>Cost Estimate</b>	
Day Drop-in	8 months	Ark Aid Street Mission	Staff Costs	\$475,000
			Operating Costs	\$108,000
			Participant Costs	\$55,000
			Admin (5% max.)	0
			<b>TOTAL</b>	<b>Up to \$638,000</b>
Day Drop-in	6 months	London Cares Homelessness Response	Staff Costs	\$76,193
			Operating Costs	\$20,100
			Participant Costs	\$8,470
			Admin (5% max.)	\$5,237
			<b>TOTAL</b>	<b>Up to \$110,000</b>
Day Drop-in Security	6 months	London Cares Homelessness Response	<b>TOTAL:</b>	<b>Up to \$157,224</b>
Day Drop-in	8 months	CMHA Thames Valley Addiction & Mental Health Services	Staff Costs	\$106,888
			Operating Costs	\$109,670
			Participant Costs	\$116,774
			Admin (5% max.)	\$16,668
			<b>TOTAL</b>	<b>Up to \$350,000</b>
Shelter bed and showers	4 months	The Salvation Army Centre of Hope	Staff Costs	\$144,705
			Operating Costs	\$32,000
			Participant Costs	\$11,045
			Admin (5% max.)	\$0
			<b>TOTAL</b>	<b>Re-allocation of \$187,750</b>
Day and Overnight Drop-in	4 months	Safe Space	Staff Costs	\$169,000
			Operating Costs	\$66,000
			Participant Costs	\$12,000
			Admin (5% max.)	\$12,000
			<b>TOTAL</b>	<b>Up to \$259,000</b>
Outreach	6 months	519Pursuit	Staff Costs	\$113,100
			Operating Costs	\$0
			Participant Costs	\$1,900
			Admin (5% max.)	\$0
			<b>TOTAL</b>	<b>Up to \$115,000</b>
Outreach	6 months	London Cares Homelessness Response	Staff Costs	\$116,250
			Operating Costs	\$4,300
			Participant Costs	0
			Admin (5% max.)	6,000
			<b>TOTAL</b>	<b>Up to \$126,550</b>
			<b>TOTAL</b>	<b>\$1,943,524</b>

## Report to Strategic Priorities and Policy Committee

**To:** Chair and Members, Strategic Priorities and Policy Committee  
**From:** Kevin Dickins, Deputy City Manager, Social and Health Development  
**Subject:** Community Cold Weather Response  
**Date:** October 31, 2023

## Recommendation

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- a) Community Cold Weather Response Report **BE RECIEVED** for information;
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#### **Program locations and dates of operation:**

##### **Day Drop-In Space/Shower/Laundry/Washroom/Basic Needs:**

- Ark Aid- 696 Dundas Street Location, October 1, 2023 to May 31, 2024. Open 6 hours per day, 7 days a week, including holidays. Services include showers, laundry, washrooms, basic needs provision.
- London Cares- 602 Queens Ave, December 2023, to March 31, 2024, Open 2 shifts of 3 hours, 5 days a week (M-F). Services include showers, laundry, washrooms, basic needs provision.
- CMHA London Coffee House- 371 Hamilton Road, October 1, 2023 to November 30, 2023 funding is for 3 hours of service per day, 7 days a week, Services include laundry, washrooms, basic needs provision.
- CMHA London Coffee House- 371 Hamilton Road, December 1, 2023 to May 31, 2024 funding is for 4 hours of service per day, 7 days a week, Services include laundry, washrooms, basic needs provision.
- Salvation Army Centre of Hope, 281 Wellington Street, December 2023 to March 31, 2024, Program includes 2 male and 1 female showers, Operates Monday, through Friday from 9am to 12pm.
- Safe Space London, 679 Dundas Street, December 2023 to March 31, 2024, program includes 15 drop-in spaces for women only Tues through Sat.

##### **Night Drop-In Space:**

- Salvation Army Centre of Hope, 281 Wellington Street, December 2023 to March 31, 2024, Program includes 15 additional shelter beds for women only.
- Safe Space London, 679 Dundas Street, December 2023 to March 31, 2024, program includes 15 overnight drop-in spaces for women only.

**Additional Outreach:**

- 519 Pursuit outreach services from December 2023 to May 31, 2024, Reaching the most marginalized and hard to find individuals living unsheltered during the winter.
- London Cares outreach services from December 2023 to March 31, 2024, Reaching the most marginalized and hard to find individuals living unsheltered during the winter.

**2.3 Procurement Process**

Civic Administration (Purchasing and Supply) is recommending that the single source procurements for the listed agencies in this report be made under Section 14.4 e) of The Corporation of the City of London Procurement of Goods and Services Policy, stating there is a need for compatibility with goods and/or services previously acquired or the required goods and/or services will be additional to similar goods and/or services being supplied under an existing contract and/or the required goods and/or services are to be supplied by a particular supplier(s) having special knowledge, skills, expertise or experience to ensure the continuity of the identified services for 2022-23. Outlined in Schedule 1 of this report.

Several of the Service Providers outlined in Schedule 1 of this report have an existing Purchase of Service agreement with The City of London as a result are recommended to have their contracts amended which in accordance with section 20.3 (e) would require City Council approval. Those agencies who do not, Civic Administration will be looking to implement new contracts with those organizations. Pending approval, funding will be administered through new contracts and contract amendments to 2023-24 agreements.

**3.0 Financial Impact/Considerations**

The total amount of approved funding is up to \$2,160,014. The source of funding will be through Housing Stability Service budgets and Social Services Reserve Fund. Funding for this response is available on a one-time basis.

Attached as Schedule 1 “Cold Weather Response Expected Costs” provides a breakdown by agency of service to be provided, cost estimate, and duration.

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

Cc:

Lynne Livingstone, City Manager  
 Scott Mathers, Deputy City Manager, Planning & Economic Development  
 Kelly Scherr, Deputy City Manager, Environment, and Infrastructure  
 Anna Lisa Barbon, Deputy City Manager, Finance Supports  
 Barry Card, Deputy City Manager, Legal Services  
 Cheryl Smith, Deputy City Manager, Neighbourhood and Community-Wide Services  
 John Paradis, Deputy City Manager, Enterprise Supports

**Schedule 1: Cold Weather Response Expected Costs**

<b>Program/Service</b>	<b>Duration Up To:</b>	<b>Agency</b>	<b>Cost Estimate</b>	
Day Drop-in	8 months	Ark Aid Street Mission	Staff Costs	\$475,000
			Operating Costs	\$108,000
			Participant Costs	\$55,000
			Admin (5% max.)	0
			<b>TOTAL</b>	<b>Up to \$638,000</b>
Day Drop-in	4 months	London Cares Homelessness Response	Staff Costs	\$76,193
			Operating Costs	\$20,100
			Participant Costs	\$8,470
			Admin (5% max.)	\$5,237
			<b>TOTAL</b>	<b>Up to \$110,000</b>
Day Drop-in Security	4 months	London Cares Homelessness Response	<b>TOTAL:</b>	<b>Up to \$157,224</b>
Day Drop-in	6 months	CMHA Thames Valley Addiction & Mental Health Services	Staff Costs	\$203,942
			Operating Costs	\$96,546
			Participant Costs	\$73,476
			Admin (5% max.)	\$18,698
			<b>TOTAL</b>	<b>Up to \$392,663</b>
Day Drop-in Security (afternoon hours only)	6 Months	CMHA Thames Valley Addiction & Mental Health Services	<b>TOTAL:</b>	<b>Up to \$42,938</b>
Day Drop-in	2 months	CMHA Thames Valley Addiction & Mental Health Services	Staff Costs	\$67,982
			Operating Costs	\$31,182
			Participant Costs	\$24,492
			Admin (5% max.)	\$6,233
			<b>TOTAL:</b>	<b>Up to \$130,889</b>
Shelter bed and showers	4 months	The Salvation Army Centre of Hope	Operating Costs	\$144,705
			Participant Costs	\$32,000
			Admin (5% max.)	\$11,045
			<b>TOTAL</b>	<b>Re-allocation of \$187,750</b>
Day and Overnight Drop-in	4 months	Safe Space	Staff Costs	\$169,000
			Operating Costs	\$66,000
			Participant Costs	\$12,000
			Admin (5% max.)	\$12,000
			<b>TOTAL</b>	<b>Up to \$259,000</b>
Outreach	6 months	519Pursuit	Staff Costs	\$113,100
			Operating Costs	\$0
			Participant Costs	\$1,900
			Admin (5% max.)	\$0
			<b>TOTAL</b>	<b>Up to \$115,000</b>
Outreach	4 months	London Cares Homelessness Response	Staff Costs	\$116,250
			Operating Costs	\$4,300
			Participant Costs	0
			Admin (5% max.)	6,000
			<b>TOTAL</b>	<b>Up to \$126,550</b>
			<b>TOTAL</b>	<b>\$2,160,014</b>



## Report to Strategic Priorities and Policy Committee

**To:** Chair and Members  
**Strategic Priorities and Policy Committee**  
**From:** Michael Schulthess, City Clerk  
**Subject:** Updates to Appointment of Members to Committee, Civic Boards and Commissions Process  
**Meeting on:** October 31, 2023

### Recommendation

That, on the recommendation of the City Clerk, the following actions be taken:

- a) the attached proposed by-law (Appendix 'A') **BE INTRODUCED** at the Municipal Council meeting on November 7, 2023 to amend CPOL.-71-303 being "Appointment of Council Members to Standing Committees of Council and Various Civic Boards and Commissions Policy" to repeal and replace Schedule "A", and;
- b) the attached proposed by-law (Appendix 'B') **BE INTRODUCED** at the Municipal Council meeting on November 7, 2023 to amend CPOL.-398-43 being "Selection Process Policy for Appointing Members to Committees, Civic Boards and Commissions" to repeal and replace Schedule "A".

### Analysis

#### 1.0 Background Information

##### 1.1 Previous Reports Related to this Matter

- Corporate Services Committee – July 17, 2023 – Staff Report – Council Policy Manual Review 2023
- Strategic Priorities and Policy Committee – October 10, 2023 – GWG Deferred List

##### 1.2 Background

Municipal Council, at its meeting held on October 17, 2023 resolved:

That the following actions be taken with respect to the 2023 Governance Working Group Deferred Matters List:

- a) the Civic Administration **BE DIRECTED** to bring forward to the Strategic Priorities and Policy Committee revisions to the Selection Process Policy for Appointing Members to Committee, Civic Boards and Commissions and the Appointment of Council Members to Standing Committees of Council and Various Civic Boards and Commissions Policy to enact the following:
- i) the requirement to fully complete the selections for appointments of Council Members to standing committees during the selection voting process; and,
- ii) the requirement for members to fully complete the submission form(s) for consideration of appointments to standing committees.

#### 2.0 Discussion and Considerations

##### 2.1 Recommended Amendments

"Appointment of Council Members to Standing Committees of Council and Various Civic Boards and Commissions Policy" is recommended to be amended as follows:

Section 4.2 "Appointment of Council Members at the Commencement of a New Council Term" and 4.3 "Appointment of Council Members to Council Standing Committees after Appointments at the Commencement of a Council Term" are amended by replacing the

reference to “document” with “submission form” on which each Council Member shall indicate their committee, board and commission preferences, in addition to the requirement that all members of council are expected to indicate a preference for each committee, board and commission listed on the submission form provided by the City Clerk.

“Selection Process Policy for Appointing Members to Committee, Civic Boards and Commissions” is recommended to be amended as follows:

Section 6.4.1 is amended by replacing the word “may” with “shall” vote for one (1) candidate to be recommended for appointment. Section 6.5.1 is amended by replacing the word “may” with “shall” vote for as many candidates for a position as there are positions to be filled, but shall only vote once for each candidate.

## **Conclusion**

Civic Administration recommends that the attached proposed amendments to Council Policy CPOL.-71-303 (Appendix “A”) be amended to implement changes to the selection and appointment process for Members of Council to various civic boards, committees and commissions and Council Policy CPOL.-398-43 (Appendix “B”) be amended to implement changes to the vote process for appointing members to committee, civic boards and commissions.

**Prepared by:** Jeannie Raycroft, Manager, Elections, Strategic Integration and Policy

**Recommended by:** Michael Schulthess, City Clerk

Bill No.  
2023

By-law No. CPOL.-71( )-\_\_\_

A by-law to amend By-law No. CPOL.-71-303 being "Appointment of Council Members to Standing Committees of Council and Various Civic Boards and Commissions Policy" to repeal and replace Schedule "A".

WHEREAS section 5(3) of the *Municipal Act, 2001*, S.O. 2001, C.25, as amended, provides that a municipal power shall be exercised by by-law;

AND WHEREAS section 9 of the *Municipal Act, 2001*, S.O. 2001, C.25, as amended, provides a municipality with the capacity, rights, powers and privileges of a natural person for the purpose of exercising its authority;

AND WHEREAS the Municipal Council of The Corporation of the City of London wishes to amend By-law No. CPOL.-71-303 being "Appointment of Council Members to Standing Committees of Council and Various Civic Boards and Commissions Policy" to implement changes to the process the appointment and selection of Council Members to various civic boards and commissions;

NOW THEREFORE the Municipal Council of The Corporation of the City of London enacts as follows:

1. By-law No. CPOL.-71-303 being "Appointment of Council Members to Standing Committees of Council and Various Civic Boards and Commissions Policy" is hereby amended by deleting Schedule "A" in its entirety and by replacing it with the attached new Schedule "A".
2. This by-law shall come into force and effect on the date it is passed subject to the provisions of PART VI.1 of the *Municipal Act, 2001*.

PASSED in Open Council on November 7, 2023 subject to the provisions of PART VI.1 of the *Municipal Act, 2001*.

Josh Morgan  
Mayor

Michael Schulthess  
City Clerk

First Reading – November 7, 2023  
Second Reading – November 7, 2023  
Third Reading – November 7, 2023

## Schedule “A”



**London**  
CANADA

### **Appointment of Council Members to Standing Committees of Council and Various Civic Boards and Commissions Policy**

**Policy Name:** Appointment of Council Members to Standing Committees of Council and Various Civic Boards and Commissions Policy

**Legislative History:** Adopted August 22, 2017 (By-law No. CPOL.-71-303); Amended July 24, 2018 (By-law No. CPOL.-71(a)-409); Amended August 10, 2021 (By-law No. CPOL.-71(b)-244)

**Last Review Date:**

**Service Area Lead:** City Clerk

#### **1. Policy Statement**

1.1 This policy clarifies how Council Members are to be appointed to Standing Committees of Council and various Civic Boards and Commissions.

#### **2. Definitions**

2.1 **Council Year** – shall mean a one-year period commencing December 1 through November 31.

2.2 **Council Term** – shall mean a four-year period commencing November 15 through November 14.

#### **3. Applicability**

3.1 This policy shall apply to all City of London Council Members.

#### **4. The Policy**

##### 4.1 General

Council Members shall be appointed to Standing Committees of Council each Council Year, with the exception of the Strategic Priorities and Policy Committee which shall serve for the Council Term.

Council Members shall make every effort to serve on different Standing Committees throughout the Council Term, with the exception that the Council Procedure By-law provides for the Mayor to be, ex officio, a member of all Standing Committees of the Council, except for the Strategic Priorities and Policy Committee where the Mayor shall serve as Chair; and

Council Members shall be appointed to the Audit Committee, civic boards and commissions each Council Term, to serve for the Council Term, unless the term of office is otherwise specified by legislation.

The Strategic Priorities and Policy Committee shall nominate the appointment of Council Members to Standing Committees of Council, Audit Committee and various civic boards and commissions to the Municipal Council.

