

Agenda Including Addeds
Strategic Priorities and Policy Committee

7th Meeting of the Strategic Priorities and Policy Committee

March 26, 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

The City of London is committed to making every effort to provide alternate formats and communication supports for meetings upon request. To make a request specific to this meeting, please contact SPPC@london.ca or 519-661-2489 ext. 2425.

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Hyde Park Business Improvement Association

"Businesses Working Together to Foster a Vibrant Community"



February 8, 2024

City of London
300 Dufferin Ave.
London ON
N6B 1Z2

Attention:
City Clerk; Barb Westlake-Power, MPA

Dear Barb,

We are writing to notify the City of London that there has been a change to the directors of the Hyde Park BIA Board of Management.

On September 20, 2023, the Hyde Park BIA Board of Management accepted the resignation of Kelsey Watkinson effective September 20, 2023, and on

November 22, 2023, the Hyde Park BIA Board of Management approved Luke Unger of Ungers Market to sit on the Hyde Park Business Improvement Association Board of Management.

Please let us know if you require any further information. Many thanks,

On behalf of the Hyde Park BIA Board of Management

Donna Szpakowski; General Manager / CEO

Report to Strategic Priorities and Policy Committee

To: Chair and Members,
Strategic Priorities and Policy Committee

From: Cheryl Smith, Deputy City Manager, Neighbourhood and Community-Wide Services

Subject: City of London Community Grants Program Multi-Year Funding Allocations (2024-2027)

Date: March 26, 2024

Recommendation

That, on the recommendation of the Deputy City Manager, Neighbourhood and Community-Wide Services, the report dated March 26, 2024, titled “City of London Community Grants Program Multi-Year Funding Allocations (2024-2027)”, **BE RECEIVED** for information.

Executive Summary

This report presents the 2024-2027 Multi-Year funding allocations for the City of London Community Grants Program. It outlines program implementation including the application process, promotional and awareness efforts, recruitment of a new community review panel, and details of the applications supported by the community review panel for funding. This report also presents highlights from the 2020 – 2023 Multi-Year Grant Funding results.

Linkage to the Corporate Strategic Plan

The City of London Community Grants Program is aligned with the Strategic Area of Focus Wellbeing and Safety, as presented in the City of London Strategic Plan 2023-2027.

- Outcome: London is an affordable and supportive community for individuals and families.
- Expected Result: Londoners have access to quality, affordable, and timely services.
- Strategy: Support community-led initiatives and partnerships through grants, collaboration and community plans that promote the wellbeing of Londoners.

Analysis

1.0 Background Information

1.1 Previous Reports Related to this Matter

- [London Community Grants Program Policy Update](#) (July 19, 2023)
- [London Community Grants Program Innovation and Capital Funding Allocations \(2023\)](#) (June 20, 2023)
- [London Community Grants Program Innovation and Capital Funding Allocations \(2022\) - Update](#) (December 6, 2022)
- [London Community Grants Program Innovation and Capital Funding Allocations \(2022\)](#) (July 27, 2022)
- [Anonymized Application Review for the London Community Grants Program](#) (February 8, 2022)
- [London Community Grants Program Policy Update](#) (January 26, 2021)
- [London Community Grants Program Allocations](#) (November 25, 2019)

2.0 Discussion and Considerations

2.1 Background and Purpose

The City of London Community Grants Program provides funding for programs and initiatives that advance the Strategic Areas of Focus for the City of London’s Strategic Plan. The 2024-2027 Multi-Year Grant application period launched on September 6, 2023 and was open for eight weeks closing on November 1, 2023.

The purpose of this report is to:

1. provide an update on the implementation⁵ of the City of London Community Grants

Program;

2. provide details about the 2024-2027 Multi-Year funding allocations; and
3. provide highlights from the 2020–2023 Multi-Year funding results.

2024-2027 Multi-Year Grant Program Implementation

A detailed communications strategy was launched to inform the community about the Multi-Year Funding Program and support applicants through the process. This included promotion on the City's communication platforms, circulating information to community networks and past participants, and hosting information sessions. In addition, new supports and resources were offered to better assist organizations through the application process including:

- grant writing workshops (2);
- registered one-on-one consultation sessions (47); and,
- adding new resources to the City's website, including an information video.

A total of 107 applications were received, with requests totaling \$59.1M. This is a 51% increase in applications received from the previous 2020-2023 Multi-Year program. The community review panel evaluated applications and supported funding 42 organizations and 57 projects totaling \$2.3M annually and \$9.2M over four years. Of the 42 organizations funded, eight have not been previously funded through the City of London Community Grants Program.

Each applicant could submit up to three projects aligning with different Strategic Areas of Focus. The number of funded projects that align to each Strategic Area of Focus is as follows:

- Reconciliation, Equity, Accessibility, and Inclusion – 11 projects;
- Housing and Homelessness – 2 projects;
- Wellbeing and Safety – 30 projects;
- Safe London for Women, Girls, and Gender-Diverse and Trans People – 4 projects;
- Economic Growth, Culture, and Prosperity – 2 projects;
- Mobility and Transportation – 2 projects; and,
- Climate Action and Sustainable Growth – 6 projects.

According to the City of London Community Grants Policy, a total of 25% of funding will be allocated to applications whose proposals support anti-racism, anti-oppression, diversity, equity and inclusion (ARAO) initiatives. Proposals may be inclusive of all equity-denied groups including but not limited to: Black, Indigenous and Muslim communities. If no applications are received that would support these initiatives, the funding may be allocated to those applications that meet the City of London Community Grants Program Policy.

Of the 57 projects that will be funded, 26 scored highly on evaluation questions related to supporting anti-racism, anti-oppression, diversity, equity, and inclusion with focused efforts on equity-denied groups. The 26 projects total \$1,221,315 in annual funding or 53% of the total 2024-2027 Multi-Year funding. In addition, the community review panel scored 80% of the projects highly in evaluation questions that related to efforts being taken at both an organizational level and project level to further anti-racism and anti-oppression, diversity, equity, focusing on inclusion of all participants.

Please see [Appendix A](#) for allocation details.

Community Review Panel Recruitment

As per the City of London Community Grant Policy, a community review panel makes decisions regarding the allocation of City of London Community Grants. Community review panel members serve a four-year term aligning to the Multi-Year Grant Program.

A new community review panel was recruited in September of 2023. The new community review panel participated in an orientation process including an opportunity to participate in the City of London's Anti-Racism and Anti-Oppression Foundations training prior to starting in their role. The new community review panel will be in place for the duration of the 2024-2027 granting period and will remain anonymous until all funding decisions have been made for the City of London Community Grants Program from 2024-2027.

The composition of the community review panel aligns with the Government of Canada's 50/30 Challenge which aims for gender parity and significant representation of equity-deserving groups and consists of:

- Community members who are experts or knowledgeable in subject matter specific to priorities of the City of London Strategic Plan (6 - 7 members)

- Funder (1 member)
- Outcomes measurement expert (1 member)
- Financial expert (1 member)
- City of London staff (1 - 2 members)

City of London Community Grants 2020–2023 Results

The 2020-2023 Muti-Year Community Grant Program wrapped up at the end of 2023. In total, \$9.2M was allocated to 41 organizations with initiatives and projects that aligned to the City’s Strategic Plan over four years.

Results reported by funded organizations have been complied and included in this report for information. Outcomes for this time period are aligned with the 2020-2023 City of London Strategic Plan. On average, the City’s funding supported 227,693 Londoners each year, including 113,500 children and youth, 42,346 families, 15,000 older adults, and 30,632 newcomers.

Please see [Appendix B](#) for the full report.

Next Steps

Civic Administration will work with all successful applicants to create and sign grant agreements for funding to be released as soon as agreements are signed by both parties. Through the formal grant agreement, financial and outcome reporting expectations are clearly defined.

The annual City of London Community Grants application will open in the spring of 2024 for a 12 month funding cycle. The annual grant opportunities include: Innovation, Capital and new this year, a Grassroots grant for unincorporated grassroots groups or newly incorporated not-for-profit organizations that require support for a new initiative. There is \$396,000 available through the Innovation and Capital category and \$100,000 available through the Grassroots category.

Financial Impact/Considerations

Annual funding to support the City of London Community Grants Program exists in the Neighbourhood and Community-Wide Services base budget. Through the 2024-2027 Multi-Year budget process, \$2.3M was allocated annually to the Multi-Year Stream.

Conclusion

The City of London Community Grants Program is an investment in community, providing not-for-profit organizations and groups with opportunities to strengthen neighbourhoods and build the health and well-being of local communities in alignment with the City of London’s Strategic Plan.

Prepared by:	Janice Walter, Senior Coordinator, Community Grants
Submitted by:	Kristen Pawelec, Director, Community Development and Grants
Recommended by:	Cheryl Smith, Deputy City Manager, Neighbourhood and Community-Wide Services

Appendix A: City of London Community Grants Program Multi-Year Funding Allocations (2024-2027)

Legend

Strategic Area of Focus	SAF
Projects that scored highly on evaluation questions related to supporting Anti-Racism, Anti-Oppression, Diversity, Equity, and Inclusion	ARAO
Reconciliation, Equity, Accessibility, and Inclusion	REAI
Housing and Homelessness	H&H
Wellbeing and Safety	W&S
Safe London for Women, Girls, and Gender-Diverse and Trans People	SL
Economic Growth, Culture, and Prosperity	EGCP
Mobility and Transportation	M&T
Climate Action and Sustainable Growth	CASG

Organization Funding Description	SAF	ARAO	Funding per year (4 years total)	Total Funding (over 4 years)
519Pursuit Umbrella Relief Programs Inc. <ul style="list-style-type: none">Funding will support wages for the Community Outreach Project supporting individuals facing extreme poverty and homelessness to reintegrate vulnerable members back into the community using a friendship-based approach.	H&H	✓	\$11,440	\$45,760
Anova <ul style="list-style-type: none">Funding will support sexual assault programming which provides ongoing support and emergency intervention services to women, and non-binary individuals that have experienced sexual violence, as well as support for their families, and partners.	SL	✓	\$47,000	\$188,000
Atlohsa Family Healing Services <ul style="list-style-type: none">Funding will support education and training in London to enhance service agencies’ capacity to provide more effective care for Indigenous individuals and communities, elevating the reconciliation process. Funding will also support access to basic needs for Indigenous Londoners.	REAI	✓	\$140,000	\$560,000
Big Brothers Big Sisters of London and Area <ul style="list-style-type: none">Funding will support the Newcomer 1:1 Mentoring Project which focuses on matching newcomer children, youth, and mothers with supportive mentoring relationships that meet their unique cultural needs.	REAI	✓	\$40,000	\$160,000
Boys' & Girls' Club of London <ul style="list-style-type: none">Funding will support seniors programming, children and youth recreation, social, and nutrition programs, education, and leadership initiatives.	W&S	✓	\$300,000	\$1,200,000

Organization Funding Description	SAF	ARAO	Funding per year (4 years total)	Total Funding (over 4 years)
Changing Ways <ul style="list-style-type: none"> Funding will support intimate partner violence intervention services for gender diverse and trans individuals. Funding will also support increasing awareness and prevention related to sexual exploitation, and sexual harm towards gender diverse and trans people. 	SL	✓	\$50,000	\$200,000
Crouch Neighbourhood Resource Centre <ul style="list-style-type: none"> Funding will support programs for children, youth, families, and older adults in the Hamilton Road area through community development, neighbourhood events, after school programming, and basic needs programs and supports. 	W&S		\$80,000	\$320,000
Glen Cairn Community Resource Centre <ul style="list-style-type: none"> Funding will support programs for youth, families, and older adults in the Glen Cairn/Pond Mills area through basic needs programs and supports, youth programming and leadership, and community development with a focus on food security and food literacy. 	W&S		\$60,000	\$240,000
Growing Chefs! Ontario <ul style="list-style-type: none"> Funding will support the Growing Communities program which encourages community members to cultivate a connection with the local food system, participate in activities to increase food literacy, cooking skills, and promote long-lasting healthy food choices in partnership with schools, neighbourhood centres, and community program providers in locations across the city. 	W&S		\$45,000	\$180,000
L'Arche London <ul style="list-style-type: none"> Funding will support a Program Coordinator to continue to grow day programming services, provide client intake, assessment, and match needs for individuals with intellectual disabilities. 	W&S	✓	\$25,500	\$102,000
Learning Disabilities Association of London Region <ul style="list-style-type: none"> Funding will support programming, individual coaching, advocacy, and community resources for students aged 6-18 years with learning disorders, as well as support for their families. 	REAI	✓	\$15,000	\$60,000
LOLA (London Ontario Learning Apiary) Organization <ul style="list-style-type: none"> Funding will support programming for children, youth, and families to provide education on pollinator species to foster environmental stewardship and conservation. 	CASG		\$10,000	\$40,000
London & Middlesex Heritage Museum <ul style="list-style-type: none"> Funding will support enhancing Community History Programming - Sharing Many Voices with an inclusive community focus, highlighting Black and Indigenous Histories and continued engagement and strengthening of relationships with equity denied communities. 	REAI	✓	\$125,000	\$500,000
London Abused Women's Centre	SL	✓	\$41,200	\$164,800

Organization Funding Description	SAF	ARAO	Funding per year (4 years total)	Total Funding (over 4 years)
<ul style="list-style-type: none"> Funding will support the Urgent Support Program and Support Groups, which provide services to women and girls over the age of 12 who have been abused by an intimate partner, assaulted, sexually exploited, and/or trafficked. 				
London Children's Museum <ul style="list-style-type: none"> Funding will support children, families and caregivers with access to affordable hands-on learning experiences, cultural exhibits and programs in a distinctly child-centered environment. 	W&S		\$100,000	\$400,000
London Community Chaplaincy <ul style="list-style-type: none"> Funding will support after school programming for children and youth and access to basic needs for families living in two community housing complexes in the Southdale and Limberlost areas to foster a nurturing, accessible environment in their neighbourhoods. 	W&S H&H	✓	\$50,000	\$200,000
London Cycle Link Association <ul style="list-style-type: none"> Funding will support the Ride to Thrive Cycling Education program to children in grades 5 and 6 to promote safe cycling. In addition, funding will support increased community engagement and knowledge of cycling through promotion, workshops, and events. 	M&T CASG		\$30,000	\$120,000
London Environmental Network <ul style="list-style-type: none"> Funding will support Member Support Services which provides capacity building, outreach, and networking opportunities to the 46 environmental nonprofits with memberships and community groups in London. Funding will strengthen the operations and activities of organizations in the environmental sector and reduce barriers for environmental action. 	CASG		\$42,500	\$170,000
London Food Coalition <ul style="list-style-type: none"> Funding will support staffing to increase the growth and sustainability of the organization through capacity building activities to onboard more donors, expand membership, and implement fundraising strategies. 	W&S		\$25,000	\$100,000
Low Income Family Empowerment * Sole-support Parents Information Network <ul style="list-style-type: none"> Funding will support wrap around services to low-income Londoners, living with multiple and overlapping barriers to address their needs and increase self-advocacy. The program will also include the development of networks and information sharing through workshops, newsletters and other resources. 	W&S	✓	\$26,000	\$104,000
LUSO Community Services <ul style="list-style-type: none"> Funding will support programs for children, youth, families, and older adults in the Carling/Huron Heights/Argyle area including basic needs programs and supports, community development, children and youth leadership and education, while increasing social connectedness, neighbourhood participation, and volunteerism. 	W&S		\$80,000	\$320,000

Organization Funding Description	SAF	ARAO	Funding per year (4 years total)	Total Funding (over 4 years)
Meals on Wheels London <ul style="list-style-type: none"> Funding will support meal subsidies for low-income seniors and adults with disabilities . Funding will also support the Crisis & Compassionate Program, which provides no-cost services (meals and transportation) to individuals and families experiencing severe financial hardships or who are in a crisis. In addition, funding will support transportation programming to Londoners with mobility challenges. 	W&S M&T		\$20,000	\$80,000
Museum of Ontario Archaeology <ul style="list-style-type: none"> Funding will support the broadening access to London’s cultural and natural heritage through staff employment of two Indigenous women to develop cultural and educational experiences, as well as develop additional community partnerships with LOLA Bees and the Friends of Medway Creek/Upper Thames River Conservation Authority, to expand interpretive programming. 	EGCP	✓	\$50,000	\$200,000
Muslim Resource Centre for Social Support & Integration (MRCSSI) <ul style="list-style-type: none"> Funding will support the Strengthening Survivor Safety project which will enhance the safety of Muslim women and girls and gender diverse survivors of gender-based violence by implementing a survivor-centred culturally integrative system of response along the continuum of prevention and intervention. 	SL	✓	\$100,000	\$400,000
Nokee Kwe <ul style="list-style-type: none"> Funding will support the Positive Voice II program which provides programming, supports, and training for Indigenous women using art, culture, and creativity by fostering connections and resilience, challenging stereotypes, and promoting safety and support networks for Indigenous women. 	REAI	✓	\$42,500	\$170,000
Northwest London Resource Centre <ul style="list-style-type: none"> Funding will support programs for youth in the Northwest neighbourhood through youth leadership, volunteer, and life skills readiness programs. Funding will also support basic needs programs, community support and outreach. 	W&S		\$80,000	\$320,000
Now for Tomorrow: A South Sudanese Wellness Network <ul style="list-style-type: none"> Funding will support the Youth Bridge-Intergenerational Project providing intergenerational opportunities of learning, experience exchange and mentorship for youths and adults within the South Sudanese Community through basketball, cooking, and community gathering programs. 	W&S	✓	\$35,000	\$140,000
Progressive Animal Welfare Services (PAWS) <ul style="list-style-type: none"> Funding will support subsidies for veterinary care for low income and in-crisis families in the community to access care for their pets. 	W&S		\$15,000	\$60,000

Organization Funding Description	SAF	ARAO	Funding per year (4 years total)	Total Funding (over 4 years)
ReForest London <ul style="list-style-type: none"> Funding will support The Westminster Ponds Centre for Environment and Sustainability (WPC) at improving sustainability and advancing climate action across London through activities related to increasing native tree and seed supply, solar energy generation, and public programming for engagement. 	CASG		\$60,000	\$240,000
South London Neighbourhood Resource Centre <ul style="list-style-type: none"> Funding will support programs for youth in the White Oaks/Westminster/Southcrest area through youth leadership, volunteer, and life skills readiness programs. Funding will also support basic needs programming and supports, including community support and outreach. 	W&S		\$120,000	\$480,000
Southwest Aboriginal Health Access Centre <ul style="list-style-type: none"> Funding will support program staff to increase access to traditional healthy Indigenous foods and provide educational lifestyle programs such as, traditional cooking and canning classes, delivery of weekly food boxes inclusive of traditional meats and herbs, and traditional food growing, harvesting, and preparation. 	REAI	✓	\$89,175	\$356,700
St. John The Baptist Melkite Catholic Church <ul style="list-style-type: none"> Funding will support the Middle Eastern Community Integration Project which fosters the connection of Middle Eastern community with their culture and London through youth leadership programs, English conversations circles, and volunteering. 	REAI	✓	\$15,000	\$60,000
St. Mark's (The Incorporated Synod of the Diocese of Huron) <ul style="list-style-type: none"> Funding will support the food pantry program that provides food to Londoners experiencing low income. 	W&S		\$2,185	\$8,740
Thames Talbot Land Trust <ul style="list-style-type: none"> Funding will support Collaborative Programming for a Greener London related to biodiversity, nature conservation, climate action, climate change resiliency, and watershed health through activities such as community outreach, nature education for youth, and environmental skills development. 	CASG		\$30,000	\$120,000
The N'Amerind Friendship Centre <ul style="list-style-type: none"> Funding will support the Dorothy Day Resource Centre which offers a wide range of Indigenous teachings of cultural significance. Teachings include making cultural products, learning cultural dances, and sharing through Knowledge Keepers. These programs support increasing awareness, self-esteem, wellness, and a sense of belonging of urban Indigenous people. 	REAI	✓	\$60,000	\$240,000
The Reimagine Institute for Community Sustainability <ul style="list-style-type: none"> Funding will support program delivery of for waste reduction initiatives through the continuation and expansion of the London Thing Library, Repair Cafés, waste reduction workshops, and eco-markets. 	CASG		\$24,000	\$96,000
Type Diabeat It	W&S	✓	\$14,000	\$56,000

Organization Funding Description	SAF	ARAO	Funding per year (4 years total)	Total Funding (over 4 years)
<ul style="list-style-type: none"> Funding will support the BPOC (Black People and People of Colour) Food Literacy Program promoting food literacy through teaching the health benefits of cultural eating, maintaining cultural food practices while making healthier choices, with an emphasis on flavors from the African diaspora. 				
University Students' Council of the University of Western Ontario <ul style="list-style-type: none"> Funding will support the Early Outreach (REACH) program which provides educational programming, leadership activities, and social events at Western over three days for grade 7 and 8 students from low-income neighbourhoods to explore post-secondary options in a safe and inclusive environment. 	REAI	✓	\$9,500	\$38,000
Urban Roots London <ul style="list-style-type: none"> Funding will support food security in London with an increase in fresh produce and distribution across neighbourhoods through increasing local partnerships, providing produce to community pop-up markets for equity-denied groups, and other food support programming. 	ECGP		\$30,000	\$120,000
WeBridge Community Services <ul style="list-style-type: none"> Funding will support the Voices of Wisdom Day Program for Black seniors providing supports through an Afrocentric model where seniors can congregate around activities such as digital literacy, group conversations, self-care, exercising, storytelling, arts and crafts, health checks, food preparation, excursions, and social gathering. 	W&S	✓	\$30,000	\$120,000
WIL Counselling and Training for Employment (on behalf of Immploy) <ul style="list-style-type: none"> Funding will support the WIL Immploy Employer Roundtables project to facilitate connections between newcomer job seekers and employment opportunities by coordinating and delivering a series of employer roundtable events highlighting local companies. 	REAI	✓	\$50,000	\$200,000
Youth Opportunities Unlimited <ul style="list-style-type: none"> Funding will support the Project Prideful Community program to engage with local schools and community groups, to provide education, information and awareness-building regarding 2SLGBTQ+ challenges and available community services. 	W&S	✓	\$80,000	\$320,000



London
CANADA

London Community Grants: 2020 – 2023 Results

The purpose of this report is to provide a snapshot of the outcomes achieved through the 2020 – 2023 London Community Grants Program Multi-Year Funding. Results are based on information reported by funded organizations and highlight the impacts of City funding in the community. Outcomes for this time period are aligned with the 2020 – 2023 City of London Strategic Plan.

STRATEGIC AREAS OF FOCUS:

STRENGTHENING
our Community

73%

of grants awarded

BUILDING
a Sustainable City

10%

of grants awarded

GROWING
our Economy

7%

of grants awarded

CREATING
a Safe London for Women and Girls

10%

of grants awarded



\$9.2M
allocated



41
organizations
funded

46%
of organizations
received City funding
for the first time

**Each year,
on average:**

227,693
Londoners were served

113,500
children and youth
were served



42,346
families were served



15,000
older adults
were served



30,632
newcomers
were served



STRENGTHENING our Community



Londoners have access to the supports they need to be successful.

- 50,567** residents were provided with access to basic needs
- 9,221** children and youth participated in literacy and numeracy skill development
- 7,628** youth developed positive social skills
- 5,148** youth received support to foster educational achievement
- 2,170** youth developed effective leadership skills



Londoners are engaged and have a strong sense of belonging in their neighbourhoods.

- 136,393** residents feel more connected to their neighbourhood
- 135,553** residents feel more welcomed in their neighbourhood
- 13,093** residents increased their social participation
- 9,243** youth feel more socially included
- 6,146** residents have an increased number of friendships
- 1,898** residents led neighbourhood activities and initiatives



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

- 107,289** residents accessed services and resources to meet their needs
- 106,546** meals were served to low-income residents
- 27,315** children, youth, and families increased their food literacy skills
- 16,322** residents participated in activities that promoted healthy living
- 12,173** residents have increased awareness of community services
- 6,686** kg of food was donated to community partner organizations
- 894** residents were able to access free or low-cost dental care services



London's neighbourhoods have a strong character and sense of place.

- 310,449** visits were made to museums and museum programming
- 153,593** times children accessed cultural resources through exhibits, programs, and collections
- 1,522** residents attended Indigenous gatherings
- 1,441** residents participated in urban farming
- 497** artists, artisans, and artist collectives have increased visibility
- 440** residents are more aware of local Indigenous culture and teachings

Impact Stories

- A resident who was struggling with accessing food and transportation shared that she is grateful to have a food pantry in her neighbourhood because without it, she would have to take two buses with her children to get to the main food bank. She explained that because of the support she receives, she can feed her children and get diapers for her baby.
- A multicultural older adult support group, initially planned for 15 participants, has 39 participants. Participants shared that they have made new friends, that they enjoy visiting and learning about each other’s worlds, and that they don’t want to miss a week attending the group.
- Participants attending an Indigenous-led program explained that they enjoyed not only learning to make baskets, but also reconnecting to their Indigenous identity. Learning this craft takes skill and patience and is a time of passing down Indigenous knowledge. There was such great interest for this program that a waiting list was created.

BUILDING a Sustainable City



London has a strong and healthy environment.

- 90,256** residents were made aware of environmental opportunities
- 16,703** residents participated in local environmental programs
- 10,957** residents were educated about environmental practices
- 709** residents took part in home energy assessments and energy reduction actions
- 626** residents grew climate-smart plants or adopted sustainable landscaping best practices
- 282** residents participated in activities to enhance waterways
- 244** residents engaged in waste diversion projects



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

- 1,417** residents repaired their bicycles
- 400** residents participated in Bike to Work month
- 236** residents engaged in cycling education and safety workshops
- 166** residents had access to bicycles at a reduced cost

Impact Stories

- After attending a bike co-op to learn how to assemble her bike, a resident shared that she was more confident in leading her child when riding together and that she is now able to navigate safely around the city on her bike. She explained that the unexpected confidence and sense of empowerment was a direct result of the support and education she received.
- Through an initiative to educate residents about climate-smart yards, one resident expressed that learning about native plants and flowers had been a wonderful experience and he and his family had started to add these types of plants to their garden to support London’s climate adaptation and resilience.

GROWING our Economy



London will develop a top quality workforce.

- 6,739** individuals attended job fairs to find employment
- 1,137** employers accessed services to attract and retain immigrant talent
- 645** employers hired immigrants in commensurate employment
- 229** employers attended jobs fairs to find employees
- 211** youth attended job training
- 62** youth secured employment



London creates a supportive environment where entrepreneurs, businesses, and talent can thrive.

- 1,876** individuals have increased knowledge of strategic leadership
- 443** nonprofits, social enterprises, government, businesses, and academic institutions are more aware of diverse and inclusive best practices

Impact Stories

- A resident who was new to Canada had a goal of securing work in the supply chain field. Without any Canadian experience, lacking confidence, and unsuccessful in her own job application processes, she expected she would need to explore employment alternatives. Instead, she was connected to two employers, secured an interview, and received timely support to prepare, increasing her confidence. The employer offered her a commensurate-level role that had not yet been advertised and she is thrilled to have achieved her goal.
- A temporary resident who was accompanying his wife in Canada was experiencing multiple barriers in his job search including a lack of confidence with English communication, stress related to financial needs, and lack of understanding of the Canadian job market. He was encouraged to apply to commensurate job opportunities and was marketed to an employer, focusing on his previous experience. He secured the job and both he and the employer are thrilled with the match, noting opportunities for future growth within the company.

CREATING a Safe London for Women and Girls



Decrease male violence against women and girls who are subjected to abuse, assault, and non-state torture in their intimate relationships, sex trafficking, sexual assault, and workplace harassment.

- 2,529

women and girls reported an increased sense of safety, understanding of risks, and ability to safety plan
- 2,228

women and girls have an increased ability to cope
- 1,543

women and girls have increased feelings of well-being
- 699

women are aware of various services to get the support they need
- 420

social service and health care providers were educated on health and well-being best practices for supporting sex workers
- 160

women developed supportive relationships with other women in the community

Impact Stories

- Women who had experienced non-state torture shared that the program allowed them to put language to their experience, not just so they better understood it, but also so they could express their experiences and communicate their needs to service providers. Survivors described non-state torture as “unfathomable,” so having the words to be able to speak to their experience was “life changing” for them.
- After participating in a funded program, one woman explained that she had learned tools to help her stay present and focus on what’s really happening and not react to the fear of what might happen. She expressed gratitude because she was now able to walk to the parking garage in the evening with less anxiety and panic.

London Community Grants: 2020 – 2023 Results

london.ca/communitygrants
519-661-CITY (2489)
communitygrants@london.ca

Report to Strategic Priorities and Policy Committee

To: Chair and Members
Strategic Priorities and Policy Committee

From: Anna Lisa Barbon, CPA, CGA, Deputy City Manager, Finance Supports

Subject: 2024 Assessment Growth Funding Allocation

Date: March 26, 2024

Recommendation

That, on the recommendation of the Deputy City Manager, Finance Supports, the 2024 Assessment Growth Funding Allocation Report **BE RECEIVED** for information.

Executive Summary

This report details the annual allocation of assessment growth funding to civic service areas and boards and commissions that incur costs to provide services due to growth in accordance with the Assessment Growth Policy. A total of \$9,178,479 of expenditures has been allocated to approved business cases from the \$15,547,971 of available funding (\$12,336,405 of funding from 2024 assessment growth, \$3,211,566 funding from prior year carryover). The residual amount has been applied as per policy.

Linkage to the Corporate Strategic Plan

Council's 2023 to 2027 Strategic Plan for the City of London prioritizes a "Well-Run City" as a key area of focus, under which "reviewing, updating and implementing the City's strategic financial principles, policies and practices" is identified as an individual strategy. The allocation of assessment growth funding ensures that the City is growing in a manner that is consistent with long-term financial sustainability and directly ties to the City's Strategic Financial Framework under the Growth Management Section.

Analysis

1.0 Background Information

1.1 Previous Reports Related to this Matter

Corporate Services Committee, meeting on January 15, 2024, Agenda Item 2.9, Assessment Growth for 2024, Changes in Taxable Phase-In Values, and Shifts in Taxation as a Result of Reassessments:
<https://pub-london.escribemeetings.com/filestream.ashx?DocumentId=105498>

Corporate Services Committee, meeting on July 17, 2023, Agenda Item 2.5, Council Policy Manual Review 2023
<https://pub-london.escribemeetings.com/filestream.ashx?DocumentId=101216>

2.0 Discussion and Considerations

Assessment growth generally refers to the additional property taxes collected from new and/or expanded homes and businesses. It is the net increase in assessment attributable to new construction less adjustments resulting from assessment appeals and property tax classification changes. While assessment growth results in additional property taxes collected through the tax levy, these new/expanded homes and businesses expect to receive the same municipal services as existing taxpayers. Assessment growth is used to fund the extension of municipal services provided to the

existing property tax base (e.g., garbage pickup, snow plowing, road maintenance, etc.). A further explanation of assessment growth can be found in the City of London’s “Finance Flicks”: What is Assessment Growth? (<https://www.youtube.com/watch?v=xlrFY9eZ898>)

Assessment growth cases are submitted annually and assessed against the Municipal Council approved Assessment Growth Policy (<https://london.ca/council-policies/assessment-growth-policy>). The Assessment Growth Policy was reviewed and amendments to the policy were approved by Council as part of the Council Policy Manual Review in 2023. Amendments to the Policy during this review were predominately housekeeping in nature with the only substantive amendment being inclusion of policy section 4.1.9 – inclusion of a summary of cases not approved for the annual allocation report.

Civic service areas, boards & commissions that incur costs to provide services due to growth are required to submit business cases to the Deputy City Manager, Finance Supports or designate. The business cases provide justification and rationale for the assessment growth funding requests and include a description of the need for growth funding, corresponding metrics, and the associated financial impacts. The Assessment Growth Policy (section 4.1.5) delegates authority to the City Treasurer or designate to allocate assessment growth funds to approved business cases that align with the Policy. Assessment growth costs can vary year-over-year, depending on the service. For example, some services may have variable growth costs that increase on a one-to-one ratio or linear pattern with growth each year, while others may have “step-up” costs that increase after a threshold level of growth is crossed. An example of a “step-up” cost would be a packer for garbage collection, required once a threshold level of additional stops are added or the addition of a new fire station to service a new area of the City.

Moody’s Investors Service, the City’s credit rating agency, has recognized the City’s Assessment Growth framework in its annual review of the credit worthiness of the City, both as a contributing factor in generating positive fiscal outcomes through fiscal planning and a mechanism for reducing debt issuance with any surplus funding.

It should be noted that assessment growth is separate from development charges. Assessment growth is added to the tax levy and collected via property taxes, with property owners responsible for these ongoing property taxes. In contrast, development charges are paid by new development upon the issuance of a building permit. Development charges fund the capital costs associated with construction of new municipal infrastructure required to support new developments. Development charges do not pay for operating costs or infrastructure renewal.

Each year, weighted assessment growth is calculated as it generates incremental tax revenue. For 2024, the weighted assessment growth is 1.68%, amounting to \$12,336,405. This amount, along with the prior year carryover of \$3,211,566 is available to fund costs associated with an expanding and growing city for 2024. The total assessment growth funding available for 2024 is summarized as follows:

Assessment Growth Funding Available	Amount
Weighted Assessment Growth at 1.68%	\$12,336,405
Prior Year Assessment Growth Carryover	\$3,211,566
Total Assessment Growth Funding Available	\$15,547,971

Allocation of 2024 Assessment Growth

The following table provides a summary of the approved 2024 assessment growth business cases for costs due to a growing and expanding City. Please refer to Appendix A for the corresponding assessment growth business cases outlined in the allocation summary.

Case Number	Service Grouping and Case Description	Total Funding	Permanent Funding	One-Time Funding ¹
1	Garbage Recycling and Composting: Recycling	11,847	11,847	
2	Garbage Recycling and Composting: Garbage Collection	188,178	188,178	
3	Garbage Recycling and Composting: Composting	33,583	33,583	
4	Garbage Recycling and Composting: Contribution to Solid Waste Renewal Reserve Fund	33,750	33,750	
5	Parks and Urban Forestry: Parks Maintenance	313,596	313,596	
6	Parks and Urban Forestry: Planning and Design	19,344	19,344	
7	Parks and Urban Forestry: Forestry Operations	151,212	151,212	
8	Fire Services: 911 Communications Centre	574,275	574,275	
9	Police Services	5,415,534	4,580,090	835,444
10	Roadways: Street Lights Maintenance	111,271	111,271	
11	Roadways: Traffic Signal Maintenance	197,942	197,942	
12	Roadways: Roadway & Winter Maintenance, Planning & Design	240,545	240,545	
13	Rapid Transit ²	625,567	625,567	
14	Corporate Services: Asset Management	1,120,983	1,120,983	
15	Corporate Services: Information Technology Services	60,852	60,852	
16	Council Services: Municipal Elections	80,000	80,000	
Total 2024 Assessment Growth Business Cases		9,178,479	8,343,035	835,444

1. One-time funding will be carried forward to the following year as a permanent source for future growth costs.

2. Represents operating costs outlined in 2024-2027 Multi Year Budget Business Case #P-3 Rapid Transit Implementation.

There were five business cases submitted that were not approved. These cases were not approved as they related to cost-shared expenditures with other obligated parties, noting that their corresponding share of funding had not been requested by the submitter for 2024. The City of London's Assessment Growth Policy does not take precedence over legislative cost sharing requirements which must be applied first before consideration is given to funding the City's portion through assessment growth.

3.0 Financial Impact/Considerations

According to the Assessment Growth Policy, if assessment growth funding exceeds growth costs in a given year, any remaining funding is allocated as follows:

- 1) 50% to reduce authorized debt on a one-time basis; and
- 2) 50% to the Capital Infrastructure Gap Reserve Fund on a one-time basis.

This policy allocation has direct alignment with the City of London's Strategic Financial Framework in key sections such as Debt Management, Reserve Fund Management and Growth Management.

The following table summarizes 2024 Assessment Growth utilization.

2024 Assessment Growth (AG) Allocation Summary	Amount
Total AG Funding Available	\$15,547,971
Permanent Service Area Requests	-\$8,343,035
One-Time Service Area Requests ¹	-\$835,444
AG Funding Remaining after Business Case Requests	\$6,369,492
Policy Allocation:	
50% Debt Reduction on a One-Time Basis ¹	-\$3,184,746
50% Capital Infrastructure Gap Reserve Fund on a One-Time Basis ¹	-\$3,184,746

Note 1: One-time allocations from 2024 will be carried forward as available funding in 2025 - total of \$7,204,936.

The application of the surplus assessment growth in accordance with the Assessment Growth Policy is prudent given the recent approval of the City of London’s 2024-2027 Multi-Year-Budget (MYB). Within the MYB, approximately \$500M of additional debt financing has been approved over the 2024-2033 timeframe, of which approximately \$338.4M is Property Tax supported debt. The application of policy provides for 50% of surplus assessment growth to be applied as debt substitution to reduce future debt, which in turn reduces future property tax rate increases to service the debt. The recently approved MYB also did not include business case #P-55 – Additional Funding to Address Infrastructure Gap. Applying policy to assessment growth surplus aids in providing a contribution to the Capital Infrastructure Gap Reserve Fund and becomes even more prudent when considering the permanent additional investments have not been approved through the MYB process. This one-time contribution provides funds for this key strategic outcome in the City’s Strategic Plan, the importance of which was articulated in the MYB business case and the City’s recently updated Capital Asset Management Plan.

In addition to the one-time benefits of debt reduction and contribution to the Infrastructure Gap Reserve Fund, the carry-forward amounts will be critical to ensuring funding is available to support significant anticipated growth needs in future years. For example, it is expected that significant additional Police resources will be requested over multiple years (as articulated in the Police assessment growth case in Appendix A). The 2024-2027 Multi-Year Budget also highlighted future operational costs related to Rapid Transit and Land Ambulance coming forward to be funded through assessment growth in future years. Additionally, the use of assessment growth for London Transit Commission growth pressures was discussed during Budget Committee meetings and may be a consideration in upcoming years. The following is a summary of currently estimated significant funding requests through the assessment growth allocation process in future years (beyond anticipated recurring requests that are submitted regularly):

- London Police Services: 2025 - \$4.9M; 2026 - \$2.5M; 2027 - \$1.6M
- Rapid Transit: 2025 - \$0.9M; 2026 - \$1.3M; 2027 - \$3.2M
- Land Ambulance: \$1M annually in 2025, 2026 and 2027
- London Transit Commission: To be determined

In addition to anticipated future growth cost pressures, it is unclear the extent to which recent economic conditions will affect assessment growth funding in future years, noting that changes in economic conditions and new development generally tend to take 2-3 years to be reflected in assessment growth revenues. In the event that 2025 assessment growth revenues are lower than they have been in recent years, the carry-forward amounts may help to ensure available funding for eligible growth pressures in 2025.

Conclusion

Assessment growth from new development generates incremental tax revenue. Many services are required to be extended due to this growth. These approved allocations will provide funding for the costs incurred in maintaining those services. Utilization of surplus for 2024 in alignment with the Assessment Growth Policy complements key decisions made within the 2024-2027 Multi-Year Budget and reflects the principles of the City's Strategic Financial Framework.

Prepared by: Martin Galczynski, CPA, CA, CIM, Manager, Financial Planning & Policy

Submitted by: Kyle Murray, CPA, CA, Director, Financial Planning and Business Support

Recommended by: Anna Lisa Barbon, CPA, CGA, Deputy City Manager, Finance Supports

Appendix A

2024 Assessment Growth Business Case #1

Service Grouping: Garbage Recycling and Composting
Service: Recycling and Composting
Description of Case: Expand collection of recycling to additional non-eligible sources of Blue Box material.

1. Current State

a) Description of Current Services Provided

The City currently provides recycling collection services to approximately 510 non-eligible (considered non-eligible in accordance with the Blue Box transition regulation) sources. The cost to collect and recycle these sources is not covered in the contract the City has established with Circular Materials Ontario (CMO) to provide Blue Box collection services during the Blue Box transition period. The number of non-eligible sources of Blue Box materials are expected to increase in 2024 as consideration of recycling in downtown areas occurs during the Blue Box transition period. Collection services are provided by a private sector service provider.

b) Current Cost of Services Provided

Applicable Service or Service Component	2023 Operating Net Budget (Tax Levy)	Full-Time Employee (FT) #	Full-Time Equivalent (FTE) #
Recycling Collection Operations – Curbside collection and recycling of non-eligible Blue Box material.	\$53,544	Not Applicable	Not Applicable

c) Unit of Measure

Unit of Measure (Description)	Current/Most Recent Value of Unit of Measure
Recycling Collection Operations – Curbside collection locations of non-eligible Blue Box material.	510
Tonnes of material for recycling per location per year.	0.2

d) Current Cost by Unit of Measure

Cost/Unit of Measure
\$68.47 per curbside unit *
\$250 per tonne **

*Miller Waste Systems new annual cost to provide every week recycling collection service once the Green Bin Program starts

**Based on current collection model (42 weeks in a year)

e) If this is a Contracted Service, what is the Percentage Contracted Out?

100 %

f) Assets Currently Used to Provide Service and Unit of Measure:

Asset: Not Applicable – Contracted to Private Service

Unit of Measure: Not Applicable – Contracted to Private Service

2. Operating Request

a) Description of request and impacts.

As this City grows, we anticipate more requests for recycling services that are not covered by Blue Box Transition. This includes small businesses that appear to be on the rise in new subdivisions as the City encourages more and more mixed developments. There also appears to be an increase in small businesses being established in homes with some of this occurring in new subdivisions. Expect to add approximately 100 new non-eligible sources in 2024.

b) Staffing Impacts (if applicable)

Staffing FT#	Staffing FTE#	Staffing FTE \$
Not Applicable	Not Applicable	Not Applicable

c) Operating Request

Cost of Unit of Measure	Growth in Metric	Operating Request (Cost of Unit x Growth in Metric)
\$68.47 per curbside unit	100 curbside units added	\$6,847
\$250 per tonne per year	20 tonnes	\$5,000
Total Operating Request		\$11,847

d) Description of Growth in Metric and Rationale

The growth metric is the anticipated number of additional curbside collection sources of non-eligible Blue Box material. The rationale behind this growth is mainly driven by annual household growth (1.96%) and a designated percentage of ineligible stops in new residential areas and other collection zones.

3. Capital Request

Not applicable.

4. Summary of Request

Type	Permanent	One-time	Total
Operating	\$11,847	\$0	\$11,847
Capital	\$0	\$0	\$0
Total	\$11,847	\$0	\$11,847

5. Environmental, Socio-economic Equity and Governance (ESG) Considerations

Environmental, Socio-economic Equity and Governance Profile for this request:

Environmental	Socio-economic Equity	Governance
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Environmental:

Providing collection of Blue Box recyclables ensures that these materials are managed in an appropriate manner and provides a mechanism for these materials to be recovered and incorporated into new products.

Corporate Greenhouse Gas Emissions: this business case does not include any new greenhouse gas emission sources or increased emissions from existing sources.

Community Greenhouse Gas Emissions: this business case is not expected to have any impact on greenhouse gas emissions in the community.

Community and/or Corporate Resiliency: this business case is not expected to have any impact on community adaptation and resiliency.

Socio-economic Equity:

Collection of recyclables is undertaken to meet the waste diversion needs of all groups in London. The request ensures new curbside household units and multi-residential units receive the same service as existing households.

