

Agenda Including Addeds

Strategic Priorities and Policy Committee

5th Meeting of the Strategic Priorities and Policy Committee

February 6, 2024

1:00 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

Councillors S. Lewis (Chair), H. McAlister, 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, Mayor J. Morgan

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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: Special Meeting of the Shareholder of the Housing
Development Corporation, London

Date: February 6, 2024

Recommendation

That, on the recommendation of the Deputy City Manager, Planning and Economic Development, the attached proposed by-laws attached as Appendix A and Appendix B **BE INTRODUCED** at the Municipal Council meeting to be held on February 13, 2024, to:

- i. to ratify and confirm the special resolution of the sole shareholder of the Housing Development Corporation, London to authorize the Housing Development Corporation, London to make application for Articles of Amendment to change the number of directors to a minimum of one (1) and a maximum of ten (10);
- ii. to ratify and confirm the special resolution of the sole shareholder of the Housing Development Corporation, London to address certain corporate deficiencies and outstanding corporate matters, specifically to ratify, confirm and approve the following:
 - a. ratify, confirm, and approve that Stephen Joseph Giustizia has never been elected as a director of the Corporation;
 - b. To ratify, confirm and approve the resignations of directors set out in the special resolution;
 - c. To ratify, confirm and approve that Craig Cooper was elected as a director of the Corporation on May 6, 2020; and
 - d. Ratify, confirm, and approve all resignations and/or removals by the shareholder of the Corporation, and past appointments and elections of directors of the Corporation made by the shareholder of the Corporation.

Executive Summary

On January 12, 2021, Municipal Council of The Corporation of the City of London resolved to have Civic Administration undertake all actions required to support the dissolution of the Housing Development Corporation, London. As part of that process, certain corporate deficiencies and outstanding corporate matters were identified and are proposed to be addressed through two special resolutions of the sole shareholder, The Corporation of the City of London.

Linkage to the Corporate Strategic Plan

Council and staff continue to recognize the importance of actions to support housing, as reflected in the 2023-2027 - Strategic Plan for the City of London. Specifically, the efforts described in this report address the following Areas of Focus, including:

Housing and Homelessness

Outcome 2 - London has a robust community system of health, homelessness, housing stability services, policies, procedures, and by-laws in place to support individuals and families at risk of or experiencing homelessness or in precarious housing consistent with Council's recognition of the health and homelessness emergency.

Expected Result – 2.1 Decreased number of Londoners at risk of or experiencing homelessness.

Strategies:

c. Improve the collection, sharing, and use of data across the homeless prevention system.

e. Implement a program of continuous review of policies, procedures, and by-laws to create accountability and opportunities for balanced and compassionate solutions to homelessness.

Well-Run City

Outcome 1 – The City of London is trusted, open, and accountable in service of the community.

Expected Result – Londoners have trust and confidence in their municipal government.

Strategy:

b. Increase transparency and accountability in decision making, financial expenditures, and the delivery of municipal programs and services.

Analysis

1.0 Background Information

1.1 Previous Reports Related to this Matter

- August 26, 2019 – Strategic Priorities and Policy Committee – City of London Service Review: Review of Service Delivery for Housing
- September 16, 2019 – Strategic Priorities and Policy Committee – City of London Housing Service Review: Proposed Action Plan
- April 28, 2020 – Strategic Priorities and Policy Committee – Governance Requirements and Recommendations – Housing Development Corporation, London
- June 9, 2020 – Strategic Priorities and Policy Committee – Housing Development Corporation, London – 2019 Annual Meeting of the Shareholder Annual Resolutions
- December 16, 2020 – Strategic Priorities and Policy Committee – Governance Functional Review – Housing Development Corporation, London (HDC)

2.0 Discussions, Key Issues and Considerations

On August 27, 2019, Municipal Council resolved that Civic Administration be directed to “examine the development of affordable housing, consistent with the City’s Service Manager legislated responsibility and report back on a recommended course of action.” On December 16, 2020, the Strategic Priorities and Policy Committee received a report titled “Governance Functional Review – Housing Development Corporation, London (HDC)”. On January 13, 2021, Municipal Council resolved to direct Civic Administration to bring forward the necessary bylaws and documentation to dissolve the Housing Development Corporation (“HDC”). Civic Administration has worked to integrate the affordable housing portfolio into the Corporation of the City of London’s structure with the creation of the Municipal Housing Development division.

Civic Administration is currently working to bring forward the necessary by-laws to dissolve HDC. Certain corporate deficiencies and outstanding corporate matters must be addressed prior to dissolution.

The Articles of Incorporation currently require a minimum of three directors.

Since May 6, 2020, HDC has been operating with one director, Craig Cooper. The City, as sole shareholder of HDC, is asked to pass a special resolution to authorize HDC to make application for Articles of Amendment to change the number of directors to a minimum of one (1) and a maximum of ten (10). The special resolution also authorizes and directs any director or officer of the Corporation to execute and deliver the Articles of Amendment and provides that upon the Articles of Amendment becoming effective, the articles of HDC are amended accordingly.

The City is also asked to pass a second special resolution of the sole shareholder in order to ratify and confirm certain corporate matters:

- i. To ratify, confirm and approve that Stephen Joseph Giustizia has never been elected as a director of the Corporation;
- ii. To ratify, confirm and approve that Craig Cooper was elected as a director of the Corporation on May 6, 2020;
- iii. To ratify, confirm and approve the following director resignations:

| Director | Date of Resignation |
|---------------------------|----------------------------|
| Dick Brouwer | September 17, 2019 |
| Larry Hazel | September 17, 2019 |
| Vivian Lui | September 17, 2019 |
| Daniel Ross | September 17, 2019 |
| Louise Stevens | September 17, 2019 |
| Sandra Elaine Datars Bere | May 6, 2020 |

- iv. To ratify, confirm and approve all resignations and/or removals by the shareholder of the Corporation, and past appointments and elections of directors of the Corporation made by the shareholder of the Corporation.

The special resolutions of the sole shareholder are required to correct the corporate deficiencies and outstanding corporate matters.

3.0 Next Steps

A detailed project plan including scope and activities, resources and accountabilities, and timing has been created and agreed among the affected Service Areas. These activities have been underway since mid-2023 and require both City-staff and the external resources (HDC-staff and HDC's counsel) to undertake various activities before the shareholder resolutions recommending dissolution can be presented. Many of the steps noted below are completed or in the process of being finalized. The approval of this report will allow Civic Administration and the HDC to undertake the necessary actions to complete the dissolution.

The following actions, although not exhaustive, need to be addressed as part of the dissolution process:

- Inventory and disposition of Housing Development Corporation assets.
- Notice to proponents and government funders of changes in organizational arrangements.
- Complete required Legal filings and GST/HST tax filings.
- Determination of the impact of land transfer tax to the City and HDC.

A follow-up report to Council is planned for by Q2 of 2024 to request direction to undertake the dissolution. This report will outline the steps to dissolution and approximate time to complete this work. The timing of the dissolution report is subject to input and action from the Canada Revenue Agency on the status of HST filings and subsequent advice from the City's auditor, KPMG, on an approach to minimize the impact of land transfer tax.

Conclusion

Municipal Council is asked to pass the attached bylaws to ratify and confirm the special resolutions of the sole shareholder of HDC to address certain corporate deficiencies and outstanding corporate matters.

**Prepared and Submitted by: Matt Feldberg, MPA CET
Director, Municipal Housing Development**

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

Appendix 'A' – Bylaw to ratify and confirm the special resolution of the sole shareholder of the Housing Development Corporation, London

Appendix 'B' – Bylaw to ratify and confirm the special resolution of the sole shareholder of the Housing Development Corporation, London

Appendix "A"

By-law No.