##### 4.2 Appointment of Council Members at the Commencement of a New Council Term

The City Clerk, or designate, shall convene a meeting of the Strategic Priorities and Policy Committee, as soon as possible after the Inaugural Council meeting, with respect to the appointment of Council Members to the Standing Committees of Council, Audit Committee and various civic boards and commissions. In advance of the above-noted Strategic Priorities and Policy Committee meeting, the City Clerk, or designate, shall

provide incoming Council Members with a communication describing the mandate of each of the Standing Committees, Audit Committee, boards and commissions to which Council Members are to be appointed and with a submission form on which each Council Member shall indicate their committee, board and commission preferences. All members of council are expected to indicate a preference for each committee, board and commission listed on the submission form provided by the City Clerk.

The latter document shall be returned to the City Clerk, or designate, by a specified date, in order to form part of the agenda for the Strategic Priorities and Policy Committee meeting. Appointments to the Standing Committees, Audit Committee and various civic boards and commissions shall be in keeping with the process approved by the Municipal Council.

#### 4.3 Appointment of Council Members to Council Standing Committees after Appointments at the Commencement of a Council Term

The City Clerk, or designate, shall convene a meeting of the Strategic Priorities and Policy Committee in sufficient time for a nomination to be brought forward to the Municipal Council for consideration prior to the commencement of a new Council Year, with respect to the appointment of Council Members to Standing Committees of Council for the upcoming Council Year. The City Clerk, or designate, shall provide the Council Members with a submission form on which each Council Member shall indicate their Standing Committee preference. The latter document shall be returned to the City Clerk, or designate, by a specified date, in order to form part of the agenda for the Strategic Priorities and Policy Committee meeting. All members of council are expected to indicate a preference for each committee listed on the submission form provided by the City Clerk.

Appointments to the Standing Committee shall be in keeping with the process approved by the Municipal Council.

In the event a Council Member is no longer able to hold office on the Municipal Council and another individual is elected in their place during a Council Year, the new Council Member shall assume the membership on the Standing Committee previously held by the Council Member which they are replacing.

#### 4.4 Appointment of Council Members to the Audit Committee and Civic Boards and Commissions after Appointments at the Commencement of a Council Term

In the event a Council Member vacancy on the Audit Committee or a civic board or commission becomes available during a Council Term, after appointments have been made at the commencement of the Council Term, the City Clerk, or designate, shall canvass the Council Members to determine which Council Members would be interested in filling the vacancy. The names of the Council Members who have expressed an interest in filling the vacancy shall be placed on an agenda of the Strategic Priorities and Policy Committee, at the earliest opportunity, and the selection of the Council Member to fill the vacancy shall be made based upon the same process approved by the Municipal Council for the filling of vacancies at the beginning of a Council Term.

## Appendix 'B'

Bill No.  
2023

By-law No. CPOL.-398( )-\_\_\_\_

A by-law to amend By-law No. CPOL.-398-43 being "Selection Process Policy for Appointing Members to Committees, Civic Boards and Commissions" to repeal and replace Schedule "A".

WHEREAS section 5(3) of the *Municipal Act, 2001*, S.O. 2001, C.25, as amended, provides that a municipal power shall be exercised by by-law;

AND WHEREAS section 9 of the *Municipal Act, 2001*, S.O. 2001, C.25, as amended, provides a municipality with the capacity, rights, powers and privileges of a natural person for the purpose of exercising its authority;

AND WHEREAS the Municipal Council of The Corporation of the City of London wishes to amend By-law No. CPOL.-398-43 being "Selection Process Policy for Appointing Members to Committees, Civic Boards and Commissions" to reflect changes to the vote process for selection and appointment;

NOW THEREFORE the Municipal Council of The Corporation of the City of London enacts as follows:

1. By-law No. CPOL.-398-43 being "Selection Process Policy for Appointing Members to Committees, Civic Boards and Commissions" is hereby amended by deleting Schedule "A" in its entirety and by replacing it with the attached new Schedule "A".

2. This by-law shall come into force and effect on the date it is passed . subject to the provisions of PART VI.1 of the *Municipal Act, 2001*.

PASSED in Open Council on November 7, 2023 subject to the provisions of PART VI.1 of the *Municipal Act, 2001*.

Josh Morgan  
Mayor

Michael Schulthess  
City Clerk

First Reading – November 7, 2023  
Second Reading – November 7, 2023  
Third Reading – November 7, 2023

## Schedule “A”



London  
CANADA

### Selection Process Policy for Appointing Members to Committees, Civic Boards and Commissions

**Policy Name:** Selection Process Policy for Appointing Members to Committees, Civic Boards and Commissions

**Legislative History:** Enacted January 28, 2020 (By-law CPOL.-398-43)

**Last Review Date:**

**Service Area Lead:** City Clerk

#### 1. Policy Statement

- 1.1 The City of London is committed to ensuring the appointment of qualified candidates to boards, commissions and committees in a manner that is open, transparent, and equitable. This policy outlines the selection process by which candidates to fill a position on a board, commission or committee are selected for recommendation.

#### 2. Definitions

For the purposes of this policy:

- 2.1 **Absolute Majority** – shall mean fifty percent plus one (50% +1) of the available votes.
- 2.2 **Clerk** – shall mean the City Clerk of the City of London, or designate.
- 2.3 **Committee** – shall mean the Standing Committee responsible for recommending appointments for consideration by the Municipal Council or, in applicable circumstances, the Municipal Council.
- 2.4 **Qualified Candidate** – shall mean an individual who has expressed an interest in filling a vacant position on a board, commission or committee and meets the relevant membership requirements.
- 2.5 **Qualified Voter** – shall mean a member of the Committee or, in applicable circumstances, Municipal Council, qualified to make the appointment recommendation(s) to the Municipal Council.

#### 3. Applicability

- 3.1 The policy shall apply to Committee members.

#### 4. General

- 4.1 The names of candidates who have expressed an interest in filling a vacancy or a position to which the Municipal Council appoints members shall be placed on an agenda for consideration and a selection process to recommend a candidate to fill the position(s) shall be conducted in accordance with this policy.

#### 5. Appointments

- 5.1 Appointments for boards, commissions and all committees to which Council appoints members shall be recommended for consideration in accordance with the Council Procedure By-law and the relevant terms of reference, policy or by-law for that board, commission or committee.
- 5.2 Advisory Committee appointments occurring mid-term shall be recommended for consideration in accordance with the Council Policy “General Policy for Advisory Committees”.

5.3 Prior to making a recommendation for appointment to Municipal Council, Committee may utilize the selection process detailed in this policy to short-list applicants for further consideration via a formal interview process.

## **6. Selection Process**

6.1 Qualified candidates will be placed on a Committee Agenda as a slate for consideration by the Committee.

6.1.1 In accordance with the Council Procedure By-law, in the year of a municipal election, the Striking Committee shall meet to make recommendations for initial Qualified Candidate appointments to boards, commissions and advisory committees and shall submit its recommendations to the new Municipal Council through the Strategic Priorities and Policy Committee.

6.2 The Committee may, by consensus, accept a slate for the recommendation of Qualified Candidate(s) to fill the position(s).

Every effort shall be made to achieve consensus amongst Committee Members on recommended appointments. The Clerk shall assist in the process by displaying a slate of potential appointees to each vacancy, and by amending that slate as consensus is achieved.

In the event consensus is achieved, the Chair shall immediately call for a motion to recommend the appointment for the candidates' for which consensus was reached.

6.3 Where the number of candidates recommended for appointment exceeds the number of positions available, all potential appointees' names for whom consensus has not been reached shall be listed in alphabetical order on a ballot and a selection process shall be conducted in accordance with the procedure outlined in this policy.

### **6.4 Voting - one (1) position to be filled**

Where there is one (1) position to be filled and the number of candidates recommended for appointment exceeds one (1), the following procedure shall be followed, for as many voting rounds as necessary:

6.4.1 Each Qualified Voter on the Committee shall vote for one (1) candidate to be recommended for appointment. All votes will be tabulated electronically by the Clerk.

6.4.2 The candidate that receives an Absolute Majority of the available votes shall be recommended for appointment.

6.4.3 If after the first round of counting, one candidate does not receive an Absolute Majority of available votes, the candidate(s) who received the least amount of votes and those with zero votes are removed from the slate and the vote is held again until one candidate to be recommended for appointment receives an Absolute Majority of the available votes.

### **6.5 Voting – more than one (1) position to be filled**

Where the number of positions to be filled is greater than one (1) and the number of candidates recommended for appointment exceeds the number of positions available, the following procedure shall be followed, for as many voting rounds as necessary:

6.5.1 Each Qualified Voter on the Committee shall vote for as many candidates for a position as there are positions to be filled, but may only vote once for each candidate. All votes will be tabulated electronically by the Clerk.

6.5.2 All candidates run against each other in a race for the required number of positions to be filled.

6.5.3 After the first round of counting, candidates with the least amount of votes and those with zero votes will be removed from the slate, and the vote is held again for all positions until the number of candidates left on the ballot



equals the number of positions to be filled.

6.5.4 After all voting rounds have completed, the candidates that remain shall be recommended for appointment, up to the required number of positions to be filled.

6.6 Resolution of tie – recommended candidate

In the event of a tie between two or more candidates who receive the same number of votes and cannot both or all be appointed to the position(s), the following procedure shall be followed with any modifications the Committee deems necessary:

6.6.1 A run-off vote between the tied candidates shall be conducted and tabulated electronically. The candidate(s) that receive(s) the most votes in the run-off shall be recommended for appointment.

6.6.2 In the event of a tie between the same two or more candidates in a run-off vote, the tie will be resolved by lot as follows and the candidate chosen by lot shall be declared eligible for recommendation:

a) The Clerk shall, in full view of the Committee, write the name of each tied candidate on a similar size paper, fold the papers with each candidate's name in two (2) equal parts and deposit these papers, in full view of all persons present, in an open-end box.

b) The Clerk shall ensure that the contents have been displaced sufficiently, and proceed to draw name(s) for the purpose of determining the candidate(s) who shall be recommended for appointment.

6.7 If it becomes apparent by reason of an equality of votes that no candidate can obtain sufficient votes to be recommended for appointment by the Committee, the Committee may repeat the selection process detailed in this policy with any necessary modifications in order to make a recommendation for appointment.

6.8 If it becomes impractical to tabulate the votes electronically, the selection process may be conducted and recorded manually in accordance with this Policy. The manual process shall follow the procedures outlined in sections 6.4 to 6.8 of this Policy, to the extent possible.

6.9 Once the number of candidates recommended for appointment equals the number of vacancies to be filled, the Chair shall immediately call for a motion to recommend the selected candidates for appointment.

6.10 The Clerk shall record the result and shall record how each Committee member voted in the selection process, and shall form a part of the public record.

# **Diversity, Inclusion and Anti-Oppression Community Advisory Committee Report**

The 8th Meeting of the Diversity, Inclusion and Anti-Oppression Community Advisory Committee  
October 12, 2023

Attendance                      PRESENT: R. O'Hagan (Chair), S. Atieh, P. Gill, R. Gill, D. Godwin, B. Hill, J. Pineda and M. Stothers and H. Lysynski (Acting Clerk)

ABSENT: K-A. Burke, M. Castillo, S. Evoy, N. Fahd, N. Fragis and L. Ochoa

ALSO PRESENT: K. Arnold and S. Corman

The meeting was called to order at 4:01 PM; it being noted that S. Atieh, P. Gill, R. Gill, D. Godwin, B. Hill, R. O'Hagan and J. Pineda were in remote attendance.

## **1. Call to Order**

### 1.1 Disclosures of Pecuniary Interest

That it BE NOTED that no pecuniary interests were disclosed.

## **2. Opening Ceremonies**

### 2.1 Acknowledgement of Indigenous Lands

That it BE NOTED that the meeting was opened with an Acknowledgement of Indigenous Lands by R. O'Hagan.

### 2.2 Traditional Opening

That it BE NOTED that no Traditional Opening was received.

## **3. Scheduled Items**

None.

## **4. Consent**

### 4.1 7th Report of the Diversity, Inclusion and Anti-Oppression Community Advisory Committee

That it BE NOTED that the 7th Report of the Diversity, Inclusion and Anti-Oppression Community Advisory Committee, from its meeting held on September 14, 2023, was received.

## **5. Sub-Committees and Working Groups**

None.

## **6. Items for Discussion**

### 6.1 Update on Sub-Committee for Potential Improvements to the Recruitment Process and Advisory Committee Appointments

That it BE NOTED that R. O'Hagan provided an update on potential meeting dates for the Sub-Committee for Potential Improvements to the Recruitment Process and Advisory Committee Appointments; it being further noted that the Sub-Committee meeting will be held after the

Diversity, Race Relations and Inclusivity Award Nominations have been approved by the Committee.

**7. Confidential**

7.1 DRRIA Awards Nominations

That, the following actions be taken with respect to the 2023 Diversity, Race Relations and Inclusivity Awards:

- a) a special meeting BE HELD on Wednesday, October 18, 2023 at 4:00 PM to review the 2023 Diversity, Race Relations and Inclusivity Awards Nominations; and,
- b) it BE NOTED that P. Gill provided a verbal update on the Diversity, Race Relations and Inclusivity Awards; it being further noted that the Nominations are considered in public.

**8. Adjournment**

The meeting adjourned at 4:11 PM.

# **Diversity, Inclusion and Anti-Oppression Community Advisory Committee Report**

The 10th Special Meeting of the Diversity, Inclusion and Anti-Oppression Community  
Advisory Committee  
October 25, 2023

Attendance                      N. Syed (Acting Chair), P. Gill, R. O'Hagan and J. Bunn (Acting  
Committee Clerk)

ABSENT: S. Atieh, S. Evoy, N. Fahd. K. Burke, M. Castillo, N.  
Fragis, R. Gill, D. Godwin, B. Hill, L. Ochoa, J. Pineda and M.  
Stothers

ALSO PRESENT: E. Skalski

The meeting was called to order at 4:14 PM; it being noted that  
P. Gill, R. O'Hagan and N. Syed were in remote attendance.

## **1. Call to Order**

### 1.1 Disclosures of Pecuniary Interest

That it BE NOTED that no pecuniary interests were disclosed.

## **2. Opening Ceremonies**

### 2.1 Acknowledgement of Indigenous Lands

That it BE NOTED that the Acknowledgment of Indigenous Lands was  
read by N. Syed.

### 2.2 Traditional Opening

That it BE NOTED that no Traditional Opening was received.

## **3. Scheduled Items**

None.

## **4. Consent**

None.

## **5. Sub-Committees and Working Groups**

None.

## **6. Items for Discussion**

None.

## **7. Confidential**

That the Diversity, Inclusion and Anti-Oppression Community Advisory  
Committee convene In Closed Session to consider the following:

### 7.1 Personal Matter/Identifiable Individual

A personal matter pertaining to identifiable individuals, including municipal  
employees, with respect to the 2024 Mayor's New Year's Honour List.

That the Diversity, Inclusion and Anti-Oppression Community Advisory Committee convened In Closed Session from 4:17 PM to 4:21 PM.

**8. Adjournment**

The meeting adjourned at 4:22 PM.