Governance:

Not proceeding with the proposed Assessment Growth case may result in not being able to provide equal levels of service to other similar sources of Blue Box materials because of City growth. The proposed Assessment Growth case will be monitored through the semi-annual operating budget monitoring process.

2024 Assessment Growth Business Case #2

Service Grouping: Garbage Recycling and Composting
Service: Garbage Collection and Disposal
Description of Case: Every year collection of garbage, including leaf and yard waste collection, must be expanded to include newly constructed homes that receive curbside collection and multi-residential collection.

1. Current State

a) Description of Current Services Provided

The City currently provides garbage collection services to approximately 131,500 curbside household units and 59,500 multi-residential units. Every year collection of garbage and leaf and yard waste must be expanded to include newly constructed homes that receive curbside collection and multi-residential collection.

b) Current Cost of Services Provided

Applicable Service or Service Component	2023 Operating Net Budget (Tax Levy)	Full-Time Employee (FT) #	Full-Time Equivalent (FTE) #
Garbage Collection Operations - Curbside and multi-residential collection including leaf and yard waste.	\$9,667,437	61	69.2

c) Unit of Measure

Unit of Measure (Description)	Current/Most Recent Value of Unit of Measure
Garbage Collection Operations - Curbside	131,500
Garbage Collection Operations - Multi-Residential	59,500

d) Current Cost by Unit of Measure

Cost/Unit of Measure
\$47.48 per curbside household unit.
\$38.86 per multi-residential unit.
\$8.79 per curbside household unit (leaf and yard waste collection).

e) If this is a Contracted Service, what is the Percentage Contracted Out?

5%

f) Assets Currently Used to Provide Service and Unit of Measure:

Asset: Single and Split Body Rear Loading Packer

Unit of Measure: One packer per 4,600 to 5,000 stops/units (curbside) approximately 6,000 units (multi-residential), average annual internal rental rate of approximately \$102,739 (curbside) and \$127,654 (multi-residential).

2. Operating Request

a) Description of request and impacts.

Expect to add approximately 2,550 curbside household units and 1,150 multi-residential units in 2024. Additional resources will be required to provide collection services to these new homes and multi-residential units. This request ensures the City is able to maintain established levels of collection service for garbage and leaf and yard materials in new and previously existing areas of the City. This request does not include growth (operating) associated with the Green Bin Program since the program starts in January 2024.

b) Staffing Impacts (if applicable)

Staffing FT#	Staffing FTE#	Staffing FTE \$
0	2.3	\$188,178

c) Operating Request

Cost of Unit of Measure	Growth in Metric	Operating Request (Cost of Unit x Growth in Metric)
\$47.48 per curbside household	2,550 curbside units added	\$121,074
\$38.86 per multi-residential unit	1,150 multi-residential units added	\$44,689
\$8.79 per curbside household (leaf and yard waste)	2,550 curbside units added	\$22,415
Total Operating Request		\$188,178

d) Description of Growth in Metric and Rationale

The growth metric is the number of households and multi-residential units added. Construction of homes and multi-residential units has a direct correlation to a growing City.

Additional household and multi-residential unit forecasts based on assuming growth of 1.96% in curbside household units and 1.96% growth in multi-residential units.

3. Capital Request

Not Applicable.

4. Summary of Request

Type	Permanent	One-time	Total
Operating	\$188,178	\$0	\$188,178
Capital	\$0	\$0	\$0
Total	\$188,178	\$0	\$188,178

5. Environmental, Socio-economic Equity and Governance (ESG) Considerations

Environmental, Socio-economic Equity and Governance Profile for this request:

Environmental	Socio-economic Equity	Governance
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Environmental:

Providing collection of waste and yard materials ensures that these materials are managed in an appropriate manner and promotes protection of the natural environment as well as providing a mechanism to utilize waste materials, where applicable, as a resource. In 2024, the City will be operating renewable natural gas packers which has a lower greenhouse gas impact versus diesel garbage packers.

Corporate Greenhouse Gas Emissions: this business case does not include any new greenhouse gas emission sources or increased emissions from existing sources.

Community Greenhouse Gas Emissions: this business case is not expected to have any impact on greenhouse gas emissions in the community.

Community and/or Corporate Resiliency: this business case is not expected to have any impact on community adaptation and resiliency.

Socio-economic Equity:

Collection of waste and yard materials is undertaken to meet the disposal and waste diversion needs of all groups in London. The request ensures new curbside household units and multi-residential units receive the same service as existing households.

Governance:

Not proceeding with the proposed Assessment Growth case may result in not being able to provide equal levels of service to all curbside and multi-residential units because of City growth. The proposed Assessment Growth case will be monitored through the semi-annual operating budget monitoring process.

2024 Assessment Growth Business Case #3

Service Grouping: Garbage Recycling and Composting
Service: Recycling and Composting
Description of Case: Composting of leaf and yard waste that is collected curbside and dropped off at one of the EnviroDepots.

1. Current State

a) Description of Current Services Provided

The City collects yard materials and fall leaves from homes (approximately 131,500 curbside homes). These materials can also be dropped off at the EnviroDepots by residents. Approximately 26,500 tonnes of material were composted in 2022.

b) Current Cost of Services Provided

Applicable Service or Service Component	2022 Operating Net Budget (Tax Levy)	Full-Time Employee (FT) #	Full-Time Equivalent (FTE) #
Composting of leaf and yard materials	\$1,731,396 (2022 cost to compost all materials and haul compostable material from EnviroDepots)	Not Applicable	Not Applicable

c) Unit of Measure

Unit of Measure (Description)	Current/Most Recent Value of Unit of Measure
Households	131,500

d) Current Cost by Unit of Measure

Cost/Unit of Measure
\$13.17 per household

e) If this is a Contracted Service, what is the Percentage Contracted Out?

100%

f) Assets Currently Used to Provide Service and Unit of Measure:

Asset: Not Applicable – Service Contracted

Unit of Measure: Not Applicable – Service Contracted

2. Operating Request

a) Description of request and impacts.

Expect to add approximately 2,550 household units in 2024. The addition of these households will add additional materials that will either be picked-up curbside or delivered to one of the EnviroDepots for composting. This request ensures the City is able to accommodate the cost of composting this additional material as a result of growth.

b) Staffing Impacts (if applicable)

Staffing FT#	Staffing FTE#	Staffing FTE \$
Not Applicable	Not Applicable	Not Applicable

c) Operating Request

Cost of Unit of Measure	Growth in Metric	Operating Request (Cost of Unit x Growth in Metric)
\$13.17 per household	2,550 households	\$33,583
Total Operating Request		\$33,583

d) Description of Growth in Metric and Rationale

The growth metric is the number of households added. Construction of homes has a direct correlation to a growing City.

Additional household forecasts based on assuming growth of 1.96% in household units.

3. Capital Request

Not Applicable.

4. Summary of Request

Type	Permanent	One-time	Total
Operating	\$33,583	\$0	\$33,583
Capital	\$0	\$0	\$0
Total	\$33,583	\$0	\$33,583

5. Environmental, Socio-economic Equity and Governance (ESG) Considerations

Environmental, Socio-economic Equity and Governance Profile for this request:

Environmental	Governance	Socio-economic Equity
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Environmental:

Composting of leaf and yard materials prevents greenhouse gas (methane) emissions that would result from other methods of management such as landfilling these materials. The request ensures that prunings, trimmings, and unwanted

materials from Londoners' investment in natural vegetative landscaping, bushes, shrubs, and trees is managed in an environmentally responsible manner.

Corporate Greenhouse Gas Emissions: this business case does not include any new greenhouse gas emission sources or increased emissions from existing sources.

Community Greenhouse Gas Emissions: this business case is not expected to have any impact on greenhouse gas emissions in the community.

Community and/or Corporate Resiliency: this business case is not expected to have any impact on community adaptation and resiliency.

Socio-economic Equity:

Composting of leaf and yard materials is undertaken to meet the waste diversion needs of all groups in London.

Governance:

Composting and leaf and yard waste is a mandatory activity through Provincial legislation. Not proceeding with the proposed request may result in budget pressures associated with this service as landscaped (bushes, trees, and shrubs) households mature and produce more growth. The ability to implement more affordable alternatives such as home composting is also occurring; however, the ability to manage large volumes of yard waste on-site is generally limited to households with a strong connection to the environment.

The proposed Assessment Growth case will be monitored through the semi-annual operating budget monitoring process. The growth of these organic management practices is part of the goal of the 60% Waste Diversion Action Plan.

2024 Assessment Growth Business Case #4

Service Grouping:	Garbage Recycling and Composting
Service:	Garbage Collection and Disposal
Description of Case:	Increase the contribution made to the Solid Waste Renewal Reserve Fund to cover the capital cost to construct waste disposal capacity to accommodate City growth.

1. Current State

a) Description of Current Services Provided

Every year long-term disposal capacity requirements increase because of the newly constructed homes that receive curbside collection of garbage, multi-residential units that receive multi-residential collection and waste from City operations serving these areas (e.g., more street sweepings). There is a need to increase the contribution to the Solid Waste Renewal Reserve Fund to cover capital costs associated with this growth. The City currently provides collection and disposal services to approximately 131,500 curbside and 59,500 multi-residential units.

b) Current Cost of Services Provided

Applicable Service or Service Component	2023 Operating Net Budget (Tax Levy)	Full-Time Employee (FT) #	Full-Time Equivalent (FTE) #
Disposal of waste generated for curbside and multi-residential household units and City operation yards.	\$2,890,920	Not Applicable	Not Applicable

Note: Contributions to the Solid Waste Renewal Reserve Fund vary based on tonnage received at W12A for disposal.

c) Unit of Measure

Unit of Measure (Description)	Current/Most Recent Value of Unit of Measure
Tonnes of Non-chargeable waste disposed of	29,950

d) Current Cost by Unit of Measure

Cost/Unit of Measure
\$15.00 per tonne*

*Incremental cost based on historical average to increase disposal capacity of the landfill; it includes capital costs, financing, and perpetual care items.

e) If this is a Contracted Service, what is the Percentage Contracted Out?

100% of capital projects and approximately 65% of operating budget.

f) Assets Currently Used to Provide Service and Unit of Measure:

Asset: Constructed waste disposal capacity.

Unit of Measure: Tonne of waste disposal capacity consumed.

2. Operating Request

a) Description of request and impacts.

Expect to add approximately 2,550 curbside household units (assume 1.96% growth) and 1,150 multi-residential units in 2023 (assume 1.96% growth).

Each year approximately 2,000 to 3,000 stops/units are added which generates between 1,000 and 1,500 tonnes of garbage (0.5 tonnes of garbage per stop). City operations (e.g., street sweepings from roads, garbage from parks, etc.) have historically brought approximately 40,000 to 45,000 tonnes of waste to the landfill each year. This amount was slightly reduced in 2022. Notwithstanding the reduced amount observed in 2022, this quantity is expected to grow by about 400 tonnes per year as new roads and parks are built to service growth.

The growth in the City will require an increase in contributions to the Solid Waste Renewal Reserve Fund of \$33,750 (2,250 tonnes x \$15/tonne). Existing operations are not impacted by this small amount of waste that arrives, rather an operating budget contribution to the reserve fund is required. The reserve fund is utilized as a funding resource to cover the capital cost of waste disposal capacity to accommodate City growth.

b) Staffing Impacts (if applicable)

Staffing FT#	Staffing FTE#	Staffing FTE \$
Not Applicable	Not Applicable	Not Applicable

c) Operating Request

Cost of Unit of Measure	Growth in Metric	Operating Request (Cost of Unit x Growth in Metric)
\$15 per tonne	2,250 tonnes	\$33,750
Total Operating Request		\$33,750

d) Description of Growth in Metric and Rationale

The growth metric is the number of tonnes sent to W12A for disposal as new curbside and multi-residential units are added to the City as well as tonnes of street sweepings etc. sent for disposal as a result of growth.

Additional household and multi-residential unit forecasts based on assuming growth of 1.96% in curbside household units and 1.96% growth in multi-residential units.

3. Capital Request

Not applicable.

4. Summary of Request

Type	Permanent	One-time	Total
Operating	\$33,750	\$0	\$33,750
Capital	\$0	\$0	\$0
Total	\$33,750	\$0	\$33,750

5. Environmental, Socio-economic Equity and Governance (ESG) Considerations

Environmental, Socio-economic Equity and Governance Profile for this request:

Environmental	Governance	Socio-economic Equity
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Environmental:

Funding the replacement of the waste disposal capacity that has been consumed at the W12A landfill site ensures there is future capacity to manage residual wastes in an environmentally responsible manner. The W12A landfill site is a modern landfill that has engineering controls to prevent contamination of surface water, groundwater and limit greenhouse gas emissions from waste disposal activities. This investment continues to address London's Climate Emergency Action Plan by contributing to a reduction in greenhouse gas from landfill.

Corporate Greenhouse Gas Emissions: this business case does not include any new greenhouse gas emission sources or increased emissions from existing sources.

Community Greenhouse Gas Emissions: this business case is not expected to have any impact on greenhouse gas emissions in the community.

Community and/or Corporate Resiliency: this business case is not expected to have any impact on community adaptation and resiliency.

Socio-economic Equity:

Funding the replacement cost for waste disposal capacity that is consumed is undertaken to meet the future waste disposal needs of all groups in London.

Governance:

Not proceeding with the proposed Assessment Growth case may result, in the longer term, in inadequate funding from the residential tax base to replace waste disposal capacity that is consumed as a result of City growth.

2024 Assessment Growth Business Case #5

Service Grouping:	Parks and Urban Forestry
Service:	Parks and Horticulture
Description of Case:	As a result of City growth, new parks, roadside features, pathways, and park amenities are added yearly to the Parks and Open Space system and require immediate maintenance.

1. Current State

a) Description of Current Services Provided

Across the City's Parks and Open Space system, 2,923 hectares (Ha) of parkland requires mowing, litter collection, pathway cleaning and plowing, playgrounds safety maintenance and horticultural maintenance. The Parks Operations Team also maintains the grounds at numerous City facilities like arenas, community centres, City Hall, and Museum London.

Lands are added to the parks inventory each year through a formal subdivision assumption process.

b) Current Cost of Services Provided

Applicable Service or Service Component	2023 Operating Net Budget (Tax Levy)	Full-Time Employee (FT) #	Full-Time Equivalent (FTE) #
Parks and Horticulture	\$10,883,183	8	97

c) Unit of Measure

Unit of Measure (Description)	Current/Most Recent Value of Unit of Measure
Hectares of Parkland	2,923

d) Current Cost by Unit of Measure

Cost/Unit of Measure
\$3,723 per hectare

e) If this is a Contracted Service, what is the Percentage Contracted Out?

2 to 10% is contracted out for the provision of irrigation system maintenance and horticulture roadside features.

f) Assets Currently Used to Provide Service and Unit of Measure:

Asset: Trucks, trailers, tractors, and small handheld equipment.

Unit of Measure: Various crew compositions.

2. Operating Request

a) Description of request and impacts.

Lands are added to the Parks and Open Space system each year through acquisitions and through a formal subdivision assumption process the following February. The 2024 assessment growth ask is for parks that were formally added to the parks system in February 2023, a year behind the actual maintenance which starts upon assumption. For 2023, the City added 52 hectares of new parkland in three cost/hectare categories.

A number of new right-of-way features were also added as part of Development Charges funded capital projects, which will incur ongoing contracted service costs for maintenance.

Street Name	Location	Description of Feature	Estimated Operating Value
Southdale Road-TS1336	Southdale/Colonel Talbot	New round-about and intersection improvements.	\$39,000
Fanshawe Park Road-TS1134	Fanshawe/Richmond	New intersection improvements.	\$61,000
Dingman Drive-TS1746	Dingman West of Wellington	New right-of-way improvements including landscaping.	\$20,000
Total			\$120,000

b) Staffing Impacts (if applicable)

Staffing FT#	Staffing FTE#	Staffing FTE \$
0	5.0	\$293,596

c) Operating Request

Cost of Unit of Measure	Growth in Metric	Operating Request (Cost of Unit x Growth in Metric)
\$3,723 per hectare	52 hectares	\$193,596
Right-of-way features	Not Applicable	\$120,000
Total Operating Request		\$313,596

d) Description of Growth in Metric and Rationale

Lands are added to the parks inventory each year through a formal subdivision assumption process. These new parks require maintenance from the day of assumption and are in full public use at that time. These new lands and amenities require mowing, litter collection, pathway cleaning and plowing, playgrounds safety maintenance and horticultural maintenance from the day that they are installed. There will be a combination of summer staffing (8 plus), rental equipment (pick-up trucks), and contracted services to maintain the additional growth items.

3. Capital Request

Not Applicable

4. Summary of Request

Type	Permanent	One-time	Total
Operating	\$313,596	\$0	\$313,596
Capital	\$0	\$0	\$0
Total	\$313,596	\$0	\$313,596

5. Environmental, Socio-economic Equity and Governance (ESG) Considerations

Environmental, Socio-economic Equity and Governance Profile for this request:

Environmental	Socio-economic Equity	Governance
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Environmental:

This business case increases or may lead to increased greenhouse gas emissions (either from direct use of fossil fuels or new electricity requirements) by either adding a new source of emissions or increasing emissions from existing sources. This business case is not expected to have any impact on greenhouse gas emissions in the community. Parks Maintenance is labor and equipment intensive service, new park lands and right-of-way will require additional vehicle hours, leading to a minor increase in carbon emissions. However, well maintained parks (including environmentally significant areas), Thames Valley Parkway trails, and right-of-way horticulture features motivate Londoners to use active transportation systems that the City has developed and reduce automobile dependence. This business case is not expected to have any impact on community adaptation and resilience.

Socio-economic Equity:

This assessment growth request does not have a significant impact on equity deserving or other vulnerable groups. Rather, it will help to provide the resources to keep up with the growth of our park system needs and help to maintain existing service levels that will improve equity and promote physical health. It is anticipated that no significant negative impacts will result from this request and therefore consultation with stakeholders is not applicable.

Governance:

There are no identified risks should this request be approved. Civic Administration will be monitoring the progress, results and impacts and will be reporting through the appropriate monitoring process. However, if not proceeded with, existing service levels will decline as the park system continues to grow.

2024 Assessment Growth Business Case #6

Service Grouping:	Parks and Urban Forestry
Service:	Parks and Natural Areas Planning and Design
Description of Case:	This Service provides the professional staff to plan the City's parks and open space system and design, tender and supervise construction on new parks, and provide technical input into Planning and Development processes.

1. Current State

a) **Description of Current Services Provided:** This service provides the professional staff to plan and manage the City's 2,923 Hectares (Ha) of parks and open space system. Staff plan, design, tender and supervise construction for new parks of many types - neighbourhood, district, City-wide, sports, urban, civic spaces, open space, and woodlands. They provide technical expertise to specialized amenities such as skate parks, dog parks, playgrounds, and event spaces. This team plans, designs and builds the Thames Valley Parkway and other pathway systems and provides technical input into planning and development processes. This team also provides advice to other Service Areas regarding parkland acquisition, landscape design, and they support Parks Operations, Sports Operations and Forestry Operations.

b) **Current Cost of Services Provided**

Applicable Service or Service Component	2023 Operating Net Budget (Tax Levy)	Full-Time Employee (FT) #	Full-Time Equivalent (FTE) #
Parks Planning and Design	\$1,087,273	11	11.3

c) **Unit of Measure**

Unit of Measure (Description)	Current/Most Recent Value of Unit of Measure
Hectares of Parkland	2,923

d) Current Cost by Unit of Measure

Cost/Unit of Measure
\$372.00 per hectare

e) If this is a Contracted Service, what is the Percentage Contracted Out?

Consultants may be utilized to complete planning and design work until sufficient growth funding is accumulated to hire another full-time equivalent.

f) Assets Currently Used to Provide Service and Unit of Measure:

Asset: Not Applicable

Unit of Measure: Not Applicable

2. Operating Request

a) Description of request and impacts.

Professional and technical staff provide key planning and design services for the City's parks and open space system. As the City grows, it continues to acquire more lands for parks and natural areas that require these professional services.

Upon acquisition, each new area requires planning, design, and construction of new amenities. All these projects also require public consultation. Staff levels to support this process need to keep up with growth.

b) Staffing Impacts (if applicable)

Staffing FT#	Staffing FTE#	Staffing FTE \$
Not Applicable	Not Applicable	Not Applicable

c) Operating Request

Cost of Unit of Measure	Growth in Metric	Operating Request (Cost of Unit x Growth in Metric)
\$372.00 per hectare	52 hectares	\$19,344
Total Operating Request		\$19,344

d) Description of Growth in Metric and Rationale

Each year additional parklands are acquired through development processes or through land acquisition and the overall parks and open space system grows in size. Staff levels to support the planning and design of these new lands need to keep up with growth.

The 2024 assessment growth ask is for parks that were formally added to the parks and open space system in February 2023. This value represents 52 hectares of new parkland for a new total of 2,975 hectares (managed in 2023).

3. Capital Request

Not Applicable

4. Summary of Request

Type	Permanent	One-time	Total
Operating	\$19,344	\$0	\$19,344
Capital	\$0	\$0	\$0
Total	\$19,344	\$0	\$19,344

5. Environmental, Socio-economic Equity and Governance (ESG) Considerations

Environmental, Socio-economic Equity and Governance Profile for this request:

Environmental	Socio-economic Equity	Governance
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Environmental:

This business case does not include any new greenhouse gas emission sources or increased emissions from existing sources. This business case is not expected to have any impact on greenhouse gas emissions in the community. This business case is not expected to have any impact on community adaptation and resilience.

Socio-economic Equity: This assessment growth request does not have a significant impact on equity deserving or other vulnerable groups. Rather, it will help to provide the resources to keep up with the growth of our park system needs and help to maintain existing service levels. It is anticipated that no significant negative impacts will result from this request; therefore, consultation with stakeholders is not applicable.

Governance:

There are no identified risks should this request be approved. Civic Administration will be monitoring the progress, results and impacts and will be reporting through the appropriate monitoring process. However, if not proceeded with, existing service levels will decline as the park system continues to grow.

2024 Assessment Growth Business Case #7

Service Grouping: Parks and Urban Forestry

Service: Urban Forestry

Description of Case: This case relates to maintenance of newly planted trees on boulevards, open spaces in recently assumed subdivisions and woodlands.

1. Current State

a) Description of Current Services Provided

Urban Forestry provides professional operational (tree planting, pruning, removal and emergency) and technical services. It also develops policies, guidelines, strategies, by-laws, and plans related to tree preservation, care and maintenance and forest health concerns. Management Plans are created for newly assumed woodlands that improve upon biodiversity and community experience. Forestry is also the lead for the City's Tree Protection By-law.

b) Current Cost of Services Provided

Applicable Service or Service Component	2023 Operating Net Budget (Tax Levy)	Full-Time Employee (FT) #	Full-Time Equivalent (FTE) #
Forestry Operations and Urban Forestry	\$5,881,602	28	31.5

c) Unit of Measure

Unit of Measure (Description)	Current/Most Recent Value of Unit of Measure
Number of Trees	214,216
Woodlands	476

d) Current Cost by Unit of Measure

Cost/Unit of Measure
\$22.70 per tree
\$2,141 per woodland

e) If this is a Contracted Service, what is the Percentage Contracted Out?

41% based on contracted service, other purchased service, and external rentals.

f) Assets Currently Used to Provide Service and Unit of Measure:

Asset: Various internal and contracted fleet and equipment.

Unit of Measure: 2 to 3 staff per vehicle depending on type of vehicle.

2. Operating Request

a) Description of request and impacts.

6,567 new trees (Reforest London, Forestry and Parks Planning plantings), 1 assumed woodland with trees will be added to Urban Forestry in 2023.

b) Staffing Impacts (if applicable)

Staffing FT#	Staffing FTE#	Staffing FTE \$
0	0.0	\$0

c) Operating Request

Cost of Unit of Measure	Growth in Metric	Operating Request (Cost of Unit x Growth in Metric)
\$22.70 per tree	6,567	\$149,071
\$2,141 per woodland	1	\$2,141
Total Operating Request		\$151,212

d) Description of Growth in Metric and Rationale

New trees are planted by Parks, Forestry and Reforest London. Woodlands are added as part of newly assumed subdivisions.

3. Capital Request

Not Applicable

4. Summary of Request

Type	Permanent	One-time	Total
Operating	\$151,212	\$0	\$151,212
Capital	\$0	\$0	\$0
Total	\$151,212	\$0	\$151,212

5. Environmental, Socio-economic Equity and Governance (ESG) Considerations

Environmental, Socio-economic Equity and Governance Profile for this request:

Environmental	Socio-economic Equity	Governance
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Environmental:

This business case increases or may lead to increased greenhouse gas emissions (either from direct use of fossil fuels or new electricity requirements) by either adding a new source of emissions or increasing emissions from existing sources. Maintenance of trees and woodland involves machine hours that may increase greenhouse gases marginally; however, Parks and Forestry is working towards purchasing electrical equipment as commercial-grade products become available, especially hand-held equipment. This phase-in is expected to occur throughout the coming decade.

This Assessment Growth case is expected to avoid, reduce, or help to reduce greenhouse gas emissions in the community.

This Assessment Growth case is expected to improve or increase community adaptation and resilience in the community.

Socio-economic Equity:

Trees and woodlots provide many benefits to the City that include but are not limited to quality-of-life enhancements by providing shade, beauty, increased property values and continue our progress towards meeting the goals of the Urban Forest Strategy.

Governance:

New trees and woodlots require continuous maintenance to grow in size and value over time; there is a risk of these forestry assets not being protected and conserved without new assessment growth funding.

2024 Assessment Growth Business Case #8

Service Grouping:	Fire Services
Service:	Fire & Rescue Services
Description of Case:	The London Fire Department is requesting operating costs for the 9-1-1 Communications Centre to service an increasing number of calls (both emergency and non-emergency).

1. Current State

a) Description of Current Services Provided

The London Fire Department ('LFD') 9-1-1 Communications Centre handles all call processing and dispatching for emergency 9-1-1 calls, emergency monitor alarm calls, and non-emergency calls for the City of London Fire Department. Presently, there are four (4) platoons, each staffed with three (3) Communicators. There is a minimum staffing of two (2) Communicators per 12-hour shift. At present, there is a total complement of twelve (12) full time Communicators. If one of the Communicators is off for sickness, vacation, or other reason, they are not replaced; the Centre then operates with only two (2) Communicators for the shift.

In 2001, the Communications Centre staffing was increased to twelve (12) Communicators. In 2015, when the London Fire Department stopped dispatching for the County of Middlesex, staffing was reduced to ten (10) Communicators. In 2018, the staffing returned to twelve (12) full time Communicators.

The chart below shows the population increase along with the total emergency incidents dispatched for service. This chart does not include the total number of 9-1-1 calls or emergency and non-emergency lines answered as there is currently no "call-counting" program in the Centre. From 2018 to 2023, the population has increased by 10%. Correspondingly, the emergency incidents have increased by 36.7%.

	2018	2019	2020*	2021	2022	2023 Projected
Population	399,200	406,900	414,600	422,300	430,900	439,500
Emergency Incidents	10,052	10,595	9,235	11,165	13,459	13,742

*NB: During the initial COVID-19 pandemic in 2020, Middlesex – London Paramedic Service and the Ministry of Health and Long-Term Care stopped tiering our responses to unconscious calls because of the increased risks to all responders, which would have been an estimated 2,500 extra incidents.

It is anticipated that by 2027, there will be an increase in population to an estimated 472,600, or 18.4% from 2018. This increase can be extrapolated to project an expected increase of emergency calls to an estimated 14,777 in 2027. From the 2018 emergency responses this estimated increase will be 47% over the ten years. The anticipated workload will exceed the capacity of the current complement of Communicators, potentially causing a degradation of service.

When a 9-1-1 call is received in the City of London, the London Police Service ('LPS')—the Primary Public Safety Answering Point ('PSAP')—answer the call and ask the caller if they require "Police, Fire, or Ambulance", and then transfer the call accordingly. As is typical when a fire call is received, there are often multiple 9-1-1 callers reporting one incident. As these calls are first answered by LPS, they are then transferred over to the LFD Communications Centre. With minimum staffing of two (2) Communicators in the Centre, this becomes challenging when one of the Communicators requires a break/meal period or must be away from their desk, thus leaving all the call answering for multiple lines as well as dispatching the Fire emergency vehicles in the City of London with one (1) Communicator. The Communicator attempting to take their break/meal is often called back to answer phone lines and dispatch vehicles.

b) Current Cost of Services Provided

Applicable Service or Service Component	2023 Operating Net Budget (Tax Levy)	Full-Time Employee (FT) #	Full-Time Equivalent (FTE) #
Communications Division Operating Budget	\$2,138,719	15	15.0

c) Unit of Measure

Unit of Measure (Description)	Current/Most Recent Value of Unit of Measure
Number of FTE Communicators	12.0

Unit of Measure (Description)	Current/Most Recent Value of Unit of Measure
Population	439,500
Number of Emergency Incidents per Year	13,742

d) Current Cost by Unit of Measure

Cost/Unit of Measure
\$140,697 per FTE Communicator
\$4,866 per 1,000 population
\$155.63 Per Emergency Incident

e) If this is a Contracted Service, what is the Percentage Contracted Out?

Not Applicable

f) Assets Currently Used to Provide Service and Unit of Measure:

Asset: Communications consoles, radio equipment, office furniture
Unit of Measure: One console station per communicator on duty

2. Operating Request

a) Description of request and impacts.

This request adds four (4) additional full time Communicators, which equate to one (1) additional Communicator per platoon. The total complement per platoon per shift will then be four (4) Communicators. Minimum staffing will increase to three (3) Communicators per platoon with this addition. This will bring the total staffing complement to sixteen (16) full time Communicators.

b) Staffing Impacts (if applicable)

Staffing FT#	Staffing FTE#	Staffing FTE \$
4	4.0	\$562,788

c) Operating Request

Cost of Unit of Measure	Growth in Metric	Operating Request (Cost of Unit x Growth in Metric)
\$155.63 Per Emergency Incident	3,690 Increase in Emergency Incidents since 2018	\$574,275
Total Operating Request		\$574,275

d) Description of Growth in Metric and Rationale

This Service has experienced a significant growth in the number of calls over the last several years as the City's population has grown. The \$574,275 request for additional staff will allow the London Fire Department's Communications Division to continue the same level of service to the LFD and to meet industry standards.

3. Capital Request

Not Applicable

4. Summary of Request

Type	Permanent	One-time	Total
Operating	\$574,275	\$0	\$574,275
Capital	\$0	\$0	\$0
Total	\$574,275	\$0	\$574,275

5. Environmental, Socio-economic Equity and Governance (ESG) Considerations

Environmental, Socio-economic Equity and Governance Profile for this request:

Governance	Socio-economic Equity	Environmental
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Environmental:

This business case does not include any new greenhouse gas emission sources or increased emissions from existing sources.

This business case is not expected to have any impact on greenhouse gas emissions in the community.

This business case is not expected to have any impact on community adaptation and resilience.

Socio-economic Equity:

The London Fire Department provides services to all residents of London, including those in marginalized communities. Many services are provided by the Communications Division to support the needs of vulnerable populations and to enhance their safety. These groups include those living in community non-profit housing, the elderly population, and newcomers to Canada. This specific assessment growth case enables those on the frontline to continue their operations uninterrupted by delays or inefficiencies within the call taking and dispatching processes.

The addition of one (1) additional Communicator per platoon would increase the efficiency of call processing and dispatching capabilities enabling the London Fire Department to provide ongoing timely support to vulnerable populations and would enhance customer-focused services provided directly to the residents of London.

There would be a high positive impact by providing funding for the additional Communications Operators in the 9-1-1 Communications Centre. This would allow for effective emergency response ensuring public safety as the communicators would be able to concentrate on specific tasks instead of trying to coordinate several different incidents at the same time. There will also be a high level of impact by allowing staff to receive appropriate rest periods.

There are no negative impacts to this request.

Governance:

There are no risks to this request.

With the estimated population growth of 18% within the City of London between 2018-2027 and a 47% increase in the number of incidents responded to by the London Fire Department from 2018-2027 estimated values, the risks are that public safety could be affected if a Communicator is not able to answer an emergency 911 line in a timely manner or if they are tied up on another 9-1-1 line and unable to properly dispatch the appropriate emergency service resources within the standard timeframe.

Call processing is monitored through Call Exception Reporting and through Quality Assurance Programs to ensure the best customer service is provided. The additional staff will allow a Communicator to gather more information from the callers and not be rushed to get through the call as other 9-1-1 lines are ringing.

2024 Assessment Growth Business Case #9

Service Grouping: Protective Services
Service: London Police Service
Description of Case: Increase complement to address growth needs

1. Current State

a) Description of Current Services Provided

Police Officer duties, as delineated in the Police Services Act, have the responsibility for preserving the peace, preventing crimes, assisting victims of crime, apprehending criminals, laying charges, and participating in prosecutions, emergency response, and all administrative functions associated with these duties. This all-encompassing mandate is required 24/7/365. The specific functions of police officers and administrative staff tasked with these duties are further informed by various statutes, common law and case law, all of which impact workload independent of population size, but most certainly are impacted by population growth. Further, Police Service Boards, and by extension, Police Services, are tasked with ensuring efficient and effective service delivery, which necessitates the engagement of civilian staff, often in administrative and support roles.

b) Current Cost of Services Provided

Applicable Service or Service Component	2023 Operating Net Budget (Tax Levy)	Full-Time Employee (FT) #	Full-Time Equivalent (FTE) #
London Police Service	\$131,430,637	919	925.4

c) Unit of Measure (one required, up to three may be entered)

Unit of Measure (Description)	Current/Most Recent Value of Unit of Measure
Population	439,500

d) Current Cost by Unit of Measure

Cost/Unit of Measure
Gross Operating Budget / Population \$141,478,423 / 439,500 = \$321.91

e) If this is a Contracted Service, what is the Percentage Contracted Out?

No services are contracted out.

f) Assets Currently Used to Provide Service and Unit of Measure:

Asset: Vehicles, Technology (Computers/Docks/Monitors/Tablets), Office Space (Furniture, Lockers, Renovations), Police Equipment
Unit of Measure: 1 per 3.5 Patrol Officers, Related to each position (requirements vary), Required for each police position

2. Operating Request

a) Description of request and impacts.

To keep pace with the growth within the City of London, provide adequate and effective police service to a growing city, and to close the frontline staffing gap, the London Police Service is seeking a total of 27 Full-Time Equivalent positions (21 police and 6 civilian) for 2024. These positions are representative of both frontline and support roles. Support roles are integral to ensure the most effective delivery of service to the citizens of London.

There is a nexus between population growth, the positions requested and community safety. Efforts have been made, internally, to identify efficiencies, restructure internal work groups to maximize effective service delivery, and technology has been introduced to support it all. Every position requested has a role to play in keeping the citizens in the City of London safe. Where possible, positions have been “re-purposed”; however, it is not possible to repurpose any other positions to meet the needs this request represents.

The specific requests are outlined in the “Other Information” section below.

b) Staffing Impacts (if applicable)

Staffing FT#	Staffing FTE#	Staffing FTE \$
27	27.0	\$4,455,736

c) Operating Request (Choose most appropriate metric or average of metrics)

Cost of Unit of Measure	Growth in Metric	Operating Request (Cost of Unit x Growth in Metric)
\$321.91	8,600	\$2,768,426
Calculated Operating Request		\$2,768,426
Request Exceeding Growth Metrics		\$2,647,108
Total Operating Request		\$5,415,534

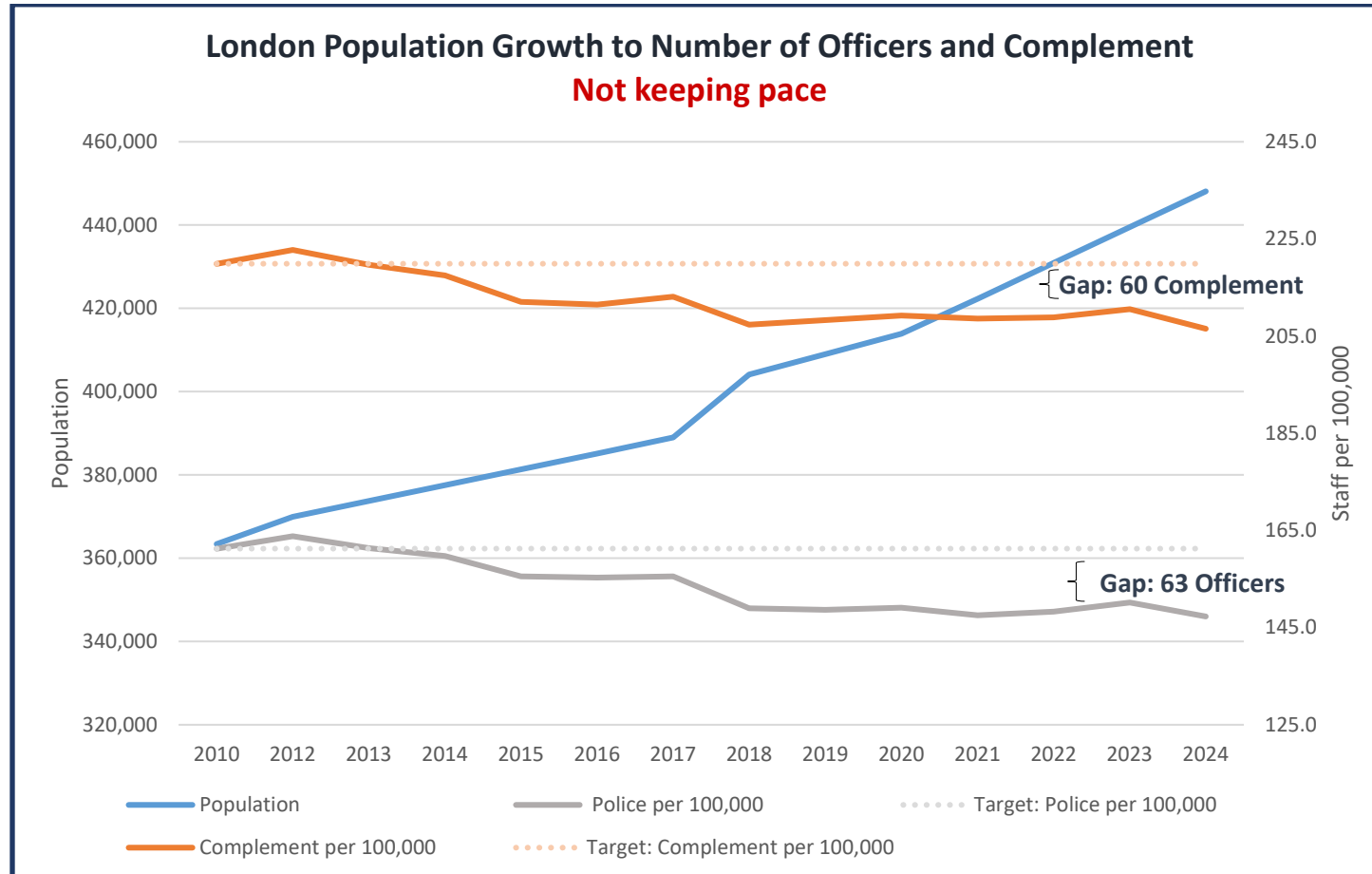
d) Description of Growth in Metric and Rationale

The population growth of the city, in addition to workload growth, necessitates this request. Administrative (support) positions are required to facilitate effective and efficient service delivery. It is impossible to continually add more frontline employees without also increasing support staff to manage the backend (administrative) workload.

Population growth, density, and intensification impact demands for policing. Traditional thinking is that where there is a greater population, greater police resources are required. This includes both proactive and reactive police activities combined with impacts to those in support roles within the organization (e.g., Human Resource Management, Financial Services, Fleet and Facilities). Developments such as the Old East Village and downtown revitalization, impact population density and will require more resources to maintain public safety and respond to calls. Strategic initiatives introduced by the City to attract and retain population downtown will increase these effects.

Increased population translates to increased demands for policing within the community. According to Statistics Canada, the population of the City of London in 2021 grew to 422,324, up 10% from 383,822 in 2016. The downtown core has specifically seen a 12% increase in growth. City of London Corporate Growth Projections estimate that the City's population will grow to 465,300 by 2026.

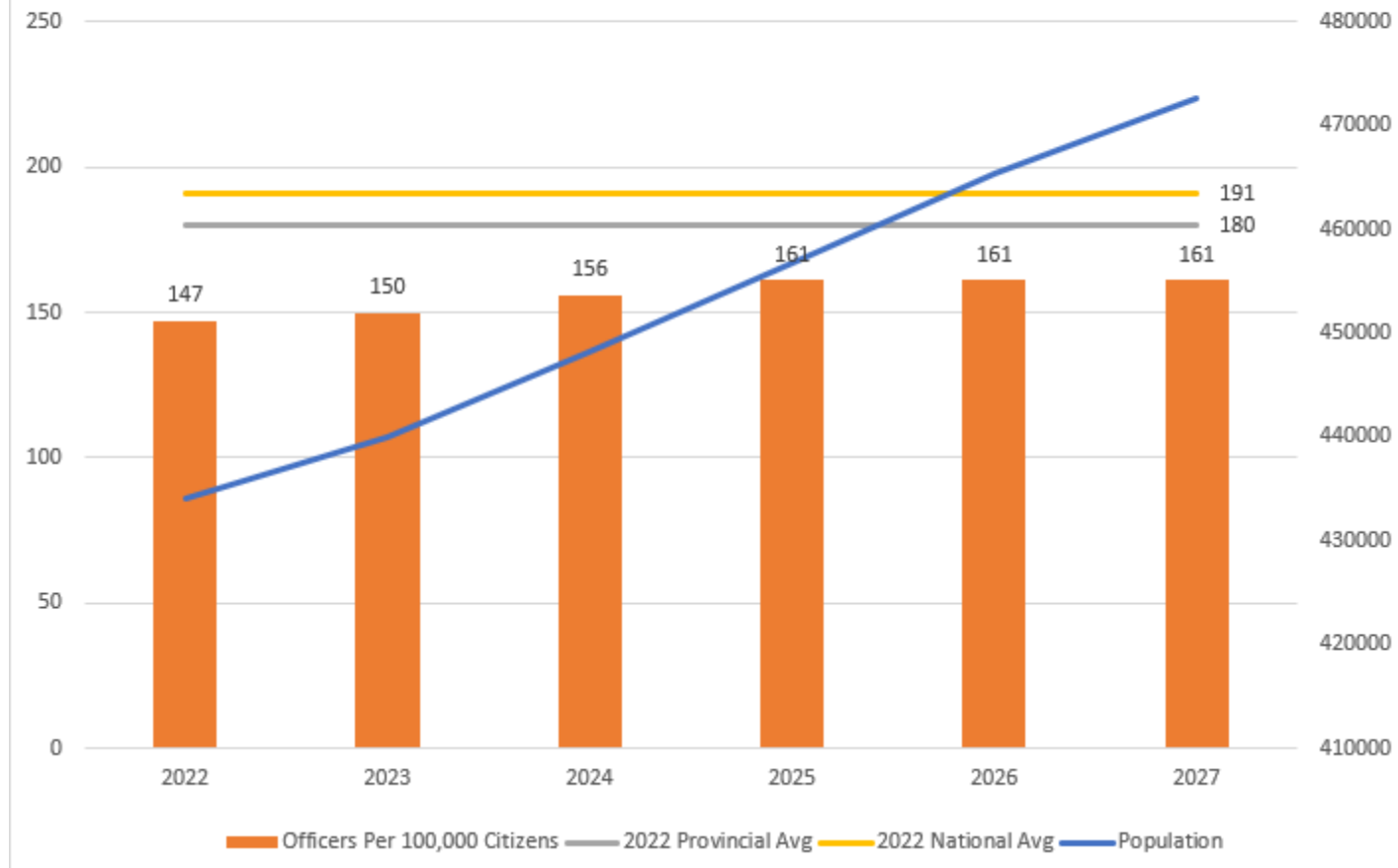
While the population has been steadily increasing, the measurement of Police Officers and Civilian Staff per 100,000 Population has declined since 2012. The result is an ever-widening gap; for example, to maintain a Staff: Population ratio of 219.9 to 100,000 (from 2010), a total of 60 Staff (sworn and civilian FTE) would be required for 2024. If we only consider sworn members (police to 100,000 population), the gap is even greater. A total of 63 sworn members would be required to maintain a ratio of 161.3 to 100,000 population for 2024.