A by-law to ratify and confirm the special resolution of the sole shareholder of the Housing Development Corporation, London

WHEREAS the Housing Development Corporation, London is incorporated under the Business Corporations Act R.S.O. 1990, c.B.16 (the "BCA");

AND WHEREAS subsection 104(1)(b) of the BCA provides that a resolution in writing dealing with all matters required by the BCA to be dealt with at a meeting of shareholders, and signed by all the shareholders or their attorney authorized in writing entitled to vote at the meeting, satisfies all the requirements of the BCA relating to that meeting of shareholders;

AND WHEREAS The Corporation of the City of London is the sole shareholder of Housing Development Corporation, London;

AND WHEREAS Subsection 9 of the Municipal Act, 2001 provides that a municipality has the capacity, rights, powers, and privileges of a natural person for the purpose of exercising its authority under this or any other Act; AND WHEREAS Subsection 5(3) of the Municipal Act, 2001 provides that a municipal power shall be exercised by by-law;

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

1. The Special Resolution of the Sole Shareholder of the Housing Development Corporation, London attached as Schedule "1" is ratified and confirmed.
2. The Mayor and the City Clerk are authorized to execute the Special Resolution of the Sole Shareholder ratified and confirmed under section 1 of this by-law.
3. This by-law comes into effect on the day it is passed subject to the provisions of Part VI.1 of the *Municipal Act, 2001*.
4. Passed in Open Council on February 13, 2024, subject to the provisions of Part VI.1 of the *Municipal Act, 2001*.

Josh Morgan
Mayor

Michael Schulthess
City Clerk

Schedule "I"

**SPECIAL RESOLUTION OF THE SOLE SHAREHOLDER
OF
HOUSING DEVELOPMENT CORPORATION, LONDON
(the "Corporation")**

ARTICLES OF AMENDMENT

RESOLVED, as a special resolution, that:

1. the Corporation is authorized to make application for Articles of Amendment to change the number of directors to a minimum of one (1) and a maximum of ten (10), such Articles of Amendment being substantially in the form of the draft Articles of Amendment presented to and approved by the sole shareholder of the Corporation;
2. any director or officer of the Corporation is authorized and directed to execute and deliver the Articles of Amendment in the prescribed form to the Director appointed under the *Business Corporations Act* (Ontario) (the "**Act**"), whether under the corporate seal of the Corporation or otherwise, and to deliver all other documents and to take all necessary steps as may be desirable to give effect to the foregoing; and
3. upon Articles of Amendment becoming effective, in accordance with the provisions of the Act, the articles of the Corporation are amended accordingly.

The sole shareholder hereby agrees that the execution and delivery of a facsimile copy or electronic delivery of this resolution shall constitute delivery of an executed original and shall be binding upon the shareholder whose signature appears on the transmitted copy as if it were an original hand-written signature.

THE UNDERSIGNED, being the sole shareholder of the Corporation entitled to vote thereon, passes the foregoing resolution pursuant to the provisions of the *Business Corporations Act* (Ontario).

DATED the _____ day of _____, 202__.

**THE CORPORATION OF THE CITY
OF LONDON**

Per: _____
Name:
Title:

Per: _____
Name:
Title:

I/we have authority to bind the corporation.

Appendix “B”

By-law No.

A by-law to ratify and confirm the special resolution of the sole shareholder of the Housing Development Corporation, London

WHEREAS the Housing Development Corporation, London is incorporated under the Business Corporations Act R.S.O. 1990, c.B.16 (the “BCA”);

AND WHEREAS subsection 104(1)(b) of the BCA provides that a resolution in writing dealing with all matters required by the BCA to be dealt with at a meeting of shareholders, and signed by all the shareholders or their attorney authorized in writing entitled to vote at the meeting, satisfies all the requirements of the BCA relating to that meeting of shareholders;

AND WHEREAS The Corporation of the City of London is the sole shareholder of Housing Development Corporation, London;

AND WHEREAS Subsection 9 of the Municipal Act, 2001 provides that a municipality has the capacity, rights, powers, and privileges of a natural person for the purpose of exercising its authority under this or any other Act; AND WHEREAS Subsection 5(3) of the Municipal Act, 2001 provides that a municipal power shall be exercised by by-law;

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

1. The Special Resolution of the Sole Shareholder of the Housing Development Corporation, London attached as Schedule “1” is ratified and confirmed.
2. The Mayor and the City Clerk are authorized to execute the Special Resolution of the Sole Shareholder ratified and confirmed under section 1 of this by-law.
3. This by-law comes into effect on the day it is passed subject to the provisions of Part VI.1 of the *Municipal Act, 2001*.
4. Passed in Open Council on February 13, 2024, subject to the provisions of Part VI.1 of the *Municipal Act, 2001*

Josh Morgan
Mayor

Michael Schulthess
City Clerk

Schedule "I"

SPECIAL RESOLUTIONS OF THE SOLE SHAREHOLDER

OF

**HOUSING DEVELOPMENT CORPORATION, LONDON
(the "Corporation")**

CONFIRMATION OF NUMBER OF DIRECTORS

WHEREAS the articles of the Corporation provide for a minimum of one (1) director and a maximum of ten (10) directors.

RESOLVED that, until changed by special resolution of the shareholder(s), the number of directors of the Corporation within the minimum and maximum number of directors provided in the articles shall be one (1).

CONFIRMATION OF DIRECTORS

WHEREAS:

- A. On review of the corporate records of the Corporation, it was noted that there were certain corporate deficiencies and outstanding corporate matters which were not approved and/or passed in compliance with the Corporation's Articles, by-laws and/or the *Business Corporations Act* (Ontario).
- B. It is hereby ratified, confirmed, and approved that Stephen Joseph Giustizia was inadvertently added to the records of the Ministry of Public and Business Service Delivery of Ontario as a director of the Corporation effective October 26, 2015.

RESOLVED that:

- 1. It is hereby ratified, confirmed, and approved that Stephen Joseph Giustizia has never been elected as a director of the Corporation;
- 2. The following director resignations are hereby ratified, confirmed, and approved, as follows:

| Director | Date of Resignation |
|---------------------------|----------------------------|
| Dick Brouwer | September 17, 2019 |
| Larry Hazel | September 17, 2019 |
| Vivian Lui | September 17, 2019 |
| Daniel Ross | September 17, 2019 |
| Louise Stevens | September 17, 2019 |
| Sandra Elaine Datars Bere | May 6, 2020 |

- 3. It is further ratified, confirmed, and approved that, effective as of the date hereof, the current director of the Corporation is Craig Cooper, who was elected as a director of the Corporation on May 6, 2020.
- 4. All resignations and/or removals by the shareholder of the Corporation, and past appointments and elections of directors of the Corporation made by the shareholder of the Corporation, and whether this information is properly reflected in the minutes of any meeting or resolutions of the directors or shareholder, be and the same are hereby ratified, confirmed, and approved.

The sole shareholder hereby agrees that the execution and delivery of a facsimile copy or electronic delivery of these resolutions shall constitute delivery of an executed original and shall be binding upon the shareholder whose signature appears on the transmitted copy as if it were an original hand-written signature.

[SIGNATURE PAGE FOLLOWS]

THE UNDERSIGNED, being the sole shareholder of the Corporation entitled to vote thereon, passes the foregoing resolution pursuant to the provisions of the *Business Corporations Act* (Ontario).

DATED the _____ day of _____, 202__.

**THE CORPORATION OF THE CITY
OF LONDON**

Per: _____
Name:
Title:

Per: _____
Name:
Title:

I/we have authority to bind the corporation.

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: SS-2024-042: Housing Stability Services Single Source
Date: February 6, 2024

Recommendation

That, on the recommendation of the Deputy City Manager, Social and Health Development, that this SS-2024-042: Housing Stability Services Single Source report be received, and the following actions be taken regarding Housing Stability Services Municipal Purchase of Service agreements:

- a) **APPROVE** single source procurements (SS-2024-042) with the Service Providers as outlined as attached as Schedule 1 of this report, for the period of April 1, 2024 to March 31, 2026, with the option to renew for up to two additional two-year periods subject to the availability of future funding;
- b) **APPROVE** one-time funding requests of up to \$296,891 as outlined as attached as Schedule 3 of this report for the period of April 1, 2024 to March 31, 2025;
- c) A drawdown from the Operating Budget Contingency Reserve in the amount of up to \$4,599,855 **BE APPROVED** to fund the costs of these procurements in excess of available budgets;
- d) Civic Administration **BE AUTHORIZED** to continue to engage with the Encampment Reference Table in the design of an inclement weather plan that will be brought back for council endorsement in Q4 2024;
- e) Civic Administration **BE AUTHORIZED** to undertake all administrative acts which are necessary in relation to this project, and;
- f) The approval given herein **BE CONDITIONAL** upon the Corporation amending or entering into a Purchase of Service Agreement or other existing agreements.