# Middlesex-London Paramedic Service

Service Overview & Operating Pressures



# MLPS Service Overview

- MLPS is the direct provider of paramedic services for the County of Middlesex and the City of London
- MLPS operates from 14 strategically located stations providing 24-hour pre-hospital emergency and non-emergency care
  - 8 stations are located in the City of London
- MLPS staff includes 450+ highly trained professionals including:
  - Paramedics
  - Supervisors
  - Logistics Technicians
  - Quality & Investigations Professionals
  - Management
  - Educational & Administrative Support Staff



# MLPS Service Overview

- MLPS operates 80+ vehicles
  - At peak hours, 36 units are actively deployed and available to respond
- In 2023, MLPS is projected to respond to over 120,000 calls:
  - Over 85% of calls originate within the City of London
  - Over 83% of calls transport patients to London Hospitals
- MLPS operates a Neonatal & Pediatric Intensive Care Transport Unit for Southwestern Ontario, 100% funded by the Province
- MLPS operates a Community Paramedics Program, 100% funded by the Province



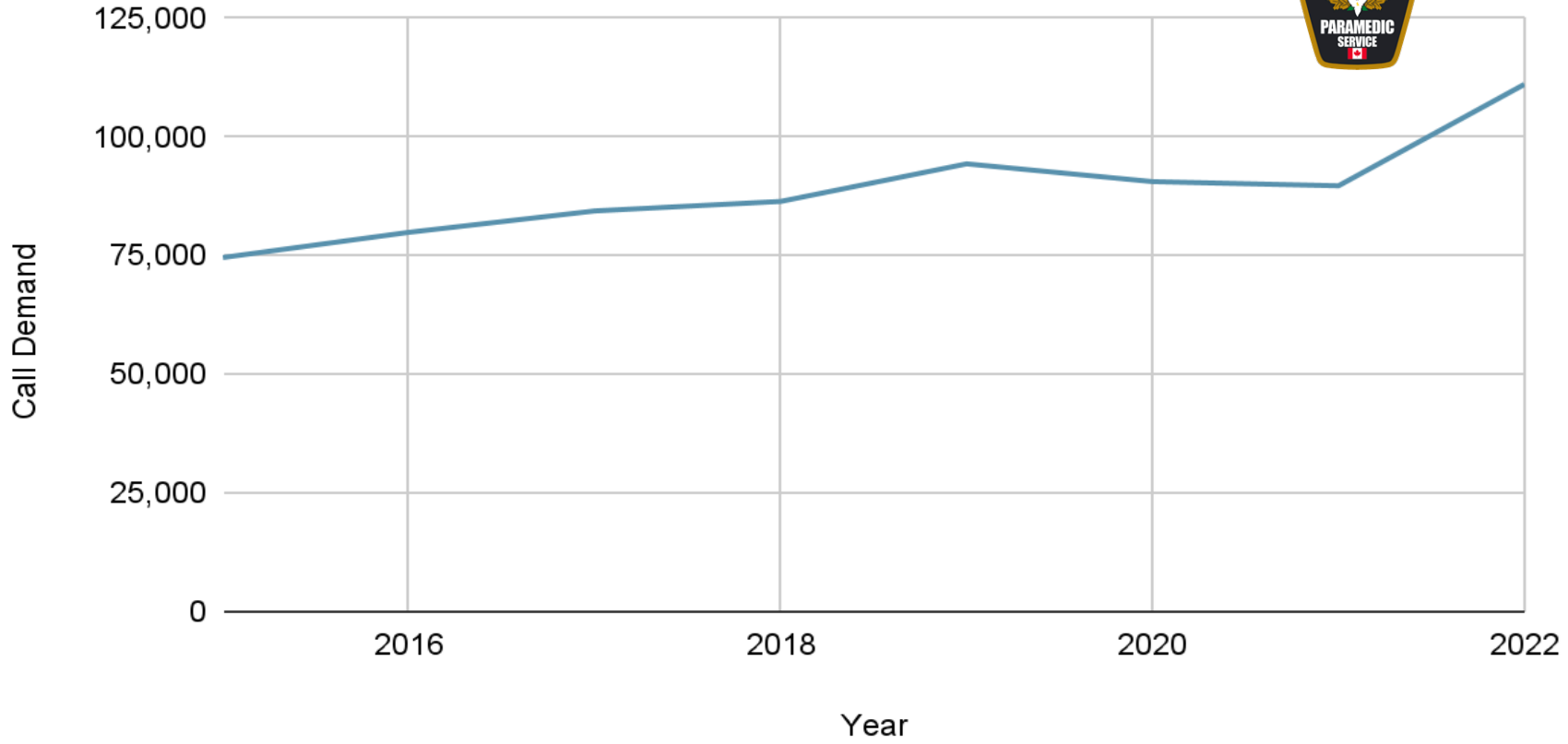


# MLPS System Pressures

## Call Volume & Complexity

- Population growth in the City of London and County of Middlesex is a contributing factor, it's not the sole reason
  - Changing demographics, heightened public awareness, and escalating complexity surrounding mental health and addiction play significant roles
- Healthcare was and continues to change provincially and worldwide
- MLPS is currently experiencing a 12.5% increase in Priority 1-4 patient calls over 2022
- MLPS is projected to respond to more than 120,000 calls in 2023

# MLPS Total Call Demand





# MLPS System Pressures

## Offload Delays

- Offload delays in 2023 continue to impact MLPS and our ability to respond to calls
  - Offload Delays in 2023 have increased 56% over 2022
    - Offload delays in 2022 increased 159% over 2021
- MLPS has lost 26,362 hours to offload delays in 2023 (January 1-September 16)
- MLPS is losing an average of 4 (24 hour) ambulances to offload delays per day

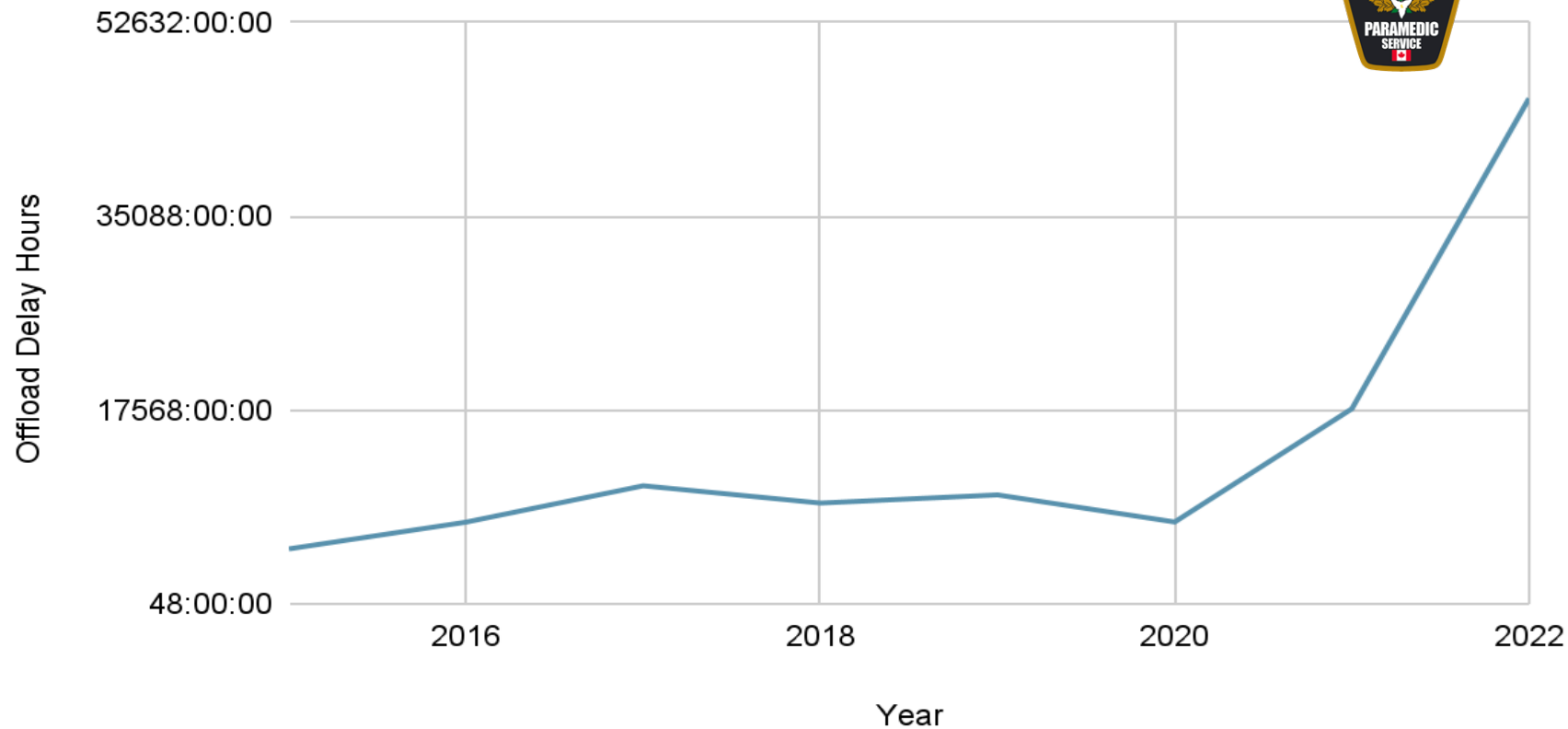


# MLPS System Pressures

## Offload Delays

- 51% of patients transported to LHSC by MLPS experience an offload delay
- 90<sup>th</sup> percentile for offload delays is currently 3 hours and 7 minutes
- Hospitals are utilizing MLPS resources as an extension of the emergency department, holding resources from responding to community calls
- This results in increased response times due to greater distances travelled due to lack of available resources

# MLPS Offload Delays Year Over Year





# MLPS System Pressures

## Dispatch

- Calls dispatched by London CACC are over-triaged at a rate of 85%
  - This results in increased response times due to greater distances travelled due to lack of available resources
- MLPS returns to a hospital with a critical patient 4% of the time
- MLPS continues its strategic initiative to obtain ownership of the call answering, clinical triage and dispatch systems and processes
  - This is a foundational element for MLPS to develop a more sophisticated operational response model and enhance clinical outcomes for patients



# MLPS System Pressures

## Additional System Impacts

- Administrative evolution of MLPS
- Fall season and winter season (Flu, COVID, RSV, Cold)
- Presumptive PTSD and traumatic mental stress supports
- Additional training costs related to meet clinical and occupational health and safety guidelines
- Inflation and supply chain challenges
- Sanctioned and Unsanctioned events

# MLPS Performance Improvements & Efficiencies



- Healthcare Transformation:
  - MLPS continues to actively collaborate with the Ministry of Health, Ministry of Long Term Care and partner providers, patient representatives, and staff to develop a short, medium and long-term strategy for the role of MLPS in transforming healthcare delivery, with a focus on improving clinical outcomes and ensuring patients receive the right care, at the right time in the right place



# MLPS Performance Improvements & Efficiencies



- Healthcare Transformation:
  - This includes the Early Adopter project launched earlier in 2023 that deploys a paramedic First Response Unit (FRU) to respond to non-urgent Code 3 calls being held in queue (no ambulances available to respond to the call), and calls that fall within the Community Paramedicine mandate, to treat the patient and refer them to Community Paramedicine such that a Community Paramedic will continue treatment in the community rather than necessitating the transport of the patient to an emergency department

# MLPS Performance Improvements & Efficiencies



- Quality Assurance & Improvement:
  - MLPS continues to make strategic investments in both quality improvement and quality assurance programs
  - This includes comprehensive clinical and system auditing, system risk assessments, Lean Six Sigma programs as well as data analytics and other targeted strategies that optimize efficiency and quality

# MLPS Performance Improvements & Efficiencies



- Efficient Resource Deployment:
  - In order to gain further efficiencies throughout the system, MLPS is undertaking a strategic review of deployment options, with a focus on deploying advanced resources to specific call types that require their skill sets, with the aim of reducing system resources, where appropriate
  - Included in this initiative is a detailed review of the advanced care resources deployed throughout the system to measure and establish a new baseline of advanced care needs in the 911 system

# MLPS Performance Improvements & Efficiencies



- Operational Control Acquisition:
  - MLPS continues its strategic initiative to obtain ownership of the call answering, clinical triage and dispatch systems and processes
  - This is a foundational element for MLPS to develop a more sophisticated operational response model and enhance clinical outcomes for patients



## CLOSING REMARKS

- MLPS operates in a system where the outcomes are legislated and systemic pressures are controlled by others
- Addressing these pressures is paramount for maintaining stability and resilience in a rapidly evolving healthcare environment



## Questions

Neal Roberts, Chief  
Middlesex-London Paramedic Service

Bill Rayburn, CAO  
Middlesex County



October 23, 2023

Members of Strategic Priorities and Policy Committee

At the August 30, 2023 meeting, the Commission received a communication from Municipal Council which included a request for the London Transit Commission to:

- i) develop a detailed 2023 to 2027 work plan providing clear information on how LTC will implement Council's 2023 to 2027 Strategic Plan, with particular focus on the Mobility and Transportation Strategic Area of Focus and its Outcomes, Expected Results and Strategies, but also on other Strategic Areas of Focus that are associated with LTC and its operations; and
- ii) report back to the Strategic Priorities and Policy Committee with the results of i) at its meeting on October 31, 2023

The following provides an update on the initiatives outlined in the motion as well as additional items that may be of interest to the Committee.

#### **London Transit Business Plan and Related Process**

The Commission's Business Plan (Plan) and related planning process, developed in the mid-1990's have provided the crucial direction for London Transit as an organization and a transportation service. The Plan, which is updated every four years, serves:

- as a reflection of today, and as a starting point for the future;
- to focus resources on prioritized challenges and expectations;
- as a communication tool, supporting the development of informed relationships; and
- to promote accountability, transparency and continuous improvement

The Plan and related planning process are directional in nature, focusing resources on a shared vision and outcomes. The Plan serves as a critical communication tool supporting informed relationships, accountability and transparency. An integral part of the process includes the preparation and presentation of the Annual Report, which provides an assessment of performance against the key objectives of the Business Plan.

The Plan has traditionally been reviewed and updated every four years, reflecting the term of the Commission. While this approach has worked well, the transition to multi-year budgeting, with the four year budget period being offset by one year from the term of the Commission, has resulted in the need for adjustments to programs and metrics in the final year of the Plan given budget realities. Further, unknowns with respect to future Council priorities and budget realities resulted in many uncertainties at the time of Plan approval.

In an effort to mitigate these concerns, and to ensure alignment of the Commission's Business Plan with that of the Council's Strategic Plan, the Commission approved the extension of the 2019-2022 Business Plan to cover 2023, resulting in the next Business Plan covering the period of 2024 through 2027 which aligns with the multi-year budget. Development of the 2024-2027 Business Plan is underway, with the expectation that it will be finalized subsequent to Municipal Council's approval of the 2024-2027 Operating and Capital budget programs. The 2024-2027 Business Plan will include strategies to address the areas of Council's 2023 to 2027 Strategic Plan which relate to public transit services as set out below:

- Wellbeing and Safety – item 1.7b – Assess opportunities to enhance garbage collection in bus shelters

- Wellbeing and Safety – item 2.3b – Provide, enhance, and promote access to municipal subsidy programs, including public transit
- Safe London for Women, Girls, and Gender-Diverse and Trans People – item 1.3b – Increase the capacity of the City of London, agencies, boards, and commissions to recognize, address, and prevent sexual violence
- Mobility and Transportation – item 1.2c – Continue to support the London Transit Commission’s Zero Emission Bus Fleet Implementation Framework
- Mobility and Transportation – item 1.3a, 1.4a and 1.6a – Support greater access to affordable, reliable public transit and paratransit through the implementation of the London Transit Commission’s 5 Year Service Plans, including growth hours
- Mobility and Transportation – item 1.4b – Support implementation of the London Transit Commission Ridership Growth Strategy initiatives
- Mobility and Transportation – item 1.4c – Support transit rider survey initiatives to improve rider satisfaction
- Mobility and Transportation – item 1.4d – Implement London’s Rapid Transit Corridors to improve reliability for current and future transit.
- Mobility and Transportation – item 1.6b – Support the implementation of Alternative Service Delivery options to areas of the city not currently served by transit

While the 2024-2027 Business Plan has not been finalized, the remainder of this report provides discussion with respect to the Commission’s plans/strategies to address each of the above items in Council’s Strategic Plan.

***Wellbeing and Safety – item 1.7b – Assess opportunities to enhance garbage collection in bus shelters***

London Transit’s shelter cleaning and maintenance is undertaken by a contractor as part of the shelter advertising contract. The costs associated with the cleaning and maintenance are deducted from the annual revenue share London Transit receives in return for the exclusive rights to advertise in LTC’s shelters. The current contract requires that all shelters be cleaned once every two weeks. In addition, administration can contact the contractor directly in the event of excessive garbage or glass breakage, which is required to be addressed within 48 hours of notification. London Transit shelters do not currently include garbage receptacles, noting in some cases, the City of London has placed garbage receptacles near to or adjacent to high-use stop locations.