Maximizing the opportunity to increase LPS sworn and civilian complement commensurate with population growth is essential to maintain service delivery. It is anticipated that the City of London will grow to a population of 472,600 in 2027. If we assume that the thirty-four (34) sworn positions sought in the 2024-2027 Business Cases and the sixty-three (63) sworn positions requested in the four-year Assessment Growth Business Case were approved, the Police per 100,000 Population ratio would be 161, which remains well below the 2022 Provincial and National averages of 180 and 191 respectfully. Furthermore, it is assumed that both Provincial and National averages will increase beyond 2022 levels over this period as police agencies increase in size to maintain the delivery of adequate and effective policing to their communities. Six (6) support staff are also part of the Assessment Growth requirements to support the additional officers required in 2024-2027.

**Police Per 100,000 Population - All Business Cases including Assessment
Growth - Adjusted for Expected Population Growth**

Source: City of London Budget Guidelines



3. Capital Request

a) Capital Request

Capital Project Number and Description: Example: ME202101 – Vehicle & Equipment	Permanent	One-Time	2024 Total
PP431424 – Replacement Police Vehicles	\$	\$311,833	\$311,833
PP429124 – Police Equipment	\$	\$2,182	\$2,182
PP429524 – Police Technology Equipment	\$	\$79,375	\$79,375
PP444424 – Police Headquarters Building Major Repairs	\$	\$303,800	\$303,800
PP4405 – Police Radio User Gear Replacement	\$	\$31,546	\$31,546
Total Expenditure	\$0	\$728,736	\$728,736

b) Description of impacts

The overlap of shifts that constables work do not align. It is not advisable to have a delay in an ability for a constable to access a vehicle. There is insufficient capacity with existing inventory necessitating the requirement for 4 additional vehicles (one vehicle is required for every 3.5 patrol officers). An in-car mobile radio is required for each vehicle outfitted for patrol.

Each of the positions requested require technology to support daily tasks. This includes computers, monitors, and laptops for example.

Outfitting costs associated to police positions include necessary equipment such as body armour (external vests and carriers). London Police Service is required to provide appropriate equipment to comply with its duty to protect the health and safety of its officers.

Space renovations are required to Headquarters (601 Dundas Street) to properly house these positions, which includes renovating existing space, purchasing office furniture, and the expansion of locker/storage space for frontline officers.

There are sufficient funds in PP461519 to accommodate outfitting costs, portable radio user gear, and firearm funding requirements for sworn members. As such, the requested funding amount to support these positions has been reduced by a total of \$137,513.

4. Summary of Request

Type	Permanent	One-time	Total
Operating	\$4,580,090	\$106,708	\$4,686,798
Capital	\$0	\$728,736	\$728,736
Total	\$4,580,090	\$835,444	\$5,415,534

The Operating allocation (Growth area X unit of measure cost of service) equates to \$2,768,426 (8,600 residents x \$321.91 per resident). The requested amount is higher than the growth calculation for 2024 but is necessary to provide the staffing resources requested for 2024 to address growth pressures and to account for prior years' lower-level funding requests compared to calculated operating allocations. The total operating request includes a portion of permanent funding for ongoing IT, uniform, training, and vehicle maintenance (\$124,354), as well as one-time expenditures for setup costs.

5. Environmental, Socio-economic Equity and Governance (ESG) Considerations

Socio-economic Equity	Governance	Environmental
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Environmental:

Corporate Greenhouse Emissions - This business case leads to an increase in greenhouse gas emissions from direct use of fossil fuels, when in use.

Community Greenhouse Gas Emissions - This business case is likely to increase greenhouse gas emissions in the community.

Community/Corporate Resilience - This business case is not expected to have any impact on community adaptation and resilience.

As complement is added to the service, the number of vehicles required by staff also increases. LPS understands and is committed to replacing vehicles that require fuel with Electric Vehicles (EVs) as part of daily operations. It is estimated that CO2 greenhouse gas emissions will be reduced by an average of 11.5 tonnes per vehicle annually. Transitioning to EVs further lowers noise pollution, is more energy-efficient, and demonstrates a commitment to sustainability – setting a positive example for residents and neighbouring communities.

Increasing frontline staffing will assist the city in its response to extreme weather events. Officers can assist with evacuations efforts, disaster management and assist in maintaining public order during emergencies. Additional officers and support staff will improve coordination and communication between the police service and other emergency response agencies. A well-resourced service can engage in community outreach and education efforts to prepare residents for extreme weather events before they occur.

Socio-economic Equity:

All members of the community need to feel safe and police presence and increased police visibility contribute greatly to accomplishing this need. It is essential for police to work proactively and engage authentically with community members. This engagement needs to be balanced to ensure an equitable outcome for socio-economically disadvantaged communities. This begins with recruiting members representative of the community they serve, incorporating socio-economic practices in strategic planning, budgeting, and resource allocation. Currently frontline officers are call-to-call, often clearing from one in a hurried fashion to respond to another pressing emergency. This rushed approach cannot be seen as authentic engagement. Members of communities do not feel valued or heard when their interaction with police is rushed or their concern is perceived by police to be trivial. Trust between the community and police is thus further eroded and the confidence placed on police to ensure safety is lost.

The Canadian Journal of *Criminology and Criminal Justice* (vol 61, Issue 4, October 2019), using data published by Statistic Canada between 1998 and 2017 across almost 700 Canadian municipal police jurisdictions found that jurisdictions that hire more officers tend to experience less crime overall, including fewer homicides and fewer property crimes. The article goes on to state: “this evidence confirms that public investment into local policing can contribute to the reduction of crime and can yield social benefits that exceed their cost.”

Governance:

Adding more police officers and support staff to LPS will have significant positive impacts on governance including enhanced public safety, reduced crime rates, improved traffic enforcement at high-harm locations, improved community policing, emergency response, formation of specialty units focused on high-harm crimes involving London's most vulnerable population, in addition to significant cost savings by reducing the high overtime costs associated with an under-resourced service.

Additionally, having an under-resourced police service generates great risk from a governance perspective such as the inability to meet legislative timelines, delays attributed to disclosure of evidence and resulting stay of proceedings, reduction in Clearance Rates (ability to solve crimes), rise in crime severity and reduction in proactive enforcement. For example, in 2022, Statistics Canada reported that the municipality of London had the 6th highest Crime Severity Index (CSI) (79.9), higher than both the provincial (58.5) and national (78.1) CSI. Clearance Rates for violent crime decreased by 11% in 2022 from 2021 (Statistics Canada). Additionally, from 2011 to 2022, traffic enforcement (Provincial Offence Notices) decreased by 77% due to staffing shortages and high call volume requiring an urgent response.

6. Other Information

Fourteen (14) Constables, Two (2) Sergeants, One (1) Staff Sergeant, One (1) Inspector Patrol Operations (frontline) – Additional positions

Frontline constables are the primary responders to emergency calls in the city. It has been well-established that the workload demands on the LPS continue to increase, and despite nominal increases in staffing, the gap between the number of police officers to population continues to grow. The LPS continues to fall further behind provincial & national averages for officers to population ratios. LPS is currently 147.2 officers per 100,000, vs. provincial avg of 180, national avg. 191 (Statistics, Canada). The addition of 14 constables and the associated supervision to accommodate the growth of frontline patrol will bring the number of officers up to 156 officers per 100,000 population (when adjusting for expected population growth) in 2024, which is still well below the provincial and national averages.

The increase in population and widening staffing gap is most evident in significant increases to response times that is reflected in LPS data as well as in community consultations. According to the LPS Annual Report, response times to emergency calls has increased 3.8%, urgent calls (priority 2) has increased by 68%, and response times to non-urgent calls has dramatically increased by 557.2% since 2021. Not surprisingly, public complaints related to response times have increased by 233% since 2020. This does not include the many complaints that are informally resolved by officers, supervisors, and senior management on a day-to-day basis.

Additionally, the volume of emergency calls, that require the most frontline resources, have more than doubled since 2018. In short, there is increased volatility (i.e. violence and weapons) in our community. These have become almost daily occurrences. For example, the number of “Assault in Progress” calls increased by almost 50% between 2018 and 2022 with the average response time to that call type increasing 400% over the same period. London’s Overall Crime Severity Index (CSI) (79.7) is higher than both the provincial (58.5) and national (78.1) CSI (Statistics Canada).

These are factors that are not only affecting service delivery to the public but also increasing the workload and stress for officers. In short, LPS staffing has not kept up with the growth the of the city and the increased complexity of calls. The requested new positions will be utilized as part of frontline patrol, however, focusing on the most harmful and more complex investigations that have increased and strained resources in our organization. The supervisory positions are required to address the growing size of the organization and to mitigate risk. The Inspector position will eventually allow for each patrol section to have a dedicated commander rather than one Inspector managing nearly 400 sworn and civilian members.

One (1) Detective Constable, Digital Forensics Unit, Investigative Support Section – Additional Position

The Digital Forensics Unit (DFU) is responsible for conducting forensic analysis of digital evidence including, but not limited to computers, mobile devices, vehicle infotainment systems, and external storage devices as required to support ongoing investigations. The members are required to assist with search warrant execution and testify in court regarding the results of these analyses.

Over the past several years the DFU has experienced unprecedented demands for analysis, search warrant executions, and expert court testimony. The last augmentation of personnel was the addition of a Special Constable DFU examiner in 2018 bringing the total compliment to 1 Detective, 1 Detective Constable, and 3 Special Constables.

The consistent high workload has resulted in a backlog of devices waiting for analysis. The current backlog for analysis is at 37 weeks, a 7-month backlog. Divided by 5 examiners this represents an overall backlog of 9 weeks, which impacts furthering investigations and timely disclosure for court proceedings. Each examiner would have to work on the current queue of devices for 9 weeks in a row to address the volume of work. However, the 9-week figure is not realistic as it does not account for the daily influx of cases that are serviced for high-priority cases pushing older cases in the queue further behind.

The constant influx of high-priority cases has had the effect of delaying the analysis of less severe crime types to a point where there is a possibility that court proceedings are affected due to breaches of section 11 of the Charter (the right to be tried within a reasonable time). Delays attributed to disclosure of evidence can result in stays of proceedings or stagnate the progress of an investigation that may be relying on digital evidence.

The growth of the city and resulting increase in complex, high-harm crime, will undoubtedly generate more requests for digital forensic analysis of seized electronic devices. The DFU is unable to meet the current demands and any further service requests cannot be met without the requested additional staffing.

One (1) Detective Constable Human Trafficking Unit, Sexual Assault and Child Abuse Section – Additional Position

Members of the Sexual Assault and Child Abuse Section, Human Trafficking Unit (HTU) investigate all allegations of human trafficking including sex trafficking and labour trafficking. The HTU conducts proactive police work on a regular basis by engaging with Sex Trade Workers to ensure they are safe, explain support resources available to them and to determine if they are victims of human trafficking. The HTU also provides public education sessions with a variety of community groups as well as to members of the London Police Service.

According to the most recent Census data, the population of London has increased 10% from 383,822 (2016) to 422,324 in 2021 making London one of the fastest growing cities in Ontario. This growth combined with London's geographical proximity to Highway 401, makes London area a hub for human trafficking.

The nature of the work conducted by the members of the unit relates to proactive engagements and safety planning to prevent and reduce harm, which does not always result in criminal investigations. Proactive engagements between members of the LPS Human Trafficking Unit and sex trade workers in London has increased by 161% over a three-year period. Charges laid by members of the LPS Human Trafficking Unit have increased by 70% over a three-year period (2020 – 91, 2021 – 56, 2022 – 155).

These investigations are very complex and often occurs across multiple jurisdictions, involving a network of offenders and multiple victims. Adding an additional constable to this Unit will assist in managing the increasing workload, mitigate risk and better support vulnerable victims of crime.

One (1) Detective Sexual Assault and Child Abuse Section – Additional Position

The Sexual Assault and Child Abuse Section (SACAS) investigates allegations of sexual assault, child abuse and physical or emotional abuse of elders. All three areas have seen significant year-over-year increases and the complexity of these investigations has grown considerably as case law and best practices evolve. Sexual assault, child abuse and elder abuse cause significant harm to victims/survivors as well as the community.

According to the most recent Census data, the population of London has increased 10% from 383,822 (2016) to 422,324 in 2021. The number of children in London aged 0 to 14 years has increased 11.5%. The number of elderly persons aged 65 and older has increased 17.7%.

Sexual assaults reported to the LPS have increased by 52% over a four-year period (2019 – 375 cases, 2020 – 419 cases, 2021 – 532 cases, 2022 – 570 cases). From January 2023 to June 2023, 316 sexual assaults were reported to the LPS – representing a 7% increase comparing to the same period for 2022. Investigations involving allegations of sexual and physical abuse, criminal negligence and fail to provide necessities of life where the victim is under the age of 16 increased by 72% over a four-year period (2019 – 293, 2020 - 300, 2021 – 393, 2022 - 504). Investigations involving allegations of physical and/or emotional abuse of elders increased by 79% over a four-year period (2019 – 14, 2020 – 19, 2021 – 39, 2022 - 25).

These investigations are incredibly sensitive to manage and are often highly scrutinized when errors are made. Adding an additional Detective to this Unit will assist in managing the increasing workload, mitigate risk and better support vulnerable victims of crime.

One (1) Legal Clerk, Legal Services, Executive Division – New Position

Legal Services is responsible for all legal claims, WSIB claims, record requests, Contracts, Agreements, and Privacy Impact Assessments. In addition, Legal Services reviews all complaints received/generated about members, handles any litigation required under the Police Services Act and is the direct point of contact for any legal questions LPS members have.

According to Statistics Canada, the municipality of London has grown by 10% over the last five years (2016 to 2021). LPS has increased in size by 6.9% from 2020 to 2023. This growth has increased demands on Legal Services specific to resolving members questions/concerns, related instruction on complex issues and in the review of complaints.

Formal Complaints received about members of the LPS have increased by 68.9% over a three-year period (2020-151 complaints, 2021-226 complaints, 2022-255 complaints).

At any given time, 8-10% of our frontline workforce is out of the workplace due to an Occupational Stress Injury. Legal Services is the only point of escalation for HR when navigating the associated claims and appeals.

Freedom of Information requests have increased by 38.2% over a three-year period (2020 – 652 requests, 2021-799 requests, 2022-901 requests). These requests drive workload for Legal Services due to their complexity and require legal assistance to interpret applicable caselaw.

The process of managing third-party motions is also resource intensive. For example, in 2021, 216 motions and 162 orders were processed requiring approximately 460 hours of administrative time. In 2022, 148 motions and 80 orders were processed, requiring approximately 268 hours of administrative time. In 2023 to date, 131 hours have been spent processing 92 motions and 26 orders. As the Judicial System returns to pre-pandemic caseloads, these requests will increase exponentially.

Currently, Legal Services is comprised of a Senior Director and Director. Legal Services was formed in 2018 and has never had a dedicated administrative support position. To alleviate workload pressures and enable them to focus on core operational demands, the implementation of a Legal Clerk position is proposed. This position would be responsible for handling administrative tasks associated with the above-described legal processes, thus freeing up the Senior Director and Director for more strategic activities.

One (1) Project Manager, Facilities Services – New Position

The Facilities Project Manager will be responsible for managing and administering the design, development, and construction of new and redeveloped interior and exterior capital projects. This member will also be responsible for organizing and coordinating complex growth projects in relation to pre-construction and post-construction activities for the expanding and re-design of LPS infrastructure.

LPS has recently acquired the additional space of a Foot Patrol office (2000 sq') and Communications Center (5,500 sq') and is in the process of acquiring additional space for Training, Property & Fleet Storage (30,000 sq') as well as an additional office space for police personnel (30,000 sq'). As the police service continues to grow, the facilities

management section is pressured to accommodate more staff resulting in on-going renovations to current space in addition to managing the development of new off-site facilities.

Currently there is a five-year backlog of LPS major capital repair projects. These capital repair projects require advance planning and scheduling of Maintenance Technicians to complete. Much of the Facilities Services staff time is spent on urgent demands and issues impacting health and safety. Despite adding two Maintenance Technicians in 2022, workload backlog has remained high. Currently there are 202 general maintenance requests that are pending completion compared to 213 open requests from this time last year. It is evident from these numbers that facilities staff are only managing day-to-day workload and are not able to allocate time to backlogged capital projects.

The additional Facilities Services position dedicated to Project Management will ensure LPS facilities are functional and constructed in accordance with applicable legislation and will allow the Facilities Services Manager to focus on planning and strategic initiatives.

One (1) Automotive Services Technician, Facilities, Finance, and Fleet Division – Additional Position

The Automotive Services Technician is responsible for the orderly operation of the LPS fleet of vehicles including diagnosing and repairing all types of faults in mechanical, electrical, electronic, and hydraulic assemblies. These members also perform road tests on vehicles, respond to service calls from frontline members, and work orders as required.

Currently, the LPS has a complement of six (6) Automotive Service Technicians, including one supervisor. There has not been an addition in staffing in this area since 2011, despite the growth of the city, the police service, and the associated fleet of vehicles. Since 2011 there has been a 20% increase in operational assets that require legislated inspections and service more than once annually.

Between 2011 and 2022 there has been a 62% increase in preventative maintenance work orders (1090 in 2011 and 1774 in 2022). Reactionary maintenance work orders have also increased by 23% since 2011 (1517 in 2011 and 1881 in 2022).

In the coming years (2023-2025) this position is needed with the expected increase in frontline police officers and the addition of fifteen (15) vehicles that will require service. Without this position, vehicles may be held out of service for inspections or work will be outsourced at a higher cost.

One (1) Accounting and Financial Planning Supervisor, Finance, Facilities, and Fleet Division (FFFD) – New Position

The Financial Analyst Supervisor will provide frontline support to members within Accounting and Financial Planning Unit, supporting operating and capital budget development, budget monitoring, financial analysis, financial reporting, and all financial accounting activities.

As the city grows all divisions within LPS continue to grow annually. Uniformed Division is the largest business unit with approximately 50% of LPS operating budget and authorized complement. Uniformed Division authorized FTE complement as of 2023 is set at 487 members compared to 426 members in 2020 which represents an increase of 14%. This directly increases the demand on Financial Services to provide financial consultation budgeting support and processing and handling more accounting transactions and inquiries. Business activities and operations have increased over the last four years across all divisions due to growth in protective services provided to the community, equipment needs, and increased LPS members. This is clearly reflected in Accounts Payable invoices which increased by over 20%, Purchasing Card Transactions that increased by 60.4%, and travel transactions that increased by 55.7% between 2019 and 2022.

Funding for this position is being requested to increase the level of financial counsel and to support frontline members providing financial services to members. The Financial Analyst Supervisor will support Senior Management and Budget Managers who are managing growing demands for LPS services across the city and from a larger pool of members. Our organization has increased in size by 6.9% from 2020 to 2023. Correspondingly, the LPS requires more financial resources to deliver timely and high-quality support to members.

One (1) Human Resources Manager – New position

Prior to July of 2021 the LPS Human Resources Department was managed, and primarily staffed with sworn members, which has now transitioned to employ members with specific expertise in the field. LPS has increased in size by 6.9% from 2020 to 2023. Correspondingly, the LPS requires HR resources to deliver timely and high-quality support to members.

Currently there are 12 full-time staff in HR after merging Payroll with HR in 2022. LPS currently has an authorized strength of 925 FTE, this represents a ratio of 1.28 per 100 employees. According to Bloomberg BNA's HR Department Benchmarks and Analysis Report, the standard ratio is 1.4 full-time HR staff per 100 employees. In comparison, LPS is below the industry standard.

The complexities of managing Human Resource functions in an organization, such as the LPS, are significant and complex in terms of ensuring member support, compliance with various labour laws, and application of Human Resource best practices. Adding a Human Resources Manager to the Division is necessary to ensure adequate leadership and supervision is maintained. This position will be responsible for the leadership, guidance, and will be the point of escalation for the HR Coordinators, HR Specialists and Abilities Management Specialist.

Specific to Ability Management, the average number of active disability files just over the last five years has increased from 68 files in 2019 to an average of 107 files in 2023 (YTD). This is a workload increase of 57%. At any given time, 8-10% of our frontline workforce is out of the workplace due to an Occupational Stress Injury. Currently the Senior Director of HR is the only point of escalation for all HR matters including Abilities Management.

In addition to the internal work required to be performed, the increasingly diverse nature of the city requires the LPS to be a diverse workplace. To recruit employees of a diverse nature, LPS must engage in outreach to attract candidates within the community, many of whom may not otherwise consider a career with the LPS, or face barriers to such a career. This is consistent with the City's direction and plans. Currently, the LPS Human Resources Branch does not have a manager dedicated to civilian recruitment and employee movement; therefore, this position will assist with this process, among performing other duties.

One (1) Abilities Management Specialist – Human Resources Division

The Abilities Management Specialist leads the Disability Management Program for the London Police Service and plays a key role to ensure early and safe return to work for members experiencing an occupational or non-occupational illness or injury.

The quantity and complexity of this position has dramatically changed since the creation of the position in 2014, which has only been staffed by one member. The average number of active disability files just over the last five years has increased

from 68 files in 2019 to an average of 107 files in 2023 (YTD). This is a workload increase of 57%. At any given time, 8-10% of our frontline workforce is out of the workplace due to an Occupational Stress Injury.

The growing population of London drives the police resources required to provided services. The increased crime severity and complexity of investigations increases the exposure to psychological and physical harm to LPS members. Since 2018 there has been a 107% increase in priority 1 (emergency) calls for service that involve criminal offences such as weapon occurrences and persons crimes. The accumulation of the physical and psychological stress after repeated exposure to these incidents has resulted in an increase in members experiencing occupational stress. As a result, there is an organization need for an additional Abilities Management Specialist.

Due to the volume of work, the current Abilities Management Specialist is only able to engage in file management, rather than being proactively engaged in the accommodation process and strategic planning and training throughout the organization. The additional requested position will help better meet the needs of a growing organization and the timely return to work for members.

7. Assessment Growth 2025 - 2027

In addition to positions required in 2024, London Police Services will also need to increase personnel complement for 2025 through 2027 to catch up and address city growth demands as presented below. This is preliminary information about future year Assessment Growth requests and is subject to approval in each succeeding year.

2025 Assessment Growth Positions

Positions - 24 Constables, 1 Sergeant: Twenty (20) constables to be deployed on the frontline, the four (4) remaining sworn positions, including the sergeant position, will increase sworn staffing levels dedicated to criminal investigations.

Staffing Impacts –

2025 Staffing FT#	Staffing FTE#	Staffing FTE \$
25	25	\$4,075,705

Capital Request –

Capital Project Number and Description:	Permanent	One-Time	2025 Total
PP431425 – Replacement Police Vehicles	\$	\$279,475	\$279,475
PP429125 – Police Equipment	\$	\$21,746	\$21,746
PP429525 – Police Technology Equipment	\$	\$120,434	\$120,434
PP444425 – Police Headquarters Building Major Repairs	\$	\$197,685	\$197,685
PP4405 – Police Radio User Gear Replacement	\$	\$55,083	\$55,083
Total Expenditure	\$0	\$674,423	\$674,423

Summary of Request -

2025	Permanent	One-time	Total
Operating	\$4,177,330	\$78,715	\$4,256,045
Capital	\$0	\$674,423	\$674,423
Total	\$4,177,330	\$753,138	\$4,930,468

2026 Assessment Growth Positions

Positions – Eight (8) Constables, One (1) Staff Sergeant, One (1) Sergeant
 These 10 sworn positions will support frontline operations and investigations.

Staffing Impacts –

2026 Staffing FT#	Staffing FTE#	Staffing FTE \$
10	10	\$1,727,821

Capital Request –

Capital Project Number and Description:	Permanent	One-Time	2026 Total
PP431426 – Replacement Police Vehicles	\$	\$109,675	\$109,675
PP429126 – Police Equipment	\$	\$32,545	\$32,545
PP429526 – Police Technology Equipment	\$	\$68,007	\$68,007
PP444426 – Police Headquarters Building Major Repairs	\$	\$241,178	\$241,178
PP4405 – Police Radio User Gear Replacement	\$	\$48,279	\$48,279
Total Expenditure	\$0	\$499,684	\$499,684

Summary of Request –

2026	Permanent	One-time	Total
Operating	\$1,781,844	\$190,924	\$1,972,768
Capital	\$0	\$499,684	\$499,684
Total	\$1,781,844	\$690,608	\$2,472,452

2027 Assessment Growth Positions

Positions – Six (6) Constables, One (1) Sergeant

These sworn positions will further support frontline operations and investigations.

Staffing Impacts –

2027 Staffing FT#	Staffing FTE#	Staffing FTE \$
7	7	\$1,233,373

Capital Request –

Capital Project Number and Description:	Permanent	One-Time	2027 Total
PP431427 – Replacement Police Vehicles	\$	\$0	\$0
PP429127 – Police Equipment	\$	\$28,001	\$28,001
PP429527 – Police Technology Equipment	\$	\$34,358	\$34,358
PP444427 – Police Headquarters Building Major Repairs	\$	\$140,114	\$140,114
PP4405 – Police Radio User Gear Replacement	\$	\$24,738	\$24,738
Total Expenditure	\$0	\$227,211	\$227,211

Summary of Request –

2027	Permanent	One-time	Total
Operating	\$1,247,803	\$90,853	\$1,338,656
Capital	\$0	\$227,211	\$227,211
Total	\$1,247,803	\$318,064	\$1,565,868

2024 Assessment Growth Business Case #10

Service Grouping:	Roadways
Service:	Traffic Control and Streetlights (Streetlight Maintenance)
Description of Case:	Additional streetlights are added to the City's network as new subdivision streets are assumed; therefore, this increases the maintenance and energy costs of providing this service.

1. Current State

a) Description of Current Services Provided

The streetlight maintenance service provides for the ongoing maintenance of all streetlights with the right-of-way and street to street walkways. This area also provides for the life-cycle replacement of the streetlight infrastructure and the installation of new streetlights on existing roadways.

b) Current Cost of Services Provided

Applicable Service or Service Component	2023 Operating Net Budget (Tax Levy)	Full-Time Employee (FT) #	Full-Time Equivalent (FTE) #
Streetlight Maintenance	\$6,898,083	2	2.25

c) Unit of Measure

Unit of Measure (Description)	Current/Most Recent Value of Unit of Measure
Number of Streetlights	39,365

d) Current Cost by Unit of Measure

Cost/Unit of Measure
\$175.23 per Streetlight

e) If this is a Contracted Service, what is the Percentage Contracted Out?

99%

f) Assets Currently Used to Provide Service and Unit of Measure:

Asset: Streetlights

Unit of Measure: 39,365

2. Operating Request

a) Description of request and impacts.

By the end of 2024 it is anticipated that there will be 40,000 streetlights in the network.

b) Staffing Impacts (if applicable)

Staffing FT#	Staffing FTE#	Staffing FTE \$
0	0.0	\$0

c) Operating Request

Cost of Unit of Measure	Growth in Metric	Operating Request (Cost of Unit x Growth in Metric)
\$175.23	635	\$111,271
Total Operating Request		\$111,271

d) Description of Growth in Metric and Rationale

New streetlights are added to the network as new Neighbourhood Connectors and Neighbourhood Streets are constructed. New streetlights are also added when growth road projects (e.g., Rapid Transit) are constructed.

3. Capital Request

Not Applicable

4. Summary of Request

Type	Permanent	One-time	Total
Operating	\$111,271	\$0	\$111,271
Capital	\$0	\$0	\$0
Total	\$111,271	\$0	\$111,271

5. Environmental, Socio-economic Equity and Governance (ESG) Considerations

Environmental, Socio-economic Equity and Governance Profile for this request:

Socio-economic Equity	Environmental	Governance
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Environmental:

This business case increases greenhouse gas (GHG) emissions (either from direct use of fossil fuels or new electricity requirements) by either adding a new source of emissions or increasing emissions from existing sources. Based on 2022 data, these new 635 streetlights will emit approximately 39 tonnes of GHG per year, increasing from the prior years by 16 tonnes. This business case is not expected to have any impact on greenhouse gas emissions in the community. This business case is not expected to have any impact on community adaptation and resilience.

Socio-economic Equity:

The request is to maintain existing infrastructure that supports mobility and accessibility for all. Maintaining streetlights to accepted Provincial standards encourages the use of the roads, sidewalks, bicycle lanes and pathways for all.

Governance:

If the budget is not increased as the streetlight network expands then maintenance may not meet Provincial standards and/or streetlights would need to be shut-off to reduce energy consumption.

2024 Assessment Growth Business Case #11

Service Grouping:	Roadways
Service:	Traffic Control and Streetlights (Traffic Signal Maintenance and Transportation Management Centre)
Description of Case:	Additional traffic and pedestrian signals are added to the City's network as traffic volumes grow, to provide pedestrian connectivity and to improve safety for all users resulting in increased maintenance, data communication and energy costs of providing this service.

1. Current State

a) Description of Current Services Provided

The traffic signal maintenance service provides for the ongoing maintenance of traffic signals and pedestrian crossovers. This area also provides for the life-cycle replacement of the infrastructure and the installation of new traffic signals and pedestrian crossovers.

b) Current Cost of Services Provided

Applicable Service or Service Component	2023 Operating Net Budget (Tax Levy)	Full-Time Employee (FT) #	Full-Time Equivalent (FTE) #
Traffic Signal Service	\$2,619,480	4	4.3
Transportation Management Centre	\$1,787,232	5	5

c) Unit of Measure

Unit of Measure (Description)	Current/Most Recent Value of Unit of Measure
Number of Traffic and Pedestrian Signals	423

d) Current Cost by Unit of Measure

Cost/Unit of Measure
\$10,418 per signal

e) If this is a Contracted Service, what is the Percentage Contracted Out?

73%

f) Assets Currently Used to Provide Service and Unit of Measure:

Asset: Traffic and Pedestrian Signals
Unit of Measure: 423

2. Operating Request

a) Description of request and impacts.

By the end of 2024 it is anticipated that there will be 442 traffic and pedestrian signals in the network.

b) Staffing Impacts (if applicable)

Staffing FT#	Staffing FTE#	Staffing FTE \$
0	0.0	\$0

c) Operating Request

Cost of Unit of Measure	Growth in Metric	Operating Request (Cost of Unit x Growth in Metric)
\$10,418	19 traffic signals	\$197,942
Total Operating Request		\$197,942

d) Description of Growth in Metric and Rationale

New traffic and pedestrian signals are added as the result of increased traffic resulting from new developments and with the construction of Rapid Transit.

3. Capital Request

Not Applicable

4. Summary of Request

Type	Permanent	One-time	Total
Operating	\$197,942	\$0	\$197,942
Capital	\$0	\$0	\$0
Total	\$197,942	\$0	\$197,942

5. Environmental, Socio-economic Equity and Governance (ESG) Considerations

Environmental, Socio-economic Equity and Governance Profile for this request:

Socio-economic Equity	Environmental	Governance
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Environmental:

This business case increases greenhouse gas (GHG) emissions (either from direct use of fossil fuels or new electricity requirements) by either adding a new source of emissions or increasing emissions from existing sources. Based on 2022 data, these 19 new traffic signals will emit approximately 4 tonnes of GHG per year. This business case is likely to

increase or may encourage an increase in greenhouse gas emissions in the community. This business case is not expected to have any impact on community adaptation and resilience.

Socio-economic Equity:

The request is to maintain existing infrastructure that supports mobility and accessibility for all. Maintaining the traffic signal system to accepted Provincial standards encourages the use of the roads, sidewalks, bicycle lanes and pathways for all.

Governance:

Maintenance may not meet Provincial standards if the budget is not increased as the traffic signal network expands.

2024 Assessment Growth Business Case #12

Service Grouping:	Roadways
Service:	Roadway Maintenance, Winter Maintenance and Roadway Planning and Design
Description of Case:	Every year, the effort to maintain must be expanded to include newly assumed or constructed roads, sidewalks, and bicycle lanes.

1. Current State

a) Description of Current Services Provided

The service levels are prescribed by the Ontario Regulation 239/02 Provincial Minimum Maintenance Standards for Municipal Highways. Service standards have been adopted by Council through this regulation for sidewalks, roads, and bicycle lanes.

Roadway Planning and Design contributes towards effective transportation in the City by providing design and long-term planning of the network and the delivery of capital projects in a cost-effective manner.

b) Current Cost of Services Provided

Applicable Service or Service Component	2023 Operating Net Budget (Tax Levy)	Full-Time Employee (FT) #	Full-Time Equivalent (FTE) #
Roadway Maintenance	\$15,636,429	114	145.9
Winter Maintenance	\$17,591,928	57	64.1
Roadways Planning and Design	\$3,510,151	41	41.4
Total budget	\$36,738,508	Not Applicable	Not Applicable

c) Unit of Measure

Unit of Measure (Description)	Current/Most Recent Value of Unit of Measure
Lane Kilometres of Paved Road	3,777
Kilometres of Sidewalk	1,617
Lane Kilometres of Bike Lane*	228
Total	5,622

*Updated figure is provided in Lane Kilometres and includes all dedicated bike facilities such as in-boulevard bike paths, paved shoulders, bike lanes, protected bike lanes and cycle tracks. As an example, a kilometre of new bi-directional cycle track would represent two lane kilometres of bike lane.

d) Current Cost by Unit of Measure

Cost/Unit of Measure
Total per unit cost = \$6,534.78 per kilometre

e) If this is a Contracted Service, what is the Percentage Contracted Out?

Approximately 5% contracted out summer maintenance and 50% contracted out winter maintenance.

f) Assets Currently Used to Provide Service and Unit of Measure:

Asset: Various fleet vehicles and contracted owner/operator equipment.
Unit of Measure: 71 road plows, 28 spreaders, 42 sidewalk plows plus additional service vehicles both contracted and City owned.

2. Operating Request

a) Description of request and impacts.

Additional 16.745 lane kilometres of roads, 7.72 kilometres of sidewalk and 12.345 kilometres of bicycle lanes is estimated to be assumed in 2023 and 2024. Additional resources will be required to maintain this infrastructure. This request ensures that the City is able to maintain established levels of service in new and previously existing areas of the City.

b) Staffing Impacts (if applicable)

Staffing FT#	Staffing FTE#	Staffing FTE \$
0	0.0	\$0

c) Operating Request

Cost of Unit of Measure	Growth in Metric	Operating Request (Cost of Unit x Growth in Metric)
\$6,534.78 per kilometre	36.81 kilometre	\$240,545
Total Operating Request		\$240,545

d) Description of Growth in Metric and Rationale

Infrastructure growth is because of newly assumed or constructed roads, sidewalks, and cycle lanes in late 2023 and 2024.

3. Capital Request

Not Applicable

4. Summary of Request

Type	Permanent	One-time	Total
Operating	\$240,545	\$0	\$240,545
Capital	\$0	\$0	\$0
Total	\$240,545	\$0	\$240,545

5. Environmental, Socio-economic Equity and Governance (ESG) Considerations

Environmental, Socio-economic Equity and Governance Profile for this request:

Socio-economic Equity	Governance	Environmental
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Environmental:

This business case increases or may lead to increased greenhouse gas (GHG) emissions (either from direct use of fossil fuels or new electricity requirements) by either adding a new source of emissions or increasing emissions from existing sources as there will be additional machine hours needed to maintain growing infrastructure. This business case is likely to increase or may encourage an increase in greenhouse gas emissions in the community. This business case is expected to improve or increase community adaptation and resilience in the community.

Socio-economic Equity:

The request is to maintain infrastructure that supports mobility and accessibility to all Londoners. Without additional growth funding, infrastructure such as paved roads, bike lanes and sidewalks would be difficult to maintain to acceptable standards leading to more citizen dissatisfaction and increase in complaints.

Governance:

The request is to maintain infrastructure to Provincial standards. It will be challenging for the Roads Operations team to meet the service levels required if the budget requested is not approved. Monitoring of the Roadways budget will be presented in the semi-annual budget monitoring report to Council.

2024 Assessment Growth Business Case #13

Service Grouping: Rapid Transit

Service: Rapid Transit

Description of Case: This case represents a portion of the incremental costs required to maintain built rapid transit infrastructure over the next Multi-Year Budget plus Rapid Transit operations for the East London Link route starting in August 2027.

1. Current State

a) Description of Current Services Provided

Construction of London's Rapid Transit (RT) corridors began in 2021 for the Downtown Loop, 2022 for the East London Link and 2023 for the Wellington Gateway. Built Rapid Transit infrastructure includes new lane kilometres due to widening, shelters and amenities, and landscaping. Incremental maintenance and operating costs of Rapid Transit elements have been forecasted over the next Multi-Year Budget to reflect planned completion of works.

Much of this infrastructure will provide immediate benefit for existing conventional transit service. However, RT route operations are not planned to start until 2027 for the East London Link and 2028 for the Wellington Gateway.

b) Current Cost of Services Provided

Applicable Service or Service Component	2023 Operating Net Budget (Tax Levy)	Full-Time Employee (FT) #	Full-Time Equivalent (FTE) #
Incremental Rapid Transit Operating Costs	\$0	0	0

c) Unit of Measure

Unit of Measure (Description)	2024	2025	2026	2027
Rapid Transit Corridor Line Maintenance – Additional Kilometre	4.7	11.9	21.8	25.7
Rapid Transit Platform Maintenance – Additional Platform	7.1	17.2	30.4	35.7
Labour Expenses – Additional Service Hours	0	0	0	18,940
Vehicle Maintenance – Additional Kilometres Travelled	0	0	0	473,505
Energy Costs – Additional Kilometres Travelled	0	0	0	473,505

Units of measure represent lane kilometres added for dedicated rapid transit lanes and not the Rapid Transit total project roadway length which is 15.1 kilometres.

d) Current Cost by Unit of Measure

Cost/Unit of Measure	2024	2025	2026	2027
Rapid Transit Corridor Line Maintenance Per Kilometre*	\$61,380	\$62,669	\$63,922	\$65,201
Rapid Transit Platform Maintenance Per Platform**	\$47,058	\$48,046	\$49,007	\$49,987
Labour Expenses Per Service Hour	0	0	0	\$76.38
Vehicle Maintenance Per Kilometre Travelled	0	0	0	\$1.75
Energy Costs Per Kilometre Travelled	0	0	0	\$0.87

*Includes incremental Transportation Operations (Snow removal of guideway, road sweeping), Parks Operations (planters, median plantings and trees) and Traffic Operations (streetlights and signals) costs.

**Includes window cleaning, glass repair, garbage collection, snow removal, 24/7 corporate security, and miscellaneous maintenance costs at the stations.

e) If this is a Contracted Service, what is the Percentage Contracted Out?

This case reflects a consolidation of incremental Rapid Transit operating costs from across various groups including Roadway Operations, Parks Operations, Traffic Operations, Corporate Security and the London Transit Commission. Roadways, Parks and Traffic Operations contract out a portion of summer and winter maintenance combined with City-led service delivery.

f) Assets Currently Used to Provide Service and Unit of Measure:

Asset: Various fleet vehicles from across the noted Service Areas and contracted owner/operator equipment.

Unit of Measure: Rapid Transit maintenance starting in 2024; unable to specify unit of measure.

2. Operating Request

a) Description of request and impacts.

Operating and maintenance costs for Rapid Transit have been forecasted over the next Multi-Year Budget based on the planned construction of new infrastructure and the launch of RT operations for the East London Link route in the summer of 2027.

b) Staffing Impacts (if applicable)

Staffing FT#	Staffing FTE#	Staffing FTE
13*	13.33	\$2,276,000

*Staffing impacts represent requirement for year 2027 only.

c) Operating Request

Cost of Unit of Measure	2024 Operating Request (Cost of Unit x Growth in Metric)	2025 Operating Request (Cost of Unit x Growth in Metric)	2026 Operating Request (Cost of Unit x Growth in Metric)	2027 Operating Request (Cost of Unit x Growth in Metric)	Total 2024-2027 Operating Request (Cost of Unit x Growth in Metric)
Rapid Transit Corridor Line Maintenance Per Kilometre	\$290,942	\$744,507	\$1,390,951	\$1,673,053	\$4,099,453
Rapid Transit Platform Maintenance Per Platform	\$334,625	\$828,579	\$1,492,079	\$1,782,107	\$4,437,390
Labour Expenses Per Service Hour	\$0	\$0	\$0	\$1,446,643	\$1,446,643
Vehicle Maintenance Per Kilometre Travelled	\$0	\$0	\$0	\$829,499	\$829,499
Energy Costs Per Kilometre Travelled	\$0	\$0	\$0	\$412,033	\$412,033
Less: Anticipated Fare Revenue	\$0	\$0	\$0	-\$63,380	-\$63,380
Total Operating Request	\$625,567	\$1,573,086	\$2,883,030	\$6,079,955	\$11,161,638

d) Description of Growth in Metric and Rationale

The forecasted growth in the following metrics is based on the following:

- Rapid Transit Corridor Line Maintenance = new lane kilometres constructed for transit lanes.
- Rapid Transit Platform Maintenance = new Rapid Transit platform and shelter components constructed.
- Labour Expenses = Service hours of transit operators required for the East London Link route starting in 2027.
- Vehicle Maintenance = Vehicle kilometres travelled to operate the East London Link route.
- Energy Costs = Fuel costs based on vehicle kilometres travelled to operate the East London Link route.

3. Capital Request

Not applicable. Maintenance costs associated with replacement parts for London Transit Commission (LTC) buses have been included in operating forecasts above.

4. Summary of Request

Type	Permanent	One-time	Total
Operating	\$625,567	\$0	\$625,567
Capital	\$0	\$0	\$0
Total	\$625,567	\$0	\$625,567*

*Reflects only the 2024 portion of the total forecasted Multi-Year Budget incremental Rapid Transit operating costs, business case #P-3.

5. Environmental, Socio-economic Equity and Governance (ESG) Considerations

Environmental, Socio-economic Equity and Governance Profile for this request:

Environmental	Socio-economic Equity	Governance
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Environmental:

Implementation of Rapid Transit will result in a reduction of greenhouse gas emissions and improve air quality in the community through a mode shift from automobiles to transit. This Assessment Growth case is also expected to improve or increase community adaptation and resilience by making transit service more reliable and competitive throughout the City. This assessment growth case addresses the ongoing maintenance and operating costs associated with operating Rapid Transit in London.

Corporate Greenhouse Gas Emissions: this business case avoids increased greenhouse gas emissions from a new service by creating system-wide service efficiencies.

Community Greenhouse Gas Emissions: this business case will result in a reduction of greenhouse gas emissions and improve air quality in the community through a mode shift from automobiles to transit.