Executive Summary

Throughout the past several months of work associated with the Whole of Community System Response, organizational leaders and members of the Strategy and Accountability table have held discussions about the need to maintain a consistent level of existing services while a new system begins to scale up. As was shared with Civic Administration throughout this process, the creation of Hubs and Highly Supportive Housing units are the direction the community is heading in to best serve the highest acuity individuals in London. While shifting to these new models of care, it has also been expressed that organizations like existing shelter operators require supports to help ensure continuity of care for London's homeless population while these organizations begin to transition to the new system.

As such, Civic Administration is seeking approval to renew funding agreements with several existing service providers as noted in the attached as Schedule 1 of this report for a two-year period. Attached as Schedule 2 provides further program funding details, including a breakdown organized by staffing costs, participant expenses, operating expenses, and other costs. Service providers include emergency shelters, housing first

programs, outreach programs, and other supports and services for individuals and families experiencing homelessness in London.

Two-year funding agreements are recommended to provide needed stability for service providers so they can retain and support staff and alleviate immediate funding pressures while also beginning to align with the new Whole of Community System Response. The Single Source Approval SS-2024-042 will replace the existing Single Source Approvals as noted as attached as Schedule 1 for the identified programs.

Civic Administration, as part of this request, is seeking approval to increase funding for existing service providers identified in attached as Schedules 1 to support increased staffing and operational costs. Attached as Schedule 3 outlines additional one-time operational needs and their associated cost. The total cost of these two-year contracts (outlined in schedules 1 & 2), including one-time funding allocations (attached as Schedule 3), is \$35,722,791, noting that \$31,122,936 is available through existing Housing Stability Services budgets and the additional requirement of \$4,599,855 is proposed to be sourced from the Operating Budget Contingency Reserve subject to the approval of recommendations in this report.

These recommendations are brought forward in response to concerns raised through community and service provider feedback the from Whole of Community System Response, Strategy and Accountability Table. The primary concerns include challenges that have resulted in the loss of frontline workers across the system, increased operating costs, and increasing service disruptions due to sector instability.

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. The City of London Strategic Plan (2023–2027) identifies Housing and Homelessness as a key strategic area of focus. In addition, housing and homelessness work is identified throughout the Strategic Plan, impacting all areas of life for Londoners.

Analysis

1.0 Background Information

1.1 Previous Reports Related to this Matter

- Irregular Result - Request for Proposal 20-63 - Contract Award Recommendation for Homeless Prevention Resting Spaces (CPSC; March 31, 2020)
- Contract award recommendation for Housing Stability Services – Request for proposal 20-07 (CPSC; March 31, 2020)
- Sole Source Award SS21-43 for the Implementation of The Giwetashkad Indigenous Homelessness Strategic Plan (CPSC; March 2, 2021)
- London Homeless Prevention Housing Allowance Program – Single Source Procurement (#SS 21-36) (CPSC; June 22, 2021)
- Housing Stability Services - Housing Stability Bank Single Source Procurement SS21-48 (CPSC; December 14, 2021)
- Single Source Award Recommendation for Housing Stability Service Programs; Including Outreach, Emergency Shelter and Housing Stability Bank (CPSC; February 1, 2022, SS-2022-029, 030, 031, 033, 034, 035, 036)
- Single Source Procurement London Homeless Prevention Housing Allowance Program (CPSC; February 1, 2022, SS-2022-021 through 027)
- 2022-2023 Single Source Award Recommendation for Housing Stability Service Programs; Including Housing First, Supportive Housing and Day Drop-in Programs (CPSC; March 1, 2022, SS-2022-060 through 069)
- Housing Stability Services - Single Source Procurements (CPSC; May 31, 2022, SS-2022-157 through 162)
- Single Source Award Recommendation for Housing Identification Program Expansion and Portable Housing Benefits Program (CPSC; July 26, 2022, SS-2022-061 and RFP-20-07)
- Housing Stability Services Purchase of Service Agreement Template (CPSC; January 31, 2023)
- Housing Stability Services – Contract Amendment (CPSC; February 22, 2023, SS-2022-027)
- Housing Stability Services 2023-24 Contract Amendments (CPSC; July 18, 2023, SS-2022-021; SS-2022-022; SS-2022-023; SS-2022-025; SS-2022-026; SS-2022-027; SS-2022-060; SS-2022-061; RFP-20-063; SS-2022-066; SS-2022-067; SS-2022-068; SS-2022-157; SS-2022-158; RFP-20-07;)
- Options to Address Safety and Security Concerns (CPSC; September 12, 2023)
- December Progress Update – Health & Homelessness Whole of Community System Response (SPPC; December 12, 2023)

2.0 Discussion and Considerations

Existing Services

The City of London Housing Stability Services currently funds the existing Housing Stability System with funding provided through Reaching Home: Canada's Homelessness Strategy, the Ontario Homelessness Prevention Program, and municipal funding approved through London's Multi-Year Budget process. The existing system is designed to help prevent homelessness and support individuals and families experiencing homelessness to quickly access the supports they need to attain housing.

The current system is guided by the Housing Stability Action Plan (2019-2024) which was developed in consultation with Londoners and is updated every five years, as required through the *Ontario Housing Services Act (2011)*. The City of London is also required to adhere to the directives of federal and provincial funding programs. Existing services include emergency shelters, housing first programs, outreach programs, and a variety of other services and supports designed to address the needs of vulnerable populations and

priority groups. Priority groups include Indigenous individuals and families, youth, women and families fleeing domestic violence, survival sex workers, and others.

Service providers are obtained through Request for Proposal's and Single/Sole Source procurements in alignment with the City of London Procurement of Goods and Services Policy and funding is administered through Purchase of Service Agreements that are currently renewed annually, pending budget availability. The City of London Housing Stability Services department is responsible for the administration of these agreements and all financial and data reporting requirements.

The Whole of Community System Response to Health and Homelessness in London

The Whole of Community System Response (System Response) is a community-led initiative to address unsheltered homelessness in London, better supporting marginalized Londoners to be connected to the right supports and housing. The Strategy and Accountability Table has recommended that the City of London provide greater stability to the housing and homelessness sector by supporting service providers with any immediate acute needs for funding and to continue their work through multi-year funding agreements instead of one-year agreements, and by providing additional funding to meet increased staffing and operating costs that are putting the stability of the sector at risk.

Improving frontline staff compensation, safety, and training and development have been some of the key factors driving this initiative. Providing two-year funding agreements and supporting additional staffing and operating costs will help to provide needed stability for service providers and their staff over the next two years as the homeless serving system transitions to support the implementation of the Whole of Community System Response.

The Strategy and Accountability Table

The purpose of the Strategy and Accountability Table is to provide input on the overall implementation of the Whole of Community System Response. The Strategy and Accountability Table is made up of community members, local service providers, frontline staff, and representatives of other sectors including health, justice, indigenous serving organizations, business and others such as the development community. Among its functions are to:

- Problem solve and provide advice on proposed direction of implementation.
- Provide advice on proposed direction on emerging issues.
- Support advocacy efforts with other levels of government.

Civic Administration is responsible to undertake research and provide advice to Council on the policies and programs of the municipality, as per the Ontario Municipal Act.

Procurement Process

Existing service providers were procured through either Single Source or Request for Proposal processes and have been approved for multiple one-year periods, as outlined as attached as Schedule 1 of this report.

Civic Administration is recommending approval to enter into two-year purchase of service agreements for the period of April 1, 2024, to March 31, 2026. Civic Administration is also recommending increasing funding for homeless serving agencies as outlined as attached as Schedule 1 and detailed in schedules 2 and 3 of this report, in the total additional amount of \$35,722,791 through The City of London Procurement of Goods and Services Policy 14.4 Single Source sections d and e:

d) 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;

e) The required goods and/or services being supplied by a particular supplier (s) having special knowledge, skills, expertise or experience.