As set out in the Commission’s Staff Report #5 dated August 30, 2023, through the contract renewal process for shelter advertising, administration requested the costs associated with enhancing the cleaning cycles for shelters from the current bi-weekly schedule to a weekly schedule as well as the option to include garbage bins and pickup in shelters. The shelter contractor does not provide garbage disposal nor pickup as part of their business model; however, they did provide a cost to increase the frequency of shelter cleaning from bi-weekly to weekly. The cost associated with this service enhancement is \$107,900 per year, expressed as a decrease in the annual revenue guarantee provided under the contract.

This item has been included in the Commission’s growth budget request for 2024, noting the change can be implemented immediately upon approval of the budget request.

***Wellbeing and Safety – item 2.3b – Provide, enhance, and promote access to municipal subsidy programs, including public transit***

Growth in the use of public transit fare subsidy programs will occur as growth in services is implemented resulting in overall growth of ridership. While none of the specific groups represented in the various transit fare subsidy programs are prioritized when considering service growth, London Transit administration is in discussion with area school board administration with regard to the level of conventional service provided to each of the area schools in an effort to identify areas of demand and associated responses to same as part



of the next Five Year Service Plan. Growth in each of the subsidized fare categories will be measured and reported on annually.

***Safe London for Women, Girls, and Gender-Diverse and Trans People – item 1.3b – Increase the capacity of the City of London, agencies, boards, and commissions to recognize, address, and prevent sexual violence***

London Transit administration is represented on the Safe Cities Working Group, and participates in planning sessions and regular meetings. Participation in this initiative and any elements in future work plans is included on the Commission's annual work program as a priority. London Transit administration will provide updates to the Commission with respect to any new initiatives stemming from this group including the recommended approach to addressing same.

***Mobility and Transportation – item 1.2c – Continue to support the London Transit Commission's Zero Emission Bus Fleet Implementation Framework***

Transit sector experience with Zero Emission Bus Implementation indicates that a dedicated team is required to lead this transition in order to ensure a smooth transition to new bus technology with limited impacts to service performance. The initial approach that London Transit has undertaken with respect to participating in the joint procurement for a turn-key solution has somewhat mitigated the need for additional dedicated staff resources during the procurement phase; however, as work begins to get underway, additional resources will be required.

The Commission-approved status quo operating budget includes provision for two full-time equivalent positions in 2024 which will be shared between the Zero-Emission Bus project and the Highbury Facility Rebuild Project. This shared approach will suffice in 2024 given the significant work associated with both of these projects will not occur until later years. Moving existing staff to cover these requirements is not an option given resource capacity and the need to continue to maintain and support the current fleet of diesel buses.

The Commission's Growth Business Case includes the addition of three full-time equivalent positions in 2025 that will provide the appropriate resources to both the Zero-Emission Bus Implementation and the Highbury Facility rebuild. In addition, the Growth Business Case also includes the capital costs associated with the fleet transition, including the incremental costs of zero-emission buses versus diesel buses as well as the related charging infrastructure required for battery electric buses. Of note, given the initial battery-electric buses are not anticipated to be in service until 2025, the Growth Business Case includes the option for the purchase of Hybrid Diesel/Electric buses in both 2024 and 2025. While this is not part of the Commission's Zero-Emission Bus Fleet Implementation Framework, the option is being provided for Council consideration as it relates to the Climate Emergency Action Plan efforts in the near term to reduce Greenhouse Gas Emissions from municipal fleets.

***Mobility and Transportation – item 1.3a, 1.4a, 1.4b, 1.4d, 1.6a and 1.6b – Support greater access to affordable, reliable public transit and paratransit through the implementation of the London Transit Commission's 5 Year Service Plans, including growth hours, London Transit Ridership Growth Strategy and Alternative Delivery Implementation Strategy, and implementation of London's Rapid Transit Corridors***

Addressing these items individually or collectively will require a growth in service hours on the respective Conventional and Specialized Transit Services, the manner in which the service improvements are directed will determine which specific element above is addressed. The Commission's 2023 operating budget did not include any growth in either conventional or specialized service given the outstanding growth elements from the 2021 and 2022 had yet to be fully implemented. The focus for 2023 has been to implement all outstanding growth hours and then resume annual service growth going forward.

With respect to the Conventional Transit Service, the Commission gave consideration to the known outstanding service requests when determining the appropriate level of growth to request for the next multi-year budget period. The table below provides a high-level summary of the known service demands/requests from various stakeholder groups.

### Conventional Transit Service Outstanding Service Improvements

Service Improvement	Issues Addressed	Estimated Annual Service Hour Requirement
Earlier service for all routes (starting at 5am)	<ul style="list-style-type: none"> <li>Improved access to employment with early start times</li> </ul>	24,000
Extend remaining routes to 1am Mon-Sat	<ul style="list-style-type: none"> <li>Improved access to employment with late finish times</li> </ul>	20,000
Extend Sunday Service to midnight on all routes	<ul style="list-style-type: none"> <li>Address increased ridership and demands on Sundays</li> <li>Improved access to employment on Sundays</li> </ul>	20,000
Start remaining routes at 7am on Sundays	<ul style="list-style-type: none"> <li>Address increased ridership and demands on Sundays</li> <li>Improved access to employment with early start times</li> </ul>	18,000
Extend service into new growth areas including: <ul style="list-style-type: none"> <li>Cedarhollow</li> <li>Hamilton/Old Victoria area</li> <li>Hyde Park between Sunningdale, Wonderland and Fanshawe Park Road</li> <li>South Byron</li> <li>Wickerson Road area</li> <li>West 5</li> <li>Southwinds</li> </ul>	<ul style="list-style-type: none"> <li>Improved access to the community to areas that are currently not served by public transit</li> </ul>	44,800
Improve frequencies on existing routes to be no more than two times the frequency on connecting Rapid Transit routes	<ul style="list-style-type: none"> <li>Improved reliability and viability of public transit system wide</li> </ul>	184,000
Improve operating times/frequencies of routes currently serving industrial areas	<ul style="list-style-type: none"> <li>Improved access to industrial areas</li> </ul>	13,000
<b>Total Estimated Outstanding Service Hour Requirements</b>		<b>323,800</b>

Note that the table above does not include all outstanding requests for new/improved service, nor the implementation of additional Alternative Service Delivery (ASD) options as identified in the Alternative Service Delivery Framework.

The Commission's Growth Business Case includes the request for an additional 25,000 annual service hours for the Conventional Transit Service in each of the four years 2024 through 2027. This request provides for an increase of approximately 7,000 annual hours above which was included in the previous multi-year budget for growth in Conventional Transit Services. It should be noted that should these incremental hours be approved by Municipal Council, they will only address approximately 1/3 of the outstanding service requirements. As discussed earlier in this report, the Commission's 2024-2027 Business Plan and related Service Plans will provide further details with respect to priority areas the approved growth hours will be directed toward, including those areas that will be addressed through Alternative Service Delivery models.

Specific to the implementation of London's Rapid Transit Corridors, a separate business case with respect to the capital requirements and updated operational costs for the corridors will be provided for Municipal Council deliberation as part of the multi-year budget process. The estimated 184,000 hours of service set out in the table above represent the incremental hours required to increase frequencies on the existing transit routes that will feed the rapid transit corridors.

With respect to Specialized Transit Services, in response to stakeholder requests and direction from Municipal Council for increased service levels, the Commission's Growth Business Case includes the request for a total of 58,000 service hours to be added incrementally with 20,000 hours added in each of 2024 and 2025, followed by 10,000 hours in 2026 and 8,000 hours in 2027.

Service improvements for both Conventional and Specialized Services will be confirmed subsequent to the budget approval process, and will be incorporated into the Commission's 2024-2027 Business Plan and related Service Plans.

***Mobility and Transportation – item 1.4c – Support transit rider survey initiatives to improve rider satisfaction***

The annual Voice of the Customer survey, while put on hold during the pandemic, is scheduled to resume in 2023 and has been included in the status quo budget for future years. As set out in the Commission's Staff Report #3, dated September 27, 2023, the 2023 surveys are scheduled to take place in November, with results available in early 2024. Results of the surveys will be included as input in the Commission's 2024-2027 Business Plan, Service Plans, and Accessibility Plan Updates, all of which will be finalized in early 2024 subsequent to finalization of the Commission's 2024-2027 Operating and Capital budget programs.

In addition to the items specifically referenced in Council's Strategic Plan, the following provides an update on a number of other strategic areas of focus included on the Commission's work program.

***Implementation of Outstanding 2021 and 2022 Service Improvements***

No service growth budget was allocated to 2023 given the deferral in implementing the 2021 and 2022 service plans as the result of the pandemic and related resource shortages. The plan for 2023 conventional service has been to implement the deferred service improvements as resources became available throughout the year, versus waiting until September to implement all changes at once. The following provides an overview of the service improvements implemented to date in 2023 on the conventional transit service:

- In April 2023, approximately 12,000 of the 36,000 hours of outstanding service were implemented. These changes focused on improving frequency during periods where routes were operating at 60-minute headways and reducing this to 30-minutes. These changes were well received by both passengers and Operators.
- Additional service changes were implemented in June 2023 which focused on adding additional round trip time on Route 2 in order to improve schedule adherence and reliability of the route and frequency improvements on Route 20. In addition, Route 38 was introduced in June to provide service to the Innovation Park Industrial area.
- In September, changes were implemented to increase running time on Route 16, and increase frequencies on Routes 25, 102 and 106. Saturday service was introduced on Route 24, and a new branch to Route 36 was introduced providing service operating north of Oxford along Clarke Road, Huron and Robin's Hill Road.
- In February 2024, service changes will be made to Route 25 during the AM Peak and early evening periods to improve frequency from 30 minutes to 20 minutes. These changes are anticipated to improve the current crowding conditions being experienced on the route during these time periods.
- The remainder of the service improvements (approximately 5,000 hours) will be implemented in 2024 as resources are available, noting the primary factor impacting the ability to proceed with these outstanding improvements is the requirement of additional buses. Ongoing delays with respect to the receipt of the 2023 replacement bus order now not anticipated for delivery until first quarter 2024 coupled with ongoing resource challenges in the Mechanic complement have resulted in the determination that proceeding with the remaining improvements in February is not possible. This situation will be closely monitored and remaining changes will be implemented as soon as possible.

With respect to the Specialized Service, administration has worked with the contractor throughout 2023 to identify solutions to the resource and supply chain issues impacting their ability to increase service levels.

Commission approval of an alternative vehicle for use in the delivery of the specialized service will see 10 additional vehicles added to service by the end of 2023, which will bring service levels to the level approved for 2023 (including all outstanding growth hours). The table below sets out a high level overview of the progression to date as well as the planned full service levels by the end of 2023.

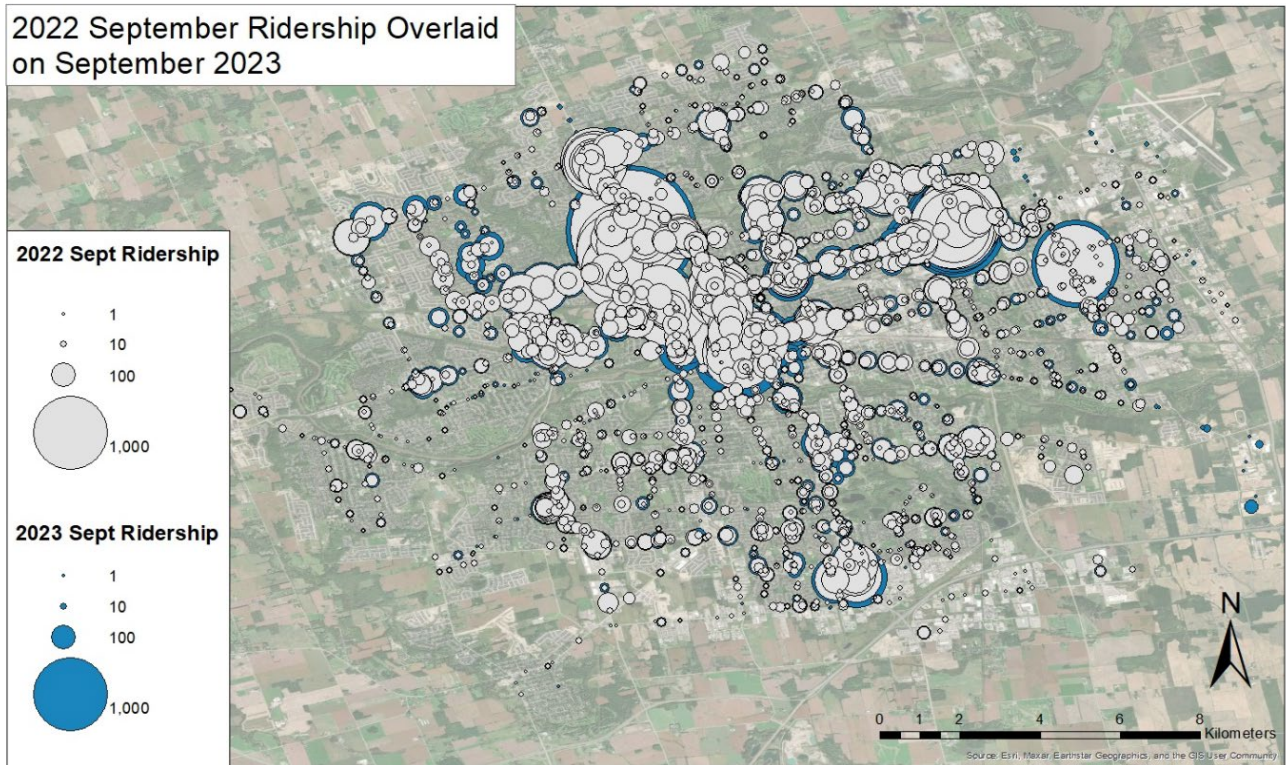
	Jan	Aug	Oct	End of 2023
Average Weekday Scheduled Service Hours	395	450	475	570
Average Weekday Rides	830	945	998	1,200
% Increase		14%	6%	20%

All outstanding hours for the remainder of 2023 will be assigned to schedules during the period of 8:00am to 6:30pm on weekdays noting this is the period of highest demand. With these remaining vehicles in place, service levels will be reflective of all of the growth hours outstanding from the 2021 and 2022 service plans. These service levels will remain in place for 2024, noting that some adjustments to the shifts may be undertaken to better align service with demand.

**2023 Conventional & Specialized Service Monitoring**

Ongoing operational challenges with crowding and schedule adherence are being experienced on a daily basis and as such the Planning department has been assessing options to make changes to service to address these issues, albeit without the ability to increase the number of peak period vehicles in operation. Assessments included a review of all routes in an effort to identify any routes with high frequency that had runs that were under-utilized; noting should this be the case, there would be opportunity to reallocate resources to other routes. As shown in Figure I, ridership increases over September 2022 levels are occurring system-wide, and as such, reallocating resources from one route to another will just move and potentially exacerbate the issue.

**Figure I – 2022 September Ridership Overlaid on September 2023**



As part of the current Five Year Service Plan, minimum ridership targets by revenue service hour as well as triggers to consider increases in frequency were established. The minimum ridership targets as well as the thresholds requiring additional frequency vary by route classification. As set out in the tables below, virtually all route categories are at a point that frequency increases are warranted based on the set triggers in the service planning guidelines.