Community and/or Corporate Resiliency: this business case is also expected to improve or increase community adaptation and resiliency by making transit service more reliable and competitive throughout the City.

Socio-economic Equity:

Rapid Transit systems bring significant socio-economic and equity benefits to communities. They enhance accessibility, connecting people to job opportunities, education, and essential services. Rapid Transit service also reduces congestion and pollution, improving overall urban environmental quality and public health. By providing an efficient and affordable mode of transportation, Rapid Transit contributes to reducing income inequality and increasing social inclusion by ensuring that people from various socio-economic backgrounds have access to reliable transit options. Providing adequate maintenance of this asset is essential to keep this service accessible to the community.

Governance:

Choosing to not approve the Assessment Growth case to support the costs of operating and maintaining this government-funded Rapid Transit project poses social, economic and reputational risks, which can have detrimental effects on the community and our government relations. Proper maintenance of this major infrastructure project is necessary to help address transportation challenges affecting the daily lives of Londoners and a responsibility as recipients of senior government funding.

2024 Assessment Growth Business Case #14

Service Grouping:	Corporate Services
Service:	Asset Management
Description of Case:	Increased contribution to the Capital Asset Renewal and Replacement Reserve Funds to mitigate future growth in the infrastructure gap by ensuring funding is set aside for major lifecycle repairs, or eventual replacement of new infrastructure resulting from a growing City.

1. Current State

a) Description of Current Services Provided

The 2023 Corporate Asset Management Plan (2023 CAM Plan) identified the replacement value of the City's assets at \$28.5 billion with a 10-year maintain current levels of service (LOS) infrastructure gap projected at \$946.1 million. However, the City continues to grow and acquires, develops, and constructs more infrastructure. Each new asset requires on-going lifecycle renewal activities. To assist with budgeting for these future lifecycle renewal costs and to mitigate growth in the infrastructure gap, the Council-approved 2023 CAM Plan recommended to set aside a predefined annual reinvestment rate amount for each new asset through an annual Assessment Growth business case to have a funding source available in the future when replacement or major lifecycle repairs are required. This practice also aligns with the requirements of the Council approved Assessment Growth Policy.

The recommended reinvestment rates are applied to the cost of property-tax supported assets that were assumed in 2022, and the growth projects completed in 2022, which consisted of Parks and Transportation assets.

Infrastructure identified in the 2023 CAM Plan for these services consists of:

1. Parks – 184 kilometres of pathways, 740 amenities (ranging from play structures to community gardens) and 90 park facilities (ranging from bandshells to sitework).
2. Transportation – 3,746 lane kilometres of roadway, 1,597 kilometres of sidewalks, 18 major retaining walls, 91 culverts with a span greater than 1.8 meters, 37,941 streetlights and 413 signals.

b) Current Cost of Services Provided

Applicable Service or Service Component	2023 Operating Net Budget (Tax Levy)	Full-Time Employee (FT) #	Full-Time Equivalent (FTE) #
Tax Supported Lifecycle Renewal Capital Levy (City Owned Assets)	\$34,154,000	Not Applicable	Not Applicable
Tax Supported Capital Asset Replacement and Renewal Reserve Fund Contributions (City Owned Assets)	\$38,856,000	Not Applicable	Not Applicable

Data is collected from two primary sources: assumed assets and the Tangible Capital Assets (TCA) subledger of projects completed in the previous fiscal year (ending in 2022). These projects are subject to the financial statement audit and encompass the entire fiscal year. Some of these growth projects may involve components related to Life Cycle Management (LCM), and the CAM Section adjusts costs accordingly.

In general, information is categorized at the “Asset Type” level. To illustrate, let’s consider Parks as an example. Completed growth projects are classified into three main categories: Facilities (typically encompassing fieldhouses), Linear (comprising pathways or trails), and Amenities (encompassing a wide array of items, from baseball diamonds to play structures). Subsequently, the corresponding reinvestment rate is applied based on the asset types/category identified in each project. The applied reinvestment rate has been updated with data from the 2023 CAM Plan.

c) Unit of Measure

Unit of Measure (Description)	Current/Most Recent Value of Unit of Measure
Replacement Value Per 2023 CAM Plan – Parks	\$236,144,000
Replacement Value Per 2023 CAM Plan – Transportation	\$4,761,691,000

d) Current Cost by Unit of Measure

Cost/Unit of Measure	
Reinvestment Rate Per 2023 CAM Plan – Parks	5.2% to 6.2%
Reinvestment Rate Per 2023 CAM Plan – Transportation	2.3% to 3.0%

2023 CAM Plan – reinvestment rates are listed in the Executive Summary, with detail relating to each service at the final page of each Service Area chapter.

e) If this is a Contracted Service, what is the Percentage Contracted Out?

Infrastructure work that is funded through the capital lifecycle renewal budget is typically at least 80% contracted out.

f) Assets Currently Used to Provide Service and Unit of Measure:

Asset: Not Applicable

Unit of Measure: Not Applicable

2. Operating Request

a) Description of request and impacts.

Increase the permanent contribution to the applicable Capital Asset Renewal and Replacement Reserve Fund in 2024 to recognize the scope of tax supported infrastructure has increased since the 2023 CAM Plan, it being noted the recommended annual reinvestment rates for applicable infrastructure are:

Service	Recommended Annual Reinvestment Rate
Parks	5.2% to 6.2%
Transportation and Mobility	2.3% to 3.0%

Depending on Parks asset type (Linear, Amenities, or Facilities), the recommended reinvestment rate ranges from 2.6% to 8.0% based on the specific asset type being constructed, with an average range of 5.2% to 6.2%. Similarly, the recommended reinvestment rate ranges from 1.5% to 4.8%, with an average range of 2.3% to 3.0% for the various Transportation assets (e.g., Roadways, Structures, and Traffic).

Summary of 2024 Assessment Growth Funding Request:

Category	Recommended Annual Reinvestment
Part One – 2022 Assumed Infrastructure Assets from Development	\$268,340

Category	Recommended Annual Reinvestment
Part Two – Growth Projects Completed in 2022	\$852,643
Total	\$1,120,983

Part One – 2024 Assumed Infrastructure Assets from Development:

Assets that were assumed in 2022 are summarized below, which are mainly comprised of transportation assets including roads of approximately 3.2 kilometres (i.e., approximately 9 lane kilometres). Also assumed are 92 streetlights and 3.2 kilometres of sidewalks. The recommended reinvestment rate for these transportation assets ranges from 1.5% to 4.8%.

Asset Type	Cost	Recommended Annual Reinvestment
Roadways – Roads	\$7,521,601	\$225,648
Roadways – Sidewalks	\$256,742	\$7,702
Traffic – Streetlights and Traffic Signals	\$728,953	\$34,990
Total	\$8,507,296	\$268,340

Part Two – Growth Projects Completed in 2022:

Projects with growth components completed in 2022 are outlined in the table below, it being noted the amount considered for reinvestment excludes land acquisition costs. Projects sometimes include non-growth lifecycle-related budgets given concurrent work may be completed. The percentage of growth related spend is a weighted average between lifecycle spend and growth spend within a particular project.

Program Area	Project Budget Amount Spent	Percentage Relating to Growth	Recommended Annual Reinvestment
Roads, Structures and Traffic – Roadways, Structures, and Traffic Assets (1)	\$32,256,344	64.3%	\$750,574
Parks – Linear, Amenities, and Facilities Assets (2)	\$1,835,857	81.0%	\$102,069
Total	\$34,092,201	N/A	\$852,643

(1) Roadways growth budgets generally include existing roads (and nearby major retaining walls and culverts) being widened, improved, implementing strategic road connections, and constructing traffic signals and streetlights.

(2) Parks assets relate to budgeted Thames Valley Pathway corridor, McMahan Park horseshoe pits and other amenities, trail, pathway construction and upgrades.

b) Staffing Impacts (if applicable)

Staffing FT#	Staffing FTE#	Staffing FTE \$
Not Applicable	Not Applicable	Not Applicable

c) Operating Request

Cost of Unit of Measure	Growth in Metric	Operating Request (Cost of Unit x Growth in Metric)
Parks and Forestry Reinvestment Rate 5.2% to 6.2%	\$1,835,857	\$102,069
Transportation and Mobility Reinvestment Rate 2.3% to 3.0%	\$40,763,640	\$1,018,914
Total Operating Request	\$42,599,497	\$1,120,983

d) Description of Growth in Metric and Rationale

Not Applicable

3. Capital Request

Not Applicable

4. Summary of Request

Type	Permanent	One-time	Total
Operating	\$1,120,983	\$0	\$1,120,983
Capital	\$0	\$0	\$0
Total	\$1,120,983	\$0	\$1,120,983

5. Environmental, Socio-economic Equity and Governance (ESG) Considerations

Environmental, Socio-economic Equity and Governance Profile for this request:

Governance	Environmental	Socio-economic Equity
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Environmental:

This assessment growth request helps the City of London reach its net-zero greenhouse gas emissions targets by guaranteeing a baseline of available funding to keep infrastructure in a state of good repair in an energy efficient manner. Timely rehabilitation and repair are considered cost efficient and consistent with less greenhouse gas emissions as it relates operating assets and completing lifecycle renewal capital works. This request also increases assets resiliency to extreme weather events and/or other climate change-related impacts as adequate funding to keep infrastructure in good repair is consistent with maintaining infrastructure resiliency.

Socio-economic Equity:

Given Transportation and Parks are assets that are used by most City of London residents (or used to provide services), this indicates many equity-deserving and vulnerable groups are potentially impacted by this assessment growth request. Specific examples of impacted equity-deserving and vulnerable groups include homeless/under-housed, persons with disabilities, persons with low income, persons with low literacy, racial minorities, First Nations, Metis, Inuit, immigrants and newcomers, women, youth/children, seniors, LGBTQ2S communities, and victims of violence.

Next, ensuring new and assumed infrastructure is maintained in a state of good repair indicates that structural barriers are addressed. Structural barriers are addressed by ensuring all new or assumed assets have a funding source for a state of good repair and therefore mitigate any unintentional barriers. This suggests that groups and communities will be assured to participate and use these assets that have a high level of care regardless of which communities they are serving.

A highly positive impact is expected from this assessment growth request. Ensuring funding for well maintained new or assumed infrastructure for City of London residents is a core aspect of City services and an inherent part of the City's

Strategic Plan. This information also informs the CAM Program and future CAM Plans. It assists decision makers (senior City Administration and Council) in having an informed equity-based decisions for City infrastructure.

Governance:

There are risks associated with not supporting this assessment growth request. For example, not embedding funding sources for new or assumed infrastructure indicates the City's 10 years infrastructure gap (reported at \$946.1 million in the 2023 CAM Plan) will increase, and not having available funding when repair or rehabilitation work is required will have an impact on City of London residents and may unintentionally continue systemic barriers and decrease the quality of life for residents who use this new infrastructure on a regular basis. Mitigating these risks is challenging, however, the CAM Plan supports managing such risks through the assessment of asset conditions in conjunction with level of services to assist in prioritizing capital works.

The progress, results, and impacts of this assessment growth request are monitored and communicated through CAM annual reports to Council. These annual reports advise Council if they are meeting, not meeting, or there is a risk of not meeting level of service targets and since, the 2023 CAM Plan has provided annual updates on the City's infrastructure gap. Any new or assumed infrastructure from this assessment growth funding request will be encapsulated in the future CAM Plan or CAM Plan updates.

2024 Assessment Growth Business Case #15

Service Grouping:	Corporate Services
Service:	Information Technology Services (ITS)
Description of Case:	Increase in ITS non-recovered operating budgets due to assessment growth personnel increases for 2023.

1. Current State

a) Description of Current Services Provided

ITS is responsible for the planning, management and support of the City's information technology, including hardware, software, network, printing, development, enterprise and business applications, core systems, service desk, data services, mobility, messaging and information security.

b) Current Cost of Services Provided

Applicable Service or Service Component	2023 Operating Net Budget (Tax Levy)	Full-Time Employee (FT) #	Full-Time Equivalent (FTE) #
ITS Non-Recovered Operating Budget Costs ⁽¹⁾	\$12,454,160	100	105.0

Note ⁽¹⁾: The "ITS Non-Recovered Operating Budget" excludes all recovered budgets, which consists of capital costs, rental costs, software licences, non-tax supported Service Areas (Water, Wastewater and Treatment), and Agencies, Boards, and Commissions expense recoveries.

c) Unit of Measure

Unit of Measure (Description)	Current/Most Recent Value of Unit of Measure
2023 City of London Full-Time Equivalent (FTE) count excluding 2023 assessment growth FTE increases, and Agencies, Boards, and Commissions (ABC) ⁽¹⁾	2,783 FTE

Note ⁽¹⁾: ITS supports many City of London ABC's, however, this case is focused on ITS budget pressures Associated with Civic Administration FTE assessment growth increases; as such ABC FTEs are excluded.

d) Current Cost by Unit of Measure

Cost/Unit of Measure
\$4,474 (Non-Recovered Operating Budget Costs Per FTE)

e) If this is a Contracted Service, what is the Percentage Contracted Out?

Not Applicable.

f) Assets Currently Used to Provide Service and Unit of Measure:

Asset: Various equipment, systems, and personnel.
Unit of Measure: Not Applicable.

2. Operating Request

a) Description of request and impacts.

Consistent with the many services provided corporately, ITS is operationally impacted by service demand increases associated with assessment growth. Additionally, current budget processes and practices do not provide ITS the ability to recover incremental overhead costs attributable to growth. Thus, on an annual basis ITS must seek assessment growth funding in order to maintain existing service levels.

The FTE measure was selected as it provides the most direct metric related to growth. However, other metrics such as IT Service Desk and IT Service Portal volume, network traffic, number of supported software applications and licences, number of managed devices, etc. demonstrate growth needs as well.

b) Staffing Impacts (if applicable)

Staffing FT#	Staffing FTE#	Staffing FTE \$
0.0	0.6	\$60,852

c) Operating Request

Cost of Unit of Measure	Growth in Metric	Operating Request (Cost of Unit x Growth in Metric)
\$4,474	13.6 FTE *	\$60,852
Total Operating Request		\$60,852

* This represents 2023 total Civic Administration FTE assessment growth increase.

d) Description of Growth in Metric and Rationale

The City of London has experienced steady growth between 2019 and 2023. In order to support that growth, the City of London has expanded core service areas to meet heightened service requirements attributable to growth. A key element of the expanded core service areas is personnel (also referred to as FTE), and each additional FTE requires ITS services. Some ITS service costs are directly recovered from City of London service areas because there is a linear relationship to the costs. However, many ITS costs are not linear and, as such, require annual consideration to ensure adequate budgets and service levels are maintained.

3. Capital Request

Not Applicable

4. Summary of Request

Type	Permanent	One-time	Total
Operating	\$60,852	\$0	\$60,852
Capital	\$0	\$0	\$0
Total	\$60,852	\$0	\$60,852

5. Environmental, Socio-economic Equity and Governance (ESG) Considerations

Environmental, Socio-economic Equity and Governance Profile for this request:

Governance	Socio-economic Equity	Environmental
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Environmental:

ITS supports the collection, analysis, reporting and forecasting of data, thus offering a clearer picture of London's current state and advancement towards environmental objectives. Applications such as Geographic Information Systems (GIS), Intelligent Transportation Management, Maintenance Management and Facilities Management all contribute to the progress of the City's environmental objectives. The Technology Investment Strategy (TIS) enterprise-wide project intake and review process includes the Climate Lens Framework, and this methodology is applied to all potential City of London technology projects.

Corporate Greenhouse Gas Emissions: This business case does not include any new greenhouse gas emission sources or increased emissions from existing sources.

Community Greenhouse Gas Emissions: This business case is not expected to have any impact on greenhouse gas emissions in the community.

Community and/or Corporate Resiliency: This business case is not expected to have any impact on community adaptation and resiliency.

Socio-economic Equity:

ITS supports a number of technological solutions that serve to provide information, enhance awareness and increase transparency. The work of ITS is closely aligned with the Accessibility for Ontarians with Disabilities Act (AODA) to ensure technology related standards are met and maintained. The Technology Investment Strategy (TIS) enterprise-wide project intake and review process includes the Anti-Racism and Anti Oppression Framework and Equity Tool, and this methodology is applied to all potential City of London technology projects.

Governance:

The four most critical governance structures managed by ITS include: Overall Technological Business Management, Technology Investment Strategy (co-managed with business partners), Risk/Information Security management, and ITS project management. These structures serve to ensure that operations, processes, and projects are delivered in a managed, effective, and efficient manner. Key Performance Indicators (KPIs) have been identified for all four structures and outcomes are reviewed on a weekly or monthly basis, depending on the nature of the KPI. Continuous improvement

cyclical reviews rooted in established capability maturity models have also been implemented to support the ongoing review of the business delivery mechanisms governed by these structures.

2024 Assessment Growth Business Case #16

Service Grouping:	Council Services
Service:	Municipal Elections
Description of Case:	Expanding and enhancing the Elections Office to accommodate the growth in the number of electors and additional responsibilities necessitated by legislative changes.

1. Current State

a) Description of Current Services Provided

The Municipal Elections office, under the direction and authority of the City Clerk, provides the administration of ward boundary reviews and the election process for the City of London and four of the region's school boards. This involves the operation of polling locations, procuring, testing and verifying election technology, hiring and training election workers, engaging consultants, where applicable, and ensuring policies and procedures comply with legislation. Within the 2023 to 2027 Strategic Plan, Municipal Council has committed to being trusted, open, and accountable in service of the community. Specifically, as a Well-Run City, the City of London is committed to reducing barriers to public participation in municipal government and improving voter engagement, participation, and awareness for the 2026 municipal election.

b) Current Cost of Services Provided

Applicable Service or Service Component	Operating Net Budget (Tax Levy)	Full-Time Employee (FT) #	Full-Time Equivalent (FTE) #
Election Staff (2022 Election Year)	\$294,464	0	5

c) Unit of Measure

Unit of Measure (Description)	Current/Most Recent Value of Unit of Measure
2022 Eligible Electors	281,073
Increase in Electors 2006 to 2022	17.57%
Increase in Marriage Ceremonies 2012 to 2022	33.80%

d) Current Cost by Unit of Measure

Cost/Unit of Measure
$\$294,464 \div 281,073 = \1.05 cost per elector

e) If this is a Contracted Service, what is the Percentage Contracted Out?

Not Applicable

f) Assets Currently Used to Provide Service and Unit of Measure:

Asset: Various equipment, systems, and personnel.

Unit of Measure: Not Applicable.

2. Operating Request

a) Description of request and impacts.

According to the City's most recent Projection Study, London's annual population growth is projected to grow at an average annual rate of 2.0% from 2021 through 2026. Between the 2006 and 2022 election, the number of electors captured on the Voters' List in London increased by approximately 17.57%. By 2024, substantial legislative changes to the Municipal Elections Act (the 'Act') will come into force and effect, and with Elections Ontario managing the municipal Voters' List, there will be an increase to the number of residents in London captured on the Municipal Voters' List (electors) as well as the volume of correspondence to and from electors. To accommodate the recent and anticipated growth in electors, population, and correspondence, the City Clerk's Office will require one permanent full-time equivalent to support and administer municipal elections, by-elections and supplementary responsibilities under the Act(s).

b) Staffing Impacts (if applicable)

Staffing FT#	Staffing FTE#	Staffing FTE \$
1	1.0	\$80,000

c) Operating Request

Cost of Unit of Measure	Growth in Metric	Operating Request (Cost of Unit x Growth in Metric)
\$1.05 personnel cost per Elector	49,385 (281,073 x 17.57% growth)	\$51,854
Total Operating Request		\$51,854

d) Description of Growth in Metric and Rationale

Significant resources are required to administer a municipal election. In 2022, Elections Office staff processed 87,964 corrections to the Voters' List between August and October (31.50% increase from 2018), inspected 240 voting locations, processed 2,427 worker applications, and conducted over 137 hours of worker training. Anticipated revisions to the Voters' List, driven by the increasing number of electors and Elections Ontario's continuous Voters' List management efforts, are expected to be efficiently handled through a dedicated permanent full-time equivalent. This approach ensures the List's accuracy is maintained, even during non-election years. It is also anticipated that additional resources will be required for voting location inspections, worker applications and training with a growing city and list of electors.

Several new legislative amendments were introduced for both the 2018 and the 2022 election. Expanded duties for Municipal Clerks related to municipal election compliance audits and the Voters' List, in addition to condensed timelines related to Nomination Day, passing of by-laws, establishing procedures all require additional resources from the Elections Office both prior to and post election. No full-time equivalents have been added to the Elections complement to support the growth in both electors served and ancillary obligations under the Act since the 2010 municipal election. This position will also support the City Clerk's Office in providing civil marriage services to residents. This service has increased 33.80% between 2012 and 2022.

3. Capital Request

Not Applicable.

4. Summary of Request

Type	Permanent	One-time	Total
Operating	\$80,000	\$0	\$80,000
Capital	\$0	\$0	\$0
Total	\$80,000	\$0	\$80,000

The Operating allocation (Growth area X unit of measure cost of service) equates to \$51,854 (49,385 electors growth x \$1.05 personnel cost per elector). The requested amount is higher than the growth calculation for 2024 but is necessary to provide the staffing resources requested for 2024 to address growth pressures.

5. Environmental, Socio-economic Equity and Governance (ESG) Considerations

Environmental, Socio-economic Equity and Governance Profile for this request:

Governance	Socio-economic Equity	Environmental
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Environmental:

This business case does not include any new greenhouse gas emission sources or increased emissions.

This business case is not expected to have any impact on greenhouse gas emissions in the community.

The business case is not expected to have any impact on community adaptation and resilience.

The Elections team monitors current trends in election supplies' procurement and delivery and is looking to consistently increase opportunities for supply recycling and waste reduction.

Socio-economic Equity:

Enhance public trust and confidence by strengthening relationships that promote positive, proactive and meaningful dialogue regarding municipal elections.

Increase opportunities for residents to be informed and participate in local government by developing citizen engagement strategies through research and consultation with other levels of government. Partner with community organizations to create strategies and plans for administering the election.

Governance:

Increase access to information to support the administration of the municipal election and ward boundary reviews. Launch community and election data in a visual and user-friendly format. Continue research and engagement to identify new and emerging election trends.

Monitor and report on legislation impacts in the City of London and provide feedback to the Ministry of Municipal Affairs and Housing.

Support and engage with other municipalities on election trends and information.

Increase education and awareness and use of alternative vote methods to make sure that people are getting the election services they need when and how they need it.

6. Other Information

On October 1, 2020, Bill 204, Helping Tenants and Small Businesses Act, 2020 received Royal Assent. Schedule 4 of this Bill amended the responsibility for preparing the preliminary voters' list in municipal elections from the Municipal Property Assessment Corporation to the Chief Electoral Officer (CEO). The responsibilities of the Clerk and CEO regarding updating the voters' list and authority to create and maintain a single register of electors for both provincial and municipal elections have been adjusted accordingly, beginning in 2024.

From: butler.chris

Sent: Thursday, March 21, 2024 2:35 PM

To: SPPC <sppc@london.ca>

Subject: [EXTERNAL] Added Agenda Request - SPPC Meeting - March 26 - Agenda Item 2.3 Assessment Growth Allocation

SPPC City Clerks Team - Please distribute this E – Mail as an added agenda request to all SPPC members with respect to agenda item 2.3 Assessment Growth Funds Allocation for the upcoming March 26 SPPC meeting . I pre- approve this request without the need for further communication approval.

Councillor Lewis (SPPC Chair & Deputy Mayor) / Mayor Morgan and SPPC Council members .

Please consider this a request to be recognized from the gallery to share some insights on the both the current timing and the allocation model policy & process of our current Assessment Growth Funding by-law from a taxpayer / customer prospective ,

for this Councils future consideration.

THXS - Chris Butler – Waterloo St – London

City of London - Application for Appointment to a City of London Board or Commission

Application

Please choose the Board or Commission you are interested in serving on: **LMCH**

Contact Information

Name: **Prabh Gill**

City: **London**

Province: **ON**

Postal Code: **N6J 4H4**

Experience and Qualifications

If you have experience on a London Board or Commission, please provide dates and details. (max. 3000 characters):

My diverse legal background, coupled with significant experience on community and environmental boards, has equipped me with a unique skill set ideally suited for this role.

1. Vice Chair, Diversity, Inclusion, and Anti-Discrimination Advisory Committee (DIAC)
Tenure: January 2022 - Present

2. Board Member, Kettle Creek Conservation Authority
Tenure: April 2022 – Present

My legal practice in mediations, human rights, immigration, civil litigation, and family law has endowed me with an extensive knowledge of housing laws and government policies, particularly those relevant to the Landlord and Tenant Board. This expertise is critical in navigating the challenges faced by housing boards.

Additionally, my ability to communicate in multiple languages enhances my capability to engage with and understand the needs of diverse communities, a vital skill for any member of the London and Middlesex Housing Board.

My affiliation with the United Nations for Civil and Human Rights has broadened my perspective, enabling me to approach housing issues with a globally-informed, yet locally-focused mindset.

I am excited about the prospect of bringing my balanced blend of legal acumen, impartial decision-making, and board experience to the London and Middlesex Housing Board of Directors. I am committed to utilizing my skills and knowledge to contribute effectively to the Board’s mission in providing sustainable and inclusive housing solutions.

What do you hope to contribute or learn as part of a Board or Commission? (max. 3000 characters):

Expanding upon my aspirations as a member of a Board or Commission, I am dedicated to utilizing my comprehensive legal expertise, particularly in housing laws, to significantly enhance the board’s policy-making and decision-making frameworks. My deep involvement in community advocacy and leadership, combined with a strong foundation in human rights, positions me to effectively address the nuanced challenges that the board may face. This involvement has honed my ability to empathize with diverse community perspectives, enabling me to advocate for policies that are inclusive and representative of all stakeholders.

My professional journey in civil litigation, international law, immigration law, and family mediation has equipped me with the skills to develop innovative and effective solutions to complex legal and social issues. These skills are crucial for ensuring that board policies are not only legally compliant but also advance social justice and equity. My expertise in alternative dispute resolution and mediation is particularly vital in a board setting, where diverse opinions and interests must be harmoniously aligned. By promoting a culture of consensus and cooperative problem-solving, I aim to contribute to a board environment that is both dynamic and efficient.

My affiliation with the United Nations for Civil and Human Rights offers a global perspective that is essential in today’s interconnected world. This experience provides me with a broader understanding of human rights issues, enabling me to ensure that the board’s strategies are in line with international standards and best practices. Utilizing my multilingual abilities, I plan to engage effectively with various cultural groups, enhancing

the inclusivity and reach of our initiatives.

Participating in a Board or Commission also represents a valuable learning opportunity for me. I am enthusiastic about gaining deeper insights into local governance structures and understanding the specific challenges and opportunities within our community. Engaging with fellow board members, each bringing their unique experiences and perspectives, will be a rich source of learning and professional development. This role offers a unique platform to apply my legal and leadership skills in a broader context, expanding my knowledge in areas such as sustainable development, environmental conservation, and public policy formulation.

My commitment to lifelong learning is unwavering, and I see this role as a pathway to further growth as a leader and community advocate. I am eager to contribute my skills and experience to the board's success while simultaneously embracing the opportunity to evolve both personally and professionally. Through this journey, I aim to make significant, positive impacts in our community, ensuring that the board's actions and policies are reflective of our collective commitment to a just and equitable society.

How will you support the work of a Board or Commission? (max. 3000 characters):

To effectively support the work of the London and Middlesex Housing Board, I will draw upon my diverse background in leadership, community service, and legal expertise. My approach will be tailored to align with the Board's objectives of providing sustainable, accessible, and affordable housing solutions within the region.

Leadership and Strategic Vision:

Guiding Policy Development: I will apply my leadership skills to steer policy development, ensuring it aligns with the Board's mission to create inclusive housing options. My experience in leading diverse teams will aid in driving strategic initiatives and fostering a culture of innovation and excellence within the Board.

Visionary Planning: My ability to envision long-term goals and translate them into actionable plans will be pivotal in guiding the Board's efforts towards sustainable housing development and community enhancement.

Community Service and Engagement:

Community Advocacy: Leveraging my background in community service, I will ensure that the Board's activities resonate with the needs and aspirations of the local community. I plan to engage actively with residents and stakeholders to understand their perspectives and incorporate their feedback into our housing initiatives.

Inclusive Communication: My experience in working with various community groups will enable me to communicate effectively across diverse audiences, ensuring that the Board's policies and programs are widely understood and supported.

Legal Expertise in Housing and Governance:

Regulatory Compliance and Governance: With my legal background, particularly in areas relevant to housing and administrative law, I will ensure that the Board's policies and operations adhere to legal standards and best practices in governance.

Risk Management and Advisory: My legal acumen will be crucial in identifying potential legal risks and providing sound advice to mitigate them, thereby safeguarding the Board's interests and ensuring ethical and responsible decision-making.

Alignment with the Board's Objectives:

Fostering Affordable Housing: I am committed to supporting the Board's objective of increasing the availability of affordable housing. My insights will be valuable in formulating strategies that balance economic feasibility with social responsibility.

Sustainable Development: Recognizing the importance of sustainability, I will advocate for environmentally friendly housing practices, contributing to the Board's commitment to sustainable development and ecological stewardship.

In summary, my contribution to the London and Middlesex Housing Board will be grounded in a blend of leadership acumen, community service experience, and legal expertise. I am dedicated to advancing the Board's goals of creating affordable, sustainable housing solutions, and fostering a thriving, inclusive community in the London and Middlesex region. My focus will be on ensuring that the Board's initiatives are effective, compliant, and closely aligned

Please describe additional experience, training, or community involvement that will help you in your role as a Board or Commission Member. (max. 3000 characters):

To enhance my application for the Board or Commission, I'd like to emphasize my blend of professional experience, training, and community involvement, aligning with the London and Middlesex Housing Board's mission.

Law Enforcement Experience:

Public Safety and Compliance Insight: My background in law enforcement offers a unique perspective on community welfare, informing my understanding of housing policy impacts on security and well-being.

Legal Proficiency and Ethical Standards:

Law Society of Ontario Membership: Upholding the highest professional standards, this membership affirms my commitment to legal excellence.

Housing Law Expertise: I possess a thorough understanding of housing laws, crucial for guiding the Board through complex regulations and effective policy making.

Decision-Making and Critical Thinking:

Impartiality: My legal and law enforcement background has honed my ability to make balanced, objective decisions.

Critical Problem-Solving: I bring innovative thinking to complex issues, essential for the Board's challenges.

Leadership and Community Service:

Proven Leadership: Holding roles like Vice Chair of the DIAC Advisory Committee has enhanced my strategic planning and policy development skills.

Community Advocacy: Engaging in community service has deepened my insights into housing and social welfare needs.

Multilingual Communication: My ability to converse in multiple languages aids in connecting with diverse community members, ensuring inclusivity.

Cultural Sensitivity: My experiences contribute to an understanding of multicultural dynamics, vital in a diverse community setting.

Alignment with the Board's Mission:

Sustainable and Affordable Housing Commitment: My dedication to social justice reflects the Board's mission for sustainable, affordable housing.

Inclusive Policy Advocacy: I advocate for policies that promote inclusivity, aligning with the Board's vision.

Adaptability and Team Collaboration:

Adaptive Approach: My varied experiences have taught me the importance of adaptability in addressing housing and community development challenges.

Team Collaboration: I value and have demonstrated effective teamwork, critical for the Board's success.

Community Empowerment:

Dedication to Community Upliftment: My community empowerment work underscores my commitment to supporting diverse populations, in tune with the Board's goals.

Please tell us about your interest in being a part of the London Middlesex Community Housing board. Why are you interested in this particular opportunity? What do you hope to contribute, and how would you support the work of the London Middlesex Community Housing board?(max. 3000 characters):

My interest in joining the London Middlesex Community Housing (LMCH) Board stems from a deep-rooted commitment to addressing housing challenges and fostering community development. This opportunity aligns perfectly with my professional background and personal values, particularly my dedication to social justice, legal expertise, and experience in community engagement.

Commitment to Social Justice: My career in law, with a focus on civil rights and housing laws, reflects a lifelong commitment to social justice. Serving on the LMCH Board offers an opportunity to further this commitment, working towards equitable housing solutions.

Legal Expertise: My legal background, coupled with my membership in the Law Society of Ontario, equips me with a deep understanding of housing regulations and compliance. This knowledge will be invaluable in navigating the legal complexities of housing policies and ensuring ethical governance within the Board.

Impactful Contribution: LMCH's mission to provide affordable, sustainable housing resonates with my professional expertise and personal ethos. I am drawn to the challenge of developing innovative housing solutions that are not only legally sound but also socially responsible and environmentally sustainable.

Community-Centric Approach: The Board's focus on community-centric housing solutions aligns with my experience in community service and advocacy. I am excited about the prospect of contributing to initiatives that directly impact and improve the lives of residents in the London Middlesex area.

Strategic Policy Development: I aim to contribute to the strategic development of policies and programs that address the diverse housing needs of the community. By leveraging my legal and strategic planning skills, I will work towards ensuring that these policies are both effective and compliant with legal standards.

Inclusive Decision-Making: My experience in ADR and mediation, combined with my multilingual abilities, positions me to foster inclusive and collaborative decision-making processes. This will ensure that the voices of various community stakeholders are heard and considered in the Board's decisions.

Community Engagement and Advocacy: Drawing from my extensive community involvement, I plan to engage actively with residents and local organizations. This engagement will be crucial in understanding the community's needs and advocating for their interests in the Board's initiatives.

Adaptability and Team Collaboration: Recognizing the dynamic nature of housing

challenges, I bring an adaptable and team-oriented approach. I am committed to working collaboratively with fellow Board members and stakeholders to navigate challenges and capitalize on opportunities.

My interest in the LMCH Board is driven by a desire to make a tangible impact in the community through my legal expertise, commitment to social justice, and community-centric approach.

Please tell us about your educational background, professional credentials, or any other training which is relevant to this position. (max. 3000 characters):

My educational background, professional credentials, and relevant training collectively establish a strong foundation for my suitability for the position on the London Middlesex Community Housing (LMCH) Board. These qualifications blend legal expertise, community engagement skills, and a profound understanding of housing and civil rights issues.

Educational Background:

Bachelors in Legal Studies: that has equipped me with comprehensive knowledge in various legal domains, particularly relevant to housing, civil rights, and community welfare. This education has been fundamental in developing my critical thinking, ethical decision-making, and legal analysis skills.

Specialized Legal Courses: My educational journey includes specialized courses in human rights, civil litigation, UN-international law, immigration law, family law, and family mediation, broadening my expertise in areas intersecting with housing and community development.

Policing Education:

Policing Studies: In addition to my legal education, I have pursued studies in policing. This education has provided me with a profound understanding of public safety, law enforcement protocols, and community engagement strategies. The skills and knowledge gained from this training are invaluable in addressing community welfare and safety concerns in housing policies.

Professional Credentials and Legal Expertise:

Membership in the Law Society of Ontario: As a member of this esteemed organization, I uphold the highest standards of legal practice, reflecting my commitment to integrity and professional development.

Diverse Legal Experience: My professional experience spans various legal fields, allowing me to approach housing issues with a comprehensive legal perspective.

Relevant Training and Skills:

ADR and Mediation Training: My training in alternative dispute resolution and mediation equips me to effectively manage conflicts and foster consensus, crucial in collaborative environments like the LMCH Board.

Community Engagement Training: I have received specialized training in community engagement and leadership, enhancing my capabilities in outreach, advocacy, and partnership building.

Language and Cultural Proficiency:

Multilingual Abilities: Being proficient in multiple languages enables me to engage with and understand a diverse community, an essential skill for inclusive housing policy development and implementation.

In summary, my educational background in both law and policing, combined with my professional legal credentials, training in conflict resolution, and community engagement skills, positions me as a well-rounded candidate for the LMCH Board. My diverse expertise, especially in understanding public safety and legal compliance within the context of community housing, aligns seamlessly with the Board's mission to provide safe, sustainable, and inclusive housing solutions in the London Middlesex community.

Please describe any relevant work and/or lived experience you have. (max. 3000 characters):

Dedication to Social Justice and Community Service:

Work with United Sikhs: My involvement with United Sikhs, UN affiliated non-profit organization has been a defining aspect of my community service. Through this organization, I have actively participated in initiatives aimed at helping marginalized groups, focusing on providing access to justice, shelter, and poverty relief programs. This experience has deepened my understanding of the systemic issues facing underprivileged communities, especially in the realms of housing and basic necessities like food security.

Zero Hunger and Poverty Relief Programs: Contributing to zero hunger and poverty relief programs has equipped me with hands-on experience in addressing the root causes of housing instability and homelessness. This aligns closely with the LMCH Board's mission of creating sustainable housing solutions for all, especially the most vulnerable.

Pro Bono Legal Services: I have provided pro bono legal services to marginalized individuals, particularly in housing-related issues. This work not only reflects my

commitment to social justice but also provides me with practical insights into the challenges faced by individuals struggling with housing insecurity. It has honed my skills in legal counseling, advocacy, and navigating the housing law landscape.

Legal Expertise and Community Advocacy:

Legal Career in Diverse Fields: My legal career, covering human rights, civil rights, civil litigation, international law, immigration law, family law, and family mediation, complements my community service by providing a robust legal framework to address and advocate for housing justice.

Leadership and Policy Development: My leadership roles in various community organizations and committees have involved strategic policy development and team management, skills that are directly relevant to the workings of the LMCH Board.

Cultural Sensitivity and Multilingual Abilities:

Multicultural Engagement: Working with diverse communities, both professionally and through organizations like United Sikhs, has heightened my cultural sensitivity and awareness, making me adept at addressing the needs of a diverse populace.

Language Proficiency: Being multilingual, I can effectively communicate with and advocate for individuals from various cultural backgrounds, which is particularly important in addressing housing needs in a multicultural community.

Insights from Law Enforcement and Regulatory Experience:

Public Safety Perspective: My background in law enforcement adds a valuable dimension to my understanding of the broader implications of housing policies on public safety and community welfare.

My extensive work in advocating for and providing services to marginalized communities through United Sikhs, coupled with my pro bono legal work in housing, enriches my profile for the LMCH Board.

Tell us about your involvement in any public or private sector boards, community involvement, or other experiences that are relevant to this position. Please describe the roles you played and the period of time you were involved.(max. 3000 characters):

My involvement in public and private sector boards, along with extensive community engagement, has provided me with a wealth of experience directly relevant to the position on the London Middlesex Community Housing (LMCH) Board. These roles have not only honed my leadership and governance skills but have also deepened my understanding of the challenges and opportunities in housing and community development.

Involvement in Public and Private Sector Boards:

Vice Chair, DIAC Advisory Committee: From January 2022 to Present, I served as the Vice Chair of the Diversity, Inclusion, and Anti-Discrimination Advisory Committee. In this role, I was instrumental in advising on policies to promote diversity and inclusion, skills directly transferable to the LMCH Board. This position involved strategic planning, stakeholder engagement, and policy development, ensuring that community planning was inclusive and equitable.

Community Involvement and Advocacy:

United Sikhs: My work with United Sikhs has been a significant part of my community service, focusing on providing access to justice, shelter, and supporting zero hunger and poverty relief programs. This experience, spanning several years, has been crucial in understanding and addressing the housing needs of marginalized communities.

Pro Bono Legal Services: I have been actively involved in providing pro bono legal services, particularly focusing on housing issues. This work has not only been a part of my professional service as a lawyer but also a personal commitment to ensuring that marginalized individuals receive legal support, especially in matters related to housing and civil rights.

Other Relevant Experiences:

Member, Law Society of Ontario: My ongoing involvement with the Law Society of Ontario has kept me at the forefront of legal developments and ethical standards, crucial for effective governance in any board role.

Law Enforcement Background: My education and experience in law enforcement have provided me with insights into public safety and community welfare, an important perspective for any housing-focused board.

In these various roles, I have consistently demonstrated a commitment to public service, ethical governance, strategic planning, and community engagement. My experiences have equipped me with a deep understanding of the complexities involved in housing policy and community development, making me well-suited for a role on the LMCH Board. My goal has always been to leverage my skills and experiences to make a positive impact on the community.

If necessary, please provide any additional relevant information that is not captured in your previous answers.(max. 3000 characters):

In supplementing my application for the London Middlesex Community Housing (LMCH) Board, I'd like to highlight additional aspects of my background that reflect my deep-seated compassion for humanity, dedication to the London community, and a commitment to making a meaningful difference.

Compassion and Dedication:

Humanitarian Approach: My professional and personal life has been guided by a profound compassion for humanity. This empathy drives my approach to legal practice, community service, and advocacy, ensuring that I always place people and their well-being at the forefront of my decisions.

Dedication to London: My dedication to London and its residents is unwavering. Having spent significant time understanding and engaging with the community, I have developed a strong connection and commitment to improving the lives of Londoners, particularly in areas of housing and social welfare.

Community Leadership and Vision:

Two Decades of Community Leadership: Over the past 20 years, I have been actively involved in community leadership roles. This extensive experience has not only honed my leadership skills but has also imbued me with an empowering vision for community development and support.

Mediation Beyond Borders: I am in the process of joining an international UN-affiliated organization, Mediation Beyond Borders. This involvement underscores my commitment to global peace and conflict resolution, bringing an international perspective to local community challenges.

Passion for Canadian Values and Inclusion:

Canadian Values: My passion for Canadian values, particularly those of diversity, inclusion, and social justice, is at the core of my professional and personal endeavors. I strive to uphold these values in all my work, advocating for policies and practices that reflect Canada's commitment to inclusivity and equality.

Inclusivity in Action: My efforts have consistently focused on promoting inclusivity, whether it be through legal advocacy, community service, or my role in boards and committees. I believe in creating environments where every individual has the opportunity to thrive, regardless of their background or circumstances.

In summary, my compassion for humanity, dedication to London and its residents, long-standing community leadership, and commitment to inclusion and Canadian values, combined with my upcoming involvement with Mediation Beyond Borders, add depth to my candidacy for the LMCH Board. These attributes, coupled with my professional expertise and diverse experiences, position me to make a substantial and positive impact on the Board and the community it serves. My goal is to leverage this blend of skills, experience, and passion to contribute effectively to the LMCH Board's mission, driving initiatives that embody our shared values and vision for a more inclusive and supportive community.

Attach resume or other document here, if needed: **Prabh Gill - Resume cover letter-LMCH.pdf**

Attach more files here, if needed:

Confirmations

I declare the following: **I am a resident of London. ; I am at least 18 years old.; I am not a City employee or Council member.; I understand that my application and any attachments will be included on a public agenda that is published on the City website.**

To help inform our outreach activities, please tell us how you heard about this opportunity: (optional): **City Website**

If you selected 'Other', please specify:

Submitted on: **1/21/2024 12:26:14 PM**

PRABH GILL

London, Ontario N6J 4H4

January 20, 2024

London Middlesex Community Housing Board
1299 Oxford St E Unit 5c5,
London, ON N5Y 4W5

Dear London Middlesex Community Housing Board Selection Committee,

I am eager to express my interest in serving as a board member for the London Middlesex Community Housing (LMCH) Board. My extensive experience in legal practice, community service, and advocacy, enhanced by my significant roles with Legal Aid, mental health projects, and my latest partnership at Lawfinity Advocates LLP, equips me uniquely to contribute to LMCH's vision of creating sustainable and inclusive housing solutions.