In addition, civic administration is also recommending approval of one-time funding to support a number of agencies with their immediate ongoing operations and to address existing challenges that are impacting their ability to provide services. These requests and service agencies are outlined as attached as Schedule 3 of this report, in the total amount of \$296,891.

One-time requests include items such as information technology and security upgrades, administration staffing supports including fundraising, compensation and diversity recruitment consulting, and support with Executive Director transition, and additional cleaning supplies and tools. These additional one-time expenses are recommended to support service providers with immediate needs that will help ensure their programs can continue to focus on supporting participants.

3.0 Financial Impact/Considerations

The funding requirements associated with the proposed two-year contracts are summarized in the following table. The funding for these contracts is primarily provided through the Housing Stability Services budget utilizing available funding through Reaching Home: Canada’s Homelessness Strategy, the Ontario Homelessness Prevention Program and base municipal funding. However, additional funding in the amount of \$4,599,855 is required to support the contract awards. Finance Supports recommends the Operating Budget Contingency Reserve as the most appropriate source of funding and, subject to the approval of recommendation c), it will be utilized to fund this additional requirement.

| | 2024/2025 Amount | 2025/2026 Amount | Total Amount |
|--|------------------|------------------|--------------|
| Total Contract Amount (including One-time Funding) | \$17,686,414 | \$18,036,377 | \$35,722,791 |
| Less Funding Available in Existing Budgets: | | | |
| - Reaching Home | \$3,500,468 | \$3,500,468 | \$7,000,936 |
| - Ontario Homeless Prevention Program | \$9,762,550 | \$9,762,550 | \$19,525,100 |
| - Municipal Funding | \$2,298,450 | \$2,298,450 | \$4,596,900 |
| Net Additional Funding Required – Operating Budget Contingency Reserve | \$2,124,946 | \$2,474,909 | \$4,599,855 |

4.0 Key Issues and Considerations

Although the recommendations in this report have been made by Civic Administration, input from the System Response implementation tables have been sought as they are currently working on identifying opportunities to better support staff, align training and development, review compensation models, and better support Londoners experiencing homelessness.

Some of the key issues and considerations identified through the System Response Strategy and Accountability Table, and from funded Service Providers, include the following:

Service Disruptions

- Potential for service disruptions due to increased operating and staffing costs. Many service providers are undergoing legislated updates or collective agreement negotiations that will have an impact on mandatory employment related costs.
- Due to inflationary increases, food and other supply costs have increased dramatically over the past three years.

Staff Impacts

- Concerns about losing staff from the sector due to multiple factors, including burnout.
- Service providers would like to be better able to attract and retain staff.
- Service providers would like to be better able to compensate staff and provide increased opportunities for training and development.
- Health and safety for staff is a primary concern.

Funding

- Many participants are concerned that funding is not stable and predictable enough and would like to have a more transparent funding model in place.
- Multi-year funding is needed to provide stability for longer-term planning for Service Providers.
- Immediate funding for security, facility management, and increasing staffing to relieve pressure on current frontline workers is needed.

Conclusion

Civic Administration recommends approval for funding agreements with existing service providers for a two-year period (2024-2026) to provide needed stability for service providers so they can retain and support staff and alleviate immediate funding pressures. In addition, Civic Administration recommends approval of the one-time costs identified as attached as schedule 3 to support those agencies with immediate challenges.

The total cost of these two-year contracts, including additional one-time funding allocations, is \$35,722,791, noting that \$31,122,936 is available through existing Housing Stability Services budgets and the additional requirement of \$4,599,855 is proposed to be sourced from the Operating Budget Contingency Reserve subject to the approval of recommendations in this report.

Prepared by: Kate Green, Manager Housing Stability Services, Social and Health Development
Submitted by: Craig Cooper, Director, Housing Stability Services, Social and Health Development
Recommended by: Kevin Dickins, Deputy City Manager, Social and Health Development

Schedule 1 –

Total Funding Request by Agency and Program

The table below outlines the total funding request associated with this report, broken down by agency and program.

| Organization | Program(s) | Single Source Procurement Number | 2023/24 Allocation | 2024/25 Funding Request | 2025/26 Funding Request | Total 2024-26 Funding Request Value | Notes |
|--|---|----------------------------------|----------------------|-------------------------|-------------------------|-------------------------------------|--|
| London Cares Homeless Response Services | Housing - Homelessness Response | SS-2022-062 | \$ 915,000 | \$ 957,561 | \$ 989,431 | \$ 1,946,992 | |
| | Outreach (Includes Coordinated Informed Response) | SS-2022-026 | \$ 1,475,000 | \$ 1,845,271 | \$ 1,896,768 | \$ 3,742,039 | |
| | Resting Space or housing supports | RFP-20-63 | \$ 1,000,000 | \$ 1,335,131 | \$ 1,372,449 | \$ 2,707,580 | |
| | Administration | N/A | \$ - | \$ 239,886 | \$ 238,932 | \$ 478,818 | |
| | One time Funding | N/A | \$ - | \$ 113,780 | \$ - | \$ 113,780 | Request submitted for one time funding for |
| | London Cares Total | | \$ 3,390,000 | \$ 4,491,629 | \$ 4,497,580 | \$ 8,989,209 | |
| Mission Services of London | Men's Mission Shelter | SS-2022-021 | \$ 1,850,000 | \$ 2,712,500 | \$ 2,793,875 | \$ 5,506,375 | |
| | Rotholme/Housing First Program | SS-2022-023 | \$ 1,000,000 | \$ 1,350,000 | \$ 1,390,500 | \$ 2,740,500 | |
| | Mission Services Total | | \$ 2,850,000 | \$ 4,062,500 | \$ 4,184,375 | \$ 8,246,875 | |
| St. Leonard's Society of London | Project Home | SS-2022-061 | \$ 956,000 | \$ 1,051,687 | \$ 1,073,912 | \$ 2,125,599 | |
| | St. Leonards Total | | \$ 956,000 | \$ 1,051,687 | \$ 1,073,912 | \$ 2,125,599 | |
| The Governing Council of the Salvation Army in Canada on behalf of the London Centre of Hope | The Centre of Hope Emergency Shelter | SS-2022-022 | \$ 1,965,000 | \$ 2,757,106 | \$ 2,884,756 | \$ 5,641,862 | |
| | Additional 31 Beds (8 mens & 23 women's) | SS-2022-022 | \$ - | \$ 517,882 | \$ 545,306 | \$ 1,063,188 | |
| | One time Funding | N/A | \$ - | \$ 143,000 | \$ - | \$ 143,000 | Request submitted for one time funding for |
| | Salvation Army COH Total | | \$ 1,965,000 | \$ 3,417,988 | \$ 3,430,062 | \$ 6,848,050 | |
| Unity Project for Relief of Homelessness in London | Unity Project Emergency Shelter | SS-2022-024 | \$ 1,150,000 | \$ 1,600,000 | \$ 1,650,000 | \$ 3,250,000 | |
| | Unity Project Total | | \$ 1,150,000 | \$ 1,600,000 | \$ 1,650,000 | \$ 3,250,000 | |
| Youth Opportunities Unlimited | Mobile Team (Housing First For Youth) | SS-2022-068 | \$ 375,000 | \$ 450,000 | \$ 480,000 | \$ 930,000 | |
| | Cornerstone Housing | SS-2022-066 | \$ 225,000 | \$ 330,000 | \$ 357,000 | \$ 687,000 | |
| | Youth Emergency Shelter | SS-2022-025 | \$ 1,150,000 | \$ 1,360,000 | \$ 1,448,000 | \$ 2,808,000 | |
| | Rapid Rehousing Program | RFP-20-07 | \$ 140,245 | \$ 150,000 | \$ 160,000 | \$ 310,000 | |
| | One time Funding | N/A | \$ - | \$ 40,111 | \$ - | \$ 40,111 | Request submitted for one time funding for |
| | YOU Total | | \$ 1,890,245 | \$ 2,330,111 | \$ 2,445,000 | \$ 4,775,111 | |
| Canadian Mental Health Association, Thames Valley Addiction & Mental Health Services SLWAR | Street Level Women at Risk (SLWAR) | SS-2022-060 | \$ 570,000 | \$ 732,499 | \$ 755,448 | \$ 1,487,947 | |
| | CMHA-SLWAR Total | | \$ 570,000 | \$ 732,499 | \$ 755,448 | \$ 1,487,947 | |
| Total | | | \$ 12,771,245 | \$ 17,686,414 | \$ 18,036,377 | \$ 35,722,791 | |