**Revenue Service Hour Boarding Minimums and Triggers by Route Type and Service Day**

	Weekday		Saturday	Sunday
	Day	Evening	All Day	All Day
<b>Express Routes</b>				
Minimum Productivity Targets	30	30	30	30
Productivity Trigger for Service Improvement	40	40	40	40
<b>Base Arterial Routes</b>				
Minimum Productivity Targets	50	30	30	20
Productivity Trigger for Service Improvement	75	50	50	30
<b>Minor Arterial Routes</b>				
Minimum Productivity Targets	25	20	30	15
Productivity Trigger for Service Improvement	45	30	30	25
<b>Local Routes</b>				
Minimum Productivity Targets	20	15	15	15
Productivity Trigger for Service Improvement	40	25	25	20
<b>Industrial Routes</b>				
Minimum Productivity Targets	15	15	N/A	N/A
Productivity Trigger for Service Improvement	25	20	N/A	N/A

**September 2023 Weekday Revenue Service Hour Boardings by Route Category**

Weekday	Morning Peak	Base	Afternoon Peak	Early Evening	Late Evening
Express Routes	32.6	51.7	53.5	38.3	16.3
Base Arterial Routes	36.5	53.1	55.1	44.0	22.6
Minor Arterial Routes	31.9	39.8	45.9	34.9	15.8
Local Routes	32.4	41.2	45.2	31.3	14.2
Industrial Routes	27.0	15.9	30.8	3.4	0.0

**September 2023 Saturday Revenue Service Hour Boardings by Route Category**

Saturday	Early Morning	Morning Peak	Base	Early Evening	Late Evening
Express Routes	7.5	22.3	52.1	40.9	23.5
Base Arterial Routes	18.8	31.5	50.3	48.4	27.3
Minor Arterial Routes	13.3	24.6	39.2	36.7	18.9
Local Routes	13.1	24.8	38.1	35.6	20.3

**September 2023 Sunday Revenue Service Hour Boardings by Route Category**

Sunday	Early Morning	Morning Peak	Base	Late Evening
Express Routes	11.0	36.2	53.6	32.9
Base Arterial Routes	28.9	40.0	51.8	37.6
Minor Arterial Routes	16.5	30.6	39.1	26.0
Local Routes	18.7	31.0	36.4	25.9

**Legend**

Below the minimum boardings per revenue vehicle hour
At or above the minimum boardings per revenue vehicle hour
At or above the trigger requiring a review for the additional of frequency

As illustrated in the map and tables above, reallocating resources at this time is not an option to address crowding concerns or schedule adherence issues. Planning also assessed the option of realigning buses along a route to try to smooth out the loads across all buses. Through the assessment, this option was also determined to not be feasible at this time as adjusting the schedules, especially on the longer routes, could have negative impacts on existing transfer connections and in turn, potentially result in moving the heaviest crowding to another run on the route.

Trippler buses will continue to be utilized to provide additional capacity on the system as resources allow. Work will continue to implement the outstanding service improvements as soon as operationally feasible.

Planning staff recently attended an Ontario Public Transit Association meeting of transit planning staff from across the province where responding to increased ridership demands with limited resources was one of the agenda topics. Unfortunately, most Ontario systems are experiencing the same difficulties with respect to labour and supply chain issues, resulting in difficulties responding to the growing demand. Of interest, a number of transit systems indicated that travel patterns for post-secondary student populations had significantly shifted, with more students living further from campus in an effort to reduce their housing costs. A review of the London map set out earlier in this report indicates a similar issue, with growth being experienced in many of the peripheral areas of the city, where route frequencies tend to be lower. Responding to this shift requires increased frequencies, which requires additional buses. As set out in the Commission's Staff Report #4, dated October 25, 2023, bus deliveries have become problematic, noting there is still not an estimated delivery date for the expansion buses ordered in June. Should these buses not be delivered by the fall of 2024, service improvements will be limited to those that can be undertaken without the need for additional buses (off-peak).

With respect to the Specialized Service, collection of data with respect to completed trips, requested trip times and common pickup and drop off locations has been ongoing through 2023 in an effort to identify the days/times that additional resources will be dedicated to as they become available. The review indicated that the highest demand for trips is occurring from 8:00am to 6:00pm Monday through Friday. Additionally, the Sunday morning time period was identified as a period of increased demand. As increased resources have become available, they have been applied to vehicle shifts for the following time periods:

- 8:00am to 6:30pm on weekdays
- 8:00am to 2:00pm on Saturdays
- 8:00am to 6:00pm on Sundays

Currently there are 38 vehicles scheduled per day Monday through Friday, with two additional show up vehicles staffed to offset any lost time that may occur on the day of service. In the event of no lost time, these vehicles are incorporated into the daily schedule and utilized to assist with schedule adherence issues and same day trip requests. By the end of 2023 there will be a total of 50 vehicles in operation on the specialized service to deliver the budgeted hours.

#### **2024 Service Plans**

The draft 2024 Conventional Service Plan will be tabled at the Commission's November 29, 2023 meeting, noting the plan cannot be finalized until such time as the growth budget allocation has been confirmed. The Draft Plan is tabled to allow for appropriate stakeholder consultation in advance of finalizing the planned improvements. As per past practice, Members of Council will be provided a copy of the draft report and will also be directly contacted should there be any stakeholder consultations scheduled in their respective wards.

With respect to the Specialized Service, as set out earlier in this report, service levels can begin being adjusted subsequent to budget approval for growth hours and the securement of the required resources to deliver the hours.

#### **Responding to Construction-Related Service Impacts**

Through the majority of 2023, 19 Conventional Service routes have been impacted by ongoing construction projects resulting in extended and often inconvenient detours for transit riders. A number of the detours during the 2023 construction season have been significant with routes detoured further away from the regular

routing than would traditionally be expected due to multiple construction projects occurring in the same area at the same time. A special construction connector for Route 20 was implemented to allow service to be provided to the Mornington area during the Quebec and East London Link Phase II projects were underway.

While many of the detours have been long term in nature, there have also been a significant number of road closures (for construction, parades, utility work, etc.) that London Transit has not been made aware of with sufficient advance notice. This has resulted in creating last minute detours with little to no advance notice for customers. Responding to detours (both planned and last minute) has required approximately 75% of the Planning department's resources, which in turn has placed pressure on the 2024 service planning process.

Given ongoing resource challenges, the ability to add additional buses or additional time to affected routes to mitigate schedule adherence issues has not been possible. This has resulted in significant reliability issues system wide, throughout the majority of 2023.

The nature and extent of construction across the City has also negatively impacted the schedule adherence of the specialized service as well as the ability to get customers as close as possible to their destination while ensuring an accessible drop off location and pathway to their final destination.

#### ***Upgrade of Scheduling, Automatic Vehicle Location and Interactive Voice Response Software – Conventional Transit Services***

The software utilized for scheduling, automatic vehicle location and interactive voice response for the Conventional Transit Service will be updated in 2024. In addition to increased system stability, this upgrade will provide enhanced features allowing for better communication of detours as well as more accurate vehicle location positioning and more precise real time bus arrival information. This project will require significant staff resources in order to ensure a smooth transition that does not negatively impact service delivery.

#### ***Implementation of Smart Card Infrastructure on Specialized Service***

The initiative to implement portable smart card readers on the Specialized Service was carried forward from 2022 as the result of supply chain issues relating to the hardware required for implementation. A purchase order has been issued to the vendor and work is currently underway on this project. The vendor is aware this is a priority item and has indicated Q1 2024 as the timeframe for project completion.

#### ***Assessment of Specialized Service Booking System and Booking Window***

The software currently utilized for the Specialized Service booking/scheduling was installed in 2016. During the pandemic, ownership changed twice, with the end result being a product that continues to be maintained; however, the turnaround time on service calls is unacceptable, resulting in administration having to implement workarounds to problems identified with the software. Additionally, a number of outstanding enhancements expected to be implemented (including live vehicle tracking) are no longer moving forward.

Given the status of the current system, administration has determined that a replacement system is necessary and is assessing various options moving forward. LTC administration is currently in the process of assessing options associated with replacing the software, noting the requirements that the replacement software include the following features at time of implementation:

- Customer portal that allows for on-line trip management including trip booking and cancellation.
- Real-time arrival information available to customers via customer portal, text/email notification.
- Ability to ensure equal access in trip booking between customers utilizing online booking with those utilizing telephone.
- Customizable parameters for trip scheduling that align with LTC service targets (length of time on vehicle, schedule adherence, etc.).
- Detailed reporting of key service metrics (same day bookings, split between demand and subscription bookings, non-accommodated by time of day, etc.).

Administration has participated in demonstrations of potential software solutions, and is now undertaking due diligence with respect to speaking with transit systems that are currently utilizing the software options in order to confirm the systems perform in the manner in which the vendor indicated during the demonstration. It is anticipated that further information with respect to this undertaking will be available at the Commission's November meeting.

Budget associated with this software replacement has been included in the 2024 Capital Budget program, approved by the Commission at the August 30, 2023 meeting.

### ***Highbury Facility Rebuild***

London Transit administration has continued to work closely with civic administration on the funding request for the Highbury Facility Rebuild Project. The project has been submitted to the Federal Government by the Province of Ontario; and staff have responded to a number of follow up questions. At this time, no confirmation of funding has been received.

Subsequent to funding approval, the next steps in the process will be to undertake the detailed design of the replacement facility followed by a request for proposal and contract award for the work.

### ***2024 Fare Adjustment***

At the September 2023 meeting, the Commission approved a fare adjustment that will take effect on January 1, 2024. This adjustment was deemed necessary during multi-year budget deliberations. The fare adjustment attempts to balance the increased costs associated with the delivery of public transit services between the rider and increased City of London investment. The table below provides the changes to fares that will be effective January 1, 2024.

**London Transit Commission Fare Adjustment Effective January 1, 2024**

<b>Fare Category/Type</b>	<b>Current Fare</b>	<b>New Fare (Jan 1, 2024)</b>	<b>Increase</b>
<b>Cash</b>			
Adult	\$3.00	\$3.50	17%
Child (12 and under) <sup>(1)</sup>	\$1.50	\$1.75	17%
<b>Ticket (Stored Value)</b>			
Adult	\$2.25	\$2.65	18%
Senior <sup>(2)</sup>	\$1.70	\$2.00	18%
Youth (13-17)	\$1.80	\$2.12	18%
Child <sup>(1)</sup>	\$1.30	\$1.53	18%
<b>Monthly Pass</b>			
Citipass	\$95.00	\$112.00	18%
Weekday	\$81.00	\$95.00	18%
Post-Secondary	\$82.00	Eliminated	N/A
Student Summer	\$95.00	Eliminated	N/A
Park & Ride	\$70.00	\$83.00	18%
Youth (13-17) <sup>(2)</sup>	\$61.00	\$72.00	18%
Income Related <sup>(2)</sup>	\$61.00	\$72.00	18%

Notes:

- (1) Children currently ride free under a City of London subsidy, fares in table reflect those that would be in place should the subsidy no longer be provided
- (2) Senior tickets and Youth and Income related passes are priced based on the current City of London subsidy applied to each fare category

### ***Public Transit Advocacy***

London Transit is a member of both the Ontario Public Transit Association (OPTA) and the Canadian Urban Transit Association (CUTA). In addition to providing opportunities for the sharing of best practices with peer transit systems, these Associations undertake advocacy efforts at both the Provincial (OPTA) and Federal (CUTA) levels.



A recent survey of Ontario transit systems undertaken by OPTA included the following findings:

- Transit systems experienced an average increase in operating costs in 2023 of 14%
- Transit systems experienced an average increase in capital project costs in 2023 of 41%
- Transit systems implemented fare adjustments to address budget shortfalls:
  - 2023 – 50% of systems increased fares
  - 2024 – 47% of systems will increase fares
- Strategies utilized to address shortfalls:
  - Adjust/reduce service levels
  - Raise fares
  - Draw on reserves
  - Identify new sources of revenue
  - Defer projects
  - Find other efficiencies

While all of the aforementioned strategies are common practice as part of a budget exercise, implementing these strategies at a time when ridership is growing beyond what can be accommodated on current services and when riders are already struggling to make ends meet due to inflationary pressures on the cost of living is contrary to a number of longstanding best practices with respect to public transit services, including but not limited to the following:

- Services should be enhanced in preparation for anticipated growth in ridership demand, in order to ensure a quality experience for new transit riders. The province of Ontario, and virtually all municipalities across the province are experiencing unprecedented growth due to higher than forecasted immigration. Not only has this resulted in increased housing costs due to limited stock, it has resulted in increased pressure on transit service that are already operating at or beyond capacity.
- Fare adjustments should be aligned with service improvements in order to mitigate a loss of ridership. Riders will pay for a service they believe there is value in. Fare adjustments coupled with service reductions and/or lack of service growth to respond to increased ridership pressure are more likely to result in ridership losses.

In response to these issues, OPTA and CUTA have been undertaking advocacy efforts focused on what is required to avoid the aforementioned responses which will inevitably lead to the downward spiral created when fares increase and service decreases resulting in ridership declines. The transit sector experienced this phenomenon in the 1990's when provincial funding levels were significantly reduced and municipalities did not have the means to make up the shortfall. The resulting ridership losses took in excess of ten years to be restored. The remainder of this report provides an overview of the current OPTA and CUTA advocacy efforts.

### **Ontario Public Transit Association – Provincial Advocacy**

In light of the significant operating and capital budget shortfalls being experienced at transit systems across the province, OPTA advocacy will be focused on increasing the level of funding provided by the Province of Ontario that is directed at investment in public transit services.

The total available PGT for the 2022/23 allocation year is \$379.5 million, which is made up of the \$0.02 per litre allocation and a top up of approximately \$80 million to maintain pre-pandemic funding levels. London's allocation has been calculated at \$11,052,415 which is slightly less than the previous year's allocation. For 2024, this entire amount is allocated to the conventional transit service status quo operating budget.

On October 30, 2023, OPTA will be holding an advocacy day at Queens Park during which transit system members will meet with Ministers and Ministry staff to discuss the need for increased provincial funding which will enable transit systems to grow to meet the current and future demand associated with continued growth in population across the province. The final materials for this advocacy effort were not finalized at

time of report writing; however, administration is participating in the creation of same and will also be participating in this event.

### **Canadian Urban Transit Association – Federal Advocacy**

On September 20, 2023, CUTA held its annual Policy Forum in Ottawa which focused on three key topics; the policy intersections between transit and housing, ensuring safety for transit riders and workers, and funding and financing public transit. Attendees at the forum included transit system, business and labour representatives, as well as staff from various federal government ministries. The Honourable Sean Fraser, Minister of Housing, Infrastructure and Communities was the keynote speaker.

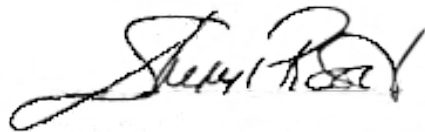
On September 21, CUTA members participated in a number of meetings with various federal Members of Parliament and Ministerial staff to provide CUTA's recommendations for programs/initiatives to address the aforementioned issues facing transit systems across the country. The key recommendations tabled during these meetings included:

- Shifting the start date of the Permanent Public Transit Fund into the 2024 budget (currently scheduled for the 2026 budget) to assist transit systems in addressing infrastructure deficits;
- Open the intake process for the Permanent Public Transit Fund in 2024 so transit systems can begin the planning and application process in advance of the funding being made available;
- Encourage the Federal Government to take a leadership role in an upcoming national taskforce, along with provinces, local governments, and transit agencies, to develop a national public transit strategy with a new funding model for Canada's public transit agencies;
- Establish an application-based transit safety and security fund that allocates \$75 million per year for two years to assist transit agencies with the specific expenditures needed to prevent, combat, and respond to safety and security incidents on their systems; and
- Strengthen penalties for assaults on transit workers by amending subsection 269.01 of the Criminal Code, expanding beyond its current definition of transit operators to include all transit workers.

In the coming weeks, CUTA will be releasing a document which identifies a number of recommendations for all levels of government with respect to how public transit can help tackle Canada's housing crisis. This document is the result of extensive consultation across the country with transit systems, municipalities, provincial governments, the federal government, developers, housing stakeholders, and academia. This document will be the basis for future ongoing discussions with all stakeholders on this critical issue.

Representatives from the Commission and LTC administration will be in attendance at the meeting to present this report and will be pleased to provide further details on any of these updates.