Throughout my career, I have been passionately dedicated to social welfare and the growth of our community. As a practicing member of the Law Society of Ontario and with my international engagements through United Nations affiliations, I bring a blend of legal acumen, humanitarian insight, and leadership experience. My involvement with Legal Aid was pivotal in expanding my understanding of housing challenges and sustainable solutions, providing a well-rounded view of the legal obstacles faced by vulnerable populations. Additionally, my background in law enforcement and deep knowledge of regulatory compliance has given me a nuanced perspective on public safety and welfare.

In my role as National Executive Director and in-house legal counsel with United Sikhs, a UN-affiliated non-profit organization, I have led numerous impactful initiatives, including Umeed (Hope), a 24-hour helpline supporting individuals grappling with mental health crises, community and domestic violence, human trafficking, and housing challenges such as homelessness. This experience has not only heightened my empathy but also sharpened my ability to deliver critical

PRABH GILL

London, Ontario N6J 4H4

support and shelter solutions, working alongside Peel Region Police to craft effective societal responses.

My upcoming engagement with Mediation Beyond Borders, another UN-affiliated entity, reflects my commitment to conflict resolution and peace-building – key competencies I believe are vital for effective board deliberation and fostering community harmony.

Moreover, as a new partner at Lawfinity Advocates LLP, I am further dedicating myself to legal advocacy and community service, tackling a wide range of legal and social issues, particularly in housing and public welfare.

I bring specific skills in Development Planning and Asset Renewal, along with a solid grasp of Finance, enhancing my capability to contribute to LMCH's strategic objectives. My understanding of the social housing field, including its legislative and regulatory environment, will be particularly valuable in navigating the complexities of this sector.

I am keen to bring my vast legal expertise, community engagement experiences, and leadership abilities to the LMCH Board. I am dedicated to working collaboratively to devise innovative, legally robust, and socially conscious housing policies and programs that address the varied needs of the London community.

Thank you for considering my application. I am excited about the opportunity to contribute my diverse skills and experiences to the LMCH Board and am eager to discuss how my background and vision can align with and enhance your objectives.

Yours truly,

prabhgill
Prabh Gil

PROFILE

Experienced and passionate legal practitioner and community advocate, expert in legal analysis, strategic planning, and crisis management. Passionate about social welfare, housing solutions, and public safety. Committed to innovative, equitable policies, enriching London Middlesex Community Housing with collaborative and humanitarian leadership.

EDUCATION

York University

Specialization/Certification in Family Law Mediation

September 2023

- Specialized in advanced family mediation techniques.

Trios College, Ontario

Bachelors in Paralegal Studies

January 2021

- I have extensively studied the Canadian judicial, substantive, and procedural laws.
- My academic journey culminated in graduating with distinctions, reflecting my deep understanding and proficiency in these crucial areas of the legal field.

St. Clair College, Windsor, ON

Diploma in Police Foundations

September 2005

- Focused on Human Relations, Canadian Criminal Code, Investigation Techniques, Law Enforcement Studies, And Community Policing.
- Participated in mock trials and law enforcement simulations.

Fanshawe College, London, ON

Diploma in Law and Security

September 2003

- Comprehensive studies in law enforcement and the Canadian criminal justice system.
- Conducted a detailed study on the effectiveness of security measures in public spaces.

PROFESSIONAL EXPERIENCE

Lawfinity Advocates LLP

Partner and Legal Practitioner

January 2024 - Present

- Co-founded and lead a legal practice focusing on delivering equitable legal services.
- Advocate for clients' rights and justice in various legal settings.
- Implement innovative legal solutions to address contemporary challenges in law practice.
- Regularly update legal knowledge to stay abreast of new laws and regulations.

United Sikhs Canada

National Executive Director and In-House Legal Council

March 2018 - Present

- Lead and oversee legal awareness and mental health programs, advocating for inclusivity and rights awareness.
- Empower individuals and groups, aiding them in navigating complex legal issues. This includes guidance on matters related to UN Human Rights Declarations, Geneva Conventions, Charter Rights, Human Rights Code, Mediations, Immigration, Family Violence, and Victim Services.
- Development Planning, enhancing organizational strategies for sustainable community projects and housing initiatives, aligning with legislative and regulatory frameworks.

- Apply financial acumen in managing United Sikhs' resources, ensuring fiscal responsibility and effective allocation towards social housing and community empowerment programs.

Legal Aid Ontario | Ontario

Client Lawyer Service

February 2023 - September 2023

- Determine applicants' legal eligibility for legal aid services, leading the decision-making process based on LAO guidelines.
- Apply decision-making skills and knowledge of LAO procedures in operations related to civil law, criminal law, and duty counsel processes, demonstrating leadership in legal aid advocacy.
- Provide access to justice, leading initiatives to enhance legal aid services.

SMG Law Firm | London, On.

Intern

February 2022 - March 2022

- Under the mentorship of senior lawyers, I assisted in civil and commercial litigation cases, showcasing emerging leadership in legal practice.
- My responsibilities included drafting key legal documents and leading comprehensive legal research initiatives, contributing significantly to case preparation and strategy with a focus on meticulousness and accuracy.

COMMUNITY SERVICE

City of London

Vice-Chair, Diversity, Inclusion and Anti-Oppression Advisory Committee

May 2022- Present

- Providing recommendations, advice, and information to the Municipal Council on specialized matters related to diversity, inclusion, and anti-oppression.

Rights and Responsibility Awareness Initiative (RRAI) | London, On.

Community Analyst

January 2019 - Present

- I develop and conduct community awareness programs, enhancing legal literacy. I engage with diverse groups, creating informative events and outreach initiatives.
- I analyze community feedback, using insights to continuously refine and adapt these programs, ensuring they effectively meet the community's evolving needs.

SKILLS

- **Legal and Law Enforcement Expertise:** Profound knowledge in Canadian Substantive and Procedural Law, Charter Rights, Human Rights Code, and policing procedures, combined with conflict management, mental health issue response, and crisis intervention skills.
- **Leadership and Communication Skills:** Proven leadership abilities, advocating for shared leadership and selfless service, alongside excellent interpersonal and public speaking skills. Skilled in articulating complex issues in both written and verbal formats, with a focus on understanding and humanitarian values.
- **Alternative Dispute Resolution and Decision-Making:** Expertise in Alternative Dispute Resolution and mediation, complemented by impartial decision-making. Dedicated to principles of compassion, teamwork, and ethical practices.
- **Project Management and Team Collaboration:** Efficient in planning and executing multidisciplinary projects, excelling in multitasking and deadline adherence, and committed to teamwork, community-oriented actions, and detail-oriented learning.
- **Multilingual and Cultural Competence:** Fluent in multiple languages, fostering an environment of inclusion, equity, and acceptance. Driven by values of community empowerment and cultural sensitivity, enabling effective communication in diverse settings.

LEADERSHIP ROLES

- Dedicated to community empowerment and justice, I fervently advocate for marginalized groups, striving to infuse equity and inclusivity into municipal policies.
- I lead dialogues and workshops addressing systemic issues, enhancing cultural competency. Collaborating with diverse stakeholders, I aim to create an inclusive community atmosphere.
- My analysis of municipal policies focuses on their impact on varied populations, providing targeted feedback for improvement, ensuring policies are equitable and responsive to all community needs.

City of London - Application for Appointment to a City of London Board or Commission

Application

Please choose the Board or Commission you are interested in serving on: **LMCH**

Contact Information

Name: **Kay Grant**

City: **London**

Province: **ON**

Postal Code: **N5X1S8**

Experience and Qualifications

If you have experience on a London Board or Commission, please provide dates and details. (max. 3000 characters):

I have no prior experience on a London Board or Commission.

What do you hope to contribute or learn as part of a Board or Commission? (max. 3000 characters):

I am a registered professional planner and community development professional with a breadth of experience in rural and urban landscapes, long-range, policy and current community planning within a local and provincial government context. As a planner, I have long experience in the housing space from a policy perspective, including inter-provincial staff affordable housing working group and the development of affordable housing community improvement policies and plan, among others.

How will you support the work of a Board or Commission? (max. 3000 characters):

I will bring a thoughtful and deliberative approach to the conversation table. I can also support the work of the Board through my extensive research and policy development experience. Further, by attending meetings regularly, actively participating in the discussions or other work as necessary, always taking care to be prepared before each meeting.

Please describe additional experience, training, or community involvement that will help you in your role as a Board or Commission Member. (max. 3000 characters):

Nothing further to add here.

Please tell us about your interest in being a part of the London Middlesex Community Housing board. Why are you interested in this particular opportunity? What do you hope to contribute, and how would you support the work of the London Middlesex Community Housing board?(max. 3000 characters):

As a New Canadian and a visible minority, my family and I have experienced homelessness and precarious housing for many years. These lived experiences along with my training and professional experiences have provided me with peculiar insight that I believe will be useful to the deliberations of the Board.

Please tell us about your educational background, professional credentials, or any other training which is relevant to this position. (max. 3000 characters):

Please see my resume, attached.

Please describe any relevant work and/or lived experience you have. (max. 3000 characters):

Nothing further to add here.

Tell us about your involvement in any public or private sector boards, community involvement, or other experiences that are relevant to this position. Please describe the roles you played and the period of time you were involved.(max. 3000 characters):

I have served my local community through my church in the capacity of Community Services Director. This position sits on the Church Board and has primary responsibility for managing the community outreach activities of the local church. The position also has responsibility for coordinating emergency management activities on the church's behalf. One of the highlight of the year was a Thanksgiving Dinner held each year for the homeless population. Attendance each year was typically in the 500 person range. In this role, I coordinated the entire event, commencing with planning for and organizing the event to clean up. I served in that capacity for approximately three (3) years.

If necessary, please provide any additional relevant information that is not captured in your previous answers.(max. 3000 characters):

No additional information.

Attach resume or other document here, if needed: **LMCH Board of Directors Application _ Kay Grant.pdf**

Attach more files here, if needed:

Confirmations

I declare the following: **I am a resident of London. ; I am at least 18 years old.; I am not a City employee or Council member.; I understand that my application and any attachments will be included on a public agenda that is published on the City website.**

To help inform our outreach activities, please tell us how you heard about this opportunity: (optional): **Printed newspaper advertisement**

If you selected 'Other', please specify:

Submitted on: **1/12/2024 12:14:25 AM**

Kay Theresa Grant, MCIP, RPP
London, ON, N5X 1S8

EDUCATION

2020-2024 PhD Student, Regional Planning and Economic Development, Laurentian University, Sudbury, Ontario
2013 Master of Arts, Political Science (Public Policy), Brock University, St. Catharines, Ontario
2007 Master of Business Administration, Nova Southeastern University, Fort Lauderdale, USA
1995 Bachelor of Science in Urban Planning and Environmental Resource Management, University of Technology, Kingston, Jamaica

EMPLOYMENT PROFILE

2023 – present Snr. Planner, City of Sarnia
2022 – 2023 Snr. Planner, Township of North Dumfries
2016 – 2022 Planner, Ministry of Municipal Affairs
2008 – 2013 Development Planner, Town of Niagara-on-the-Lake
2001 – 2007 Lands Officer, Alumina Partners of Jamaica / UC RUSAL Limited
2000 – 2001 Consultant, Ministry of Local Government, Community and Sports
1998 – 2000 Director of Planning, Hanover and Manchester Parish Councils
1995 – 1998 Project Officer, Urban Development Corporation

EXPERIENCE

I have more than 15 years of provincial and municipal planning experience preparing reports and recommendations for a broad range of urban and rural land uses of varying complexity, including high density residential developments, mixed use developments, and commercial, industrial, retail, service and general agricultural developments. My experience also includes undertaking background research, preparing recommendations and planning justification reports, consulting with agencies, community members, and other stakeholders and making recommendations to elected official and the general public.

As well, I have provided planning advice and responded to inquiries from the public, development industry, various levels of government, media, staff, applicants and elected officials. In addition, I have been qualified to give expert testimony at the Ontario Land Tribunal on matters relating to Committee of Adjustment matters and official plan and zoning by-law amendment applications.

Further, in addition to providing planning services and advice to the community and council, I also supervise planning staff and acts for the manager in his absence.

VOLUNTEER EXPERIENCE

I am a full member of the Ontario Professional Planners Institute and the Canadian Institute of Planners. While working at the Ministry of Municipal Affairs and Housing, I was a member of the

Technical Review Committee Certified Site Program and the Asset Management, Affordable Housing and the Indigenous Reconciliation Relations Working Groups.

City of London - Application for Appointment to a City of London Board or Commission

Application

Please choose the Board or Commission you are interested in serving on: **LMCH**

Contact Information

Name: **Archana Gupta-Harit**

City: **London**

Province: **ON**

Postal Code: **N6G 5H7**

Experience and Qualifications

If you have experience on a London Board or Commission, please provide dates and details. (max. 3000 characters):

Archana Gupta-Harit is a visionary innovator who adeptly leverages advanced financial acumen, data-driven insights, and strategic acuity to inform and shape business strategies, effectively driving growth, profitability, and enhanced shareholder value. She is a Chartered Professional Accountant (CPA-CMA), and holds an MBA from Richard Ivey School of Business, Western University.

Archana currently serves as a Board of Director with Travel Industry Council of Ontario and Rapport Credit Union, where she continues to support Audit, Governance and Nomination Committees. Archana also served the boards such as Not-for-Profit Housing and Business Improvement Area as a non-voting member and Secretary Treasurer. Archana is full time employed as Director, Financial Services, and legislatively appointed Treasurer with a municipal corporation. She garnered esteemed recognition with the prestigious Best Budget Presentation 2022 Award bestowed by the Government Finance Officers Association, North America. She has been applauded for unrivaled transparency, accountability, and the successful rejuvenation of the municipality and its financial health within a remarkably short span of tenure by the council members. Prior to this role, Archana served the Ontario Public Services (OPS) for more than a decade in various progressive roles. She delivered services in the areas of I&IT, Strategic Business Planning, Governance, Financial Management and Reporting, Controllership, Enterprise Risk Management, Payment Card Industry Compliance, COOP and Emergency Management. She successfully delivered multidisciplinary multimillion Transformational projects resulting in high efficiencies and millions in savings. Received prestigious recognition with an individual “Deputy Minister Standing Ovation” award for pioneering the establishment of the highly successful Enterprise Risk Management Program. Prior to Public Services, Archana worked in the private sector. As a management consultant, she provided strategic recommendations, insights on a variety of strategic and financial matters and advised clients’ Senior Management team to resolve project roadblocks in Healthcare and Education Sectors. Besides, Archana served three terms as Chair, Board of Directors, Deputy Minister Partnership Program Alumni Association; delivered executive-level coaching and mentoring to participants of prestigious leadership initiatives, including the Women in Leadership, and the official OPS Diversity Mentoring program. Played a pivotal role in driving initiatives aimed at enhancing workplace diversity, inclusion, and equality leading to change in the workplace. Archana previously has also served a full term at Hospice Toronto as a Board Member. The Board guided the strategic goals and priorities, set policies, and ensured that the organization followed ethics, good governance and demonstrated accountability to the stakeholders. She served on the governance and treasury sub-committees.

What do you hope to contribute or learn as part of a Board or Commission? (max. 3000 characters):

Having been part of the various boards, I truly believe financial and business acumen along with diversity of thought is very important.

I am a strategically driven, results oriented leader who has the vision, and the foresight to ensure the organization is financially lean, profitable and compliant. I bring more than 17 years of public sector experience along with a solid combination of Governance, Strategic Business Planning, Financial Management, and Information and Technology expertise earned in public and private sector that are required for the position.

I have an array of skills and attributes that qualify me for this position. These include strong analytical, organizational, problem solving, collaboration and change management skills with innovation and transformational orientation while continuing to deliver operational excellence.

Additionally, serving on various Boards, as a board member, has enabled me to interpret linkages between policies, procedures, communications, and decision-making processes while practicing highest standards and nurturing ethical behaviors across tables.

I believe you will see a significant and long-lasting positive impact financially from the work I carry out, the standards I set and the results-oriented mind set I utilize in all work and projects I am responsible for. That aside, I am equally anticipating learning more about all sorts of knowledge and skills around LMCH.

How will you support the work of a Board or Commission? (max. 3000 characters):

As a board member, I would have a responsibility to act in the best interests of the organization and its stakeholders.

By taking following steps, I am confident that I can successfully support the board.

First of all, understanding my role and responsibilities, and the lay of the land, listening to other board members and communicating effectively is crucial for the success of the board, being proactive and taking initiative can help the board achieve its goals.

Specifically, I will provide guidance on various financial matters.

I know as a fact that Collaboration is key to the success of the board, will work with other board members to achieve the goals.

I would stay informed about the latest developments in the housing industry through attending conferences, reading journals etc. This would also help me make informed decisions as a board member.

Please describe additional experience, training, or community involvement that will help you in your role as a Board or Commission Member. (max. 3000 characters):

Board of Directors | Travel Industry Council of Ontario Sep.2023 - Present

Appointed as a Board of Director to serve as a public member as result of first-time opportunity for members of public. TICO is responsible for the administration and enforcement of the Ontario Travel Industry Act, 2002 and Ontario Regulation 26/05 on behalf of the Ontario government. Building upon the TICO's profound legacy, will be working collaboratively with the board to lead growth and advancement of the organization and participate in enterprise-level change initiatives. Serve the Audit, Technology, and Risk Committee as well.

Board of Directors | Rapport Credit Union Aug. 2021 – Present

Serve as a member, overseeing 17K members at 10 branch locations, with 80+ employees and \$313M+ in assets under administration. Work collaboratively with the board to lead growth and advancement of the organization, participating in enterprise-level change initiatives, including replacing the CEO, and introducing guidelines such as Board member performance reviews.

Non-Voting Board Member | Treasurer | Business Improvement Area & Not-for-Profit Housing Boards May 2021 – Present

Provide strategic advice on decisions surrounding business and residential areas and associated improvement. Additionally, manage financial health and affairs for the organizations to ensure all expenses are monitored and budgets are consistently met.

Assessor | Government of UAE / Abu Dhabi/Ajman July 2017 – Nov. 2022

Made recommendations to the Jury for the Award of Excellence in Government Performance program, promoting the welfare of the emirate's society. Provided advice on economic trends and future-based strategies that could hold influence over achievement of UAE's 2040 vision, economic outlook, and interests, including in IT, Financial and Economic Development, and Accountability Frameworks.

Chair & Board Member | Deputy Minister Diversity Partnership Program Alumni Association, OPS May 2011 – Feb. 2021

Served on the leadership team of this volunteer association, supporting Diversity, Equity, and Inclusion through partnership programs, professional development and networking

opportunities, and organizational change management initiatives.

Board Member | Hospice Toronto July 2006 – June 2010

Provided support with oversight and monitoring of organizational performance, the organization's programs, and providing regular updates and reports to the Board on various programs that supported Toronto residents in managing and coping with the terminal illness of their loved ones.

Please tell us about your interest in being a part of the London Middlesex Community Housing board. Why are you interested in this particular opportunity? What do you hope to contribute, and how would you support the work of the London Middlesex Community Housing board?(max. 3000 characters):

Having spent over 17 years in public sector in progressive roles and various board as Board of Director roles (voting and non-voting). I would love to stretch my abilities and meet new challenges in a Housing board as a Board member and being a resident of London.

I have an array of skills and attributes that qualify me for this position. These include strong analytical, organizational, problem solving and change management skills with customer centric orientation besides my ability to work in collaboration with other team members.

I believe i will bring business and financial acumen to the board, while practicing highest standards and nurturing ethical behaviors across tables.

Please tell us about your educational background, professional credentials, or any other training which is relevant to this position. (max. 3000 characters):

I have an MBA from Richard Ivey School Of Business, CPA-CMA, CGEIT, CRMA, PMP earned over the years that have helped me expand my knowledge and corroborate it.

Please describe any relevant work and/or lived experience you have. (max. 3000 characters): **Please see above.**

Tell us about your involvement in any public or private sector boards, community involvement, or other experiences that are relevant to this position. Please describe the roles you played and the period of time you were involved.(max. 3000 characters): **Please see above**

If necessary, please provide any additional relevant information that is not captured in your previous answers.(max. 3000 characters): **Please see above.**

Attach resume or other document here, if needed: **Archana LMCH - Board Member.pdf**

Attach more files here, if needed:

Confirmations

I declare the following: **I am a resident of London. ; I am at least 18 years old.; I am not a City employee or Council member.; I understand that my application and any attachments will be included on a public agenda that is published on the City website.**

To help inform our outreach activities, please tell us how you heard about this opportunity: (optional): **Professional or community organization**

If you selected 'Other', please specify:

Submitted on: **12/21/2023 10:24:43 AM**

ARCHANA GUPTA-HARIT, MBA, CPA-CMA, PMP

London, ON N6G 5H7

December 20, 2023

RE: Board of Directors

Dear Phil.

I am a forward-thinking and astute executive with a profound commitment to strategy, innovation, modernization, financial optimization, risk mitigation, governance, and operational excellence.

I am seeking a new, challenging role as Board of Directors at London & Middlesex Community Housing. I find myself very strongly drawn to the unique working philosophy focused on service excellence, innovation, teamwork that fuels the LMCH overall and believe I am well aligned to excel in the available opportunity given my extensive experience in the Public Sector. I have gained experience in similar size corporation and truly believe can bring a lot of progressive experience to your corporation as well and believe I am ready for the next chapter in my career.

Throughout the progression of my career, I have developed a highly refined skillset centered on transformation and propelling organizational expansion, instituting rigorous internal controls, governance and achieving outstanding strategic outcomes. My ability to lead cross-functional teams has been influential in fostering a culture of innovation and cultivating fruitful relationships with stakeholders.

I am a visionary innovator who adeptly leverages advanced financial acumen, data-driven insights, technology, and strategic acuity to inform and shape business strategies, effectively driving growth, profitability, and enhanced shareholder value.

Below, I have highlighted a sampling of my career accomplishments and contributions:

- ✓ Fronted the modernization and streamlining of budgeting processes, while implementing robust internal controls, fostering transparency, and integrity, and forging unwavering partnerships.
- ✓ Pioneered the groundbreaking implementation of Robotic Process Automation (RPA) within the OPS, specifically streamlining the creation of purchase orders for Fee for Service Consultants. This innovative automation initiative led to significant staffing reductions and a remarkable reduction in turnaround time, from fifteen business days to a mere 2 days.
- ✓ Garnered esteemed recognition with the prestigious Best Budget Presentation 2022 Award bestowed by the Government Finance Officers Association, North America. Applauded for unrivaled transparency, accountability, and the successful rejuvenation of the municipality's financial health within a remarkably short span of tenure.
- ✓ Received prestigious recognition with an individual Deputy Minister's 'Standing Ovation' award for pioneering the establishment of the highly successful Enterprise Risk Management Program at the Treasury Board Secretariat, OPS.

I encourage you to review my enclosed resume, which will serve to offer a much deeper depiction of my accomplishments and abilities.

I aspire to meeting you in the context of a formal interview to further discuss ways in which I can contribute to your organization.

Warm regards,

Archana Gupta-Harit

STRATEGIC LEADER

Forward-thinking and astute executive with a profound commitment to financial optimization, risk mitigation, and operational excellence. Exhibits a remarkable history of propelling organizational expansion, instituting rigorous internal controls, processes, and regulations to consistently achieve outstanding financial outcomes.

Recognized for adeptly leading cross-functional teams, fostering a culture of innovation, and cultivating fruitful relationships with stakeholders. A visionary innovator who adeptly leverages advanced financial acumen, data-driven insights, and strategic acuity to inform and shape business strategies, effectively driving growth, profitability, and enhanced shareholder value.

CORE COMPETENCIES

- Transformational Leadership
- Strategic & Financial Management
- Creative Problem-Solving
- Change Management
- Board and Stakeholder Communications
- Corporate Finance & Governance
- Performance & Risk Management
- Resource Optimization
- Business Service Improvements

PROFESSIONAL EXPERIENCE

Director of Finance / Treasurer | Municipality of Central Elgin

Mar. 2021 – Present

Delivers transformative financial stewardship and strategic direction to optimize the financial well-being of the Corporate Services Department and various business functions, ensuring seamless access to precise financial data and reports for Council, CAO, and cross-functional departments. Orchestrates comprehensive initiatives encompassing strategic planning, regulatory compliance, enterprise risk management, contract administration, IT integration, reporting, and exceptional customer service. Conducts educational programs and facilitates orientation on governance protocols and the department's holistic operations for Council.

- ✓ Orchestrated a meticulous revision of the User-fee structure, yielding a remarkable 5% revenue increase. Proactively steered the management of property assessments in collaboration with the Municipal Property Assessment Corporation, culminating in an impressive 12% surge in the assessment base for the fiscal year 2021-22, followed by an additional 5% growth in 2022-2023.
- ✓ Galvanized organizational excellence, revolutionizing strategic planning, accountability procedures, and productivity. Offered sage counsel and expert recommendations to the CAO, Directors, and Council on matters of strategic importance, operational business plans, and cutting-edge budgeting practices.
- ✓ Garnered esteemed recognition with the prestigious Best Budget Presentation 2022 Award bestowed by the Government Finance Officers Association, North America. Applauded for unrivaled transparency, accountability, and the successful rejuvenation of the municipality's financial health within a remarkably short span of tenure.
- ✓ Pioneered the seamless integration of collaboration tools, facilitating the implementation of a comprehensive 'Work from home' policy that revolutionized opportunities for work-life balance and engendered a 65% surge in team productivity.
- ✓ Directed the introduction of cutting-edge utility billing and tax portals, affording customers and residents unparalleled access to vital information. Centralized customer service operations and achieved an impressive 60% reduction in call volume, enhancing overall efficiency and service quality and be more green and environmentally responsible.

Key Responsibilities:

- **Corporate Services:** Orchestrates and governs a broad spectrum of critical operations encompassing procurement, property tax administration, customer service excellence, human resource management, asset optimization, I&IT service delivery, and performing as an Oath commissioner, among a myriad of other functions. Fosters an environment of precision and efficiency, ensuring meticulous adherence to administrative protocols and facilitating seamless and timely completion of all essential tasks.
- **Financial Management:** Supervises the Financial Services Department, exercising fiscal oversight over all departments to assess their financial well-being, encompassing budgetary management, comprehensive reporting, regulatory compliance, financial systems optimization, payroll administration, and tax and revenue collection.
- **Strategic Planning & Improvements:** Formulates and executes comprehensive, forward-thinking financial strategies for the municipality, fostering synergies among diverse business units to ensure robust resources and frameworks for integrated long-term planning. Drives process optimization initiatives to enhance organizational productivity and operational efficiency.
- **People Leadership:** Effectively leads and supervises a high-performing team of 13+ professionals, comprising 3 managers, cultivating a culture of trust, accountability, and seamless collaboration. Delivers hands-on guidance and mentorship, fostering an

ARCHANA GUPTA-HARIT, MBA, CPA-CMA, PMP

environment where team members thrive and excel in their respective responsibilities.

- **Strategic Budgeting:** Establishes and administers extensive multi-year financial frameworks for capital and operational planning, ensuring seamless integration with Track Plans and Asset Management Plans to facilitate enduring strategic foresight. Conducts periodic evaluations to ascertain the exigency for recalibrations or refinements, aligning with dynamic strategic imperatives.
- **Corporate Culture:** Fosters a dynamic learning and development culture that nurtures collaboration and cultivates continuous growth within the organization that is equal opportunity employer. Cultivates trust-based relationships, strategically identifying individual skill sets and leveraging cross-training initiatives to maximize strengths. Proactively provides opportunities for professional development to enhance capabilities and drive excellence across the team. Fosters a respectful workplace culture and champions diversity, equity, and inclusion. Demonstrate inspirational leadership, promote collaboration at all levels and empower staff to be innovative decision-makers.
- **Performance Management:** Dispenses timely and targeted feedback to stimulate and invigorate staff, cultivating an environment of continuous improvement. Conducts regular monthly one-on-one meetings to foster rapport and establish meaningful connections with team members. Monitors and assesses the comprehensive performance of the municipality, identifying strategic opportunities for enhancement and progress.
- **Change Management:** Builds a clear vision; supports people in the organization through their transitions from the current state to the future state and understands what is needed to influence stakeholders to embrace and adopt the change.

Sr. Manager / Sr. Advisor PCI Compliance, Controllershship & Reporting Unit

Jan. 2015 – Feb. 2021

Treasury Board of Canada Secretariat (TBS), Ontario Public Services (OPS)

Championed and steered strategic initiatives for esteemed clients, including the Cabinet Office, Premier's Office, Office of the Lieutenant Governor, Ministry of Finance, and Treasury Board Secretariat. Demonstrated exceptional acumen in spearheading and orchestrating a dynamic team of 16+ professionals across multifaceted domains, encompassing Financial Management, Controllershship, Risk Management, Reporting, Strategic Planning, PCI Compliance, COOP, and Emergency Management.

- ✓ Coordinated the effective management of a substantial operating budget of \$330M and a capital budget of \$50M for a dynamic organization comprising over 750 professionals across Governance, Risk Management, Compliance, and Reporting.
- ✓ Realized significant program-level efficiencies of approximately 35% through meticulous line-by-line evaluations, comprehensive program, and Alternate Service Delivery reviews, and adept management of Team Leads to foster seamless collaboration and sustained achievements.
- ✓ Received prestigious recognition with an individual Deputy Minister's 'Standing Ovation' award for pioneering the establishment of the highly successful Enterprise Risk Management Program at the Treasury Board Secretariat, OPS.
- ✓ Collaborated closely with twenty-one ministries and Cabinet office during the 2019 Cabinet shuffle to seamlessly facilitate office transitions, address changes, equipment provisioning, and comprehensive IT readiness, ensuring a seamless transition for ministers as they logged into their new systems and offices.
- ✓ Ensured uncompromising adherence to Payment Card Industry (PCI) Standards across the province's 19 Ministries, diligently collaborating with clients throughout the year to guarantee compliance and maintain vigilant oversight.
- ✓ Attained Excellence Canada's esteemed Gold-level recognition for the Business and Strategic Planning Branch, along with ISO certification for all processes, through astute business process reengineering and the implementation of comprehensive corporate reporting frameworks.
- ✓ Pioneered the groundbreaking implementation of Robotic Process Automation (RPA) within the OPS, specifically streamlining the creation of purchase orders for Fee for Service Consultants. This innovative automation initiative led to significant staffing reductions and a remarkable reduction in turnaround time, from fifteen business days to a mere 2 days.

Key Responsibilities:

- **DEI Prioritization:** Delivered executive-level coaching and mentoring to participants of prestigious leadership initiatives, including the Women in Leadership, Canada program, and the official OPS Diversity Mentoring program. Played a pivotal role in shaping and executing the OPS Antiracism and post-COVID-19 return-to-work strategies, driving initiatives aimed at enhancing workplace diversity, inclusion, and equality leading to change in the workplace.
- **Digitization & Automation:** Facilitated seamless digitalization and operational continuity during the transition to remote work amidst the COVID-19 pandemic. Conducted thorough evaluations to identify areas for process digitization and automation, enhancing operational efficiency and accessibility for geographically dispersed teams. Implemented robust security measures to

ARCHANA GUPTA-HARIT, MBA, CPA-CMA, PMP

ensure the integrity and confidentiality of government systems and sensitive data throughout the digital transformation journey.

Manager, iSolutions Branch | Ministry of Education / Government Services

Apr. 2012 – Dec. 2014

Directed collaborative efforts with customers, partners, and key stakeholders to establish a comprehensive strategy and roadmap for organizational growth in delivering innovative iSolutions to the Minister, effectively aligning with goals and mandates. Oversaw an \$85M budget, while cultivating and managing strategic external and internal alliances to maximize ROI and drive successful project outcomes.

- ✓ Orchestrated the successful management of client expectations, ensuring the prompt and precise delivery of services, consistently meeting, and surpassing 100% of client Service Level Agreements.
- ✓ Led the seamless transition of the Childcare Program from the Ministry of Children and Youth Services to the Ministry of Education, spearheading the modernization of Childcare Services across Ontario. Pioneered the implementation of an innovative solution to optimize program operations.
- ✓ Amplified team productivity by an impressive 40% during critical project phases, through the implementation of refined procedures, meticulous documentation, strategic team co-location, and the utilization of SharePoint as a collaborative tool.
- ✓ Spearheaded a comprehensive modernization effort, resulting in a significant reduction and simplification of the Childcare Application process across Ontario. Centralized time-consuming functions into a streamlined web application, equipped with efficient status reporting tools, slashing the application turnaround time from 60 days to an impressive three business days.
- ✓ Successfully led Joint Applications Sessions, fostering seamless collaboration and communication between technical and business teams. Bridged the gap between the two disciplines, ensuring the smooth and efficient completion of all projects and goals.

Key Responsibilities:

- **Team Leadership:** Coached and directed cross-functional and matrix teams comprised of 15 talented professionals, driving their performance toward the successful implementation of cutting-edge portals, innovative solutions, and comprehensive digitization initiatives to optimize internal and external processes, resulting in enhanced operational efficiency and seamless user experiences.
- **Program Management:** Managed multiple concurrent programs, employing a goal-oriented approach to meticulously plan and execute each program on time. Fostered an Agile work environment, implementing robust 'exit strategies' to ensure adaptability and enable prompt adjustments as necessary to ensure successful program management and integration.

Controller, I&IT Corporate Controllershship | Ministry of Government Services

Apr. 2010 – Mar. 2012

Synthesized and presented complex project submissions (\$2M+) in concise 2-page business case for review by the Treasury Board/Management Board of Cabinet (Board) Ontario. Delivered recommendations on contentious issues spanning multiple ministries and facilitated Cabinet ratification. Provided comprehensive analysis of Multi-Year Planning, financial and risk reporting, and governance aspects of the organization's allocations and grants.

Sr. Planning & Performance Analyst, Central Agencies I&IT Cluster | Ministry of Finance

Jan. 2009 – Apr. 2010

Developed business cases, project estimates, briefing materials for Estimates Defense and quarterly reports. Led Results based Plans, negotiated MOUs, SLAs and developed accountability agreements with ministries.

- ✓ Improved organizational accountability by developing and implementing a Performance Management framework. Developed analytics through the framework that helped executives in decision making and addressing the issues.
- ✓ Increased productivity and efficiencies by strategically procuring and implementing ERP (PeopleSoft) and Finance (Oracle) solutions that aligned and were integrated to offer better results.

Management Consultant | Courtyard Group

Jan. 2007 – Dec. 2008

Provided strategic recommendations, insight on variety of strategic and financial matters and advising clients' Senior Management team to resolve project roadblocks in Healthcare Sector. Portfolio, program, and project management spanned planning, policy, transfer payments, policy development, process re-engineering, Governance, Controllershship, Information Technology, Financial Management, Performance and Risk Management.

- ✓ To enhance medical services and serve the patients with one patient one digital record across Ontario and online prescriptions, I co-managed the development and implementation of an IM/IT strategy (~\$250 M) for a provincial initiative for Digital Medication Management, a transformational project spanning jurisdiction; and liaising with Ministry of Health, various association (including Pharmacists, Doctors and Nurses), Canada Health Infoway, CIHI and various vendors.

ARCHANA GUPTA-HARIT, MBA, CPA-CMA, PMP

Engaged leaders in the healthcare across the globe such as Australia, Finland and Denmark for lessons learned and technology solutions due diligence.

- ✓ Facilitated 50% reduction in operational and support costs by reengineering the business processes in a leading hospital in Toronto enabling efficient use of IT. Introduced performance framework to enhance accountability across the organization. It also let the hospital realize its potential through benchmarking in the industry.

Data Analyst – Ministry of Health and Long Term Care, EHS Branch, Southwest Ontario.

Apr. 2003 – Aug 2005

Established relationships utilizing my interpersonal abilities with various municipality directors and Central Ambulance Managers from various EMS and EHS centers in Ontario to optimize resource utilization by researching logistics. Facilitated forecasts, statistical reports and tracking the performance results of the dispatch centers and made presentations to different levels of management and stakeholders to communicate the proposed changes for delivering a better patient care in Ontario.

EDUCATION & CERTIFICATIONS

MBA (Majors - Finance & Accounting) | Richard Ivey School of Business, University of Western Ontario | London, ON

CPA – CMA | CPA Ontario Charter

MAFP – I&II | AMCTO

Employment Law and Human Resources Program (HR) | AMCTO

Project Management Professional (PMP) | Project Management Institute

Certified in Governance of Enterprise IT | ISACA

Performance Indicators: Measurement and Management | Executive Education Centre Schulich School of Business
Critical Communication Skills for Emerging Leaders | Executive Education Centre Schulich School of Business

Certification in Risk Management Assurance (CRMA) | IIA

Post Graduate Diploma in Computer Science & Applications (equivalent to MSc.) | PU India

ADDITIONAL LEADERSHIP EXPERIENCE

Board of Directors | Travel Industry Council of Ontario

Sep.2023 - Present

Appointed as a Board of Director to serve as a public member as result of first-time opportunity for members of public. TICO is responsible for the administration and enforcement of the Ontario Travel Industry Act, 2002 and Ontario Regulation 26/05 on behalf of the Ontario government. Building upon the TICO's profound legacy, will be working collaboratively with the board to lead growth and advancement of the organization and participate in enterprise-level change initiatives. Serve the Audit, Technology, and Risk Committee as well.

Board of Directors | Rapport Credit Union

Aug. 2021 – Present

Serve as a member, overseeing 17K members at 10 branch locations, with 80+ employees and \$313M+ in assets under administration. Work collaboratively with the board to lead growth and advancement of the organization, participating in enterprise-level change initiatives, including replacing the CEO, and introducing guidelines such as Board member performance reviews.

Non-Voting Board Member | Treasurer | Business Improvement Area & Not-for-Profit Housing Boards

May 2021 – Present

Provide strategic advice on decisions surrounding business and residential areas and associated improvement. Additionally, manage financial health and affairs for the organizations to ensure all expenses are monitored and budgets are consistently met.

Assessor | Government of UAE / Abu Dhabi/Ajman

July 2017 – Nov. 2022

Made recommendations to the Jury for the Award of Excellence in Government Performance program, promoting the welfare of the emirate's society. Provided advice on economic trends and future-based strategies that could hold influence over achievement of UAE's 2040 vision, economic outlook, and interests, including in IT, Financial and Economic Development, and Accountability Frameworks.

Chair & Board Member | Deputy Minister Diversity Partnership Program Alumni Association, OPS

May 2011 – Feb. 2021

Served on the leadership team of this volunteer association, supporting Diversity, Equity, and Inclusion through partnership programs, professional development and networking opportunities, and organizational change management initiatives.

Board Member / Assistant Treasurer | Hospice Toronto

July 2006 – June 2010

Provided support with oversight and monitoring of organizational performance, the organization's programs, and providing regular updates and reports to the Board on various programs that supported Toronto residents in managing and coping with the terminal illness of their loved ones.

City of London - Application for Appointment to a City of London Board or Commission

Application

Please choose the Board or Commission you are interested in serving on: **LMCH**

Contact Information

Name: **Sara Pineros**

City: **London**

Province: **ON**

Postal Code: **N6H 0J8**

Experience and Qualifications

If you have experience on a London Board or Commission, please provide dates and details. (max. 3000 characters):

Since September 2023, I have proudly served as a dedicated member of the Board of Directors for the Rights and Responsibilities Awareness Initiative (RRAI). RRAI operates as a community-driven initiative, officially incorporated as a registered charity/non-profit, committed to fostering legal, financial, and cultural awareness within the Ontario community, with a specific focus on newcomers residing in the London Area. In my role, I actively contribute to the organization's mission by participating in monthly Board of Directors meetings. These gatherings serve as a platform for overseeing ongoing operations and making key decisions related to strategic, financial, and legal matters. The collective expertise of the Board ensures the effective management of RRAI's initiatives, reinforcing the organization's commitment to empowering individuals and enhancing the overall well-being of the community. RRAI engages in dynamic public awareness campaigns tailored to address the specific needs of the community. These campaigns are meticulously designed to educate targeted groups about their rights and responsibilities concerning Canadian laws, regulations, financial planning, and cultural intricacies. Our strategic approach aims to bridge gaps in crucial aspects of daily life often overlooked by traditional settlement agencies, contributing to a more comprehensive understanding of these fundamental aspects and empowering individuals within the community. By fostering awareness and facilitating understanding, RRAI seeks to make a meaningful impact on the lives of individuals, particularly newcomers in the London Area. The organization's emphasis on proactive management, strategic planning, and community engagement underscores its commitment to creating positive change and contributing to the betterment of society.

What do you hope to contribute or learn as part of a Board or Commission? (max. 3000 characters):

As a prospective member of a Board or Commission, my primary aim is to contribute my understanding of housing intricacies and programs to face them. Having dealt with issues such as elevated housing prices, limited unit availability, land shortage, and public programs designed to address access barriers related to income, health, or social issues, I bring a wealth of practical experience to the table. My specific interest lies in deepening my knowledge of the application of Canadian regulations within the housing sector, with a keen focus on community housing programs administered by LMHC. I am particularly eager to explore the nuances of social housing, including aspects such as access (criteria), operational protocols, financial dynamics, and management challenges associated with these programs. I believe that my unique combination of extensive knowledge, distinctive perspective, and practical experience positions me well to offer valuable insights to the decision-making processes of the Board or Commission. My enthusiasm to contribute stems from a desire to enrich discussions with the viewpoint of a newcomer, bringing forth considerations that may not be immediately apparent. I am dedicated to leveraging my

expertise to foster effective solutions and enhance the overall approach to addressing social housing issues within the Canadian context.

In joining the Board or Commission, I also hope to learn from the diverse perspectives and experiences of fellow members. Collaborative learning is essential for staying abreast of evolving challenges and emerging best practices within the field of social housing. Through active engagement and dialogue, I aim to broaden my understanding, contribute meaningfully to the decision-making process, and collectively work towards creating positive and impactful solutions for the community.

How will you support the work of a Board or Commission? (max. 3000 characters):

I am committed to supporting the work of the Board or Commission through a proactive and meticulous approach. One key aspect of my contribution will involve conducting thorough examinations of reports to assess the efficacy of programs under consideration. This includes analyzing data, evaluating outcomes, and identifying key performance indicators to discern the primary areas that may require attention and remedial action.

In addition to my analytical skills, I am dedicated to active participation in every meeting. I will bring forth informed ideas to address the inherent challenges commonly encountered in community housing programs. Drawing from my comprehensive understanding of housing intricacies and practical experience, I aim to contribute meaningful insights that can inform decision-making processes and contribute to the overall effectiveness of the Board or Commission.

By actively engaging in discussions and offering well-informed ideas, I seek to foster a collaborative and solution-oriented environment. I recognize the importance of collective efforts in addressing complex issues related to community housing, and I am committed to playing a proactive role in supporting the Board or Commission's objectives. My goal is to enhance the decision-making process, contribute to the development of effective strategies, and ultimately contribute to the improvement of community housing programs within the scope of the Board or Commission's responsibilities.

Please describe additional experience, training, or community involvement that will help you in your role as a Board or Commission Member. (max. 3000 characters):

I bring a wealth of experience in collaborating with communities facing barriers to accessing their fundamental needs through market channels due to social, economic or health issues. Over the course of five years, I served as a public servant at national and local level, culminating in my role as the Rural Housing Director in the Ministry of Housing, City, and Territory of Colombia. Within this institution, I held pivotal positions as the Strategic Planning Director and Strategic Planning Advisor to the Minister. This extensive background has equipped me with a discerning understanding of criteria application, enabling a focused approach to decision-making and operational program enhancement, particularly within government initiatives aligned with social objectives. Moreover, my professional journey extends over five years in financial institutions and non-profit organizations dedicated to the empowerment of women in political, economic, and psychological spheres. This multifaceted experience has honed my ability to navigate diverse sectors, fostering a comprehensive skill set that aligns seamlessly with the objectives and considerations integral to board governance.