Schedule 2 –

Breakdown of Program Costs by Agency

The table below outlines each of the schedule 1 funding requests by program, and provides further program funding details, including a breakdown organized by staffing costs, participant expenses, operating expenses, and other costs.

| Agency- Emergency Shelter System | Program Details | 2024/25 City funding | 2024/25 Total Program Cost (including other non-City sources of funding) | 2025/26 City funding | 2025/26 Total Program Cost (including other non-City sources of funding) |
|--|----------------------|----------------------|--|----------------------|--|
| The Governing Council of the Salvation Army in Canada on behalf of the London Centre of Hope (TSACOH) - TSACOH Shelter Beds (107 beds) | Staff & Benefits | \$ 1,690,889 | \$ 1,690,889 | \$ 1,778,187 | \$ 1,778,187 |
| | Participant Expenses | \$ 26,500 | \$ 26,500 | \$ 26,500 | \$ 26,500 |
| | Operating Expenses | \$ 1,039,717 | \$ 1,039,717 | \$ 1,080,069 | \$ 1,080,069 |
| | Other Costs | \$ - | \$ 254,040 | \$ - | \$ 258,420 |
| | Total | \$ 2,757,106 | \$ 3,011,146 | \$ 2,884,756 | \$ 3,143,176 |
| The Governing Council of the Salvation Army in Canada on behalf of the London Centre of Hope (TSACOH) - TSACOH Extension (31 beds) | Staff & Benefits | \$ 344,263 | | \$ 360,951 | |
| | Participant Expenses | \$ 7,475 | | \$ 10,475 | |
| | Operating Expenses | \$ 166,144 | | \$ 173,880 | |
| | Other Costs | \$ - | | \$ - | |
| | Total | \$ 517,882 | | \$ 545,306 | |
| Mission Services of London - Rotholme (40 Beds) | Staff & Benefits | \$ 1,108,907 | \$ 1,108,907 | \$ 1,150,337 | \$ 1,150,337 |
| | Participant Expenses | \$ 7,000 | \$ 7,000 | \$ 7,210 | \$ 7,210 |
| | Operating Expenses | \$ 234,093 | \$ 234,093 | \$ 232,953 | \$ 232,953 |
| | Other Costs | \$ - | \$ 592,085 | \$ - | \$ 620,194 |
| | Total | \$ 1,350,000 | \$ 1,942,085 | \$ 1,390,500 | \$ 2,010,694 |
| Mission Services of London - Men's Mission (75) Beds | Staff & Benefits | \$ 2,101,494 | \$ 2,101,494 | \$ 2,128,770 | \$ 2,128,770 |
| | Participant Expenses | \$ 23,726 | \$ 23,726 | \$ 24,606 | \$ 24,606 |
| | Operating Expenses | \$ 587,280 | \$ 587,280 | \$ 640,499 | \$ 640,499 |
| | Other Costs | \$ - | \$ 1,287,540 | \$ - | \$ 1,280,928 |
| | Total | \$ 2,712,500 | \$ 4,000,040 | \$ 2,793,875 | \$ 4,074,803 |
| Unity Project for Relief of Homelessness in London (40 Beds) | Staff & Benefits | \$ 1,159,000 | \$ 1,159,000 | \$ 1,204,000 | \$ 1,204,000 |
| | Participant Expenses | \$ 277,000 | \$ 277,000 | \$ 282,000 | \$ 282,000 |
| | Operating Expenses | \$ 164,000 | \$ 164,000 | \$ 164,000 | \$ 164,000 |
| | Other Costs | \$ - | \$ 529,500 | \$ - | \$ 544,500 |
| | Total | \$ 1,600,000 | \$ 2,129,500 | \$ 1,650,000 | \$ 2,194,500 |
| Youth Opportunities Unlimited (30 beds) | Staff & Benefits | \$ 1,053,700 | \$ 1,053,700 | \$ 1,137,400 | \$ 1,137,400 |
| | Participant Expenses | \$ 68,900 | \$ 68,900 | \$ 69,900 | \$ 69,900 |
| | Operating Expenses | \$ 237,400 | \$ 237,400 | \$ 240,700 | \$ 240,700 |
| | Other Costs | \$ - | \$ 73,000 | \$ - | \$ 76,650 |
| | Total | \$ 1,360,000 | \$ 1,433,000 | \$ 1,448,000 | \$ 1,524,650 |
| London Cares Homeless Response Services - Resting Space (15 Beds) or Housing Supports | Staff & Benefits | \$ 1,026,806 | | \$ 1,054,433 | |
| | Participant Expenses | \$ 73,000 | | \$ 76,650 | |
| | Operating Expenses | \$ 235,325 | | \$ 241,366 | |
| | Other Costs | \$ - | | \$ - | |
| | Total | \$ 1,335,131 | | \$ 1,372,449 | |
| London Cares Homeless Response Services - Additional Administration Request | Additional Ask | \$ 239,886 | | \$ 238,932 | |
| | Total | \$ 239,886 | | \$ 238,932 | |
| Agencies - Housing First | | | | | |
| Canadian Mental Health Association, Thames Valley Addiction & Mental Health Services Street Level Women at Risk (SLWAR) | Staff & Benefits | \$ 637,051 | \$ 637,051 | \$ 658,907 | \$ 658,907 |
| | Participant Expenses | \$ 12,830 | \$ 12,830 | \$ 12,830 | \$ 12,830 |
| | Operating Expenses | \$ 82,618 | \$ 82,618 | \$ 83,711 | \$ 83,711 |
| | Other Costs | \$ - | \$ 273,159 | \$ - | \$ 284,533 |
| | Total | \$ 732,499 | \$ 1,005,658 | \$ 755,448 | \$ 1,039,981 |
| St. Leonard's Society of London - Project Home | Staff & Benefits | \$ 886,990 | | \$ 905,752 | |
| | Participant Expenses | \$ 46,750 | | \$ 47,685 | |
| | Operating Expenses | \$ 117,947 | | \$ 120,475 | |
| | Other Costs | \$ - | | \$ - | |
| | Total | \$ 1,051,687 | | \$ 1,073,912 | |
| Youth Opportunities Unlimited - Mobile Team | Staff & Benefits | \$ 368,500 | | \$ 398,500 | |
| | Participant Expenses | \$ 36,000 | | \$ 36,000 | |
| | Operating Expenses | \$ 45,500 | | \$ 45,500 | |
| | Other Costs | \$ - | | \$ - | |
| | Total | \$ 450,000 | | \$ 480,000 | |
| London Cares Homeless Response Services - Housing Stability | Staff & Benefits | \$ 677,051 | | \$ 697,368 | |
| | Participant Expenses | \$ 92,000 | | \$ 96,500 | |
| | Operating Expenses | \$ 188,510 | | \$ 195,563 | |
| | Other Costs | \$ - | | \$ - | |
| | Total | \$ 957,561 | | \$ 989,431 | |
| Agencies - Rapid Housing | | | | | |
| Youth Opportunities Unlimited (YOU) | Staff & Benefits | \$ 118,800 | | \$ 128,800 | |
| | Participant Expenses | \$ 15,000 | | \$ 15,000 | |
| | Operating Expenses | \$ 16,200 | | \$ 16,200 | |
| | Other Costs | \$ - | | \$ - | |
| | Total | \$ 150,000 | | \$ 160,000 | |
| Agencies - Supportive Housing | | | | | |
| Youth Opportunities Unlimited - Cornerstone Housing | Staff & Benefits | \$ 269,500 | \$ 269,500 | \$ 296,500 | \$ 296,500 |
| | Participant Expenses | \$ 16,000 | \$ 16,000 | \$ 16,000 | \$ 16,000 |
| | Operating Expenses | \$ 44,500 | \$ 44,500 | \$ 44,500 | \$ 44,500 |
| | Other Costs | \$ - | \$ 170,000 | \$ - | \$ 150,000 |
| | Total | \$ 330,000 | \$ 500,000 | \$ 357,000 | \$ 507,000 |
| Coordinated Informed Response | | | | | |
| London Cares Homeless Response Services | Staff & Benefits | \$ 1,469,599 | | \$ 1,510,413 | |
| | Participant Expenses | \$ 64,800 | | \$ 67,000 | |

| | | | | | |
|--|--------------------|---------------|---------------|---------------|---------------|
| London Cares homeless response services - Outreach | Operating Expenses | \$ 310,872 | | \$ 319,355 | |
| | Other Costs | \$ - | | \$ - | |
| | Total | \$ 1,845,271 | | \$ 1,896,768 | |
| Total | | \$ 17,389,523 | \$ 20,568,847 | \$ 18,036,377 | \$ 21,251,602 |