Regards



Sheryl Rooth  
Chair, London Transit Commission

# London Transit Commission Update

October 31, 2023

# LTC Business Planning Process

The Commission's Business Plan (Plan) and related planning process, developed in the mid-1990's have provided the crucial direction for London Transit as an organization and a transportation service. The Plan, which is updated every four years, serves:

- ▶ as a reflection of today, and as a starting point for the future;
- ▶ to focus resources on prioritized challenges and expectations;
- ▶ as a communication tool, supporting the development of informed relationships; and
- ▶ to promote accountability, transparency and continuous improvement

In an effort to ensure alignment of the Commission's Business Plan with that of the Council's Strategic Plan, the Commission approved the extension of the 2019-2022 Business Plan to cover 2023, resulting in the next Business Plan covering the period of 2024 through 2027 which aligns with the multi-year budget. Development of the 2024-2027 Business Plan is underway, with the expectation that it will be finalized subsequent to Municipal Council's approval of the 2024-2027 Operating and Capital budget programs.

# LTC Business Planning Process

The 2024-2027 Business Plan will include strategies to address the areas of Council's 2023 to 2027 Strategic Plan which relate to public transit services as set out below:

- ▶ Wellbeing and Safety - item 1.7b - Assess opportunities to enhance garbage collection in bus shelters
- ▶ Wellbeing and Safety - item 2.3b - Provide, enhance, and promote access to municipal subsidy programs, including public transit
- ▶ Safe London for Women, Girls, and Gender-Diverse and Trans People - item 1.3b - Increase the capacity of the City of London, agencies, boards, and commissions to recognize, address, and prevent sexual violence
- ▶ Mobility and Transportation - item 1.2c - Continue to support the London Transit Commission's Zero Emission Bus Fleet Implementation Framework
- ▶ Mobility and Transportation - item 1.3a, 1.4a and 1.6a - Support greater access to affordable, reliable public transit and paratransit through the implementation of the London Transit Commission's 5 Year Service Plans, including growth hours
- ▶ Mobility and Transportation - item 1.4b - Support implementation of the London Transit Commission Ridership Growth Strategy initiatives
- ▶ Mobility and Transportation - item 1.4c - Support transit rider survey initiatives to improve rider satisfaction
- ▶ Mobility and Transportation - item 1.4d - Implement London's Rapid Transit Corridors to improve reliability for current and future transit.
- ▶ Mobility and Transportation - item 1.6b - Support the implementation of Alternative Service Delivery options to areas of the city not currently served by transit

# City of London Strategic Plan Update

## *Wellbeing and Safety - item 1.7b - Assess opportunities to enhance garbage collection in bus shelters*

- ▶ London Transit's shelter cleaning and maintenance is undertaken by a contractor as part of the shelter advertising contract.
- ▶ Through the contract renewal process for shelter advertising, administration requested the costs associated with enhancing the cleaning cycles for shelters from the current bi-weekly schedule to a weekly schedule as well as the option to include garbage bins and pick up in shelters. The shelter contractor does not provide garbage disposal nor pickup as part of their business model; however, they did provide a cost to increase the frequency of shelter cleaning from bi-weekly to weekly.
- ▶ The cost associated with this service enhancement is \$107,900 per year, expressed as a decrease in the annual revenue guarantee provided under the contract. This item has been included in the Commission's growth budget request for 2024, noting the change can be implemented immediately upon approval of the budget request.

# City of London Strategic Plan Updates

## ***Wellbeing and Safety - item 2.3b - Provide, enhance, and promote access to municipal subsidy programs, including public transit***

- ▶ Growth in the use of public transit fare subsidy programs will occur as growth in services is implemented resulting in overall growth of ridership.
- ▶ Growth in each of the subsidized fare categories will be measured and reported on annually.

## ***Safe London for Women, Girls, and Gender-Diverse and Trans People - item 1.3b - Increase the capacity of the City of London, agencies, boards, and commissions to recognize, address, and prevent sexual violence***

- ▶ London Transit administration is represented on the Safe Cities Working Group, and participates in planning sessions and regular meetings.
- ▶ LTC Travel Safe Program has been shared with various partners to raise awareness of programs already in place

# City of London Strategic Plan Update

## ***Mobility and Transportation - item 1.2c - Continue to support the London Transit Commission's Zero Emission Bus Fleet Implementation Framework***

- ▶ Commission is participating in a joint procurement initiative for the purchase of up to 10 battery electric buses and 7 charging units (4 depot and 3 opportunity) as well as any works associated with the installation of same
- ▶ The Commission-approved status quo operating budget includes provision for two full-time equivalent positions in 2024 which will be shared between the Zero-Emission Bus project and the Highbury Facility Rebuild Project.
- ▶ The Commission's Growth Business Case includes the addition of three full-time equivalent positions in 2025 that will provide the appropriate resources to both the Zero-Emission Bus Implementation and the Highbury Facility rebuild.
- ▶ In addition, the Growth Business Case also includes the capital costs associated with the fleet transition, including the incremental costs of zero-emission buses versus diesel buses as well as the related charging infrastructure required for battery electric buses.



# City of London Strategic Plan Updates

*Mobility and Transportation - item 1.3a, 1.4a, 1.4b, 1.4d, 1.6a and 1.6b - Support greater access to affordable, reliable public transit and paratransit through the implementation of the London Transit Commission's 5 Year Service Plans, including growth hours, London Transit Ridership Growth Strategy and Alternative Delivery Implementation Strategy, and implementation of London's Rapid Transit Corridors*

- ▶ The Commission's 2023 operating budget did not include any growth in either conventional or specialized service given the outstanding growth elements from the 2021 and 2022 had yet to be fully implemented.

# City of London Strategic Plan Updates

## Conventional Transit Service Outstanding Service Improvements

Service Improvement	Issues Addressed	Estimated Annual Service Hour Requirement
Earlier service for all routes (starting at 5am)	<ul style="list-style-type: none"> <li>Improved access to employment</li> </ul>	24,000
Extend remaining routes to 1am Mon-Sat	<ul style="list-style-type: none"> <li>Improved access to employment</li> </ul>	20,000
Extend Sunday Service to midnight on all routes	<ul style="list-style-type: none"> <li>Address increased ridership and demands</li> <li>Improved access to employment</li> </ul>	20,000
Start remaining routes at 7am on Sundays	<ul style="list-style-type: none"> <li>Address increased ridership and demands</li> <li>Improved access to employment</li> </ul>	18,000
Extend service into new growth areas including: <ul style="list-style-type: none"> <li>Cedarhollow</li> <li>Hamilton/Old Victoria area</li> <li>Hyde Park between Sunningdale, Wonderland and Fanshawe Park Road</li> <li>South Byron</li> <li>Wickerson Road area</li> <li>West 5</li> <li>Southwinds</li> </ul>	<ul style="list-style-type: none"> <li>Improved access to the community to areas that are currently not served by public transit</li> </ul>	44,800
Improve frequencies on existing routes to be no more than two times the frequency on connecting Rapid Transit routes	<ul style="list-style-type: none"> <li>Improved reliability and viability of services</li> </ul>	184,000
Improve operating times/frequencies of routes currently serving industrial areas	<ul style="list-style-type: none"> <li>Improved access to industrial areas</li> </ul>	13,000
<b>Total Estimated Outstanding Service Hour Requirements</b>		<b>323,800</b>

# City of London Strategic Plan Updates

- ▶ With respect to Specialized Transit Services, in response to stakeholder requests and direction from Municipal Council for increased service levels, the Commission's Growth Business Case includes the request for a total of 58,000 service hours to be added incrementally with 20,000 hours added in each of 2024 and 2025, followed by 10,000 hours in 2026 and 8,000 hours in 2027.
- ▶ Service improvements for both Conventional and Specialized Services will be confirmed subsequent to the budget approval process, and will be incorporated into the Commission's 2024-2027 Business Plan and related Service Plans.

# City of London Strategic Plan Updates

## *Mobility and Transportation - item 1.4c - Support transit rider survey initiatives to improve rider satisfaction*

- ▶ The annual Voice of the is scheduled to resume in 2023 and has been included in the status quo budget for future years.
- ▶ Results of the surveys will be included as input in the Commission's 2024-2027 Business Plan, Service Plans, and Accessibility Plan Updates, all of which will be finalized in early 2024 subsequent to finalization of the Commission's 2024-2027 Operating and Capital budget programs.

# Updates on Other LTC Initiatives

## *Implementation of Outstanding 2021 and 2022 Service Improvements*

- ▶ The plan for 2023 has been to implement the deferred service improvements as resources became available throughout the year, versus waiting until September to implement all changes at once. Conventional service updates to date include:
- ▶ In April 2023, approximately 12,000 of the 36,000 hours of outstanding service were implemented focusing on improving frequency during periods where routes were operating at 60-minute headways and reducing this to 30-minutes.
- ▶ In June 2023, changes included adding additional round trip time on Route 2 and frequency improvements on Route 20. In addition, Route 38 was introduced in June to provide service to the Innovation Park Industrial area.
- ▶ In September 2023, changes were implemented to increase running time on Route 16, and increase frequencies on Routes 25, 102 and 106. Saturday service was introduced on Route 24, and a new branch to Route 36 was introduced providing service operating north of Oxford along Clarke Road, Huron and Robin's Hill Road.
- ▶ In February 2024, service changes will be made to Route 25 during the AM Peak and early evening periods to improve frequency from 30 minutes to 20 minutes.
- ▶ The remainder of the service improvements (approximately 5,000 hours) will be implemented in 2024 as resources are available

# Updates on Other LTC Initiatives

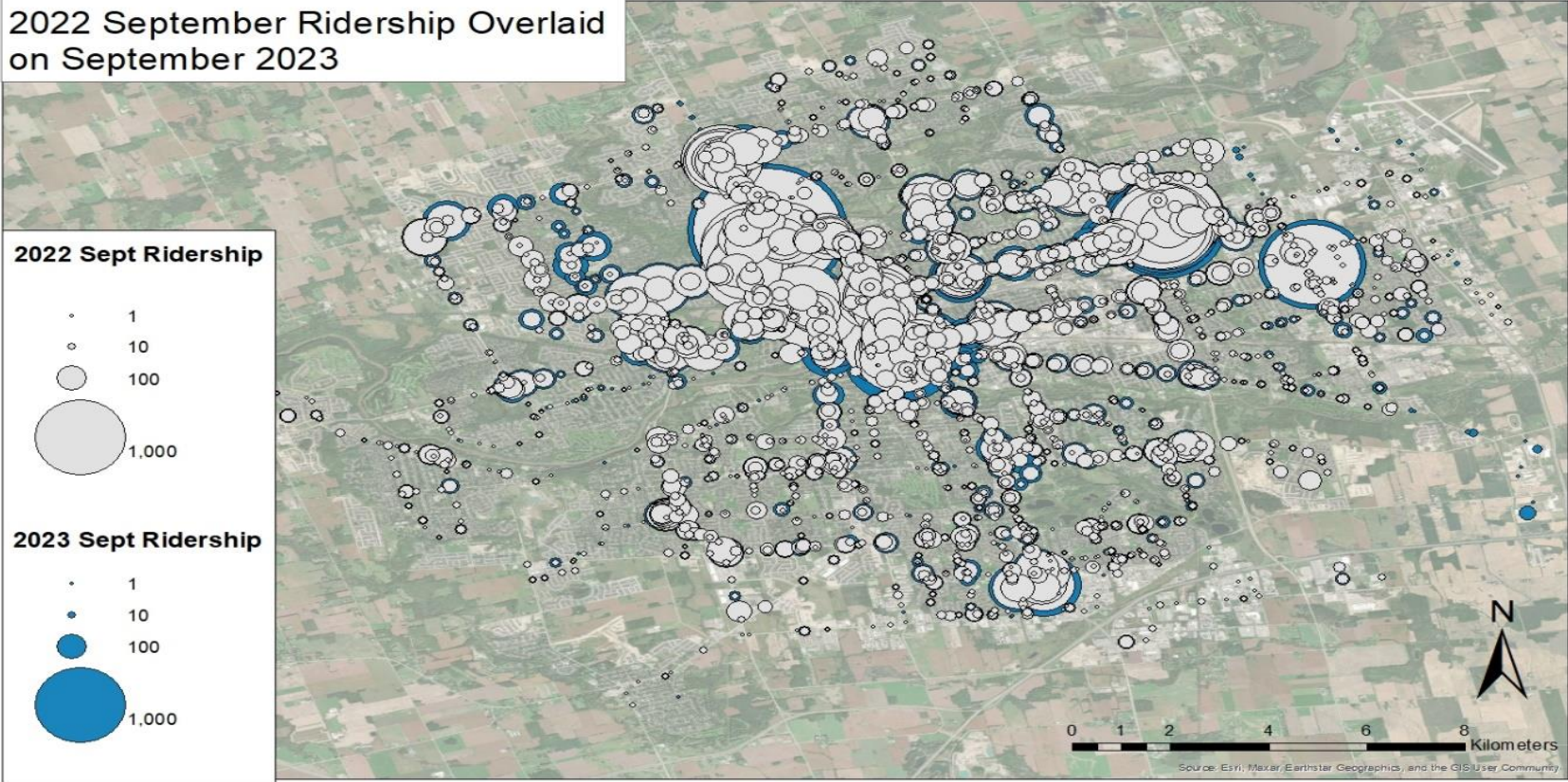
Administration has worked with the contractor throughout 2023 to identify solutions to the resource and supply chain issues impacting their ability to increase service levels. Commission approval of an alternative vehicle for use in the delivery of the specialized service will see 10 additional vehicles added to service by the end of 2023, which will bring service levels to the level approved for 2023 (including all outstanding growth hours). The table below sets out a high level overview of the progression to date as well as the planned full service levels by the end of 2023.

	Jan	Aug	Oct	End of 2023
Average Weekday Scheduled Service Hours	395	450	475	570
Average Weekday Rides	830	945	998	1,200
% Increase		14%	6%	20%

All outstanding hours for the remainder of 2023 will be assigned to schedules during the period of 8:00am to 6:30pm on weekdays noting this is the period of highest demand. With these remaining vehicles in place, service levels will be reflective of all of the growth hours outstanding from the 2021 and 2022 service plans. These service levels will remain in place for 2024, noting that some adjustments to the shifts may be undertaken to better align service with demand.

# Updates on Other LTC Initiatives

## 2023 Conventional Service Monitoring



# Updates on Other LTC Initiatives

## 2023 Specialized Service Monitoring

- ▶ collection of data with respect to completed trips, requested trip times and common pick up and drop off locations has been ongoing through 2023 in an effort to identify the days/times that additional resources will be dedicated to as they become available. The review indicated that the highest demand for trips is occurring from 8am to 6pm Monday through Friday. Additionally, the Sunday morning time period was identified as a period of increased demand. As increased resources have become available, they have been applied to vehicle shifts for the following time periods:
  - ▶ 8:00am to 6:30pm on weekdays
  - ▶ 8:00am to 2:00pm on Saturdays
  - ▶ 8:00am to 6:00pm on Sundays
- ▶ Currently there are 38 vehicles scheduled per day Monday through Friday, with two additional show up vehicles staffed to offset any lost time that may occur on the day of service.



# Updates on Other LTC Initiatives

## *Responding to Construction-Related Service Impacts*

- ▶ Through the majority of 2023, 19 Conventional Service routes have been impacted by ongoing construction projects resulting in extended and often inconvenient detours for transit riders. A number of the detours during the 2023 construction season have been significant with routes detoured further away from the regular routing than would traditionally be expected due to multiple construction projects occurring in the same area at the same time. A special construction connector for Route 20 was implemented to allow service to be provided to the Mornington area during the Quebec and East London Link Phase II projects were underway.
- ▶ While many of the detours have been long term in nature, there have also been a significant number of road closures (for construction, parades, utility work, etc.) as well.
- ▶ Responding to detours (both planned and last minute) has required approximately 75% of the planning department's resources, which in turn has placed pressure on the 2024 service planning process. During 2023, every Conventional transit route has been impacted by a detour for some period of time.
- ▶ Given ongoing resource challenges, the ability to add additional buses or additional time to affected routes to mitigate schedule adherence issues has not been possible. This has resulted in significant reliability issues system wide, throughout the majority of 2023.
- ▶ The nature and extent of construction across the City has also negatively impacted the schedule adherence of the specialized service as well as the ability to get customers as close as possible to their destination while ensuring an accessible drop off location and pathway to their final destination.