I also have experience working with minorities, including indigenous groups. That is why I was awarded to be part of the International Visitor Leadership Program in the USA in 2020.

Please tell us about your interest in being a part of the London Middlesex Community Housing board. Why are you interested in this particular opportunity? What do you hope to contribute, and how would you support the work of the London Middlesex Community Housing board?(max. 3000 characters):

I am deeply interested in being a part of the London Middlesex Community Housing board due to its unique advisory role for an organization that aligns with my specific areas of interest. The prospect of contributing to and learning from this dynamic environment is exceptionally motivating, as it offers a platform to directly impact the community to which I belong.

This opportunity holds particular significance for me because it provides a chance to contribute actively to a crucial cause—addressing housing issues within the London Middlesex community. My interest in this board stems from a desire to play a meaningful role in shaping policies and strategies that directly impact the lives of individuals in need of affordable and accessible housing.

I hope to bring my comprehensive understanding of housing intricacies, gained through experiences with elevated prices, limited unit availability, and involvement in public programs addressing access barriers related to income, health, or social issues. My aim is to leverage this knowledge to provide valuable insights into the challenges faced by the community and to actively contribute to the development of effective solutions. In supporting the work of the London Middlesex Community Housing board, I plan to conduct meticulous examinations of reports to assess program efficacy and identify areas that may require attention and remedial action. Additionally, I am committed to actively engaging in board meetings, offering well-informed ideas to address challenges commonly encountered in community housing programs. Through my proactive involvement, I aspire to enhance the decision-making process, foster a collaborative environment, and contribute to the overall effectiveness of the board in fulfilling its mission to support and improve housing opportunities within the community.

Please tell us about your educational background, professional credentials, or any other training which is relevant to this position. (max. 3000 characters):

I am an Economist, having earned two Master's degrees—one in Finance and another in Economics—alongside a specialization in markets and land policies. This educational background has equipped me with a robust understanding of public policy principles, economic and finance dynamics, and the intricacies of markets and land policies, which are directly relevant to the position.

Please describe any relevant work and/or lived experience you have. (max. 3000 characters):

I bring a wealth of experience from private, government service and the non-profit sector, totaling over ten years of dedicated work. This information is more detailed in my resume.

My government service has provided me with insights into public policy formulation and implementation, while my tenure in non-profit organizations has allowed me to actively engage with community-driven initiatives and understand the challenges faced by various demographics.

Concurrently, I have combined my professional roles with academic pursuits, serving as an professor at the university level. Teaching subjects related to development, finance, and economics has been a personally gratifying endeavor. This dual engagement has not only allowed me to stay abreast of the latest developments in the academic field but also provided me with a platform to impart the knowledge and insights I have acquired through academic study and practical experience. For me this has been the best way to be in touch with the youth and the future.

My multifaceted background, combining experience in government, private and non-profit with educational settings, positions me as a candidate with a diverse skill set. I believe that my educational background and professional experiences make me well-suited to contribute effectively to the objectives and responsibilities of the position.

Tell us about your involvement in any public or private sector boards, community involvement, or other experiences that are relevant to this position. Please describe the roles you played and the period of time you were involved.(max. 3000 characters):

I was a Board Member on the Superior Housing Council in Colombia from February 2021 to April 2022. Serving as part of the Technical Secretary, my roles and responsibilities encompassed facilitating in-depth discussions on the country's housing policies, actively contributing to the identification of barriers and opportunities for their effective implementation.

The Council comprised representatives from various sectors, including popular housing organizations, builders, credit institutions, users of individual housing loans, and a representative from the national real estate sector.

In particular, the Technical Secretary supported:

Advisory: offering insights and recommendations in the formulation, coordination, and execution of housing policies, with a specific emphasis on social interest housing.

Cost Review: conducted comprehensive reviews of various costs associated with housing acquisition, including taxes, fees, and related expenses. This critical function aimed at ensuring affordability and accessibility within the housing sector.

Periodic Evaluation: support the Council in the periodic evaluation of outcomes achieved through the implementation of housing policy execution programs. This proactive approach ensured continuous assessment and adjustment for the sustained effectiveness of policies.

Compliance Oversight: overseeing compliance with the objectives and criteria outlined

within the specialized system of long-term housing financing. This role contributed significantly to maintaining the integrity and efficacy of the financial framework. Statistical Establishment and Dissemination: establishing and disseminating statistics relevant to the construction and financing of housing. This effort contributed to informed decision-making within the sector, fostering transparency and accountability. My involvement in the Superior Housing Council underscored my commitment to fostering a comprehensive understanding of housing dynamics. Through active participation, I ensured a well-rounded perspective on policy considerations within the context, thereby contributing to the formulation of effective and inclusive housing policies. This experience equips me with a unique skill set and perspective that aligns seamlessly with the responsibilities of the current position, enhancing my ability to contribute meaningfully to relevant initiatives.

If necessary, please provide any additional relevant information that is not captured in your previous answers.(max. 3000 characters):

I really find fulfillment in volunteering for public interest initiatives that specifically address groups requiring greater assistance from public institutions.

Attach resume or other document here, if needed: **Pineros Sara Resume LMCH.pdf**

Attach more files here, if needed:

Confirmations

I declare the following: **I am a resident of London. ; I am at least 18 years old.; I am not a City employee or Council member.; I understand that my application and any attachments will be included on a public agenda that is published on the City website.**

To help inform our outreach activities, please tell us how you heard about this opportunity: (optional): **Word of mouth**

If you selected 'Other', please specify:

Submitted on: **1/10/2024 2:59:36 PM**

SARA PINEROS

London, Ontario N6H0J8

SUMMARY OF QUALIFICATIONS

- Over ten years' experience in finance, social policy and programs, and government.
- Skilled in social and economic and financial research, critical thinking, problem solving and leading teams.
- Over twelve years' experience as professor in economics and finance on the most important universities in Colombia.
- Strengths in relationships and public program management.
- Awarded in the International Visitor Leadership Program (IVLP) conducted by United States Department of State.
- Languages: English (8) and Spanish.

EXPERIENCE

National Director of Rural Housing

Ministry of Housing, City and Territory of Colombia. Bogota, Colombia 2021 – 2022
Formulate, implement, and evaluate the first rural housing policy in Colombia working in collaboration with social, private, and public organizations, including international actors like: World Bank and Interamerican Development Bank.

National Director of Planning

Ministry of Housing, City and Territory of Colombia. Bogota, Colombia. 2019 – 2021
Formulate and evaluate the strategic planning for water, housing, and urban development in Colombia.

Advisor of Strategy for the Minister of Housing

Ministry of Housing, City and Territory of Colombia. Bogota, Colombia. 2018 – 2019
Formulate a national development plan for water, housing, and urban development in Colombia.

Team Leader Social and Economic Research

City of Bogota. Bogota, Colombia. 2017-2018
Conduct research about market informality and economic development for Bogota.

Project Manager

Citizenship in Action Foundation. Bogota, Colombia. 2016-2017
Manage the program of women empowerment with international cooperation from Germany.

Economic and Financial Researcher

S&P Global 2012 -2015
Review of risk rating reports and elaborate sectoral and macroeconomic research related to the financial sector and credit risk analysis on a sectoral and macroeconomic scale.

TEACHING EXPERIENCE

Graduate Professor

La Salle University. Bogota, Colombia. 2022 – now

Graduate Professor

Javeriana University. Bogota, Colombia. 2018 – 2022

Undergraduate Professor

Sabana University. Bogota, Colombia. 2015 – 2017

Undergraduate Professor

National University. Bogota, Colombia. 2010 – 2015

SARA PINEROS

London, Ontario N6H0J8

EDUCATION AND DESIGNATIONS

Specialization in Land Markets National University	Bogotá, Colombia	2020
Master in economics National University	Bogotá, Colombia	2017
Master in Corporate Finance University of Barcelona	Barcelona, Spain	2014
Bachelor's degree in economics National University	Bogota, Colombia	2012

AWARDS

Social Leadership United States Department of State	March 2020
Teaching Assistant Scholarship National University	August 2015
Young Researcher National University	March 2015
Best Highschool Graduates City of Bogota	December 2006

VOLUNTEER WORK

Board of Directors Rights and Responsibilities Awareness Initiative. London, ON. Canada	Sept 2023-present
Speaker Women Economic Empowerment Citizenship in Action Foundation. Bogota, Colombia	2016 - 2018
Academic Executive Director National Federation of Students of Economics. Fenadeco. Bogota, Colombia	2010 – 2011

REFERENCES UPON REQUEST

City of London - Application for Appointment to a City of London Board or Commission

Application

Please choose the Board or Commission you are interested in serving on: **LMCH**

Contact Information

Name: **Ann Robertson Everatt**

City: **London**

Province: **ON**

Postal Code: **N6G0W6**

Experience and Qualifications

If you have experience on a London Board or Commission, please provide dates and details. (max. 3000 characters):

When I lived in London from 2000 - 2009 I participated on a number of committees in London in my capacity as a Dean at Fanshawe College. These were the London Chamber of Commerce and the Economic Development Committee of London. I was also provided the Ambassador Award from the City in 2008.

What do you hope to contribute or learn as part of a Board or Commission? (max. 3000 characters):

I am confident that my experience of over 40 years in Management, Executive and Senior Executive positions has given me a skill set that may be beneficial to London and Middlesex Community Housing. During my career I have developed leadership and management skills as well as strategic planning, community engagement, stakeholder engagement, public speaking, proposal development, financial management, budget development, project management of large infrastructure projects as well as human resources management. I have directly supported Board of Governors for over 25 years and understand the difference between management and governance. I understand the role is to contribute to and approve strategic plans and provide oversight on achievements and milestones. That a board can play a key role in overseeing infrastructure projects to ensure timely and on budget results. I have also been responsible for annual operating budgets that have been in excess of \$40M and infrastructure projects in excess of \$40M and have provided clear reports on financial matters to various Board of Governors. On a personal note I would like to mention that my family came to Canada when I was 12 years old and understand the challenges of moving to a difference country firsthand. I became a single parent in my 30's and also understand the challenge that single parents face as they work to provide a home and a future for their children. Over the years I have volunteered with Single Parent Groups as well as sitting on Boards for a Women's Shelter.

How will you support the work of a Board or Commission? (max. 3000 characters):

I am willing and able to support the Board by ensuring that I attend meetings, am prepared for those meeting by reading and understanding the material beforehand. I will be available as needed to engage with the community and stakeholders or to support the staff in those endeavours. I will ask questions when I may need some clarity and will provide guidance and support if appropriate and needed. I will be willing to undertake any training or development as needed.

Please describe additional experience, training, or community involvement that will help you in your role as a Board or Commission Member. (max. 3000 characters):

During my entire career I have been involved with the communities that I have served. I have attached a succinct resume to this application but my community involvement has always been a point of pride for me. As a President, Vice-President, Dean or Chair of a post-secondary institution I ensured that i was engaged with stakeholders both inside and outside the of College.

For Example:

Met regularly with Mayor and Council in all the communities I served at least twice a year to report to them the programs and services introduced by the college, as well as facility upgrades or renovations and staffing changes. In my last College where I was President I held those meetings annually with over 50 communities.

I also have worked with Chambers of Commerce in London, Timmins, Fort McMurray, Slave Lake to ensure that our programs and services aligned with the needs of the communities. I would often present the programs and services offered by the college and invited feedback on any future needs the Committees may need.

I have worked with Economic Development Committees in the same communities to report on the College programs and services. In several instances I was able to support Economic Development initiatives by working on specific programs to meet the forecasted labour market demand.

I was appointed by the Premier of Alberta to sit on the Skilled Trades Taskforce of Alberta to realign the legislation and delivery of trades programming in Alberta. This was in 2020.

I have also been involved with and supported community groups such as Community Living London, Women's Shelters, Health and Safety Associations.

Please tell us about your interest in being a part of the London Middlesex Community Housing board. Why are you interested in this particular opportunity? What do you hope to contribute, and how would you support the work of the London Middlesex Community Housing board?(max. 3000 characters):

I have recently retired from a very long and rewarding career in Higher Education. I relocated back to London in 2020 as my family resides here and I lived in London for about 17 years. Since I have returned, and I know this is not limited to just London, but the challenge for housing as become a significant issue. At this time Community housing is more needed than ever before. I know that there are significant challenges to overcome and I am hopeful that i can contribute to expanded opportunities for housing projects. I have developed leadership and engagement skills that I hope can be put to good use to support the City of London.

Please tell us about your educational background, professional credentials, or any other training which is relevant to this position. (max. 3000 characters):

I have a Bachelor of Arts with a Specialization in Adult Education

I have a Master of Arts with a Specialization in Leadership and Training.

I have received formal training in areas such as:

Life Skills

Health and Safety

Financial Management

Curriculum Development

Program Development

Project Management

Governance

Please describe any relevant work and/or lived experience you have. (max. 3000 characters):

As a single parent many years ago I lived in a subsidized housing unit in Timmins, Ontario. At the time this was a godsend to me because I was a one income family, with daycare expenses and this allowed me to make ends meet. I bought a home after a year and was able to get into the housing market. Without that support I may not be where I am today.

I have been an Executive in Higher Education for most of my career and I have dealt with students who have had housing challenges, particularly students with families. In one of my Colleges we created a family student housing option that was hugely successful and enabled our students the opportunity to obtain their credential and start a career.

I have maintained a constant connection to students throughout my career as it can be easy to forget the challenges they face. I would meet with the student Council several times a year to ensure that i was aware of the challenges and we worked together to provide solutions wherever possible.

I have also been involved over the years in achieving provincial and federal funding to support infrastructure needs. This often meant making a strong case for the need for the funding and relaying the positive impacts to the community. I often worked with a team to develop proposals, meet with various Ministry Staff, both provincial and federal, and obtain support from my communities. I have personally presented to Provincial Ministers and remained in close contact with elected officials in my regions. I have been successful in several occasions to receive provincial and federal funding for refurbishment or new builds.

My last project was a campus in High Prairie, Alberta with a Budget of about \$38M. We received provincial funding for the building project and federal funding to install solar and geothermal. It is now the only Net Zero building in Northern Alberta and utilized only thermal heat and solar electricity. The Building was completed in 2020.

Tell us about your involvement in any public or private sector boards, community involvement, or other experiences that are relevant to this position. Please describe the roles you played and the period of time you were involved.(max. 3000 characters):

I think I have already provided an overview of my involvement with Boards and community involvement.

The only other thing that I can add is that I have had a good working relationship with Indigenous Communities throughout my career. During my career in Ontario and Alberta I maintained a strong relationship with the First Nations in our region and in Alberta developed relationships with the First Nations and Metis Settlements in my operating region.

As a College we hosted cultural events such as Round Dances, Metis Celebrations and even had a Cultural Museum in one of our campuses, funded by the College.

If necessary, please provide any additional relevant information that is not captured in your previous answers.(max. 3000 characters):

I am extremely interested in getting involved with the Community in London and I although I am retired I want to put my skills and abilities to good use.

Attach resume or other document here, if needed:

Attach more files here, if needed:

Confirmations

I declare the following: **I am a resident of London. ; I am at least 18 years old.; I am not a City employee or Council member.; I understand that my application and any attachments will be included on a public agenda that is published on the City website.**

To help inform our outreach activities, please tell us how you heard about this opportunity: (optional): **City Website**

If you selected 'Other', please specify:

Submitted on: **1/20/2024 2:49:34 PM**

City of London - Application for Appointment to a City of London Board or Commission

Application

Please choose the Board or Commission you are interested in serving on: **LMCH**

Contact Information

Name: **Gregory Thompson**

City: **London**

Province: **ON**

Postal Code: **N6A 1X5**

Experience and Qualifications

If you have experience on a London Board or Commission, please provide dates and details. (max. 3000 characters):

No direct London board experience, but much other relevant experience detailed below.

What do you hope to contribute or learn as part of a Board or Commission? (max. 3000 characters):

To the London and Middlesex Housing Corporation I have 25+ years of experience in the private sector in finance, development and construction to offer to help guide them through upcoming projects such as the Reimagine Southdale project. In my career I've had the opportunity to work on a wide variety of infrastructure and housing projects from both the banking and project finance side of the business to the development side from greenfield or brownfield through to completion and occupancy. This spans from being a junior member of the finance team at Pacific & Western Bank (now Versabank) that structured the private public partnership deal among the City of London, Ellis Don & Global Spectrum for the John Labatt Centre in 2000-2001. Most recently at S.E.M. Construction and Miami Developments, we finished and occupied our 3rd apartment building in Lucan and one at 1076 Gainsborough. From my more recent experience in the construction industry I've gained considerable knowledge in the advantages and disadvantages of different building systems, as well as hands on evaluation of their cost effectiveness.

How will you support the work of a Board or Commission? (max. 3000 characters):

I'm clear on the Board's role to provide governance and direction to the operational staff. Here is where I can contribute to the collective wisdom of the Board in helping the CEO and staff evaluate risks, financial and social impacts of the many key decisions on both the day to day and long term operations of the organization.

Please describe additional experience, training, or community involvement that will help you in your role as a Board or Commission Member. (max. 3000 characters):

My previous board experience is with London Bridge Child Care Services, not for profit provider of early childhood education in London and area. I was a member of the board of directors from 1999 to 2011, with the last 5 years as Chair of the Board. This organization had ~350 staff and provided subsidized child care funded in part by the province. While chair I guided the organization through a strategic planning process as well as a search for a new CEO.

Please tell us about your interest in being a part of the London Middlesex Community Housing board. Why are you interested in this particular opportunity? What do you hope to contribute, and how would you support the work of the London Middlesex Community Housing board?(max. 3000 characters):

I believe in the provision of social housing as an integral part of assisting people in need. Many studies have identified having a safe, secure space of one's own is a foundational need for individuals to further develop. And having a safe and secure space of own's own is a basic right and need for the many individuals facing mental or physical challenges such that they may not otherwise be able to care for themselves, a kind and caring society - which I believe we live in - needs to provide this. One cannot open a newspaper today without reading something about the current housing crisis in London, Ontario, and Canada. LMHC is at the vanguard of dealing with this situation and has the capability to offer a lot of help by physical expansion. However funds are not endless, and all levels of government have competing priorities in health care and education. That's why I see the role of LMHC, at least in part, is to provide the best value for each dollar spent. That's where I believe my private sector experience can help this organization achieve more of its goals.

Please tell us about your educational background, professional credentials, or any other training which is relevant to this position. (max. 3000 characters):

For full info see my LinkedIn profile.

Hons. BA Economics & History, Western University 1991;

MBA, Ivey Business School, Western University, 1995

I've engaged in lifelong learning with a variety of leadership and management courses, sales and marketing, and software training. I have a high level of proficiency and expertise in accounting and finance, and I have a complete working knowledge of the development approval process for redevelopment and new construction.

I also have a personal passion for heritage architecture, owning a 120 year old victorian home in old north, for which my wife & I received a Architectural Conservancy Award in 2010 for our restoration work. So where applicable and appropriate, I do believe in the adaptive re-use of buildings in order to preserve our built heritage.

Please describe any relevant work and/or lived experience you have. (max. 3000 characters):

I'm trying to keep this brief and not bore the reader, so I've said above what needs to be said.

Tell us about your involvement in any public or private sector boards, community involvement, or other experiences that are relevant to this position. Please describe the roles you played and the period of time you were involved.(max. 3000 characters):

Ditto here - see piece above about my role as chair of London Bridge Child Care Services.

If necessary, please provide any additional relevant information that is not captured in your previous answers.(max. 3000 characters):

This opportunity comes at a good time in my personal life, as I have children graduating from university this year, so I can consider them "launched"; allowing for me to dedicate the time necessary for the hard work of the board. I look forward to the opportunity to meet in person.

Attach resume or other document here, if needed:

Attach more files here, if needed:

Confirmations

I declare the following: **I am a resident of London. ; I am at least 18 years old.; I am not a City employee or Council member.; I understand that my application and any attachments will be included on a public agenda that is published on the City website.**

To help inform our outreach activities, please tell us how you heard about this opportunity: (optional): **Word of mouth**

If you selected 'Other', please specify:

Submitted on: **1/22/2024 6:47:14 AM**

City of London - Application for Appointment to a City of London Board or Commission

Application

Please choose the Board or Commission you are interested in serving on: **LMCH**

Contact Information

Name: **Valentina Trglavcnik**

City: **London**

Province: **ON**

Postal Code: **N6J 4X7**

Experience and Qualifications

If you have experience on a London Board or Commission, please provide dates and details. (max. 3000 characters):

Autism Ontario, London Chapter President (2016-2018)
-Assisted and lead board to decisions affecting operation and service to individuals with autism and their families access services, information and activities/events in the city and area
-Assisted and participated with board and staff members on fundraising committees, efforts and events raising money for Autism Ontario, our London chapter and affiliated resources
-Re-organized London's chapter administration, including advising and updating contracts, practices, board procedures etc.,

What do you hope to contribute or learn as part of a Board or Commission? (max. 3000 characters):

It's been awhile since I was part of a larger volunteer group contributing to the community. I hope to learn from others on the board and from their expertise. I also hope to contribute my knowledge and experience in public sector as well as housing (low-income, co-op, student). It would also be a great way for me to meet people and get back to municipal work in a meaningful way.

How will you support the work of a Board or Commission? (max. 3000 characters):

The best way to support the board will be for me to listen, learn and be involved in meetings, events and conversation to advance the organization's mission and values. I will be committed to contributing my time and experience as a front line worker in the housing industry and public service. I will bring to the board my optimism and passion for housing and providing the necessary supports that individuals and their families need by accessing the services through LMCH. I also bring with me my dedication for quality administration and cooperation that will assist the group in making meaningful and impactful decisions for the organization.

Please describe additional experience, training, or community involvement that will help you in your role as a Board or Commission Member. (max. 3000 characters):

Core Housing Expertise:
- Public/Low-income/Co-op and Student Housing (administration, operations and governance)
- Legislative understanding and implementation (of RTA, Housing Services Act, Co-op Corporations Act etc.,) (plus experience at hearings and mediations at the Landlord and Tenant Board)
Notable Professional work:
Coordinator, Western Apartments (Student housing)(March 2018 to present)
- office management

- applicant processing, wait-lists etc.,
- program/policy development to improve practices, rental services and materials/content to support staff and tenants
- reporting and support to the team, and contribution to new projects

Senior Coordinator, Homestarts (Co-op public housing)(November 2014 to February 2018)

- rent collection, arrears administration
- representation at the LTB (case management hearings and negotiation mediations)
- budget analysis and proposals to the board
- financial review, including budgeting for capital projects
- by-law reviews and contract negotiations
- legislative compliance reviews, ensuring proper governance
- lead annual board elections

Municipal Elections Clerk, Election 2010

- support to municipal election delivery, siting of polls, procurement of supplies, data recording and voting day logistics
- recruitment, interviewing, selection and training of all election workers

Please tell us about your interest in being a part of the London Middlesex Community Housing board. Why are you interested in this particular opportunity? What do you hope to contribute, and how would you support the work of the London Middlesex Community Housing board?(max. 3000 characters):

I pride myself on being an administrative professional with much experiences in the public sector within the housing industry (including management of rental operations and project management support). I am excited to return to community local housing while I am presently working with students at on-campus apartments at Western. I wish to contribute excellent customer service and quality administration within a collective governance. Gaining experience and collaboration with others on this board is the right step in my career, but overall is the best way for me to be part of giving back to the community within my passion and interest in housing.

Please tell us about your educational background, professional credentials, or any other training which is relevant to this position. (max. 3000 characters):

Education:

Masters Public Administration (MPA), Western University, 2010 (with research project focused on social housing, version published in Municipal World magazine in 2011)
Bachelors Honours, University of Windsor, 2009

Certifications:

Non-violent crisis intervention training
Accessibility in Service (AODA)
Building inclusivity through anti-racism EDI
CPR/First Aid & Mental Health First Aid

Please describe any relevant work and/or lived experience you have. (max. 3000 characters):

Currently, I manage and operate two rental offices for Western University. My main responsibility is managing, leading, coaching and mentoring (unionized) staff providing housing, and customer service to our tenants and their families, and maintenance and processing a large volume of applications. I also support our project management teams, by liaising and coordinating with various vendors and contractors in maintenance and capital project upgrades.

In addition to student housing, my past employment in co-op housing was where I gained more valuable experience in, and knowledge of managing housing operations for low-income individuals and families. This included more exposure to social issues affecting income assistance and providing resources for community programs available to support them.

However, my passion for housing services started with my studies at Western's MPA program where I researched operational practices with municipal and social housing organizations. As well, when I started volunteer work for the London Housing Registry (when it was in operation) in 2010. This is where I really saw at the local and ground level the importance of housing services and what a lot of individuals and families go through during a very vulnerable time while in-between housing and also while on wait-lists for subsidized housing. The impact of compassion and assistance with housing services and local resources goes a long way.

Tell us about your involvement in any public or private sector boards, community involvement, or other experiences that are relevant to this position. Please describe the roles you played and the period of time you were involved.(max. 3000 characters):

Volunteer/Community work:
Respite for adults with autism (2011 to present)
Shine Foundation (2024, casual)
Autism Ontario, London Chapter President (2016-2018)
Canadian Blood Services (2007-2014)
London Housing Registry (2010-2011)

If necessary, please provide any additional relevant information that is not captured in your previous answers.(max. 3000 characters):

I would love an opportunity to bring back to a governing role where I can collaboratively work with others and make a meaningful impact to the organization.

Attach resume or other document here, if needed:

Attach more files here, if needed:

Confirmations

I declare the following: **I am a resident of London. ; I am at least 18 years old.; I am not a City employee or Council member.; I understand that my application and any attachments will be included on a public agenda that is published on the City website.**

To help inform our outreach activities, please tell us how you heard about this opportunity: (optional): **Other**

If you selected 'Other', please specify: **Former colleague, and professional contact referral via LinkedIn**

Submitted on: **1/18/2024 3:41:05 PM**

City of London - Application for Appointment to a City of London Board or Commission

Application

Please choose the Board or Commission you are interested in serving on: **LMCH**

Contact Information

Name: **Carmel Tse**

City: **London**

Province: **ON**

Postal Code: **N6G 0K1**

Experience and Qualifications

If you have experience on a London Board or Commission, please provide dates and details. (max. 3000 characters):

**Served as a member of Mayor Dianne Haskett's Asia-Pacific trade advisory committee (1994-2000).
Co-ordinated the visits of dignitaries such as consuls-general of China and representatives of the Hong Kong Economic Trade Office.**

What do you hope to contribute or learn as part of a Board or Commission? (max. 3000 characters):

**I want to contribute more to public service in London, particularly in the following areas:
1. Protecting and preserving the value of LMCH assets through Annual Unit Inspections, Life and Safety Inspections, good tenant relationships, and development and maintenance strategies. Upholding and promoting the LMCH brand in the community, aligning with LMCH's core culture.
2. Accountability and transparency in public financing, in particular, procurement, special vendor award process, operational budgeting, and waste identification and elimination using Lean Six Sigma methodology. Promoting organizational effectiveness and operational efficiency, incorporating agile project management.
3. Promoting knowledge on social housing, specifically the rights and obligations of landlords and tenants based on the Ontario Human Rights Code, Accessibility for Ontarians with Disabilities Act, and the Residential Tenancies Act. Safeguarding equity, diversity and inclusion among tenants as well as workers.
4. Moving LMCH more to a knowledge- and analytics-based entity.**

How will you support the work of a Board or Commission? (max. 3000 characters):

- 1. Learn the missions and culture of LMCH.**
- 2. Attend all board meetings.**
- 3. Serve as the bridge between newcomers to London and LMCH.**
- 4. Leverage my professional and academic knowledge to provide governance and guidance to LMCH staff.**
- 5. Set visions and goals for LMCH.**
- 6. Act as an ambassador for LMCH.**

Please describe additional experience, training, or community involvement that will help you in your role as a Board or Commission Member. (max. 3000 characters):

**Chair of the Board of Directors of the Chinese Canadian National Council, London Chapter. (2020-present).
Introduced governance and board meeting best practices adhering to the Not-for-Profit Corporations Act and Robert's Rules of Order.
Ontario Human Rights Code Certification. Working Together: The Ontario Human Rights Code and AODA.**

Please tell us about your interest in being a part of the London Middlesex Community Housing board. Why are you interested in this particular opportunity? What do you hope to contribute, and how would you support the work of the London Middlesex Community Housing board?(max. 3000 characters):

As a Londoner since 1985, I wrote for and edited the Homes section as a supervising editor at the London Free Press. I also grew up with a background in public housing with my father, before his retirement, working his whole career for the Hong Kong Housing Authority, the world's largest public housing body.

After leaving the newspaper industry, I worked as a learning and development professional in the transportation, banking and nuclear power sectors before joining Toronto Community Housing Corporation as a Learning and Organizational Development Consultant in 2022.

As a TCHC team member, I know about the needs and challenges of public housing in Ontario from the lens of a management-exempt employee at the workplace.

By joining LMCH, I hope to learn about the governance aspects of social housing in Ontario.

I hope to contribute and support LMCH with the following attributes:

- 1. A learning professional in the social housing sector.**
- 2. Agile professional trained in organizational effectiveness and operational efficiency.**
- 3. A practicing professional on Equity, Diversity and Inclusion.**
- 4. Knowledge of the housing aspects of the Ontario Human Rights Code, AODA and the RTA.**
- 5. Setting the visions and goals of LMCH pertaining to evolving technology.**

Please tell us about your educational background, professional credentials, or any other training which is relevant to this position. (max. 3000 characters):

Doctorate of Business Administration student, Swiss School of Business Management (2022-2025).

Master of Science, Learning Design and Technology, University of Maryland (2019-2022).

Graduate certificates, Cybersecurity, Data Science and Higher Education Strategies, Harvard University (2018-2019).

BA, University of Lethbridge, Political Science (1981)

Certified Scrum Master (2020).

Lean Six Sigma Black Belt (2020).

Management of Urban Infrastructures Certificate, École polytechnique fédérale de Lausanne (2019)

Canadian Securities Course

Certificate, E1 - Procurement Intro, Purchase Requisition and E1 overview, TCHC (2023)

Please describe any relevant work and/or lived experience you have. (max. 3000 characters):

Summary:

Results-driven professional with a Master of Science in Learning Design and Technology, Lean Six Sigma Black Belt, Certified Scrum Master, and extensive experience as a Management Consultant, Learning Designer, Leadership Trainer, Cybersecurity Practitioner, and Journalist. Leveraging transparent methodologies and servant leadership, I excel in agile project management, instructional design, leadership, and data analysis. A passionate advocate for learning and inclusivity, dedicated to positively impacting learning accessibility.

Work Experience:

Learning and Organizational Development Consultant

Toronto Community Housing | October 2022 - Present

• Organizational Development: Introduced Kanban workflow methodologies to the Learning and Organizational Development team. Change agent to drive TCHC to become a knowledge-based workplace.

• People management: Wrote curriculum on Attendance Support Program using Workday for non-union staff and collaborated with unions based on terms of collective agreements. Wrote curriculum on the recruitment interview process for Talent Acquisition.

• Digital Learning: Directed eLearning materials on AODA, Annual Unit Inspection, Social Media Policy, and Rights and Obligations of the Landlord and Tenants.

• Cybersecurity: Curated and administered cybersecurity training.

• Technology: Implemented training on Microsoft 365 transition. Introduced the use of Generative AI to the L&OD workflow. Managed CSOD learning management system

Instructional Designer

TD Bank | August 2021 - April 2022

- **Implemented Kanban workflow for organizational effectiveness.**
- **Conducted Scaled Agile workflow management training programs.**
- **Applied Rapid Development SAM and ADDIE frameworks for learning asset creation.**

Meridian Credit Union | March - August 2021

- **Established Agile Kanban workflow for the L&D department.**
- **Created teaching materials on change management, risk mitigation, and cybersecurity.**
- **Managed UKG UltiPro learning management system.**

Director of eLearning

iPass Driving School and AAAHTD Ontario Corp. | January 2015 - February 2021

- **Developed eLearning curriculum for Beginner Driver Education.**
- **Managed transition of CAA Approved Driving Schools to AAA.**
- **Oversaw TalentLMS learning management system.**

Project Manager and Systems Integrator

Q Integrators | April 1994 - December 2014

- **Led digital transformation for Gannett Newspapers and facilitated enterprise software transition.**

- **Consulted on digital transformation for 20 daily newspapers.**

London Free Press | 1985 - 1994

- **Drove digital transformation and managed training for system implementation.**
- **Authored weekly personal finance column.**

Tell us about your involvement in any public or private sector boards, community involvement, or other experiences that are relevant to this position. Please describe the roles you played and the period of time you were involved.(max. 3000 characters):

- **Examination Proctor, Travel Industry Council of Ontario**
- **Project Management Program Advisory Committee, Lawrence Kinlin School of Business, Fanshawe College**
- **Chair of the Board of Directors, Chinese Canadian National Council, London**
- **Member, HarvardX Cybersecurity Risk Alumni Group**
- **Journal Reviewer, Online Learning Consortium**

If necessary, please provide any additional relevant information that is not captured in your previous answers.(max. 3000 characters): **N/A**

Attach resume or other document here, if needed:

Attach more files here, if needed:

Confirmations

I declare the following: **I am a resident of London. ; I am at least 18 years old.; I am not a City employee or Council member.; I understand that my application and any attachments will be included on a public agenda that is published on the City website.**

To help inform our outreach activities, please tell us how you heard about this opportunity: (optional): **Other**

If you selected 'Other', please specify: **Mayor Colin Grantham of Strathroy-Caradoc**

Submitted on: **1/21/2024 11:54:05 PM**



February 15, 2024

Chair and Members of the
Strategic Priorities and Policy
Committee, City Clerks Office
300 Dufferin St. London, ON

RE: London & Middlesex Community Housing Director Board Appointment

Dear Chair and Members of the SPPC,

In accordance with the Municipal Council's direction, the London & Middlesex Community Housing (LMCH) Board of Directors undertook a process to assist with the recruitment and nomination process for the Director position for board appointment. A sub-committee of the Board of Directors was established to assist with this process, comprised of members of the board, members of LMCH administration, and community members.

A process was established by the sub-committee having consideration that the Board of Directors should reflect the diversity of the community that LMCH serves and having due regard for the Director qualifications as outlined in the Shareholder Agreement. On February 8, 2024, the sub-committee members unanimously approved the nomination of Gregory Thompson to fill the role of Director on the LMCH Board of Directors.

The LMCH Board of Directors requests that the City of London thank all tenants who put their names forward for their interest in serving on the Board. We encourage all applicants to continue to participate in their communities and with LMCH.

Thank you in advance for this consideration.

Philip Squire, Chair
Board of Directors
London & Middlesex Community Housing

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: Evaluation Framework – Health & Homelessness Whole of Community System Response
Date: March 26, 2024

Recommendation

That, on the recommendation of the Deputy City Manager, Social and Health Development, that the following actions **BE TAKEN** regarding the Evaluation Framework – Health & Homelessness Whole of Community System Response report;

- a) That, the Evaluation Framework – Health & Homelessness Whole of Community System Response Report **BE RECEIVED** for information; and
- b) That, Civic Administration **BE DIRECTED** to report back annually on the data and outcomes collected through this Evaluation Framework, in addition to data that is captured through the 2023-2027 City of London Strategic Plan

Executive Summary

The purpose of this report is to bring forward the evaluation framework of the Whole of Community System that has been co-designed by the System Foundations Table and brought together through the assistance of the co-chairs and the team from the Centre for Research on Health Equity and Social Inclusion attached to this report as appendix A. Since the last update on December 12, 2023, the System Foundation Table's partner, the Centre for Research on Health Equity and Social Inclusion (CRHESI), has hired two resources to help stand up this framework and implement the components of it. Additionally multiple funding sources have been secured through community partners in order to continue supporting this work at no cost to the municipal taxpayer.

This work is indicative of the Whole of Community approach where the community has stepped in to lead, fund and implement this framework, while Civic Administration continues to facilitate and support the process through administrative and project management tasks. The framework is approached through a health-equity driven framework, with trauma- and violence-informed practices woven through each step taken around information gathering and data dissemination.

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

Analysis

• 1.0 Previous Reports Related to this Matter

- December Progress Update – Health and Homelessness Whole of Community System Response (SPPC, December 12, 2023)
- November Progress Update – Health & Homelessness Whole of Community System Response (SPPC, November 21, 2023)
- October Progress Update – Health & Homelessness Whole of Community System Response (SPPC, October 31, 2023)
- 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

Health & Homelessness Whole of Community System Response

The Whole of Community System Response (the Plan) process has been a targeted effort to address the health and homelessness crisis in London as the number of individuals experiencing homelessness and housing deprivation has grown at significant rates, along with the complexity or acuity of needs amongst those that are most marginalized in the community.

The Plan has stated consistently that there are key pillars that will be the focal point of the work, that includes the creation of 24/7 Hubs, Highly Supportive Housing, and ensuring there is a robust evaluation framework in place. Council has endorsed the Hubs Plan in 2023 and two hubs have been operating. Council will receive the Housing Plan in March 2024 which is in addition to a growing number of highly supportive housing units in operation and in the planning stages.

This report and the framework attached as Appendix A enclosed within, signifies another deliverable under the Whole of Community System Response Plan to ensure measurement efforts are in place.

The complex health challenges associated with the effects of living unsheltered have also led to far too many preventable deaths. There have also been impacts on the social, economic and cultural health and wellbeing of the city of London as a result of this crisis. Through the collaborative work of more than 200 individuals across 70 organizations from a diversity of sectors a strategic roadmap for a transformative system response was created – the Whole of Community System Response.

The response is a people-centred, housing-centric system that meets people where they are, without judgment, offering culturally safe, low barrier, inclusive care that is violence and trauma informed, built on an anti-oppression and anti-racism framework, and underpinned by a consistent harm reduction approach. This approach also instills a belief that housing is healthcare and a fundamental human right. The highest priority is placed on providing direct connections to the right housing and housing with supports for every individual and ensuring the integration of service functions in multiple locations to provide the necessary supports a person needs in a timely way.

This response is a single, holistic, “all doors lead here” system of care, anchored by two foundational elements – hubs and housing. There will be multiple locations throughout the community built to serve the most marginalized community members with a range of care and service from 24/7 safe spaces and access to basic needs, to health care, harm reduction and addiction treatment services, and housing supports. The system will support the highest acuity people to move safely inside, help them stabilize, wrap around them with supports and connect them to the right type of housing and help them stay successfully housed.

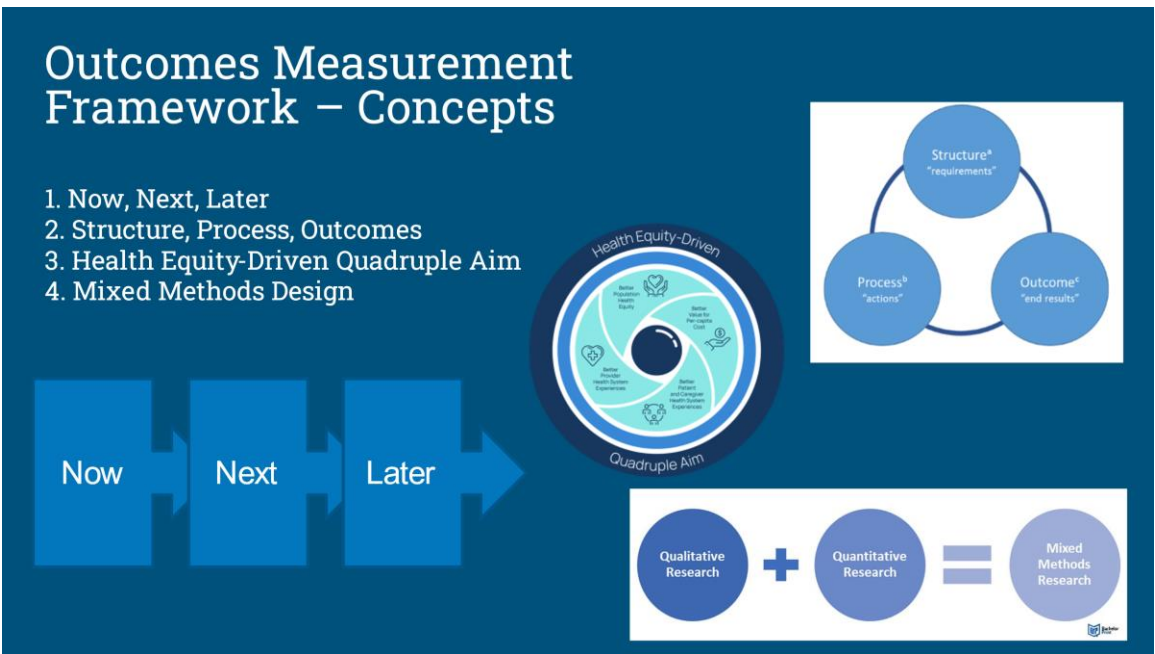
Systems Foundation – Evaluation Framework

One of the key components of the Whole of Community System Response is the establishment of evaluation criteria for the services that are offered. The mandate of this implementation table is to establish shared measurement practices including the evaluation framework, dissemination and reporting frameworks. This report outlines the evaluation framework component and how that will be carried out through the members of the Systems Foundation Table and other agencies.

3.0 Evaluation Framework

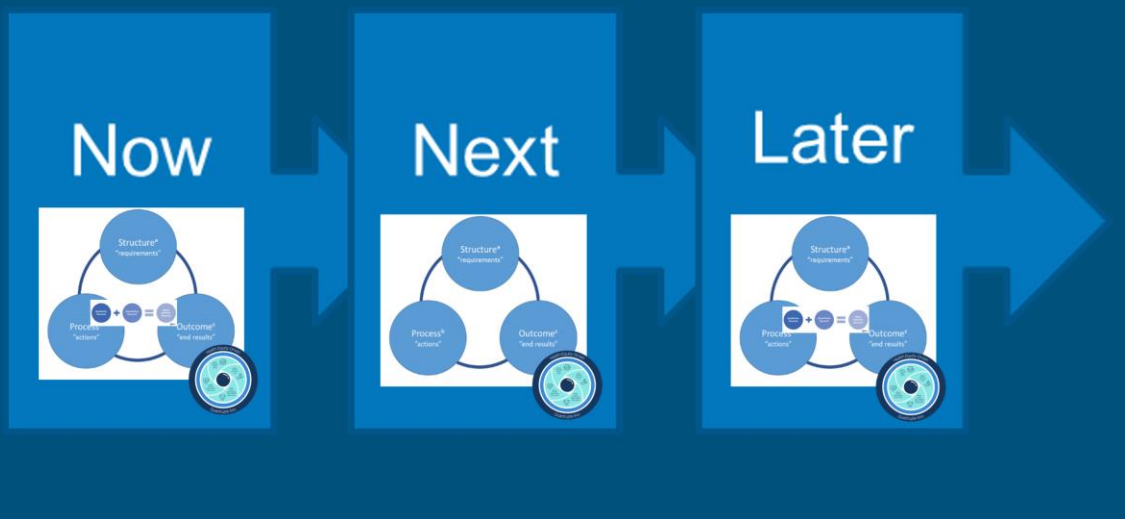
3.1 What Is Being Measured:

The System Foundations Table recommends guidelines and tools that contribute to a coordinated Whole of Community System Response to Health and Homelessness. Driven by and supporting the Whole of Community System Response shared values, the table’s contributions include recommendations for outcome measurement, reporting, and policies and processes, which they develop through a health equity-driven framework.