Schedule 3 –

Breakdown of One-Time Funding Requests by Agency

The table below provides an outlines of additional one-time funding requests included in Schedule 1 of this report.

| Agency- Emergency Shelter System | One time stability asks | Amount |
|--|---|-------------------|
| The Governing Council of the Salvation Army in Canada on behalf of the London Centre of Hope (COH) | Phone System Upgrade | \$ 50,000 |
| | Security Camera Upgrade | \$ 50,000 |
| | HVAC Insulation | \$ 43,000 |
| Youth Opportunities Unlimited (YOU) | Finance team support | \$ 6,229 |
| | Compensation and diversity recruitment consultant | \$ 14,970 |
| | Fundraising supports | \$ 5,717 |
| | Purchase Industrial Steam Clean Vacuum | \$ 6,195 |
| | Additional cleaning supplies for downtown spaces | \$ 2,000 |
| | Updated tenant management software | \$ 2,000 |
| | Security Needs Consultant | \$ 3,000 |
| | ED transition | \$ 5,000 |
| London Cares Homeless Response Services | Computer Purchases | \$ 29,500 |
| | Laptop Purchases | \$ 9,940 |
| | Ipads | \$ 20,150 |
| | IT Costs | \$ 20,150 |
| | Resting Space Security | \$ 29,040 |
| | Total | \$ 296,891 |

February 2, 2024

City of London
Municipal Council
C/O Strategic Priorities and Policy Committee

RE: Staff Report Housing Stability Services

I am writing to bring to your attention the invaluable work undertaken by Unity Project, an organization that has been supporting individuals experiencing homelessness in London for the past 22 years. As an active and contributing member of our community, Unity Project has demonstrated a longstanding commitment to providing emergency shelter, supportive housing, housing stability, and related supports to individuals of all genders facing homelessness in our community.

Unity Project has consistently been a leader in implementing best practices for service delivery, with a focus on the overarching goals of housing and stability for all who seek refuge in its services. Despite being an effective, respected and vital organization in our community, Unity Project has faced extraordinary challenges due to chronic underfunding throughout its history.

Currently operating on an annual budget of just over \$2,000,000 for emergency shelter services, Unity Project has reached its maximum capacity for fundraising, amounting to nearly \$600,000 per year to sustain basic operations (\$800,000 if we do not receive funding for food costs previously covered through donations). The burden of increasing this already significant amount to address rising costs associated with staffing, operations, and the loss of significant revenues is proving untenable, particularly in the current challenging economic climate where donors are struggling to contribute as they once did.

In consideration of these circumstances, Unity Project seeks increased annual funding in the amount of \$450,000 in year one and \$500,000 in year two. The allocation of these funds would serve the following critical purposes:

1. **Reducing Fundraising Pressure:** Alleviate the strain on Unity Project's already stretched fundraising capacity.
2. **Covering Food Expenses:** A generous donor has covered the food expenses for this fiscal year in the amount of \$200,000. A portion of the requested funds would ensure the continued coverage of these essential costs.
3. **Offsetting Event Loss:** A \$50,000 annual contribution from a third-party event, which has been a consistent supporter, will no longer be available. A portion of this request is intended to mitigate the loss of this crucial funding source.

4. **Competitive Staff Wages:** Enable Unity Project to increase wages for staff to more equitable and competitive rates, ensuring a dedicated and motivated team.
5. **Future Cost Increases:** A modest increase in funding for the following year will help cover rising costs and further alleviate fundraising pressures.
6. **Stability for Capital Campaign:** Provide stability to day-to-day operations, allowing Unity Project to focus on an upcoming capital campaign for a facility on recently purchased property.

We believe that supporting Unity Project aligns with the City Council's commitment to addressing homelessness and ensuring the well-being of all community members. We greatly appreciate your consideration of this funding request and the positive impact it will have on the vital services Unity Project provides to those in need.

Sincerely,



Chuck Lazenby
Executive Director
Unity Project

Report to Strategic Priorities and Policy Committee

To: Chair and Members
Strategic Priorities and Policy Committee
From: Michael Schulthess, City Clerk
Subject: Community Advisory Committee on Planning (CACP)
Terms of Reference
Meeting on: February 6, 2024

Recommendation

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

- a) the report entitled Community Advisory Committee on Planning (CACP) Terms of Reference **BE RECEIVED** for information; and,
- b) the Terms of Reference for the Community Advisory Committee on Planning (CACP) **BE APPROVED** as attached to the staff report as Appendix “A”.

Executive Summary

The existing Terms of Reference for the Community Advisory Committee on Planning (CACP) have been updated by incorporating urban design, aligning with Municipal Council's direction on October 17, 2023. This updated draft is presented in this report for the Council's consideration.

Linkage to the Corporate Strategic Plan

Municipal Council recognizes the importance of accountability and trust in the City of London 2023 – 2027 Strategic Plan. Specifically, as a Well-Run City, the City of London is committed to ensuring people have trust and confidence in their municipal government.

Previous Reports

None.

Discussion

1.0 Council Resolution

The Municipal Council, at its meeting held on October 17, 2023 passed the following resolution:

“That, the following actions be taken with respect to the Urban Design Peer Review Panel:

- a) that Civic Administration **BE DIRECTED** to take the necessary steps to provide for the immediate dissolution of the Urban Design Peer Review Panel;
- b) that Civic Administration **BE DIRECTED** to bring the Terms of Reference for the Community Advisory Committee on Planning (CACP) back to a future Strategic Priorities and Policy Committee meeting for consideration of the inclusion of urban design; and
- c) that Civic Administration **BE DIRECTED** to provide an information report that addresses the matter of the Urban Design Awards and any other matters relevant to the dissolution of the Urban Design Peer Review Panel;

it being noted that the Planning and Environment Committee received the following communications with respect to these matters:

- a communication dated September 28, 2023 from C. O'Brien, Drewlo Holdings Inc.; and,
- a request for delegation status and a communication dated September 28, 2023 from M. Wallace, London Development Institute.”

2.0 Revisions to Terms of Reference

The existing Terms of Reference for the CACP have been updated by incorporating urban design, aligning with the Council's direction on October 17, 2023. The update includes the following for consideration:

- clearly identifying urban design within the mandate as a matter for CACP to provide recommendations and comments to the Planning and Environment Committee; and,
- broadening the voting membership composition to include a representative from the Ontario Association of Landscape Architects; it being noted that the London Society of Architects was provided for within the existing Terms of Reference as a representative sector.

Conclusion

It is respectfully recommended that the attached Terms of Reference for the Community Advisory Committee on Planning be brought forward to Municipal Council for approval on February 13, 2024.

Recommended by: **Michael Schulthess**
 City Clerk

Appendix “A” – Terms of Reference Community Advisory Committee on Planning

Terms of Reference Community Advisory Committee on Planning

Role

The role of a Community Advisory Committee is to provide recommendations, advice, and information to the Municipal Council on those specialized matters which relate to the purpose of the Community Advisory Committee.

Mandate

The Community Advisory Committee on Planning (CACP) shall serve as the City’s municipal heritage committee, pursuant to Section 28 of the *Ontario Heritage Act*, RSO 1990, c O.18. As part of their decision-making process, Municipal Council shall consult with the Community Advisory Committee on Planning (CACP) in accordance with the *Ontario Heritage Act*, as specified through the passing of a by-law or policy, or as set out in this mandate. The CACP shall also serve as the City’s Planning Community Advisory Committee, pursuant to Section 8(1) of the *Planning Act*, RSO 1990, c P.13.