# Updates on Other LTC Initiatives

## *Upgrade of Scheduling, Automatic Vehicle Location and Interactive Voice Response Software - Conventional Transit Services*

- ▶ The software utilized for scheduling, automatic vehicle location and interactive voice response for the Conventional Transit Service will be updated in 2024. In addition to increased system stability, this upgrade will provide enhanced features allowing for better communication of detours as well as more accurate vehicle location positioning and more precise real time bus arrival information.

## *Implementation of Smart Card Infrastructure on Specialized Service*

- ▶ The initiative to implement portable smart card readers on the Specialized Service was carried forward from 2022 as the result of supply chain issues relating to the hardware required for implementation. A purchase order has been issued to the vendor and work is currently underway on this project. The vendor is aware this is a priority item and has indicated Q1 2024 as the timeframe for project completion.

## *Assessment of Specialized Service Booking System and Booking Window*

- ▶ Given the status of the current system, administration has determined that a replacement system is necessary and is assessing various options moving forward. LTC administration is currently in the process of assessing options associated with replacing the software, noting the requirements that the replacement software include the following features at time of implementation:
  - ▶ Customer portal that allows for on-line trip management including trip booking and cancellation.
  - ▶ Real-time arrival information available to customers via customer portal, text/email notification.
  - ▶ Ability to ensure equal access in trip booking between customers utilizing online booking with those utilizing telephone.
  - ▶ Customizable parameters for trip scheduling that align with LTC service targets (length of time on vehicle, schedule adherence, etc.).
  - ▶ Detailed reporting of key service metrics (same day bookings, split between demand and subscription bookings, non-accommodated by time of day, etc.).

# Updates on Other LTC Initiatives

## *Highbury Facility Rebuild*

- ▶ London Transit administration has continued to work closely with civic administration on the funding request for the Highbury Facility Rebuild Project. The project has been submitted to the Federal Government by the Province of Ontario; and staff have responded to a number of follow up questions. At this time, no confirmation of funding has been received.
- ▶ Subsequent to funding approval, the next steps in the process will be to undertake the detailed design of the replacement facility followed by a request for proposal and contract award for the work.

# Updates on Other LTC Initiatives

## London Transit Commission Fare Adjustment Effective January 1, 2024

Fare Category/Type	Current Fare	New Fare (Jan 1, 2024)	Increase
<b>Cash</b>			
Adult	\$3.00	\$3.50	17%
Child <sup>(1)</sup>	\$1.50	\$1.75	17%
<b>Ticket (Stored Value)</b>			
Adult	\$2.25	\$2.65	18%
Senior <sup>(2)</sup>	\$1.70	\$2.00	18%
Youth (13-17)	\$1.80	\$2.12	18%
Child <sup>(1)</sup>	\$1.30	\$1.53	18%
<b>Monthly Pass</b>			
Citipass	\$95.00	\$112.00	18%
Weekday	\$81.00	\$95.00	18%
Post Secondary	\$82.00	Eliminated	N/A
Student Summer	\$95.00	Eliminated	N/A
Park & Ride	\$70.00	\$83.00	18%
Youth <sup>(2)</sup>	\$61.00	\$72.00	18%
Income Related <sup>(2)</sup>	\$61.00	\$72.00	18%

# Updates on Other LTC Initiatives

## *Public Transit Advocacy*

- ▶ London Transit is a member of both the Ontario Public Transit Association (OPTA) and the Canadian Urban Transit Association (CUTA). In addition to providing opportunities for the sharing of best practices with peer transit systems, these Associations undertake advocacy efforts at both the Provincial (OPTA) and Federal (CUTA) levels.
- ▶ On October 30, 2023, OPTA will be holding an advocacy day at Queens Park during which transit system members will meet with Ministers and Ministry staff to discuss the need for increased provincial funding which will enable transit systems to grow to meet the current and future demand associated with continued growth in population across the province. The final materials for this advocacy effort were not finalized at time of report writing; however, administration is participating in the creation of same and will also be participating in this event.

# Updates on Other LTC Initiatives

## Public Transit Advocacy - Federal

- ▶ Recommendations from CUTA's recent Advocacy day in Ottawa include:
  - ▶ Shifting the start date of the Permanent Public Transit Fund into the 2024 budget (currently scheduled for the 2026 budget) to assist transit systems in addressing infrastructure deficits;
  - ▶ Open the intake process for the Permanent Public Transit Fund in 2024 so transit systems can begin the planning and application process in advance of the funding being made available;
  - ▶ Encourage the Federal Government to take a leadership role in an upcoming national taskforce, along with provinces, local governments, and transit agencies, to develop a national public transit strategy with a new funding model for Canada's public transit agencies;
  - ▶ Establish an application-based transit safety and security fund that allocates \$75 million per year for two years to assist transit agencies with the specific expenditures needed to prevent, combat, and respond to safety and security incidents on their systems; and
  - ▶ Strengthen penalties for assaults on transit workers by amending subsection 269.01 of the Criminal Code, expanding beyond its current definition of transit operators to include all transit workers.



## MEMO

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**Date:** Thursday, September 7, 2023

**To:** Clerk's Office, City of London

**From:** Lori Da Silva, CEO, RBC Place London

**Subject:** RBC Place London Board Appointment Recommendations

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### Recommendation:

1. RBC Place London (RBCPL) Board of Directors is recommending the appointment of Ms. Sara De Candido as a Class 1 Board member, in the health care sector, with an initial one-year term, December 2023 to November 2024. Ms. De Candido replaces Mr. David Smith, who completes his tenure on the Board as of November 2023.

Sara De Candido is currently the Director, Innovation and Business Development at London Health Sciences Centre (LHSC), one of Canada's largest acute care teaching hospitals with nearly 15,000 staff, physicians, students, and volunteers. Previously, Ms. De Candido held the position of Director Pathology and Microbiology, External Relations, and Partnerships at LHSC. Before moving to LHSC, Sara De Candido was in a senior leadership role at a Global Pharmaceutical Company.

Ms De Candido has a Master of Business Administration with a specialization in Global Innovation Leadership, certification in Alternative Dispute Resolution (Mediation and Negotiation Mastery) and a degree in Political Science from Western University. Ms. De Candido currently serves the community on the Board of King's University College and Meals on Wheels London, and formerly a Board member of the London Family Court Clinic and 2022 Campaign Chair, LHSC for United Way.

2. RBC Place London Board is also recommending that the Board Chair retain a voting seat on the board as Past Chair which may or may not exceed the six-year maximum detailed in the bylaw. This is an important step for ensuring Board succession planning and Board member development.

RBC Place London Board is recommending that current Chair, Jenny Diplock remain on the board as a voting member for a 7<sup>th</sup> consecutive year in 2024 as Past Chair. With Ms. De Candido's recommended appointment and a year as Past Chair, for current Chair Jenny Diplock, the RBC Place London Board would include the following community members, for the 2024 calendar year:

One Year Term – Class 1 December 2023 to November 2024  
Jenny Diplock – Past Chair  
Sara De Candido

Two Year Term – Class 2 December 2022 – November 2024  
Jeffrey Floyd

Three Year Term – Class 3 November 2022 – November 2025

Susan Judd – Chair 2024

Garrett Vanderwyst – Finance Committee Chair

Eunju Yi

Ross De Gannes

Linda Nicholls – Governance Committee Chair

**Background:**

At the October 15, 2018, meeting of the Strategic Policy and Priorities Committee, the City Clerk put forward an amendment to the RBC Place London By Law for staggered terms of Board members maintaining the total length of time to be on the RBC Place London Board of six consecutive years. Directors “who are not members of Council shall be set at eight members and be structured in three (3) classes, consisting of a Class 1 (2 members), Class 2 (1 member) and Class 3 (5 members), and structured in such a manner as to provide for future staggering of board member replacement. The goal was to maintain board knowledge and intelligence while ensuring a healthy transition of new board members. The business and organizational categories for Board members as detailed in the Board by law was not changed.

In 2022, the RBC Place London Board of Directors embraced a new equity, diversity and inclusion policy for RBC Place London and adopted a Board recruitment policy for attracting new board members with a strategic focus on business growth. To reach and attract the broader community, the Board recruitment package is posted on the RBCPL website, and promoted through social media and directly with community, professional, and business organizations.

RBC Place London Board appointment opportunities are shared through London Economic Development Corporation website and in 2023, the RBCPL Board opportunity was shared in social media with the following specific organizations tagged, to broaden the message distribution and recruitment efforts:

- Tourism London
- Downtown London
- Pillar Non-Profit
- City of London
- London Chamber of Commerce
- London Economic Development Corporation
- St. Joseph’s Health Care
- Schulich School of Medicine
- London Health Sciences Foundation

Three individuals responded to the recruitment effort with a background in health care and a willingness to join the RBC Place London Board of Directors. A Board interview committee was established with members from the RBC Place London Governance Committee, and interviews were conducted in August 2023. The RBC Place London Board of Directors moved a motion supporting this recommendation at the August 25, 2023 board meeting.



# **Diversity, Inclusion and Anti-Oppression Community Advisory Committee Report**

The 9th Special Meeting of the Diversity, Inclusion and Anti-Oppression Community  
Advisory Committee  
October 18, 2023

Attendance P. Gill (Acting Chair), K-A. Burke, D. Godwin and R. O'Hagan  
and H. Lysynski (Acting Clerk)

ABSENT: S. Atieh, S. Evoy, N. Fahd, M. Castillo, N. Fragis, R.  
Gill, B. Hill, L. Ochoa, J. Pineda, M. Stothers and N. Syed

ALSO PRESENT: K. Arnold and S. Corman

The meeting was called to order at 4:04 PM; it being noted that  
P. Gill, K-A. Burke, D. Godwin and R. O'Hagan were in remote  
attendance.

## **1. Call to Order**

### **1.1 Disclosures of Pecuniary Interest**

That it BE NOTED that no pecuniary interests were disclosed.

## **2. Opening Ceremonies**

### **2.1 Acknowledgement of Indigenous Lands**

That it BE NOTED that the meeting was opened with an  
Acknowledgement of Indigenous Lands by P. Gill.

### **2.2 Traditional Opening**

That it BE NOTED that no Traditional Opening was received.

## **3. Scheduled Items**

None.

## **4. Consent**

None.

## **5. Sub-Committees and Working Groups**

### **5.1 Awards and Recognition Sub-Committee**

That the following actions be taken with respect to the 2023 Diversity,  
Race Relations and Inclusivity Award (DRRIA):

a) the Oakridge Presbyterian Church Mission and Outreach BE  
AWARDED the 2023 Diversity, Race Relations and Inclusivity Award, in  
the Small Business/Small Labour (49 or fewer employees/members)  
category;

b) the Islamic Relief Canada London Regional Team BE AWARDED  
the 2023 Diversity, Race Relations and Inclusivity Award, in the Large  
Business/Large Labour (50+ members) category;

c) Project SEARCH BE AWARDED the 2023 Diversity, Race Relations  
and Inclusivity Award, in the Social/Community Services (including Not-for-  
Profits) (49 or fewer employees/members) category;

d) the London Track 3 Adaptive Snow School BE AWARDED the 2023 Diversity, Race Relations and Inclusivity Award, in the Social/Community Services (50+ members) category;

e) Yesalihuni "They Will Teach You" Youth Initiative BE AWARDED the 2023 Diversity, Race Relations and Inclusivity Award, in the Youth/Young Adult Groups or Organizations category; and,

f) the Awards and Recognition Sub-Committee report with respect to the 2023 DRRRIA Recommendations BE RECEIVED.

## **6. Items for Discussion**

### **6.1 Mayor's New Year's Honour List**

That a special meeting BE HELD on Wednesday, October 25, 2023, for the purpose of discussing the 2024 Mayor's New Year's Honour List.

## **7. Adjournment**

The meeting adjourned at 4:25 PM.

**From:** [Form Generator, City of London](#)  
**To:** [Advisory Committee](#)  
**Subject:** City of London Form Submission - City of London Diversity, Race Relations and Inclusivity Award - Nomination Form  
**Date:** Sunday, September 3, 2023 7:31:17 PM

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# City of London - City of London Diversity, Race Relations and Inclusivity Award - Nomination Form

## Section 1 - Information of Youth/Group/Organization Being Nominated

Name of Youth, Group or Organization you are nominating: **Oakridge presbyterian  
Church Mission and Outreach**

Address of Nominee (please include City, as well as postal code): **970 Oxford St W**

Nominee Phone #: **519-471-2290**

Nominee E-mail address: **mailto:kmacdonald@oakridge.london.on.ca**

Category (check one): **small business/small labour**

## Section 2 - Initiative Information

What is the initiative this group/organization implemented?: **Unlimited soup mix for  
anyone that is in need of a warm meal at home**

When did this initiative take place? (eg. Spring 2023): **Continuous**

Do you know which key department(s) or committees were involved? If yes, please  
name: **Mission & Outreach**

Key people involved: **Diane Staines**

Brief description of initiative: **The group seek out schools, indigenous soup  
kitchen on the settlement, London Mission services, my sister's place and  
deliver hundreds of bags of 1lb dehydrated vegetables soup**

How has the initiative contributed to the promotion of diversity, race relations,  
inclusivity and human rights in London and promoting London as a welcoming  
city?: **The work across cultures and inter faith, volunteering their time to  
making a difference in People's lives**

What short or long-term impact has/will the initiative have on the promotion of diversity, race relations, inclusivity and human rights in London and promoting London as a welcoming city?: **The make that personal connection and let people know that they are thought of and they care regardless of their culture, they are prepared to breakdown barriers to make a difference eg paying the rent for Syrian refugees**

What is the potential for expansion and/or inspiration for replication of the initiative?: **They are always seeking ways and continue to do what is necessary to connect with a broader community audience**

How can receiving this Award be used to further promote diversity, race relations, inclusivity and human rights in London and to further promote London as a welcoming city?: **By inspiring their hundreds of members to be a part of something - a movement that changes lives.**

Do you wish to attach a document or photo in support of your nomination?:

Another document or photo?:

Another document or photo?:

Another document or photo?:

## **Section 3 - Nominator Information**

Your Name: **Sharon Deebrah**

Your Address (please include postal code):

Your Phone #:

Submitter E-mail:

Submitted on: **9/3/2023 7:31:11 PM**

**From:** [Form Generator, City of London](#)  
**To:** [Advisory Committee](#)  
**Subject:** City of London Form Submission - City of London Diversity, Race Relations and Inclusivity Award - Nomination Form  
**Date:** Tuesday, September 5, 2023 2:36:04 PM  
**Attachments:** [inbound4042878084230164101.jpg](#)  
[inbound5520205402771858355.jpg](#)  
[inbound8377930956769208577.jpg](#)  
[inbound2094538389397878784.jpg](#)

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# City of London - City of London Diversity, Race Relations and Inclusivity Award - Nomination Form

## Section 1 - Information of Youth/Group/Organization Being Nominated

Name of Youth, Group or Organization you are nominating: **Islamic Relief Canada  
London Regional Team**

Address of Nominee (please include City, as well as postal code): **3501 Mainway,  
Burlington ON L7M1A9**

Nominee Phone #: **226-926-8438**

Nominee E-mail address: **saimah.sarwar@islamicrelief.ca**

Category (check one): **large business/large labour**

## Section 2 - Initiative Information

What is the initiative this group/organization implemented?: **Back to school, winter  
warmth campaign, food bank drive, blood drive, truth and reconciliation  
assembly**

When did this initiative take place? (eg. Spring 2023): **All year round, once every 3  
months**