The System Foundation Table takes a three-pronged approach to the evaluation frameworks of the Whole of Community System Response using the following: (1) Quintuple Aim of System Improvement (population outcomes, population experience, provider experience, total cost of care, health equity); (2) Structure, Process, Outcomes: The System Foundation table will consider each of these domains in order to provide a comprehensive understanding of the system; (3) Now, Next, Later: Evaluation priorities will be considered within each of these three timelines. A mixed methods approach will be used to honour different forms of data collection and expression.

Mixed Methods Approach



Working with academic research experts, staff from local organizations and system partners, the table has been looking at various framework components such as outcomes and experiences of people with complex needs experiencing homelessness; outcomes and experiences of others experiencing housing precarity; experiences of those providing care to these groups; outcomes and experiences at the business and community levels; health equity considerations; costs, processes and structures of care; and an overall review of the Whole of Community System Response project.

On November 16, 2023, the Strategy and Accountability Table endorsed the Centre for Research on Health Equity and Social Inclusion (CRHESI) as an arm’s length research partner, to facilitate research and evaluation efforts. In early 2024, with funding support from the St. Joseph’s Hospital Foundation (Finch Mental Health Fund), LHSC and Western University, CRHESI hired two full-time Research & Evaluation Managers who have begun to pull together and facilitate the evaluation framework teams that will consist of multiple research experts and community partners who are participating in evaluation/research development, implementation and knowledge mobilization.

4.0 Implementation of the Framework

4.1 Roles and Responsibilities

Centre of Research on Health Equity and Social Inclusion

CRHESI’s purpose is “*bringing communities together to promote health equity & inclusion through collaborative research for action*,” a role they have undertaken with London community organizations and Western researchers since 2015. CRHESI is ideally situated to coordinate and contribute to evaluation and research of the Health & Homelessness Hubs (HHH) and other housing interventions in London’s [Whole of Community Response](#) (WCR). CRHESI co-directors, in consultation with the WCR’s Systems Foundation Table co-chairs, will oversee the work of full-time Research & Evaluation Managers, and any other designated full-time or part-time staff required to achieve the goals of facilitating, planning, coordinating, conducting and sharing evaluation and research the Whole of Community System Response’s housing support interventions.

Civic Administration will continue to support the System Foundation Table and its co-chairs in informing, guiding and supporting CRHESI and their staff as they stand up the evaluation teams and begin the work of measuring this system’s efforts.

Research & Evaluation Managers

The Research & Evaluation managers will be responsible for multiple tasks around the evaluation framework, including some of the following: hire any additional staff as needed

and as funding allows; develop and maintain an inventory of ongoing and new research and evaluation projects; develop and implement a process for seed grants (pending funding availability) including contract templates, and consideration of data ownership and use, intellectual property agreements, etc.; support work within and between teams working on key evaluation domains including Research Ethics protocols and accountabilities; managing key questions that will be given to each of the evaluation tables; literature and document review to add other questions and meet with different partners and collaborators to further add additional research questions.

The Research and Evaluation Managers will work with participating organizations, the System Foundations Table, and the Strategy and Accountability Table to finalize the appropriate ways in which data will be shared back out to participating organizations, municipal council, and the general public. Ensuring an ethical approach to information sharing occurs that balances public interest with data-driven programmatic decisions will be a priority along with data sovereignty and respecting those that are receiving services.

Evaluation Teams

Through the work of the System Foundation Table and CRHESI, various areas of focus have been identified as important to the evaluation framework, and individuals from the table have self-identified as wanting to participate in these sub-groups. The Research & Evaluation Managers will stand up the following research and evaluation teams focusing on these topics, with the flexibility to add or remove topics as they get deeper into this work:

- outcomes/experiences for priority groups as identified by the table (e.g. high-needs homeless;
- individuals experiencing unstable shelter;
- people with stable housing;
- residents of London
- experiences and outcomes from direct service workers;
- systems, structures, processes and costs of care;
- overall WCSR process review – health equity indicators & intersectional narratives infused throughout.

Throughout this process, it has been acknowledged that proper consultation and direction from Indigenous identifying individuals and Indigenous organizations needs to occur. As a new commitment to that work, an Indigenous Reference table is being stood up. The importance of safe and meaningful research and evaluation for Indigenous populations will be something this table focuses on. Only after this engagement and with direction from the Indigenous Reference Table, will an Indigenous evaluation plan be presented.

The research teams will be made up of individuals throughout the sector, and these teams will also reach out to external experts to ensure the full breadth of possible evaluation criteria is gathered and discussed. Each team is looking for the questions that need to be answered within the evaluation framework.

Definitions of individuals covered within the evaluation framework (that include the Hubs priority populations):

1. **High-needs homeless:** The Hubs Implementation's definition of high acuity applies here: "The term acuity defines how marginalized a given person is. High acuity refers to those whose social and personal conditions are severe. This can include physical health, mental health, substance use health and/or deprivation of basic needs like food, water, housing, or systemic barriers to accessing services." (Page 3 – Hubs Implementation Plan)

2. **People experiencing unstable shelter or housing:** People whose social and structural determinants of health or individual perception of safety and security contributes to inconsistent access to housing or some version of shelter: 1) sheltered homelessness -- who are staying at a shelter, who are not paying rent due to temporary or permanent financial constraints, etc. 2) precarious housing -- due to factors related to finances, dependency or supporting a dependent, unmet accessibility needs (related to physical or mental health), who are couch surfing, who are not on a lease, who are in transitional housing; 3) housing that is *not* sustainable – due to factors related to finances (including reliance on housing allowances/rent supplements, living pay cheque-to-pay cheque), foreseeable unmet accessibility needs, who are living in a hotel/motel.
3. **People with stable housing:** All people living, working, studying, and/or spending a significant amount of time in the community of London who have stable housing.
4. **Indigenous homelessness:** This definition will be informed by an Indigenous-led evaluation framework.

A **sample** of the questions that have already been raised for each research team:

Team 1: Experiences and Outcomes of Defined Groups

- What proportion of those identified in HIFIS in July 2022 are still alive today? How many have been housed? How is their health? What are their stories?
- How do we identify people who are precariously housed or at risk of homelessness? How is their health? What are their stories? How do we work with them to improve their situation?
- How do residents of London feel about their experiences with the homeless population?

Team 2: Experiences and Outcomes of Direct Service Workers

- How do staff experience their work today? How does it impact their wellbeing? How is their workload? Income? Benefits (or lack of)? Do they feel safe at work? Has any of this changed? How does this vary across the sector?

Team 3: Systems, Structures, Processes and Cost of Care

- How many services provide care to our priority populations? How many sites are there? How many staff? How do these organizations/staff work together?
- What does it cost to support the populations of focus? What additional resources are required?
- How can we provide the best value for the populations we serve? What policies and procedures are in place to support integrated care across the system today? Which ones help, which ones hinder?

Team 4: Overall WCR Process Review

- How did London develop the WCSR? What were the enabling factors? What barriers were overcome and what ones still exist?

5.0 Support for the Framework

Partners and Funding

The evaluation framework is supported through funding partners from St. Joseph's Hospital Foundation (Finch Mental Health Fund), London Health Sciences Centre, and Western University, who have each pledged \$200,000 for 2 years, for a total of at least \$600,000. In addition, this funding has been used to leverage "in kind" contributions in a grant proposal submitted on February 9, 2024 to Infrastructure Canada, which, if

successful, would bring an additional \$700,000 to the planned evaluation activities. Notice of results is expected this summer.

6.0 Conclusion

The Whole of Community System Response evaluation framework will aim to take a trauma and violence-informed approach to data collection, respecting individuals’ experiences and time. The framework will also focus on making use of what already exists within the sector in terms of resources, data and information (while keeping in mind resource gaps and moving towards resource equity and opportunities) to avoid duplicating efforts and exhausting an already-exhausted sector. The outcomes of this framework will support continued advocacy and communication of this work through multiple channels. The evaluation framework will allow for data-informed decision making and allows for the services being offered to be responsive and nimble to lean into areas that are working well and adapt where needed in areas that require improvement. The existing requirements of counting and tracking interactions under other funding streams with the broader sector will continue and through this iterative process, alignment into one wholistic stream of data collection will continue to evolve.

Recommended by:	Kevin Dickins, Deputy City Manager Social Health Development
Cc:	
Scott Mathers,	Deputy City Manager, Planning & Economic Development
Kelly Scherr,	Deputy City Manager, Environment, and Infrastructure
Anna Lisa Barbon,	Deputy City Manager, Finance Supports
Tara Pollitt,	Deputy City Manager, Legal Services
Cheryl Smith,	Deputy City Manager, Neighbourhood and Community-Wide Services
John Paradis,	Deputy City Manager, Enterprise Supports

Whole of Community System Response – Evaluation Framework

Roles and Responsibilities – Who is doing the evaluating?

Centre of Research on Health Equity and Social Inclusion

CRHESI's purpose is *“bringing communities together to promote health equity & inclusion through collaborative research for action,”* a role they have undertaken with London community organizations and Western researchers since 2015. CRHESI is ideally situated to coordinate and contribute to evaluation and research of the Health & Homelessness Hubs (HHH) and other housing interventions in London's Whole of Community Response (WCR). CRHESI co-directors, in consultation with the WCR's Systems Foundation Table co-chairs, will oversee the work of full-time Research & Evaluation Managers, and any other designated full-time or part-time staff required to achieve the goals of facilitating, planning, coordinating, conducting and sharing evaluation and research the Whole of Community System Response's housing support interventions.

Civic Administration

Civic Administration will continue to support the System Foundation Table and its co-chairs in informing, guiding and supporting CRHESI and their staff as they stand up the evaluation teams and begin the work of measuring this system's efforts.

Research & Evaluation Managers

The Research & Evaluation managers will be responsible for multiple tasks around the evaluation framework, including some of the following: hire any additional staff as needed and as funding allows; develop and maintain an inventory of ongoing and new research and evaluation projects; develop and implement a process for seed grants (pending funding availability) including contract templates, and consideration of data ownership and use, intellectual property agreements, etc.; support work within and between teams working on key evaluation domains including Research Ethics protocols and accountabilities; managing key questions that will be given to each of the evaluation tables; literature and document review to add other questions and meet with different partners and collaborators to further add additional research questions.

Evaluation Teams

Through the work of the System Foundation Table and CRHESI, various areas of focus have been identified as important to the evaluation framework, and individuals from the table have self-identified as wanting to participate in these sub-groups. The Research & Evaluation Managers will stand up the following research and evaluation teams focusing on these topics, with the flexibility to add or remove topics as they

get deeper into this work: outcomes/experiences for priority groups as identified by the table (e.g. high-needs homeless); individuals experiencing unstable shelter; people with stable housing; residents of London and, if invited and with direction from the Indigenous Reference Table, Indigenous homelessness; experiences and outcomes from direct service workers; systems, structures, processes and costs of care; overall WCSR process review – health equity indicators & intersectional narratives infused throughout.

The teams will be made up of individuals throughout the sector, and these teams will also reach out to external experts to ensure the full breadth of possible evaluation criteria is gathered and discussed. Each team is looking for the questions that need to be answered within the evaluation framework.

Populations Defined – Who is being evaluated?

Definitions of individuals covered within the evaluation framework (that include the Hubs priority populations):

1. **High-needs homeless:** The Hubs Implementation’s definition of high acuity applies here: “The term acuity defines how marginalized a given person is. High acuity refers to those whose social and personal conditions are severe. This can include physical health, mental health, substance use health and/or deprivation of basic needs like food, water, housing, or systemic barriers to accessing services.” (Page 3 – Hubs Implementation Plan)
2. **People experiencing unstable shelter or housing:** People whose social and structural determinants of health or individual perception of safety and security contributes to inconsistent access to housing or some version of shelter: 1) sheltered homelessness -- who are staying at a shelter, who are not paying rent due to temporary or permanent financial constraints, etc. 2) precarious housing -- due to factors related to finances, dependency or supporting a dependent, unmet accessibility needs (related to physical or mental health), who are couch surfing, who are not on a lease, who are in transitional housing; 3) housing that is *not* sustainable – due to factors related to finances (including reliance on housing allowances/rent supplements, living pay cheque-to-pay cheque), foreseeable unmet accessibility needs, who are living in a hotel/motel.
3. **People with stable housing:** All people living, working, studying, and/or spending a significant amount of time in the community of London who have stable housing.
4. **Indigenous homelessness:** This definition will be informed by an Indigenous-led evaluation framework.

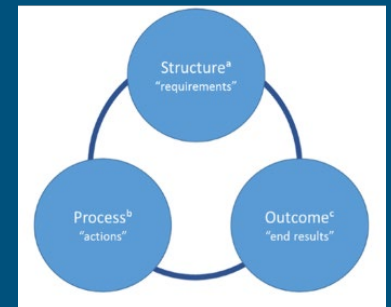
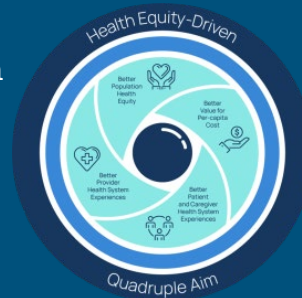
Evaluation Framework – How is the Whole of Community being evaluated?

The System Foundation Table takes a three-pronged approach to the evaluation frameworks of the Whole of Community System Response using the following:

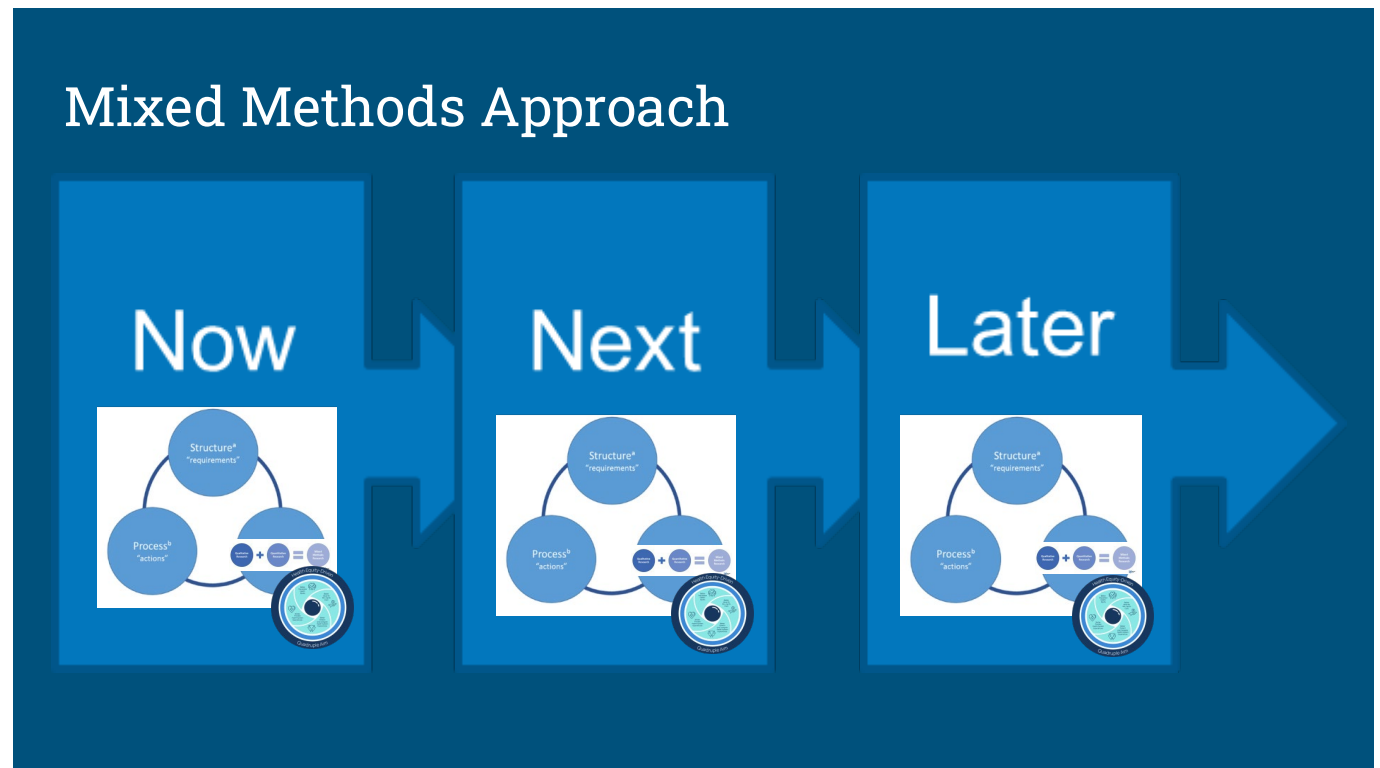
1. **Quintuple Aim of System Improvement** (population outcomes, population experience, provider experience, total cost of care, health equity)
2. **Structure, Process, Outcomes:** The System Foundation table will consider each of these domains in order to provide a comprehensive understanding of the system
3. **Now, Next, Later:** Evaluation priorities will be considered within each of these three timelines. A mixed methods approach will be used to honour different forms of data collection and expression.

Outcomes Measurement Framework: All of the Concepts

1. Now, Next, Later
2. Structure, Process, Outcomes
3. Health Equity-Driven Quadruple Aim



All 3 of these components will culminated in a **Mixed Methods Approach** which will honour different forms of data collection and expression.



Gathering Information – What Questions are Being Asked?

A sample of questions being asked through the Research Teams gathering information and deciding what to measure:

Team 1: Experiences and Outcomes of Defined Groups

- What proportion of those identified in HIFIS in July 2022 are still alive today? How many have been housed? How is their health? What are their stories?
- How do we identify people who are precariously housed or at risk of homelessness? How is their health? What are their stories? How do we work with them to improve their situation?
- How do residents of London feel about their experiences with the homeless population?
- How do we identify this population? How many were there in London in 2022? How many are there now? How many have been housed?
- How would they rate their experience with London's homelessness system? Health system?
- What is the average income in London vs. rental prices
- What options exist for those on low-income/social assistance to find and sustain housing
- What supports exist for those with low-income (vs. those with high-acuity?)
- How has the perception of the housing market for those with low-income changed
- How does food security impact your quality of life?
- How does affordability vary across London neighbourhoods?

- How do Londoners rate their overall health and wellbeing? Their safety? Their experience living in London?
- How do community members feel about their experience with London's homeless population?
- With the Whole of Community response?
- How do business owners experience running a business in London today? What challenges do they face? How have they experienced the Whole of Community Response?

Team 2: Experiences and Outcomes of Direct Service Workers

- How are staff compensated today? Do they have benefits?
- What does the workload of staff look like? How many hours are typically worked/week/month?
- Do staff have sufficient time off? Do staff feel safe at work (physically and psychologically)?
- How are frontline/direct service providing staff experiencing their work today?
- How have they experienced the changes made to date?

Team 3: Systems, Structures, Processes and Cost of Care

- How many services provide care to our priority populations? How many sites are there? How many staff? How do these organizations/staff work together?
- What does it cost to support the populations of focus? What additional resources are required?
- How can we provide the best value for the populations we serve? What policies and procedures are in place to support integrated care across the system today? Which ones help, which ones hinder?
- Are services and housing being made available in an equitable way?
- Are we capturing the right information to assess equity?
- Do we have agreed-upon principles for making equitable decisions?
- What does it cost to support the populations of focus (individually and as a whole)?
- What opportunities exist to shift spending towards greater value for the populations we serve?
- What is the economic impact of the homelessness crisis on businesses and business development?
- How many people access transitional housing each week/month etc.?
- How readily available is preventative health screening to members of the target populations?
- How many services do the average high-needs homeless individuals access?
- How often are people transferred/referred between services?
- What policies and procedures are in place today to support integrated care across the system today?
- What policies and procedures get in the way of integrated care in the system today?
- How many staff are available to support these populations today?
- What infrastructure is in place (eg. buildings, beds, service space)?
- How many highly-supportive housing units are available?
- What tools do our staff have available to them (eg. digital tools, equipment, safety)?

Team 4: Overall WCR Process Review

- How did London develop the WCSR? What were the enabling factors?
- What barriers were overcome and what ones still exist?



Whole of Community System Response – Evaluation Framework



March 26, 2024

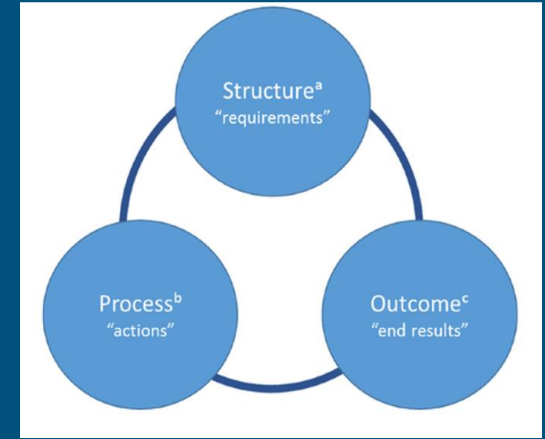
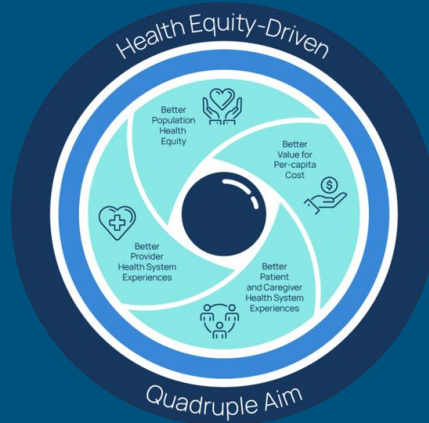


What is the System Foundations Table?

- Part of the Whole of Community System Response includes multiple tables to support the work (e.g. Hubs, Highly Supportive Housing, etc.)
- System Foundations was stood up to support the **measurement and evaluation** of the Whole of Community System Response.
- This table recommends **guidelines and tools** that contribute to a coordinated Whole of Community System Response to Health and Homelessness. Driven by and supporting our shared values, our contributions include recommendations for **outcome measurement, reporting, and policies and processes**, which we develop through a **health equity-driven** framework.

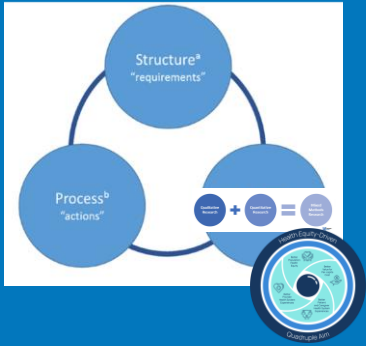
Evaluation Framework: The Concepts

1. Now, Next, Later
2. Structure, Process, Outcomes
3. Health Equity-Driven Quadruple Aim

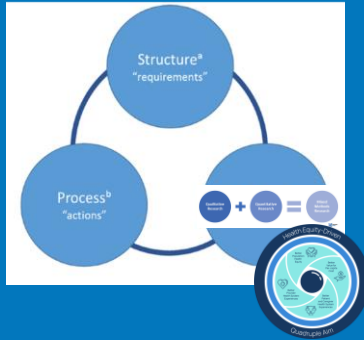


Mixed Methods Approach

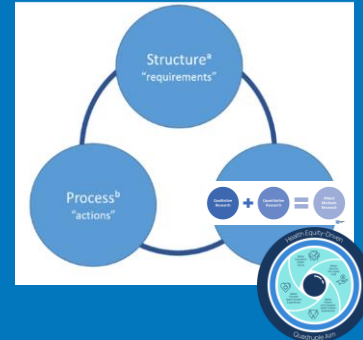
Now



Next



Later



Roles and Responsibilities for the Evaluation Framework

1. The **Centre for Research on Health Equity and Social Inclusion (CRHESI)** was endorsed in November 2023 as an arms-length research partner to further facilitate research and evaluation efforts for the Whole of Community System Response.
2. **Civic Administration** will continue to support the System Foundation Table and its co-chairs in informing, guiding and supporting CRHESI and their staff as they stand up the evaluation teams and begin the work of measuring this system's efforts.
3. **Research & Evaluation managers** will be responsible for multiple tasks around the evaluation framework, including some of the following: support work within and between teams working on key evaluation domains including Research Ethics protocols and accountabilities; managing key questions given to each of the evaluation teams; meet with different partners and collaborators to further add additional research questions.

Research Teams

- The Research & Evaluation Managers will stand up the following research and evaluation teams focusing on these topics, with the flexibility to add or remove topics as they get deeper into this work:
 1. Experiences and Outcomes of Defined Groups
 2. Experiences and Outcomes of Direct Service Workers
 3. Systems, Structures, Processes and Costs of Care
 4. Overall Whole of Community System Response Process Review
- The teams will be made up of individuals throughout the sector, and these teams will also reach out to external experts to ensure the full breadth of possible evaluation criteria is gathered and discussed.

Asking the Right Questions

- Each research team will be responsible for stewarding questions that need to be answered to help **define** what progress looks like in the Whole of Community System Response, as well as **demonstrate** that this work is successful. These questions may come from the teams themselves, community, agencies, etc.

Team 1: Experiences and Outcomes of Defined Groups

- What proportion of those identified in HIFIS in July 2022 are still alive today? How many have been housed? How is their health? What are their stories?
- How do we identify people who are precariously housed or at risk of homelessness? How is their health? What are their stories? How do we work with them to improve their situation?
- How do residents of London feel about their experiences with the homeless population?

Team 2: Experiences and Outcomes of Direct Service Workers

- How do staff experience their work today? How does it impact their wellbeing? How is their workload? Income? Benefits (or lack of)? Do they feel safe at work? Has any of this changed? How does this vary across the sector?

Asking the Right Questions (cont'd)

Team 3: Systems, Structures, Processes and Cost of Care

- How many services provide care to our priority populations? How many sites are there? How many staff? How do these organizations/staff work together?
- What does it cost to support the populations of focus? What additional resources are required?
- How can we provide the best value for the populations we serve? What policies and procedures are in place to support integrated care across the system today? Which ones help, which ones hinder?

Team 4: Overall WCR Process Review

- How did London develop the WCSR? What were the enabling factors? What barriers were overcome and what ones still exist?

Funding for this Work

The evaluation framework is supported through the following funding partners:

- St. Joseph's Hospital Foundation (Finch Mental Health Fund), London Health Sciences Centre, and the University of Western Ontario.
 - These partners each pledged \$200,000 for 2 years, for a total of at least \$600,000.
- In addition, this funding has been used to leverage “in kind” contributions in a grant proposal submitted on February 9, 2024 to Infrastructure Canada, which, if successful, would bring an additional \$700,000 to our planned evaluation activities. Notice of results of the grant application is expected summer 2024.

What's next for the Evaluation Framework?

1. Gather information and identify needs including:
 - What are the relevant research questions?
 - What evidence (quantitative and qualitative) do the Table co-chairs need to evaluate their initiatives?
 - What data already exists? What evaluation work has or is already being done?
 - What resources (such as training guides, boilerplate text for ethics applications) are needed to support research and evaluation?
2. Support the System Foundation's Table to prioritize research questions.
3. Begin developing processes and resources to support the coordination and communication between the System Foundations Table, researchers, and partners.

We are encouraged that a lot of this work – gathering data, evaluation work – is being done **as we speak**. We are in the fortunate position of knowing what data exists and that we can leverage. It's now about bringing it together.

Thank you for your
continued trust in and
support for this work.

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: London's Health & Homelessness Whole of Community System Response Proposed Highly Supportive Housing Plan

Date: March 26, 2024

Recommendation

That, on the recommendation of the Deputy City Manager, Social and Health Development, that the following actions **BE TAKEN** with respect to the March 26, 2024, London's Health & Homelessness Whole of Community System Response Proposed, Highly Supportive Housing Plan report that;

- a) the Saving Lives, Alleviating Suffering, & Building a Healthy, Strong, & Safe Community for All - London's Health & Homelessness Response: Highly Supportive Housing Plan attached as Schedule 1 **BE ENDORSED**, and;
- b) this report **BE RECEIVED** for information.

Executive Summary

The Whole of Community System Response has been a community plan endorsed by Council has set out to create key pillars to support the most marginalized members of the community through the creation of 24/7 Hubs and Highly Supportive Housing. This plan remains fully intact and this report and subsequent attachments articulate the Housing portion.

The purpose of this report is to present the Health & Homelessness Whole of Community System Response proposed Highly Supportive Housing Plan, London's Health & Homelessness Response: Highly Supportive Housing Plan enclosed as attached **Schedule 1**, that represents a culmination of co-design work amongst the Highly Supportive Housing Table, the Strategy and Accountability Table, and informed by the Developers Reference Table and other key parties. This plan has been influenced by the results of multiple implementation table meetings, review sessions with sector experts and leadership, and supported by the voices of those with lived and living experience.

The proposed London's Health & Homelessness Response: Highly Supportive Housing Plan defines what highly supportive housing is in London, identifies who needs it, how individuals move through pathways into highly supportive housing, as well as the functions of highly supportive housing, physical space design recommendations and budget and costing.

This report also includes analysis of the feedback from individuals with Lived and Living Experience of homelessness on components related to highly supportive housing. This information has helped to ensure the proposed Highly Supportive Housing Plan reflects the needs of those it aims to support.

The Housing Implementation Table receives support from members of Civic Administration and the Whole of Community System Response Backbone team. For the creation of this Housing Plan, a third party was used to create the document.

Pending Council endorsement, the proposed Highly Supportive Housing Plan will set specific standards and expectations under the Whole of Community System Response while serving as a guide and support future highly supportive housing projects within the community.

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

Analysis

- **1.0 Previous Reports Related to this Matter**
 - December Progress Update – Health & Homelessness Whole of Community System Response (SPPC, December 12, 2023)
 - November Progress Update – Health & Homelessness Whole of Community System Response (SPPC, November 21, 2023)
 - October Progress Update – Health & Homelessness Whole of Community System Response (SPPC, October 31, 2023)
 - 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

Health & Homelessness Whole of Community System Response

The Whole of Community System Response process has been a targeted effort to address the health and homelessness crisis in London as the number of individuals experiencing homelessness and housing deprivation has grown at significant rates, along with the complexity or acuity of needs amongst those that are most marginalized in the community. The complex health challenges associated with the effects of living unsheltered have also led to far too many preventable deaths.

There have also been impacts on the social, economic and cultural health and wellbeing of the city of London as a result of this crisis. Through the collaborative work of more than 200 individuals across 70 organizations from a diversity of sectors a strategic roadmap for a transformative system response was created – the Whole of Community System Response.

The response is a people-centred, housing-centric system that meets people where they are, without judgment, offering culturally safe, low barrier, inclusive care that is violence and trauma informed, built on an anti-oppression and anti-racism framework, and underpinned by a consistent harm reduction approach. This approach also instills a belief

that housing is healthcare and a fundamental human right. The highest priority is placed on providing direct connections to the right housing and housing with supports for every individual and ensuring the integration of service functions in multiple locations to provide the necessary supports a person needs in a timely way.

This response is a single, holistic, “all doors lead here” system of care, anchored by two foundational elements – hubs and housing. There will be multiple locations throughout the community built to serve the most marginalized community members with a range of care and service from 24/7 safe spaces and access to basic needs, to health care, harm reduction and addiction treatment services, and housing supports. The system will support the highest acuity people to move safely inside, help them stabilize, wrap around them with supports and connect them to the right type of housing and help them stay successfully housed.

Proposed Highly Supportive Housing Plan

The Highly Supportive Housing Plan is a strategic implementation pathway that represents the culmination of six months of intensive sector-driven collaboration. What makes this plan unique is that it is built upon insights and inputs from practitioners, individuals with lived and living experience, and subject matter experts; it has benefitted from the collective insights of individuals representing multiple sectors, including land and housing development, healthcare, housing service providers, architects, frontline staff, mental health and addictions, youth services, developmental services, and Civic Administration.

The Highly Supportive Housing Plan aligns closely with the Hubs Implementation Plan, integrating the same definitions and a similar structure to support consistency across the Whole of Community System Response. The construction and conversion of new and existing units to affordable and Highly Supportive Housing can take significant time. Leveraging the many different programs can bring more units to market sooner. The Highly Supportive Housing Plan is aligned with, but a separate strategy from the Roadmap to 3,000 Affordable Units for the City of London. It is recognized that Highly Supportive Housing through an Indigenous lens will look different. This plan in its original format did not have appropriate Indigenous feedback integrated throughout it. As new plans and frameworks are developed (e.g., the Indigenous Housing Framework) and current plans are updated (e.g., the 2019 – 2024 Housing Stability Action Plan) the Highly Supportive Housing Plan will be reviewed and revised to continue to align with emerging and evolving community needs and directions.

These plans can work in tandem where affordable units are constructed under this roadmap, but also include units for Highly Supportive Housing. With more affordable units on the market, it may be possible to prevent individuals from entering homelessness and living unsheltered which can reduce the need for supportive units. In addition, this plan is also aligned with the City’s 2019-2024 Housing Stability Action Plan that is legislatively required through the *Housing Services Act* and will also be updated in 2024.

The proposed Highly Supportive Housing Plan (attached as Schedule 1) focuses on the criteria and expectations highly supportive housing projects:

The plan details:

- An introduction to Highly Supportive Housing
- Functions of highly supportive housing
- Physical Space recommendations of highly supportive housing
- Costing and budget

Included as attached as **Appendix A** to the proposed London’s Health & Homelessness Response: Highly Supportive Housing Plan (Schedule 1) is a draft operating budget using the example of a high density/high support model with 30 units.

Included as well and listed in the plan as **Appendix B** to the proposed London's Health & Homelessness Response: Highly Supportive Housing Plan is the list of organizations that have been working to design the plan through their participation in the Housing Implementation Table.

Appendix C to the proposed London's Health & Homelessness Response: Highly Supportive Housing Plan includes references to various resources to support the strategy.

Finally, included as **Appendix D** to the proposed London's Health & Homelessness Response: Highly Supportive Housing Plan is the report on lived and living experience feedback on highly supportive housing.

2.1 Lived and Living Experience Feedback

As part of the direction set out by the Whole of Community System Response Strategy and Accountability Table and operationalized by community service delivery partners including those representing mental health care, emergency shelters, and social services. Individuals currently experiencing homelessness have been asked to provide input and share their valuable lived experience to help inform the 2023 Hubs Implementation Plan and now the Highly Supportive Housing Plan. These experiences and voices will continue to be collected as the Hubs and Highly Supportive Housing projects move to operationalizing and throughout the Whole of Community System Response.

A partnership has been entered into regarding the collection of input from those with lived and living experience between the work of the Whole of Community System Response and research professionals through St. Joseph's Health Care. This resource created the interview guide used for collecting feedback and will assist in future analysis and demographic research to best understand the specific needs of those experiencing homelessness. The feedback gathered through interviews and focus groups centres primarily on probing questions in plain language to elicit a conversation style survey. The individuals that participate are offered the opportunity to disengage at any time and should their sharing of experiences ever become triggering or difficult to handle, supports are offered to them ahead of time.

To date, the feedback from participants about highly supportive housing includes the types of services or features that would be important to them, such as (condensed for brevity):

- Accessible unit options and transportation options to and from site
- Communal child/family-friendly spaces
- Community recreation room (e.g., games, tv)
- Designated smoking areas
- Designated prayer room
- Grocery delivery support
- Exercise/fitness room
- On-site financial aid/management support
- Green space/outdoor garden space
- Healthcare resources/support (e.g., personal support workers)
- Heating/cooling system
- Mental health resources/support (e.g., crisis counselling, addictions support)
- Laundry facilities
- Onsite meal preparation/service options
- Onsite security personnel
- Outdoor barbecue/cooking area
- Personal and shared (e.g., roommate) unit options

- Pet friendly unit options
- Secured entry with guest sign in
- Wi-Fi access

3.0 Next Steps

Pending Council approval of the proposed Highly Supportive Housing Plan, this portion of the Whole of Community System Response will be able to support and guide upcoming and future highly supportive housing projects – a direct alignment with the City of London’s 2023-2027 Strategic Plan goal of building more housing across the housing continuum.

Currently, sixty-nine Highly Supportive Housing units have been created and more projects have been identified and tabled as future units, including those announced during the Mayor’s State of the City Address. Of course, recognizing some projects are in differing stages of development, and more costing and financing work needs to occur for most of those identified. The Housing Implementation Table also continues to identify projects in the housing pipeline to find opportunities for Highly Supportive Housing units.

New Highly Supportive Housing Units

At the February Strategic Priorities and Policy meeting, Council approved funding for London Cares for the purpose of either offering resting space beds *or* housing supports. Through engagement with London Cares and the House of Hope partner London Health Sciences Centre, the ability to add 24 new fully furnished apartments for people experiencing homelessness to a highly supportive housing building has emerged. The funds will allow the House of Hope to nearly double its number of highly supportive housing units for people in need. The continued participation from LHSC allows for program sustainability and expert support.

Highly supportive housing includes onsite support to health and social services such as mental health care, addiction treatment, educational resources, employment counselling and emergency food services. The goal is to provide support that will help residents achieve housing stability.

This now means that since the Whole of Community System Response framework was approved by Council in March 2023, there will now be 93 units of Highly supportive Housing units open or opening this spring within a year of the plan being approved. These units build upon the units announced in October 2023, between these same two partners (London Health Sciences Centre and London Care Homeless Response Services) which opened 25 Highly Supportive Housing units at 362 Dundas Street and additionally the units Indwell and the City partnered on for 44 Highly Supportive Housing units at 403 Thompson Road. Future Highly Supportive Housing units between the Auburn Group, Drewlo Holdings, Sifton Properties, Tricar Group, and Indwell will bring the number of Highly Supportive Housing units to approximately 130 at this time. These units are an exciting step forward toward more housing projects within the community as organizations collectively aim to bring online 600 Highly Supportive Housing units over the next three years.

4.0 Financial Impact/Considerations

Capital costs depend on the degree of construction required, the type of construction, and the overall size of the project. According to the Ontario Large Municipalities Chief Building Officials 2023 cost schedule, construction costs range from \$240/ft² to \$320/ft.

Local industry experts confirmed that costs are reaching \$300/ft², with land being separate from this amount. Office and existing residential conversions are in a similar ballpark of \$300/ft.² The main benefit of a conversion is the repurposing of existing buildings and infrastructure, which can reduce the social cost of new construction to a neighbourhood. In many cases, a conversion can also revitalize an area.

Operating costs for Highly Supportive Housing vary based on the size and scope of the services being offered. Although there is anticipated to be a significant savings in the per resident costs from the Hubs, the intensity of supports and level of acuity served in the building will have direct impact on the operating budget.

The higher acuity-focused building (highest Highly Supportive Housing level) will have a similar operating cost, but a higher per unit distribution because of the lower number of apartments provided. In comparison, a building that operates as Highly Supportive Housing with fewer of the highest acuity individuals may be able to accommodate a higher staff to resident ratio.

For example, a higher-unit density building (more than 20 beds) has lower costs, and lower-unit density building (less than 10 beds) has higher costs, which is often due to economies of scale and the necessary fixed costs such as utilities, preventative maintenance, etc. Where agencies can operate multiple sites in London, there is an opportunity to develop operating economies of scale that allow for a centralized management model, with onsite supports aligned to the populations in the buildings.

Resident costs (e.g., travel, food, etc.) are variable and will scale differently depending on occupancy. Price inflation in food, household supplies, travel, utilities, insurance, telephone, building costs, and staffing costs drives increased operating costs annually. An example operating budget is included in the proposed Schedule 1 London’s Health & Homelessness Response: Highly Supportive Housing Plan as **Appendix A**. Cost estimates for an operating budget will vary depending on the specific Highly Supportive Housing project.

5.0 Conclusion

The Whole of Community System Response is an ongoing community process that has brought together dozens of organizations and hundreds of individuals representing many different sectors across healthcare, education, business, social services, first responders, municipal services, and development amongst others. This first of its kind process has led to the creation of the proposed Highly Supportive Housing Plan, something that is well informed not only by those participating in the design process directly, but also by the broader community and those with lived and living experience of homelessness.

The proposed Highly Supportive Housing Plan will seek to provide critical models of care to improve the quality of life for individuals but also by reducing the impacts of a health and homelessness crisis for the community in general.

Recommended by:	Kevin Dickins, Deputy City Manager Social Health Development
cc:	
Scott Mathers,	Deputy City Manager, Planning & Economic Development
Kelly Scherr,	Deputy City Manager, Environment, and Infrastructure
Anna Lisa Barbon,	Deputy City Manager, Finance Supports
Tara Pollitt,	Deputy City Manager, Legal Services
Cheryl Smith,	Deputy City Manager, Neighbourhood and Community-Wide Services
John Paradis,	Deputy City Manager, Enterprise Supports

Saving Lives, Alleviating Suffering, & Building a Healthy, Strong, & Safe Community for All

London's Health & Homelessness Response: Highly Supportive Housing Plan

A pathway to help the most marginalized Londoners move safely inside, become stabilized and supported, and help them stay housed.

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Section 1.0

About London's System Response

The Whole of Community System Response

London is facing a dire health and homelessness crisis. There has been a dramatic increase in the volume and complexity of health and housing needs.

A Call for Change

Throughout 2022, Londoners from all sectors and backgrounds said loud and clear that something needed to change to save lives, to better deliver healthcare and housing, and to address the whole of community impacts of this crisis.

In all, more than 200 leaders from all backgrounds and areas of expertise, representing 70 local organizations, came together over three summits in November and December 2022 and January 2023 with a pledge to do things differently. The summits were convened collaboratively by the City of London, CMHA Thames Valley Addiction and Mental Health Services, London Health Sciences Centre, London Police Service, Middlesex London Health Unit, Middlesex-London Paramedic Service, and St. Joseph's Health Care London.

A System Response

This call for change led to the development of London's Whole of Community System Response. This is a critical and transformational plan for London that has been developed to respond urgently to the health and homelessness crisis.

The Whole of Community System Response will support the entire community – those who are most marginalized, those working in the system, and those trying to provide support, including businesses and community members who also experience the impacts of this crisis.

Foundational Anchors: Hubs and Housing

The Whole of Community System Response is anchored in two foundational elements – hubs and housing – to support the highest acuity Londoners to move safely inside, help them get stabilized, wrap around them with supports, connect them to the right housing, and help them stay housed.

The creation of 24/7 Hubs assists individuals to come indoors and receive person-centered wraparound care. Hubs aim to transition individuals into Highly Supportive Housing, built on the acknowledgement that housing is healthcare and a fundamental human right.

Information about the Whole of Community System Response can be accessed on the [City of London's GetInvolved.London.ca](https://www.cityoflondon.gov.uk/get-involved) site. More information about Hubs can be found

in the sub-section below and in the [Hubs Implementation Plan](#). A plan for Highly Supportive Housing is the focus of sections 2.0 – 7.0 of this document.

Hubs

Hubs are a network of multiple, purpose-designed locations offering comprehensive services to help the most marginalized unhoused Londoners move safely indoors, stabilize, access supports, and become sustainably housed.

Every interaction at a Hub is an active and intentional effort to enable an individual's next steps toward Highly Supportive Housing. Each Hub serves 25-35 people and is population specific.