The CACP reports to the Municipal Council, through the Planning and Environment Committee.

The role of the CACP includes the following:

- to advise Municipal Council within its capacity as the City’s municipal heritage committee;
- to recommend and to comment on appropriate policies for the conservation of cultural heritage resources within the City of London, including Official Plan policies;
- to recommend and to comment on the protection of cultural heritage resources within the City of London, such as designation under the *Ontario Heritage Act*;
- to recommend and to comment on the utilization, acquisition and management of cultural heritage resources within the City of London, including those that are municipally owned;
- to recommend and to comment on cultural heritage matters, urban design, agricultural and rural issues;
- to recommend and comment on various planning and development applications and/or proposals;
- to recommend and to comment on urban design policy to ensure that buildings and public spaces demonstrate a high level of design, that fit well within their context to contribute to the policies of the city;
- to review and to comment on the preparation, development, and implementation of any plans as may be identified or undertaken by the City of London or its departments where and when cultural heritage, urban design, rural and/or agricultural issues may be applicable;
- to advise Municipal Council and comment on legislation, programs, and funding that may impact the community’s cultural heritage resources as well as urban design and rural issues; and,
- to assist in developing and maintaining up-to-date information on cultural heritage resources, and to assist in the identification, evaluation, conservation, and management of those resources on an ongoing basis through the review of documents prepared by the Civic Administration and/or local community groups.

Composition

Voting Members

The CACP shall consist of a minimum of five members to a maximum of fifteen members. Appointments to the CACP may include the following:

- Three members-at-large;
- One representative from a Youth-Oriented Organization (i.e. ACO NextGen); and,
- Where possible, appointments to CACP may include a representative of the following broad sectors or spheres of interest:
 - Built Heritage (Architectural Conservancy Ontario London);
 - Local History (London & Middlesex Historical Society);
 - Archaeology/Anthropology (Ontario Archaeological Society, London Chapter);
 - Natural Heritage (Nature London);
 - Movable Heritage – Archives, (Archives Association of Ontario);
 - Movable Heritage – Museums & Galleries;
 - Neighbourhood Organizations;
 - Development Community (London Home Builders Association/London Development Institute);
 - London and area Planning Consultants;
 - Representative of the Indigenous Population;
 - Agricultural organizations;
 - London Society of Architects; and,
 - A member of Ontario Association of Landscape Architects.

Should it not be possible to represent a sector or sphere of interest on CACP, after consultation with other organizations in the respective sector, member-at-large appointments may increase.

Non-Voting Resource Group

The Community Advisory Committee may engage resource members from applicable organizations or sectors as may be deemed necessary.

Sub-committees and Working Groups

The CACP may form sub-committees and working groups as may be necessary to address specific issues; it being noted that the City Clerk's office does not provide support resources to these sub-committees or groups. These sub-committees and working groups shall draw upon members from the CACP and may include outside resource members as deemed necessary. The Chair of a sub-committee and/or working group shall be a voting member of the CACP.

Term of Office

Appointments to Community Advisory Committees shall be determined by the Municipal Council.

Conduct

The conduct of Community Advisory Committee members shall be in keeping with Council Policy and the Respectful Workplace Policy.

Meetings

Meetings shall be once monthly at a date and time set by the City Clerk in consultation with the CACP. Length of meetings shall vary depending on the agenda. Meetings of sub-committees and/or working groups that have been formed by the CACP may meet at any time and at any location and are in addition to the regular meetings of the CACP.

Stephanie Bergman
Chair, Community Advisory Committee on Planning

RE: Revised CACP Terms of Reference

Strategic Priorities and Policy Committee

Dear Chair Lewis,

As current Chair of the Community Advisory Committee on Planning, I wanted to share a few thoughts on the current discussion surrounding the CACP's Terms of Reference, including the addition of urban design.

With the establishment of the CACP, replacing the former London Advisory Committee on Heritage (LACH), agricultural and rural matters were added to our Terms of Reference, along with references to "various planning and development applications and/or proposals". The mandate of the former LACH was relatively clear - planning and development applications that included heritage impacts/reports were forwarded to the committee for review and comment, along with city-initiated heritage studies/initiatives and certain Heritage Alteration Permit applications.

The mandate of the CACP, however, is not so clear. Outside of heritage matters, it is not clear how the committee is expected to comment on agricultural, rural, other various planning and development matters, and now potentially urban design matters as identified in our revised terms of reference. For example, when/how will agricultural, rural, or urban design matters be referred to the committee?

It is very important to us as a committee that we are effectively and meaningfully contributing to the decision making process. We would appreciate the opportunity to provide input into the Terms of Reference, or otherwise a policy/guideline which will outline when/why/how items will be referred to our committee. This could be a collaborative process - since we are a community advisory committee which provides recommendations, advice, and information to Council, we want to ensure that we focus our time and energy on those matters which Council feels they can benefit from our input. Direction from Council on those matters would be immensely helpful in understanding how we can best achieve our mandate.

The CACP will be discussing this item at our upcoming meeting, and look forward to working together on a revised Terms of Reference/Policy that helps to clarify our mandate.

Thank you,

Stephanie Bergman
Chair, Community Advisory Committee on Planning

Report to Strategic Priorities and Policy Committee

To: Chair and Members
Strategic Priorities and Policy Committee
From: Michael Schulthess, City Clerk
Subject: Contract Award for RFP 2023-346 – Consultation for Ward Boundary Review
Date: February 6, 2024

Recommendation

That on the recommendation of the City Clerk, the following actions **BE TAKEN** with respect to the award of contract for the Request for Proposal RFP 2023-346 – Consultation for Ward Boundary Review:

- a) Watson & Associates Economists Ltd. **BE APPOINTED** to conduct consultation services in the amount of \$123,600 including contingency, excluding HST, in accordance with Section 12.2(b) of the City of London’s Procurement of Goods and Services Policy;
- b) the financing for the project **BE APPROVED** in accordance with the “Sources of Financing Report” attached hereto as Appendix “A”;
- c) the Civic Administration **BE AUTHORIZED** to undertake all administrative acts that are necessary in connection with this project;
- d) the approvals given herein, **BE CONDITIONAL** upon the Corporation entering into a formal contract with Watson & Associates Economists Ltd. for this work; and
- e) the Mayor and City Clerk **BE AUTHORIZED** to execute any contract or other documents, if required, to give effect to these recommendations.

Executive Summary

This report recommends assignment of Watson & Associates Economists Ltd. as the successful proponent to undertake the consultation for a ward boundary review including broad engagement and consultation with members of the public, communities, key partners, to arrive at an effective and equitable system of representation across all wards, and present to Municipal Council options to be in place for the 2026 Municipal Election.

Analysis

1.0 Background Information

1.1 Previous Reports Related to this Matter

Strategic Priorities and Policy Committee – September 26, 2023 – 2023 Ward Boundary Review Process – Terms of Reference

Governance Working Group – September 11, 2023 – 2023 Ward Boundary Review Process – Terms of Reference

Governance Working Group – August 28, 2023 – 2021 Ward Population Update

Corporate Services Committee – May 31, 2021 – Review of Ward Boundaries Update

2.0 Discussion and Considerations

2.1 Context

The *Municipal Act, 2001* (the “Act”) provides authority for a municipality to pass a by-law dividing or re-dividing the municipality into wards or dissolving the existing wards. Civic Administration has conducted a competitive procurement process to acquire an independent third-party consultant to initiate the Terms of Reference approved by Municipal Council. This Report provides Municipal Council with the outcome of the Request for Proposal RFP 2023-346 – Consultation for Ward Boundary Review.

2.2 Procurement Process

A two-stage Request for Proposal (RFP) was published on the bids&tenders bidding portal on December 21, 2023 and closed on January 18, 2024. Three (3) proposals were received and evaluated with two proposals meeting the threshold to the advance to the second stage. Watson & Associates Economists Ltd.’s proposal met all required specifications for the project and were also the lowest priced proposal. As indicated in RFP 2023-346, the City would designate the successful proponent as the Consultant to undertake a ward boundary review for the City of London. As per section 12.2 b of the Procurement of Goods and Services Policy, Committee and Municipal Council must approve an RFP award for purchases greater than \$100,000. Once Municipal Council has approved a Consultant, the City Clerk will undertake to negotiate an agreement between the City and the successful proponent.