Do you know which key department(s) or committees were involved? If yes, please  
name: **London Regional Team - partnered with many organizations in London**

Key people involved: **Saimah is the lead and her team consists of 5 or 6 youth  
from all over the community**

Brief description of initiative: **Gave backpacks full of supplies to vulnerable**

**children in the community through Muslim resource center, ANOVA shelter, and London Muslim Mosque. Gave winter kits with essential supplies through a soup kitchen.**

How has the initiative contributed to the promotion of diversity, race relations, inclusivity and human rights in London and promoting London as a welcoming city?: **Giving back to the greater community. Work with local organizations to provide them with items. Work with lots of newcomers, low income, vulnerable people within the community**

What short or long-term impact has/will the initiative have on the promotion of diversity, race relations, inclusivity and human rights in London and promoting London as a welcoming city?: **The community in London will feel loved and cared for. We have had very positive feedback**

What is the potential for expansion and/or inspiration for replication of the initiative?: **They do the events yearly and throughout the year and are always looking for more volunteers and financial support**

How can receiving this Award be used to further promote diversity, race relations, inclusivity and human rights in London and to further promote London as a welcoming city?: **It will show appreciation for all that the organization does and the youth involved will gain confidence in what they are doing**

Do you wish to attach a document or photo in support of your nomination?: **inbound4042878084230164101.jpg**

Another document or photo?: **inbound5520205402771858355.jpg**

Another document or photo?: **inbound8377930956769208577.jpg**

Another document or photo?: **inbound2094538389397878784.jpg**

## **Section 3 - Nominator Information**

Your Name: **Dastgir Khan.**

Your Address (please include postal code):

Your Phone #:

Submitter E-mail:

Submitted on: **9/5/2023 2:35:53 PM**

**From:** [Form Generator, City of London](#)  
**To:** [Advisory Committee](#)  
**Subject:** City of London Form Submission - City of London Diversity, Race Relations and Inclusivity Award - Nomination Form  
**Date:** Saturday, September 2, 2023 10:02:10 PM  
**Attachments:** [inbound4932786061709631697.pdf](#)

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# City of London - City of London Diversity, Race Relations and Inclusivity Award - Nomination Form

## Section 1 - Information of Youth/Group/Organization Being Nominated

Name of Youth, Group or Organization you are nominating: **Project SEARCH**

Address of Nominee (please include City, as well as postal code): **Parkwood  
hospital london ont**

Nominee Phone #: **519 495-5224**

Nominee E-mail address: **Lorimartinez@hotmail.ca**

Category (check one): **Social/Community services (49 or fewer)**

## Section 2 - Initiative Information

What is the initiative this group/organization implemented?: **Inconjunction with  
thames valley district school board and hutyon house. The program works with  
students with intellectual disabilities gain employment skills**

When did this initiative take place? (eg. Spring 2023): **They just completed their  
first-year with great success and will start their 2nd yr this September**

Do you know which key department(s) or committees were involved? If yes, please  
name: **Tvdsb hutton House**

Key people involved: **Lori Martinez, Tracy Couture and Kim Neable**

Brief description of initiative: **To help students with intellectual and  
developmental disabilities in their last year of high school gain hands on  
employment skills. They work 3 unpaid internships over 700 hours. They work  
in real life positions**

How has the initiative contributed to the promotion of diversity, race relations, inclusivity and human rights in London and promoting London as a welcoming city?: **Itbis promoting and teaching the employment sector about invlusivity**

What short or long-term impact has/will the initiative have on the promotion of diversity, race relations, inclusivity and human rights in London and promoting London as a welcoming city?: **This is the only site hosting this program. This program is over 25 yrs old started in the USA. It now has sites all over Canada and the world**

What is the potential for expansion and/or inspiration for replication of the initiative?: **The internships do not have to be exclusively through the host site. The origami allows for externship. If Northern program allows to gain useful skills that can be used in lots of areas of work**

How can receiving this Award be used to further promote diversity, race relations, inclusivity and human rights in London and to further promote London as a welcoming city?: **We are the only site and the only initiative that has a proven track record**

Do you wish to attach a document or photo in support of your nomination?: **inbound4932786061709631697.pdf**

Another document or photo?:

Another document or photo?:

Another document or photo?:

## **Section 3 - Nominator Information**

Your Name: **Luis Martinez**

Your Address (please include postal code):

Your Phone #:

Submitter E-mail:

Submitted on: **9/2/2023 10:02:01 PM**



# City of London - City of London Diversity, Race Relations and Inclusivity Award - Nomination Form

## Section 1 - Information of Youth/Group/Organization Being Nominated

Name of Youth, Group or Organization you are nominating: **London Track 3 Adaptive Snow School**

Address of Nominee (please include City, as well as postal code): **P.O. Box 36040 Talbot Village P.O., 3090 Colonel Talbot Road, London, ON N6P 080**

Nominee Phone #: **226-289-2943**

Nominee E-mail address: [info@londontrack3.ca](mailto:info@londontrack3.ca)

Category (check one): **Social/Community Services (50 or more)**

## Section 2 - Initiative Information

What is the initiative this group/organization implemented?: **London Track 3 Adaptive Snow School is a volunteer-run, not for profit organization dedicated to providing inclusive instruction for students with diverse physical and cognitive challenges to allow them to learn how to ski or snowboard. This program offers opportunities to experience winter activities that would not be possible without the support of London Track 3. Students have the ability to interact with dedicated volunteer instructors and fellow students in a nonjudgmental setting.**

When did this initiative take place? (eg. Spring 2023): **Winter 2023. However, we have been teaching students annually during winter months since 1987. Enrollment for the 2024 winter season starts October 15, 2023. Our program is so popular that enrollment reaches capacity two months before Boler Mountain opens for the winter season.**

Do you know which key department(s) or committees were involved? If yes, please name: **The Board of Directors and the Training Committee are integral to making London Track 3 the successful program that it has become.**

Key people involved: **Board of Directors: Dan Elliot - President; Erin Bainbridge – Secretary; Tyler Robson – Treasurer; Axie Kauser-Kawaguch – Director Instructor Registration; Marc Mitchell – Director Student Registration; Shannon Foster – Director of Programs; Don Campbell – Director Training; Jamie Spencer – Director Risk Management**

Brief description of initiative: For over 35 years, London Track 3 has been delivering on our mission to provide safe and enjoyable skiing or snowboarding instruction for students and adults with a variety of physical (hearing, vision, mobility, developmental) and/or cognitive challenges. Our volunteers use specialized teaching methods and adaptive equipment to allow students to learn how to ski or snowboard in a safe and supportive environment. Track 3 runs an annual seven-week adaptive snow school from the second week of January to the end of February. Each weeknight and on mornings and afternoons on the weekend (for a total of 8 program sessions per week) students take to the hills at Boler Mountain (<https://www.bolermountain.com>) for 3 hours of skiing or snowboarding. Each student is typically paired with two instructors to ensure safety and provide a high level of attention and care needed so the student has a great gliding and learning experience. Continued

How has the initiative contributed to the promotion of diversity, race relations, inclusivity and human rights in London and promoting London as a welcoming city?: **Continuation of Brief Description of Initiative: While students with complex needs will remain under the support of London Track 3, the goal is for each student to become an independent skier/snowboarder so that they ultimately graduate from Track 3. Former students have returned to give back to Track 3 as volunteer instructors or coordinators. We have approximately 115 students in our program and 220 volunteers. We value and appreciate our volunteers' unique traits and skills as they provide instruction with dignity, respect and compassion. Many of our volunteers in the Track 3 Program are students at Western University and Fanshawe College who are participating in academic courses specializing in disability studies or health care (medicine, nursing, physiotherapy, occupational therapy to name a few). Their experiences at London Track 3 helps prepare them for their future careers. Training Committee Don Campbell Jamie Spencer Mike Mahler Jennifer Cross Larry Marchand Nancy Marchand Doug Ferguson Rod Gallagher Tom Kontio Shannon Foster Leela Sharma Pam Poole Isaac Rigby Jonathan Fangrad Steve Robinson Josyln Reid Paige Berrigan Elias Boussoulas Dan Elliot At London Track 3, we remove accessibility barriers to winter sports while hosting an inclusive and accessible program to which individuals of all abilities are able to engage fully in our sessions. Track 3 is hosted in a welcoming accessible building. Wheelchairs, walkers, guide dogs and support animals are welcome in our program. London Track 3 at Boler Mountain has participants from both London and surrounding communities who are not able to find this service elsewhere. Volunteers from all walks of life are given education about various disabilities, skiing instruction and adaptive techniques to promote student and volunteer success.**

What short or long-term impact has/will the initiative have on the promotion of diversity, race relations, inclusivity and human rights in London and promoting London as a welcoming city?: **Receiving the Diversity, Race Relations and Inclusivity Award will provide more recognition of the value of the London Track 3 Program and will hopefully inspire volunteers to consider joining us in teaching our students and also encourage financial contributions as well as donation of adaptive equipment or building supplies.**

What is the potential for expansion and/or inspiration for replication of the initiative?: **With more awareness and more resources (volunteers, equipment, and finances) we may be able to enroll more students in our program and inspire fully accessible programs for other organizations.**

How can receiving this Award be used to further promote diversity, race relations, inclusivity and human rights in London and to further promote London as a welcoming city?: **If we are a successful candidate in receiving this award, the City of London will provide the opportunity to recognize London Track 3 as a long-standing organization that promotes diversity, equity and inclusion in teaching skiing and snowboarding for people with challenges. We already know this is so when we see the mile-wide smiles of our students and feel the excitement in the Track 3 building. London Track 3 makes fully accessible programing a reality. I would be happy to answer any questions or provide a tour of our facility.**

Do you wish to attach a document or photo in support of your nomination?:

Another document or photo?:

Another document or photo?:

Another document or photo?:

## **Section 3 - Nominator Information**

Your Name: **Jennifer Cross**

Your Address (please include postal code):

Your Phone #:

Submitter E-mail:

Submitted on: **10/2/2023 4:50:42 PM**

# City of London - City of London Diversity, Race Relations and Inclusivity Award - Nomination Form

## Section 1 - Information of Youth/Group/Organization Being Nominated

Name of Youth, Group or Organization you are nominating: **Yesalihuni "They Will Teach You" Youth Initiative**

Address of Nominee (please include City, as well as postal code): **208 Deveron Crst London, ON N5Z 4J3**

Nominee Phone #: **519.701.02978**

Nominee E-mail address: [amandakennedy.yesalihuni@gmail.com](mailto:amandakennedy.yesalihuni@gmail.com)

Category (check one): **youth/young adult groups or organizations**

## Section 2 - Initiative Information

What is the initiative this group/organization implemented?: **"Yesalihuni," was founded as a youth leadership and community development initiative, advocating for youth, women, and families dealing with complex issues such as court involvement, policing, education, violence and addiction.**

When did this initiative take place? (eg. Spring 2023): **Throughout 2023**

Do you know which key department(s) or committees were involved? If yes, please name: **all**

Key people involved: **Amanda Kennedy, Bronagh Morgan**

Brief description of initiative: **Yesalihuni "They Will Teach You" Social Enterprise is dedicated to empowering Indigenous youth and fostering truth and reconciliation between Indigenous and non-Indigenous communities. Our mission is to provide a transformative program that addresses mental health challenges, promotes self-empowerment, and offers a safe space for artistic expression and growth among Indigenous youth.**

How has the initiative contributed to the promotion of diversity, race relations, inclusivity and human rights in London and promoting London as a welcoming city?: **Mission: to EMPOWER youth, nurture their HOLISTIC well-being, and build bridges between Indigenous and non-Indigenous communities! By creating a safe space for youth to grow artistically, heal, and embrace their identity!**

What short or long-term impact has/will the initiative have on the promotion of diversity, race relations, inclusivity and human rights in London and promoting London as a welcoming city?: **In 2012, Amanda Kennedy founded "Yesalihuni," a youth leadership and community development initiative. Through "Yesalihuni," she advocated for youth, women, and families dealing with court, policing, education, violence, and addiction issues. Her role was pivotal in providing critical support and guidance to individuals navigating complex systems, contributing to improved outcomes for families facing legal and educational challenges.**

What is the potential for expansion and/or inspiration for replication of the initiative?: **Are further expanding their workshops and mentorship programs to help youth express their creativity through healing art work, photography and more!**

How can receiving this Award be used to further promote diversity, race relations, inclusivity and human rights in London and to further promote London as a welcoming city?: **Will challenge stereotypes and share the youths' stories, truth, and culture**

Do you wish to attach a document or photo in support of your nomination?:

Another document or photo?:

Another document or photo?:

Another document or photo?:

## **Section 3 - Nominator Information**

Your Name: **Kymerley-Ann Burke**

Your Address (please include postal code):

Your Phone #:

Submitter E-mail:

Submitted on: **10/3/2023 8:54:08 AM**



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

**London**  
CANADA

October 23, 2023

Dear Colleagues,

We wish to address the severity of the homeless/addiction crisis facing our city, the commitment made in our Strategic Plan to address the safety concerns in our existing emergency shelters and the underfunding of some emergency shelters as identified by Jon De Actis (Salvation Army Centre of Hope) in his delegation to the February 1, 2022 CPSC meeting.

Although, we understand that there were plans to move away from large emergency shelters and increase funding and resources in prevention, the current reality is that the length of stay in our emergency shelters has increased dramatically from 6 weeks to more than 12 months (even up to 18 months) during recent years. Imagine living in the dorm rooms of an emergency shelter with a staffing ratio of approximately 30:1 that has not received the funding increases needed to cover the increased costs of food, maintenance, utilities, wages, etc. We must do better – for the residents, for the staff who work there, and for our city.

We believe in the old adage that an ounce of prevention is worth a pound of cure. By providing recovery programs, improving staffing ratios and offering support services to the people staying in our current emergency shelters, particularly the larger ones, we could offer stable support earlier and possibly prevent them from becoming high acuity. This could save money in the long run, help more people earlier, and improve the safety of both residents and staff.

Therefore, we are asking your support for the following:

**That the following actions be taken with respect to the City of London's response to Housing and Homelessness and be reported to the November 21, 2023 SPPC meeting:**

- a) **that Civic Administration BE DIRECTED to report back on the recovery services currently being offered and explore opportunities to provide/expand recovery focused programs within the existing and/or newly established local emergency shelters and facilities: and**
- b) **that Civic Administration BE DIRECTED to report back on current staffing ratios and explore establishing minimum staffing ratios within existing local emergency shelters: and**
- c) **that Civic Administration BE DIRECTED to identify the costs, operational start dates, and potential sources of available funding for the above potential recovery based programs and increased staffing.**

Sincerely,

Susan Stevenson  
Ward 4 City Councillor

Jerry Pribil  
Ward 5 City Councillor

**From:** butler.chris  
**Sent:** Sunday, October 29, 2023 10:35 AM  
**To:** SPPC <sppc@london.ca>  
**Cc:** Woolsey, Heather  
**Subject:** [EXTERNAL] Added Agenda - SPPC MTG - Oct 31 - Item 4.3 - Response To Housing & Homeliness Submission

City Clerks Team - Please distribute the following " Added Agenda " submission to the all SPPC member's attending the upcoming OCT 31 meeting with respect to Item 4.3 on the website agenda . You have my full advanced approval to include this in the public record .

Mayor Morgan ( Chair ) - SPPC Committee members;

Please consider this a request to fully support the joint submission by Councillors S Stevenson and J Pribil to review / plan / organize/ fund and execute improved \$\$ support & outcomes from our existing emergency shelters concurrently with what the City of London is already starting to do @ the new HUB's.

It takes a full team and range of supports and improved maintenance & funding of what we already have ( emergency shelters ) to reduce further impacts. All it took for me was a chance 15 minute meeting 4 – 5 weeks ago in Walmart with one of the current shelter employees to realize if we don't support these both committed and highly stressed team members ; the house will come down . I was stunned by what I learned from that brief encounter on their working conditions and safety.

THXS – Chris Butler - London