2.3 Next Steps in the Ward Boundary Review Process

Should Municipal Council appoint Watson & Associates Economists Ltd., Civic Administration will begin by entering into a formal contract and initiate the project by establishing the public consultation approach and methodology, project schedule and timeline. An update on process and progress will be provided to Municipal Council.

3.0 Financial Impact/Considerations

3.1 Request for Proposal Summary

The vendor selection process was undertaken in accordance with the Procurement of Goods and Services Policy using a two-stage process. Request for Proposals for RFP 2023-346 – Consultation for Ward Boundary Review were received on January 19, 2024, and reviewed by an evaluation team consisting of City Clerk’s Office, Legal Services, Risk Management and Procurement and Supply Services. According to the evaluation criteria and selection process identified in the request for proposal, the evaluation committee determined that the proposal from Watson & Associates Economists Ltd. provides the most comprehensive value to the City. The submission from Watson & Associates Economists Ltd. met all criteria, was ranked the highest by the evaluation committee, and provided the best cost-value to the City.

The project cost of this award to Watson & Associates Economists Ltd., is \$123,600 which includes disbursements such as Consultant Team travel, printing, and other incidental costs. The project is reflective of the scope of work defined in the Terms of Reference approved by Municipal Council. It does exclude budget allocation for any appeal of the ward boundary review outcome to the Ontario Land Tribunal. Due to the variability of time commitments and resources that may be required to support an appeal to the Ontario Land Tribunal, there cannot be a budget estimate for this possible component of the project. However, should an appeal occur, Watson & Associates Economists Ltd. would work with the City Clerk’s Office and Legal Services to establish a course of action and associated budget. There is no capital project and the funds saved in the Municipal Election Reserve Fund are intended for these purposes as indicated in the Source of Financing attached as Appendix “A”.

Conclusion

Civic Administration has reviewed the proposal submissions and recommends Watson & Associates Economists Ltd. be appointed as the Consultant to undertake a Ward Boundary Review for the City of London.

Prepared by: Jeannie Raycroft, Manager, Elections, Strategic Integration & Policy

Submitted by: Sarah Corman, Deputy City Clerk

Recommended by: Michael Schulthess, City Clerk

Appendix "A"

#24019

February 6, 2024

(Award Contract)

Chair and Members

Strategic Priorities and Policy Committee

RE: RFP 2023-346 - Consultation for Ward Boundary Review

(Subledger NT24GG002)

New Capital Project GG1541 - Ward Boundary Review

Watson & Associates Economists Ltd. - \$123,600 (Excluding HST)

Finance Supports Report on the Sources of Financing:

Finance Supports confirms that the additional financing required can be accommodated with funding available in the Municipal Election Reserve Fund and that, subject to the approval of the recommendation of the City Clerk, the detailed source of financing for this project is:

| Estimated Expenditures | Approved Budget | Additional Funding Requirement (Note 1) | This Submission |
|---|------------------------|--|------------------------|
| Consulting | 0 | 125,775 | 125,775 |
| Total Expenditures | \$0 | \$125,775 | \$125,775 |
| Sources of Financing | | | |
| Drawdown from Municipal Election Reserve Fund | 0 | 125,775 | 125,775 |
| Total Financing | \$0 | \$125,775 | \$125,775 |

Financial Note:

| | |
|--------------------------------------|------------------|
| Contract Price | 123,600 |
| Add: HST @13% | 16,068 |
| Total Contract Price Including Taxes | 139,668 |
| Less: HST Rebate | -13,893 |
| Net Contract Price | <u>\$125,775</u> |

Note 1: The additional funding requirement for this project can be accommodated by a drawdown from the Municipal Election Reserve Fund. The forecasted balance of the reserve fund will be \$2.4M with the inclusion of the additional requirement.



 Kyle Murray
 Director, Financial Planning & Business Support

lp

Dear Colleagues,

As we navigate through the complexities of our budget deliberations, we wanted to bring to your attention some significant challenges we are facing that require our collective advocacy and support.

Over the past several years, municipal capital projects such as transit, roads, bridges, community buildings and more have been adversely affected by unforeseen circumstances, primarily driven by inflation, increased cost of real estate and disruptions in the supply chain. The steep rise in costs for materials and labour, coupled with delays in the delivery of essential components, has led to significant inflationary cost overruns, impacting our municipality's ability to complete projects within the allocated budget.

These challenges not only jeopardize the timely completion of crucial infrastructure projects but also strain our financial resources, potentially limiting our ability to undertake future initiatives. While we are very appreciative of provincial and federal government support on capital projects, we are seeking a more appropriate allocation moving forward. We understand that previous project contracts have already been finalized, but looking to the future we are hoping to address the infrastructure burden on municipalities.

Some current examples of cost escalations for London include:

- **Bus Rapid Transit**: A 50% increase in the project which jumped \$174 million over 5 years, for a total of \$454 million for the project, with \$91 million in federal funding and \$75 million in provincial funding for a total of \$166.8 million from upper-level government and \$287.2 million being paid by the municipality.
- **Adelaide Street Underpass**: A 50% increase over the initial projected budget of \$58.3 million set in 2018 to at least \$87.6 million. Canadian Pacific Railway contributed \$9 million to the project, the federal government allocated \$6 million, while the provincial government committed \$5 million. The remainder is being paid for by the municipality. The challenges associated with municipalities bearing the sole brunt of cost overruns for critical infrastructure projects are symptoms of a much broader issue pertaining to the current municipal fiscal framework.

As we know, municipal revenues, such as property taxes, do not grow with the economy or inflation. In the absence of additional revenue streams, municipalities have little choice but to fund services and programs through property taxes or user fees which place many, including people on fixed incomes and small businesses, in precarious financial situations.

Recognizing the broader implications of these issues, we are reaching out to seek your support for the following:

- THAT Municipal Council endorse the attached resolution from the Association of Municipalities of Ontario, requesting the Province of Ontario to undertake a comprehensive social and economic prosperity review to promote the stability and sustainability of municipal finances across Ontario.
- and THAT Municipal Council support Mayor Morgan, Councillor Franke, and Councillor Hopkins in raising these concerns at OBCM, FCM, and AMO, respectively.

Together, we can make life more affordable for Londoners, while also ensuring the continued success of our essential infrastructure projects.

Sincerely,



Josh Morgan, Mayor



Skylar Franke, Ward 11 Councillor



Anna Hopkins, Ward 9 Councillor

Draft Resolution

WHEREAS current provincial-municipal fiscal arrangements are undermining Ontario's economic prosperity and quality of life

WHEREAS nearly a third of municipal spending in Ontario is for services in areas of provincial responsibility and expenditures are outpacing provincial contributions by nearly \$4 billion a year

WHEREAS municipal revenues, such as property taxes, do not grow with the economy or inflation

WHEREAS unprecedented population and housing growth will require significant investments in municipal infrastructure

WHEREAS municipalities are being asked to take on complex health and social challenges – like homelessness, supporting asylum seekers and addressing the mental health and addictions crises

WHEREAS inflation, rising interest rates, and provincial policy decisions are sharply constraining municipal fiscal capacity

WHEREAS property taxpayers – including people on fixed incomes and small businesses – can't afford to subsidize income re-distribution programs for those most in need

WHEREAS the province can, and should, invest more in the prosperity of communities

WHEREAS municipalities and the provincial government have a strong history of collaboration

THEREFORE, BE IT RESOLVED THAT the Province of Ontario commit to undertaking with the Association of Municipalities of Ontario a comprehensive social and economic prosperity review to promote the stability and sustainability of municipal finances across Ontario

AND FURTHER THAT a copy of this motion be sent to the Premier of Ontario (premier@ontario.ca); Minister of Municipal Affairs and Housing (minister.mah@ontario.ca); the Minister of Finance (minister.fin@ontario.ca); and to the Association of Municipalities of Ontario (amo@amo.on.ca).