Hubs are intended to have a feeling of community, with drop-in supports open 24/7 where anyone can walk in the front door, access immediate basic needs and stabilization support, and be connected to services and the next steps in housing. The full [Hubs Implementation Plan](#) and an [FAQ](#) about Hubs can be accessed via the City of London's GetInvolved.London.ca site.

The Fund for Change

The Health & Homelessness Fund for Change is administered by London Community Foundation, powered by the generosity of London's business and community leaders and enabled by a transformative gift by a London family who wishes to remain anonymous but who has pledged \$25 million to seed the fund, with an additional \$5 million in matching dollars to encourage others to give. A volunteer fundraising committee is working with the anonymous donor and London Community Foundation to raise the matching funds, which will grow the Fund to a total of \$35 million. The Fund for Change will be a critical part of making the first three to five Hubs a reality through funding for capacity and other emergency needs. More information about the Fund for Change is available at movementforchange.ca.

Section 2.0

About the Highly Supportive Housing Plan

A Strategic Pathway

The Highly Supportive Housing Plan is a strategic implementation pathway that represents the culmination of 12 months of intensive sector-driven collaboration. What makes this plan unique is that it is built upon insights and inputs from practitioners, individuals with lived and living experience, and subject matter experts; it has benefitted from the collective insights of individuals representing multiple sectors, including land and housing development, healthcare, housing service providers, architects, frontline staff, mental health and addictions, youth services, developmental services, and Civic Administration.

Alignment With Other City of London and Community Plans

The Highly Supportive Housing Plan supports and aligns with the City of London Strategic Plan 2023 – 2027. The Highly Supportive Housing Plan also aligns closely with the Hubs Implementation Plan, integrating the same definitions and a similar structure to support consistency across the Whole of Community System Response.

The construction and conversion of new and existing units to affordable and Highly Supportive Housing can take significant time. Leveraging the many different programs can bring more units to market sooner. The Highly Supportive Housing Plan is aligned with, but a separate strategy from the [Roadmap to 3,000 Affordable Units for the City of London](#). These plans can work in tandem where affordable units are constructed under this roadmap, but also include units for Highly Supportive Housing. With more affordable units on the market, it may be possible to prevent individuals from entering homelessness and living unsheltered, which can reduce the need for supportive units. In addition, this plan is also aligned with the City's [2019 – 2024 Housing Stability Action Plan](#) that is legislatively required through the *Housing Services Act* and will also be updated in 2024.

Feedback from community members gathered through the intensive community engagement process to develop the Hubs Implementation Plan and feedback from individuals with lived and living experience also serve as the foundation of this plan.

As new plans and frameworks are developed (e.g., the Indigenous Housing Framework) and current plans are updated (e.g., the 2019 – 2024 Housing Stability Action Plan), the Highly Supportive Housing Plan will be reviewed and revised to continue to align with emerging and evolving community needs and directions. Engaging with Indigenous partners and community members is critical to ensure community priorities are actioned in the Highly Supportive Housing Plan. Without ongoing and meaningful input and alignment between Indigenous partners and the Whole of Community System Response, the Highly Supportive Housing Plan will not be successful.



The Intention of This Plan

With a focus on the development of 600 Highly Supportive Housing units in the next three years, this plan is designed to be flexible and open to various Highly Supportive Housing projects. Therefore, it is not a detailed operational plan, but a series of minimum practices and recommendations that can be adopted by Highly Supportive Housing projects. With continuous monitoring of Highly Supportive Housing developments, gaps will be identified so that future developments can meet emerging community needs. The successful implementation of this plan requires financial support from all levels of government.

Section 3.0

Introduction to Highly Supportive Housing

About Highly Supportive Housing

Highly Supportive Housing provides 24/7, onsite support to assist individuals at risk of or experiencing homelessness to achieve housing stability.

Highly Supportive Housing helps people live and thrive in the community. It offers a combination of affordable housing and supportive services. Encompassing the values of the Whole of Community System Response, Highly Supportive Housing offers an ecosystem of culturally appropriate, resident-centred and directed, 24/7 onsite comprehensive service to individuals experiencing barriers to housing and healthcare.

Core components of Highly Supportive Housing include assisting residents to maintain their housing, improving physical and mental health, increasing income and employment, ensuring satisfaction with services and housing, and fostering social and community connections.¹


A question that is often asked is, “What is the difference between Highly Supportive Housing and Supportive Housing?” Highly Supportive Housing and Supportive Housing are essentially the same in design and standards, with both offering 24/7 onsite support. The main difference is that Highly Supportive Housing requires a more intensive ratio of staff to participant support, of 1:10 or lower, based on the needs of individuals in Highly Supportive Housing.

Who Needs Highly Supportive Housing

Individuals eligible for Highly Supportive Housing are typically those who lack housing and who face a multitude of co-occurring, complex medical, mental health, and/or substance use issues.²

Highly Supportive Housing targets the demographic of individuals for which traditional housing has been unsuccessful. The purpose of Highly Supportive Housing is to ensure marginalized individuals have access to 24/7 onsite supports they need to successfully maintain housing and make positive gains in their overall life stability.

The primary focus is to ensure each Highly Supportive Housing project is designed for success so that individuals who are experiencing homelessness and have unmet housing needs and unmet needs related to physical health, mental health, or addictions recovery are supported in an environment conducive to addressing these unmet needs.



Highly Supportive Housing is part of the housing continuum. Not everyone experiencing homelessness needs the same level of support. Similarly, not everyone experiencing homelessness requires Highly Supportive Housing. Highly Supportive Housing will be offered to those who need 24/7 onsite supports to build their housing stability skills.

While Highly Supportive Housing is for individuals with the highest acuity, buildings with Highly Supportive Housing units may be mixed acuity. This means resident selection will be dependent on each specific project and may prioritize a blend of both high and low-acuity community members depending on the density of a project. For example, in a 10-unit project, all residents may be of the highest acuity, whereas in a 100-unit building, there may be mixed acuity.

Who Is Involved in Highly Supportive Housing

In Highly Supportive Housing, there are owners, operators, developers, partners, and residents. Each of these groups have roles within Highly Supportive Housing, including:


- An *owner* owns the building where the Highly Supportive Housing program operates.
- An *operator* operates the Highly Supporting Housing program and implements Highly Supportive Housing programming.
- A *developer* builds the building where Highly Supportive Housing operates.
- A *partner* provides services onsite within Highly Supportive Housing.
- A *resident* lives in a Highly Supportive Housing unit and participates in Highly Supportive Housing programming.

Why We Need Highly Supportive Housing

The need for Highly Supportive Housing in London has been growing as more individuals grapple with housing affordability and health challenges. Increasing the supply of Highly Supportive Housing in London is essential to meet the growing need.

By addressing the complex needs of individuals, Highly Supportive Housing offers a stable foundation for personal growth, recovery, and the development of the necessary skills for individuals to live in a housing continuum, living more fully in their individual life experiences.

By equipping people with the tools they need to exit and avoid homelessness and improve health and wellbeing, Highly Supportive Housing reduces interactions with expensive systems such as emergency rooms and corrections facilities. An independent review of 12 Canadian Highly Supportive Housing programs concluded that Highly Supportive Housing reduces involvement with addictions, the criminal justice system, and emergency services. It also increases successful tenancy, improves overall health, increases family reunification, reduces negative behaviours associated with substance use, reduces evictions, and increases employment.³ In addition to reducing the human impact of



homelessness, studies demonstrate that Highly Supportive Housing adds new jobs and grows the social sector workforce.⁴

Ending the Experience of Homelessness

Highly Supportive Housing gets individuals safely inside, out of encampments, off the streets, and in supportive homes. It is a critical service that equips vulnerable individuals and families to establish housing stability, improve health and wellbeing, and live independently in the community.

Providing access to affordable housing with supports is a proven solution to ending homelessness and helping individuals with complex health challenges to thrive. Studies have shown that Highly Supportive Housing interventions are effective in both reducing homelessness and achieving housing stability.⁵ For example, in a study of Strachan House, a Highly Supportive Housing project in Toronto, 96% of tenants remained stably housed.⁶

Improved Health and Housing Stability

Highly Supportive Housing decreases preventable deaths. It also results in improved health and lowered acuity.

Primary aims of Highly Supportive Housing are that residents feel safe and secure, that their basic needs are being met, and they are supported to move toward independence, for example, doing their own sourcing, securing, and cooking of food.

Highly Supportive Housing is also an important part of our healthcare system, reducing hospitalizations and helping people avoid the negative health impacts associated with unaffordable, low-quality, or no housing.⁷ This means less stress on healthcare services, emergency services, and social systems, and greater financial and human resources available to address other community needs as a result of healthcare cost savings.⁸

There are multiple studies that demonstrate the positive health and housing outcomes attributed to Highly Supportive Housing. For example:

- Participants in the At Home/Chez Soi national housing study residing in Highly Supportive Housing saw reductions in their use of services, such as those provided by family physicians, medical specialists including psychiatrists, mental health workers and case managers, and other service providers, and outpatient visits to hospitals.⁹
- In a study of Woodfield Gate, an Indwell building in London, Ontario, researchers from Western University concluded that Highly Supportive Housing is an effective intervention for reducing behavioural disorders and meeting behavioural health needs. These outcomes exceeded expectations for improvements in behavioural disorders, given that most participants had experienced housing precarity for many years and had high support needs, which included major mental illnesses and substance use disorders.¹⁰
- In an independent review of a Highly Supportive Housing program in Sault Ste. Marie, results demonstrated hospital admissions for mental health were reduced

by 60% and hospital days stayed by residents were reduced by 90%. Further, police interventions were reduced by 85% and crisis calls were reduced by 100%.¹¹

For residents living with mental health and addiction challenges, rapid access to supports as illness progresses or crisis occurs is a well-established best practice. Early intervention decreases the level of crisis, prevents hospitalization, and supports individuals to maintain their recovery plan. The timeliness of support is more challenging if supports are off-site, non-existent, or only available through hospital emergency services. Highly Supportive Housing with 24/7 onsite support, therefore, provides better options to sustain resident wellbeing in a timely manner.¹²

Improved Sense of Community

Highly Supportive Housing involves residents, staff, and community partners. Residents in Highly Supportive Housing will be welcomed, inclusive of their race, culture, gender, or spirituality, with adaptations made to meet cultural needs. Strong family and/or natural support connections will be encouraged, if appropriate and where requested, with these relationships supported and fostered by the programming within Highly Supportive Housing. The result will be a rich and diverse community within and around Highly Supportive Housing.

An improved sense of community was echoed in the At Home/Chez Soi national housing study, which demonstrated that getting people into Highly Supportive Housing produced improvements in community functioning and quality of life. The acquisition of stable housing gave participants hope and confidence and it provided opportunities to take on new social roles that expressed a positive social identity (e.g., volunteering, attending school, becoming peer workers) and engage with positive social contacts by reconnecting to family or natural supports and/or connecting to supportive communities.¹³

Further, the Woodfield Gate study concluded that Highly Supportive Housing is an effective intervention for engagement of residents in more community activities, such as attending a movie or concert, participating in sports or recreation, meeting people at a restaurant or coffee shop, participating in a community event, participating in a volunteer activity, or going to the library.¹⁴

Enhanced Whole of Community Wellbeing

Over the next three years, 600 Highly Supportive Housing units will be developed in London. There will be more supportive spaces to help ensure the needs of individuals are met in ways and at capacities that do not currently exist. This means there will be fewer vulnerable people experiencing unsheltered homelessness on London's streets, and the associated impacts to community and businesses will be reduced.

A Continuum of Substance Use Support and Treatment

Highly Supportive Housing will provide a continuum of care and support to those using substances with an evidence-based approach. The continuum of substance use support seeks to connect community members with the exhaustive array of evidence-based supports and interventions. This continuum acknowledges all evidence-based supports and evidence-based treatment options as working collaboratively to support individuals in achieving safety and improved quality of life. This continuum spans the breadth of known and to-be-known services, from distributing new equipment to addiction treatment.

Foundational to this approach are the values of self-determination, autonomy, and choice. These values aim to support community members in achieving interrelated goals of staying alive, meeting basic needs such as food security and hygiene, improving quality of life, improving mental and physical health, increasing self-efficacy, stabilizing substance use, and increasing connections to support services.

Supports along the continuum seek to address and work with the social and structural determinants of health (SDH) for marginalized populations. Services strive to develop and adapt an ongoing understanding of how the SDH affect an individual and their goals. The above listed goals are the foundational goals of substance use support and treatment, but will interact with and be dependent upon goals of:

- Housing security
- Seeking physical safety
- Accessing physical health and mental health services
- Decreasing justice system involvement
- Liberation from gender-based violence impacts
- Safety from the impacts of racism and colonialism
- Cultural reconnection
- Engagement with social supports
- Income security
- Family or natural support unification
- Community belonging
- Educational attainment
- Life skills development
- Employment

The continuum will support all people through their goals of prevention, support, stabilization, and treatment. The continuum recognizes that the self-determined goals of abstinence and harm reduction are equally valued and interrelated goals of care.

“It is also important not to create an artificial distinction or opposition between harm reduction and treatment for substance use. Since harm reduction approaches support the needs of people who use drugs and meet people where they are, harm reduction also supports assisting people to seek out treatment when and if they feel that they might benefit from it. In fact, the success of harm

reduction programs at helping people who use drugs to access treatment has been documented.”¹⁵

Supports will be available for people who use any psychoactive substance, including but not limited to alcohol, opioids, amphetamines, cocaine, and marijuana. Inclusivity of this nature acknowledges that substance use is fluid, and many folks will use more than one substance over the life-course or at a given time. Supports will be developed and implemented based on review of the existing and evolving scientific literature base. Quality improvement will be ongoing, accounting for this evolving evidence base and the knowledge of experts and people with lived and living experience. The development of an ecology of knowledge that equally values science and experience seeks to uphold a high standard of equity, self-determination, and community development.

Reduced System Costs

Marginalized community members are more likely to use costly emergency, social, health, and criminal justice systems because their health and wellbeing becomes extremely compromised while living on the streets.

Evidence of the economic benefit can be found in the At Home/Chez Soi national housing study. Researchers found that for every \$10 invested in Highly Supportive Housing for individuals with the highest needs resulted in an average savings of \$21.72 related to health care, social supports, housing, and involvement in the justice system. Solving homelessness with Highly Supportive Housing makes sense. Not only does it save money, but it is also doing the right thing.¹⁶


Highly Supportive Housing residents also require permanently affordable homes to transition to as their support needs change. As some residents of Highly Supportive Housing recover, their support needs decrease and they can live successfully outside of Highly Supportive Housing contexts. Successful movement out of Highly Supportive Housing and along the housing continuum free up opportunities for other individuals who need Highly Supportive Housing. Residents generally require ongoing affordability support and other supports that can be rapidly reintroduced when they are needed.¹⁷

Pathways Into Highly Supportive Housing

Highly Supportive Housing projects will use a strategic, system-wide solution to intake to help the most marginalized Londoners move into Highly Supportive Housing.

Similar to Hubs, Highly Supportive Housing will use a coordinated intake approach to standardize intake practices that leverage existing provincial and federal frameworks, such as Coordinated Access. This ensures community priorities are being met and that careful consideration is given to matching individuals to Highly Supportive Housing.

Proven to be an effective way to serve people with housing challenges, a coordinated intake approach is not a program; rather, it is an integrated process that streamlines access to resources in a community.¹⁸ It offers a consistent and comprehensive way to assess each individual’s current situation, the acuity of their needs, and the services they



currently receive and may require in the future, considering background factors that contribute to risk and resilience.

A coordinated intake approach helps communities to:

- Ensure fairness and prioritize people most in need of assistance.
- Assist more people to move through the system faster.
- Reduce the number of new entries into homelessness.
- Improve data collection and quality.

Without a coordinated intake approach to service delivery, people experiencing a crisis must navigate a complicated web of connected but uncoordinated services. They often must tell their story multiple times and place themselves on several waiting lists to secure the housing resources needed to resolve their challenges. Without a person-centred approach, people are often mismatched with resources. This can lead to poorer housing outcomes, continued diminished quality of life, and inefficient use of limited resources. Under these circumstances, it may take longer for people with the most complex needs to find and secure permanent housing with appropriate supports. While they wait, they may access many crisis-oriented services to meet their basic needs or be excluded from service altogether, prolonging their homelessness.¹⁹

A coordinated intake approach will also provide the community with an opportunity to have continued ownership of the Highly Supportive Housing intake process. The system alignment will assist in reducing the number of various waitlists that an individual needs to apply for and ensure appropriate pathways so that those with the highest needs get equitable access to Highly Supportive Housing.

While specific intake practices will be designed as part of the operational plan for each unique Highly Supportive Housing project, referral pathways to Highly Supportive Housing will come from a variety of sources, including the most prevalent one which will be Hubs.

What We Heard About Highly Supportive Housing From Individuals With Lived and Living Experience

Through the Lived & Living Experiences Fall/Winter 2023 Final Report, individuals with lived and living experience shared their perspectives on Highly Supportive Housing. This included the themes of accessible layout, affordable unit options, basic life skills sessions, flexible floor plans for diverse family structures, green spaces and landscaping, healthcare and mental health services, multi-purpose community rooms, public transportation access, resident engagement programs, and safety and security considerations. For the full report, please see Addendum A.

The Highly Supportive Housing Plan incorporates each of these recommendations in Sections 4.0 and 5.0 to address the needs and preferences of the community and foster vibrant and inclusive living spaces that can enhance the wellbeing and self-sufficiency of all residents.

Section 4.0

Functions of Highly Supportive Housing

Why Consistent Functions

The vision of Highly Supportive Housing includes a consistent set of functions across multiple projects to ensure quality and consistency in delivery and management of 24/7 onsite support, regardless of site, location, or operator. While some Highly Supportive Housing projects may include functions that are specialized to the unique needs of a target population, there is an expectation of consistent delivery across the system.

This section details the specific Highly Supportive Housing functions, which are:

- Identified and defined by subject matter experts at the Housing Implementation Table;
- Shaped by feedback from individuals with lived and living experience;
- Informed by the Hubs Implementation Plan and corresponding community engagement; and
- Refined and approved by the Housing Implementation Table and the Strategy & Accountability Table of community leaders.

All functions consider the input of those with lived and living experience and will continue to be shaped by the input of those with lived and living experience.

The following definitions are used:

- **Minimum Practices:** These are the *expectations* of service delivery, which are in place to support effective 24/7 onsite support and operations of Highly Supportive Housing.
- **Additional Project/Program-Specific Considerations:** These are *recommendations* of service delivery that may be integrated depending on the Highly Supportive Housing project or program.

Basic Needs

Definition

The basic needs function is focused on food and access to amenities such as a shower and a place to rest. Depending on the project, laundry and food access (including food and hygiene products) will be available on site or off site. In the context of the Whole of Community System Response, food security is about ensuring people have the resources to access food and a heavy focus on support to help people become independent and stable in their access to food. Meeting basic needs is seen as immediate stabilization support within housing, a means to build relationships, and a way to support residents to maintain their stable housing.

Minimum Practices

- Residents are housed in a unit that includes a space to sleep, access to clean water, a washroom, a shower, and access to laundry facilities.
- Education about food security and accessible food options and choices that are culturally relevant/resonant, including where to access food resources and information about healthy foods and how to cook them, is part of the programming.
- Support to access food banks or grocery apps/stores, etc. is made available if no food programs, such as a shared food cupboard, exist on site.
- Kitchen amenities are included within Highly Supportive Housing projects.
- Pathways to basic life skills programming are integrated based on individual needs and supports for skill building and independence are offered to support autonomy and self-efficacy.

Additional Project/Program-Specific Considerations

- Meals may be included as part of Highly Supportive Housing programming.
- A community around food is created that includes:
 - Integrating community meals;
 - Building food-based partnerships (e.g., field trips to community gardens);
 - Providing community garden space on site, if space allows; and,
 - Offering individualized programming to suit the needs of residents.
- Finance-related support is available, such as budgeting, money management, navigation of financial systems, etc.
- Educational sessions on basic life skills for residents (e.g., financial literacy, cooking classes) are organized to empower residents with essential skills to enhance their self-sufficiency and quality of life.

Community Engagement and Relationships

Definition

The community engagement and relationships function refers to both the community within the Highly Supportive Housing structure and the community in which that structure exists (e.g., surrounding neighbourhoods). To ensure the principle of whole of community is integrated within the work of Highly Supportive Housing, programs will proactively engage with surrounding neighbourhoods, and neighbours will have ongoing opportunities to positively engage, work to resolve conflict, and provide feedback. This will include private community members, neighbourhood groups, BIAs, businesses, and agencies. To support a vibrant, inclusive community within Highly Supportive Housing, shared spaces and programs will support relationship building among residents and foster a sense of community and belonging.

Minimum Practices

- Community integration is facilitated through connections with local community resources and relationship-building activities within the Highly Supportive Housing site and with neighbours.
- There is a balance of resident rights versus collective rights through multiple channels (e.g., policies, agreements, etc.).
- Security considerations are built into the design to create a sense of safety (e.g., intercoms, fobs, etc.).
- Routine unit inspections are conducted with a focus on safety. An expectation and comfort from residents that staff will be in their units on occasion (with notice) exists, while balancing this with respect for privacy and a sense of home.
- The development of support networks is promoted both within and outside the Highly Supportive Housing community.
- Communication and engagement occur between Highly Supportive Housing providers, residents, and neighbours.
- Avenues are created for residents to voice their suggestions and concerns by facilitating resident engagement programs to ensure the building remains responsive to residents' evolving needs.
- A sense of belonging is fostered within Highly Supportive Housing and within the broader community to provide a sense of safety through:
 - Communication and engagement;
 - Intake conversations that include strengths-based and interests-based components;
 - Staff being highly skilled in resident engagement and striving to build relationships;
 - Resident-led and resident-informed programming being provided based on residents' interests;
 - Diverse programs and community spaces, such as shared kitchens, multi-purpose community rooms, and outdoor/indoor green spaces with seating areas, which serve as venues for workshops, resident community meetings,

- and social functions and provide residents with opportunities to connect with each other and foster a vibrant, inclusive community;
 - Property management being attuned to building/property upkeep;
 - Staff being visible and accessible; and
 - Fire safety procedures and fire safety education and training being built into the programming with the support of the London Fire Department.
- Staff are trained in social prescribing practices and refer residents to local, non-clinical services that are chosen according to the resident's interests, goals, and gifts to empower residents to improve their health by developing new skills, participating in meaningful activities, and becoming more connected to their communities.

Additional Project/Program-Specific Considerations

- Regular internal community meetings occur to promote positive relationships within Highly Supportive Housing programs.
- Awareness and partnerships are developed with emergency services.
- Tenant integration includes communicating clear Highly Supportive Housing community expectations.
- An understanding that Highly Supportive Housing requires an occupancy agreement and it is not the same as regular private market residential tenancies.
- Residents are offered opportunities to take on compensated part-time roles within the Highly Supportive Housing program, such as gardening, yard work, or cleaning up the surrounding neighbourhood.

Culturally Safe

Definition

This function is based on respectful engagement that recognizes and strives to address power imbalances inherent in the healthcare and social service systems. The aim is to create an environment free of racism and all types of discrimination where everyone feels safe and engaged. This involves ongoing assessment of dynamics between service providers, organizations, and residents. It is a commitment to ongoing learning, education, and adaptation. This function is also focused on accessibility through a variety of translation and interpretation services (e.g., AODA, multiple languages, sign language, audio translation), with consideration for low literacy in communications (person to person and signage), including simplification of jargon/terminology, and referrals to language classes as appropriate.

Minimum Practices

- There is provision of mandatory, ongoing, and adaptive cultural sensitivity training for support staff working with residents within Highly Supportive Housing.
- Support staff liaise with community agencies to provide phone/video translation and interpretation, legal, and settlement services.

- Intentional conversations occur about culture, needs, and expectations, with ongoing work to accommodate language, literacy, and accessibility of materials and services.
- Strong working relationships are developed with external agencies, allowing residents to meet with agencies who have cultural expertise.
- Equity language is included in all program documents.
- A formalized process exists to promote involvement in the local community, including providing equitable access to City-run programming.
- Flex space is used for culturally specific needs, activities, and traditional practices.

Additional Project/Program-Specific Considerations

- Access to outdoor space/land is provided.
- Culturally-led programming is made available.

Family and Natural Supports

Definition

Highly Supportive Housing provides holistic care to residents and their families. It recognizes that recovery and stability rely on a resident connecting with outside supports or having the ability to have their family and/or natural supports included in their lives and their housing. This means including a space for family and/or natural supports visiting and/or residing in Highly Supportive Housing.

Minimum Practices

- There is a high level of partnership with family-based and/or natural support providers.
- Connections are made with culturally appropriate supports/agencies with expertise in the background and culture of the individual and their families and/or natural supports (e.g., Indigenous-led parenting programs).
- A community room is made available where residents can invite their families and natural supports to visit in a space outside of their unit.

Additional Project/Program-Specific Considerations

- Additional considerations are determined based on the demographics of the site (e.g., flex space for childcare based on the needs of the building, considering there might be family specific Highly Supportive Housing projects).
- Support is available for residents to identify resources in the system for reunification.
- Parenting information and parenting classes are provided.

Harm Reduction

Definition

Harm reduction is a continuum of supports that focuses on mitigating the potential harms of substance use and the structures which create harm for people who use drugs. In Highly Supportive Housing, this is enacted through the substance use continuum of care, from the distribution of harm reduction equipment to referrals for evidence-based treatment and support programs to maintain or establish a connection to recovery. It emphasizes the dignity of the individual, accepting them where they're at, avoiding judgement, and working to challenge existing systems and policies that create more harm (e.g., criminalization of drug use).

Minimum Practices

- Resident-led safety planning around substance use is conducted.
- Crisis plan(s) are developed.
- There is education of staff, agencies, and community about harm reduction, including a shared understanding of harm reduction.
- Standard Operating Procedures are in place around care planning.
- Naloxone training for staff and residents is provided and Naloxone is available on site.
- Clinical supports are on site to support accessible health care.
- Safer use kits and disposal are available.
- Residents are assisted to access a continuum of recovery options.

Additional Project/Program-Specific Considerations

- Daily check-ins regarding safety, needs, and education are conducted.
- Onsite, in-person visits by addiction workers and/or groups are facilitated.

Low-Barrier

Definition

Low-barrier service relies on well-articulated and agreed upon expectations of organizations, staff, and residents to maintain communication, collaboration, and safety. Low-barrier can often be misconstrued as a term for 'no rules' when it actually reflects a high standard of care, mutual respect, and shared accountability. In housing, this is not simply about physical design. This is a foundational way all work is done, from facility design to supporting staff, ongoing assessment, and adjustment of spaces. It ensures mechanisms are in place that allow for residents and staff to assess and address barriers as they arise and acknowledges there are unforeseen circumstances and a fluid environment which necessitates adaptability and evolution. Housing itself does not ensure equitable access. A broad and generous understanding and definition of accessibility is required that focuses on how housing opportunities position around an

individual. This includes adapting to housing needs and supporting individuals as they move across the housing continuum in and out of Highly Supportive Housing.

Minimum Practices

- A defined process exists to work through conflict and crisis.
- Staff are highly skilled and trained in trauma-informed care.
- Appropriate policies exist, and staff are effectively trained to respond to all levels of risk.
- Highly Supportive Housing operators and partners demonstrate resilience and a high capacity to respond effectively to emerging and evolving needs.
- Projects are inclusive of couples, individuals with pets, and gender-diverse individuals.
- Education is provided about any agreements that exist within the project.
- Continued support is available to obtain ID, income, and other required assistance.
- Damage deposits may be required prior to move-in.
- Staff support system navigation to connect residents to other housing opportunities, services, etc.
- Partnerships between agencies exist to offer Highly Supportive Housing units through a coordinated intake process to individuals being released from custody, individuals leaving the hospital to no fixed address, individuals who have been identified by groups like the Situation Table or Circle of Support, and other community-identified priority populations.
- Partnerships with emergency services exist to meet resident needs (e.g., fire education, community paramedicine).
- Strong partnerships with behavioural support teams (e.g., Developmental Services Ontario, Regional Support Associations) are established to support the most complex individuals and effectively triage and flow resources to these individuals in a timely manner to provide adequate support.
- Each unit is personalized to consider the risks of the person.
- A mix of unit sizes and rental rates are available to cater to various income levels to meet diverse economic needs.

Additional Project/Program-Specific Considerations

- Program meetings occur to create opportunities to meet as a collective within the Highly Supportive Housing building.
- Options are available to access external mediation services.
- Accessibility features (e.g., ramps, elevators, wider doorways) are built into projects to ensure community members of all abilities can move freely on the premises.
- There is flexibility for ‘paper readiness’ as a prerequisite to be offered or move into housing (e.g., once an individual is offered a unit within Highly Supportive Housing, assistance is to be provided toward paper readiness). Paper readiness is defined as having all required documents to apply for and move into housing.

Non-Resident Guest and Visitor Management

Definition

This function requires the establishment of guidelines and procedures for managing guests and visitors in Highly Supportive Housing (e.g., staff presence at entrance points, a sign-in log, escorting guests, security technology like fobs), which will be program-specific.

Guests are specific to a resident, where the resident by association has given permission or access to the guest to enter the building, their unit, or their common space regardless of their intent or outcome. Guests may become unwanted, and processes should be in place so that residents have support in removing guests who are no longer wanted.

A visitor may not be specific to a resident and may not have a specific association with any one resident when gaining access to the building. Visitors may be associated with the operations and programming of Highly Supportive Housing. Visitors may also be unwanted. Processes should be in place to control the access of visitors and to make known the presence and identity of visitors to the Highly Supportive Housing community site. Processes should also be established to help the prevention of unwanted visitors from entering the building and to support the departure of unwanted visitors.

A plan will also be developed to address instances where unwanted individuals who are not visitors or guests access the building.

Minimum Practices

- Staff are available to support visitor and guest management.
- Policies are in place for each Highly Supportive Housing community to ensure the safety and wellbeing of all residents, while allowing for flexibility for residents to make their own decisions related to guests and visitors.
- Established guest and visitor policies exist that have been developed with input from residents and include clear processes if the policy is broken.
- Criteria exists for the use of no-trespass orders to be established.
- Education is provided about what a safe guest and visitor is, identification of risk factors with tenants, and continued assessment and ongoing education.
- There is availability or accessibility of staff for 24-hour supports, which may look different for each project.

Additional Project/Program-Specific Considerations

- Building access and security systems are in place to navigate guest issues, such as secure entry, camera systems, security presence, a staffed front desk, etc.
- Best practices for guest management are included in occupancy agreements, where occupancy agreements exist.
- Positive neighbourhood relations are established to support guest and visitor management that impacts the external community.

- Diversion Workers/System Navigators are available for those guests and visitors who are regularly attending Highly Supportive Housing and housing deprived (e.g., preventative for unit takeovers and supportive to individuals without housing).

Quick Access and Intentional Connections to Acute and Primary Care

Definition

This function is focused on providing episodic care and primary care for community members in Highly Supportive Housing. Care provided may include but is not limited to wound care, foot care, managing medications, nursing assessments, primary care, and mental health care, which may include access to psychiatry (on-call) and access or referral to the harm reduction and substance use continuum of support and treatment.

Minimum Practices

- Connections are made to ambulatory psychiatric supports.
- Overdose prevention protocols and supports are in place.
- The harm reduction and substance use continuum of care is implemented, from distribution of harm reduction equipment to referrals for evidence-based treatment and support programs.
- Connection to interdisciplinary primary care is facilitated.
- Referrals to home-based care and supports are made, including:
 - PSW availability 24/7;
 - Nursing availability 24/7; and
 - OT availability within 5 days of referral.
- Referrals to acute care with support and follow-up are provided.
- There is collaboration with local healthcare providers to establish onsite or nearby healthcare and mental health services to provide residents with convenient access to primary care and preventive health services.


Additional Project/Program-Specific Considerations

- Episodic health care may be offered to residents.

Transitional Support Services

Definition

This function outlines transitional support services to help residents successfully move into or out of Highly Supportive Housing and along the housing continuum. Through ongoing assessment and reassessment, individuals will be matched to the most appropriate housing to meet their needs and preferences. The goal is to ensure there is not an abrupt start or end to Highly Supportive Housing when moving from or into other



types or forms of housing. Individuals maintain some individualized support as they move through the continuum of housing and a plan is in place. Movement along the housing continuum will occur in partnership with other services.

Minimum Practices

- Onsite, 24/7 supports are provided for individuals.
- Relationships are developed with health and housing programs so that residents in Highly Supportive Housing and service providers are familiar with the models of specialized supports that exist in the community.
- Goals are set by residents, and a checklist with touchpoints exists.
- Pre-existing supports remain in place during the transition into housing for a period to improve the continuity of care (e.g., Circle of Support, ACT team, etc.).
- Strength-based resident-driven plans and goals are established to support an individual's whole health needs (physical, spiritual, mental, emotional, environmental, social, cultural, economic, etc.).
- Staff support smooth and successful transitions between hospitalization, incarceration, housing, etc., including supportive move-ins.
- Education is provided about renters' rights, if undertaking a lease.

Additional Project/Program-Specific Considerations

- Access or referral to education, volunteer opportunities, and job/skills training programs is facilitated.

Transportation Assistance

Definition


Through this function, residents are offered transportation assistance, such as bus passes or support in accessing transportation services, to help residents access essential services, employment, education, and other community resources.

Minimum Practices

- Walkability or proximity to bus routes is considered with respect to where Highly Supportive Housing buildings are placed, including having accessibility to bus routes, food banks, grocery stores, and other community programs (e.g., drop-in centres, meal programs, places of worship, healthcare, etc.).

Additional Project/Program-Specific Considerations

- Support is available to coordinate transportation or purchase bus passes.
- Shuttle services or a minivan are offered to access hospitals, appointments, mental health services, grocery stores, and food banks where possible and sustainable (through partnership or funding).

- 
- Staff accompany residents on the bus to support skill building. Staffing models need to be in place to allow for this type of in-community support.
 - Highly Supportive Housing is built in areas with easy access to public transportation options to make commuting more convenient and contribute to a reduced reliance on private vehicles.

Section 5.0

Physical Space Design of Highly Supportive Housing

The following design guidelines optimize Highly Supportive Housing access, facilitate privacy and dignity, and ensure positive neighbourhood relations. Highly Supportive Housing developments may be purpose-built or retrofit projects. The implementation of the design guidelines will be largely dependent on the type of project or Highly Supportive Housing program, with new build projects having more opportunities to align with the design guidelines. Design guidelines include the input of those with lived and living experience.

Exterior/Common Space

- The building visually fits into the community around it and considers the design and aesthetics of the neighbourhood.
- Protected space exists for residents that is balanced with it being a welcoming space in the surrounding neighbourhood.
- The building is located close to community spaces and is walkable to community resources.
- The building design considers accessibility (e.g., elevators with the capacity to fit walkers, wheelchairs, bariatric residents, and stretchers), where possible.
- Access to green space exists (e.g., rooftop areas or common areas with potted plants, nature posters, proximity to green space or parks, raised gardens, etc.), where possible in a given location.
- Secure outdoor storage is available for scooters, e-bikes, bicycles, etc.

Main Floor/Entrance

- Residential units are on the second floor or above, however, first floor units may be made available depending on the project and the needs of residents.
- Mixed-use spaces are on the ground floor, such as spaces for staffing, programming, etc.
- Secured entrance with staff presence exists.
- Flexible spaces are provided where safety is created through transparency.
- Clear and friendly signage is present.
- Pest treatment equipment/space for clothing or furniture is available with direct entrance apart from high traffic areas.
- Free parking is available on site.

- Secure and confidential spaces are available within the building (e.g., multiple exits) for staff.

Security/Safety

- Buildings are designed to promote safety for everyone entering the building, including the ability to know who is entering and exiting the building.
- Secured floors and doors are in place that can easily be rekeyed by staff.
- A Fire Safety Plan for the building, developed in collaboration with the London Fire Department, is in place.
- Ten-year sealed battery back-up smoke alarms are included. Tamper-proof design is to be considered. The installation of photoelectric smoke alarms is recommended, in appropriate locations, to avoid any potential nuisance alarms.
- Security features such as well-lit pathways, surveillance cameras, secure entry points, and visitor sign-in are used to make residents feel confident in their surroundings.

Storage

- Secure storage is available where residents can safely store ID and documents.
- Secure storage for staff and their personal items is provided.
- There is sufficient storage space, but not so much to allow hoarding.
- Storage space for donations and other supplies is available.

Unit

- Highly durable materials are used in units.
- Good sound and pest barriers are implemented in the design.
- Good HVAC is in place to limit unwanted smells from travelling across units.
- Signage, resources, and materials with key contact information are provided (e.g., fridge magnet).
- Bathrooms with drains in the floor are built to prevent flooding.
- Kitchens have safety elements on the stove and the ability to power off stoves externally if there are any safety concerns.
- Tamper-proof smoke/fire detectors that reduce nuisance alarms are installed.
- The building complies with AODA standards and provides accessible units.



Furnishings

- Units are furnished with bed bug-proof, durable furniture, where possible.
- A communication device is built into the unit so residents can call out if needed.
- Means to prepare food safely (e.g., stove, microwave, etc.) are provided depending on the project.
- Means to store food safely on site exist (e.g., fridge) depending on the project.
- A TV is provided, where possible.
- In-unit storage is included.
- An accessible tub is provided in some units, bathrooms with a shower are installed in some units, and a regular tub is installed where programs support family units with children.

Services/Amenities

- Communal kitchens, communal food cupboards, etc. are built into the design.
- Access to internet/Wi-Fi is available throughout the building.
- There is staff presence and availability in a designated space, preferably on the main floor.
- Space is available to distribute free items to residents, when available.
- There is a covered outdoor common smoking area, where possible.
- Clinical space to provide health supports is available on site.
- Computer and telephone service is offered in common areas.
- Dedicated administrative space is available.

Section 6.0

Costing and Budget

To make new Highly Supportive Housing developments viable, multiple funding programs are required for the same development to realize deep affordability. Facilitating this ‘stacking’ of programs is key for growing Highly Supportive Housing. Deeply affordable rents require capital grants, rent supplements, and/or ongoing operating subsidies.²⁰


Capital Cost Needs

Capital costs depend on the degree of construction required, the type of construction, and the overall size of the project. According to the Ontario Large Municipalities Chief Building Officials 2023 cost schedule, construction costs range from \$240/ft² to \$320/ft.² Local industry experts confirmed that costs are reaching \$300/ft², with land being separate from this amount. Office and existing residential conversions are in a similar ballpark of \$300/ft². The main benefit of a conversion is the repurposing of existing buildings and infrastructure, which can reduce the social cost of new construction to a neighbourhood. In many cases, a conversion can also revitalize an area.

Operating Cost Requirements

A one-size fits all operating budget for Highly Supportive Housing does not exist. The building location, design, density, and population served will play a major role in establishing an operating budget. Operating costs for Highly Supportive Housing vary based on the size and scope of the services being offered. Although there is anticipated to be a significant savings in the per-resident costs from the Hubs, the intensity of supports and level of acuity served in the building will have a direct impact on the operating budget. The higher acuity focused building (highest Highly Supportive Housing level) will have a similar operating cost, but a higher per-unit distribution because of the lower number of apartments provided. In comparison, a building that operates as Highly Supportive Housing with fewer of the highest acuity individuals may be able to accommodate a higher staff to resident ratio.

For example, a higher-unit density building (more than 20 beds) has lower costs, and a lower-unit density building (less than 10 beds) has higher costs, which is often due to economies of scale and the necessary fixed costs such as utilities, preventative maintenance, etc. Where agencies can operate multiple sites in London, there is an opportunity to develop operating economies of scale that allow for a centralized management model, with onsite supports aligned to the populations in the buildings.



Resident costs (e.g., travel, food, etc.) are variable and will scale differently depending on occupancy. Price inflation in food, household supplies, travel, utilities, insurance, telephone service, building costs, and staffing costs drive increased operating costs annually.

An example operating budget is included in Appendix A. **Cost estimates for an operating budget will vary depending on the specific Highly Supportive Housing project.** A competitive procurement process will derive the final operating costs for each project.

Section 7.0

Moving Forward

Through Council's 2023 – 2027 Strategic Plan for the City of London, a clear direction was given to city staff to find ways to build more housing across the housing continuum, which could include transitional, supportive, affordable, or market housing. To facilitate this work and make connections between building owners, developers, or operators, the City of London established a procurement process where partners in the development of these housing types are being identified.

The procurement will have three annual windows where potential partners can submit a proposal for how they will contribute to Council's vision and bring more housing to the local market. After being successfully qualified, the organization will be retained on a list of potential partners for up to three years and be invited to bid on future opportunities aligned with the City's various housing programs, including Highly Supportive Housing as part of the Whole of Community System Response. The City of London's role in the future projects will be specific to the site and could include development planning, developer, building constructor, or a role as a funding partner for capital and/or operating dollars.

Currently, several Highly Supportive Housing 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 for most of those identified. The Housing Implementation Table also continues to identify projects in the housing pipeline to find opportunities for Highly Supportive Housing units.

In October 2023, London Community Health Sciences Centre and London Cares Homeless Response Services opened 25 Highly Supportive Housing units at 362 Dundas Street and Indwell opened 44 Highly Supportive Housing units at 403 Thompson Road. These units are an exciting step forward toward more housing projects within the community as organizations collectively aim to bring online 600 Highly Supportive Housing units over the next three years.

Highly Supportive Housing providers will be required to participate in monitoring, evaluation, and reporting activities. The impact and performance of the Highly Supportive Housing Plan will be evaluated through the Whole of Community System Response evaluation framework.

Appendix A: Draft Operating Budgets

Actual Highly Supportive Housing costs will be dependent on the specific project.

Highly Supportive Housing projects vary considerably in size, design, density of units, and tenant composition, therefore, operating budgets will vary based on those and other variables. However, an example has been provided below using an average of existing Highly Supportive Housing project costs. The budget does not include wraparound support from partners. Within the budget, a 1:10 staff to participant ratio has been used as a minimum. However, some projects may require a lower staff to participant ratio (e.g., 1:5) to meet participant and program needs.

Table 1: High Density/High Support Model With 30 Units

INCOME		
Item	Amount	Description
Rental Income	\$374,400	Assumes 18 units at market rent of \$1,200 and 12 units at 70% of average market rent at \$800. Rents are inclusive of rent supplements and tenant contributions.
Less Vacancy Loss	\$3,744	
Total Income	\$370,656	
EXPENSES		
Item	Amount	Description
<i>Building Expenses</i>		
Insurance	\$8,500	
Property Management	\$15,000	
Utility Costs	\$34,000	
Reserve (7%)	\$25,900	
Building Operating Costs	\$186,000	Includes grounds maintenance, utilities, waste removal, security and fire alarm systems, pest control, repairs, unit turnover, etc.
Mortgage	\$544,000	Principal and interest
<i>Total Building Expenses</i>	<i>\$813,400</i>	
<i>Program Expenses</i>		
Staffing	\$1,182,600	Includes 1:10 staff ratio, which means 3 staff, 24/7 on site providing supports.
Leadership & Administration	\$210,000	Includes leadership, HR, finance, etc.
Program Costs	\$255,600	Includes food, transportation, etc.
<i>Total Program Expenses</i>	<i>\$1,648,200</i>	
Total Expenses	\$2,461,600	
NET OPERATING	-\$2,090,944	Not inclusive of grants, incentives, donations.

Appendix B: List of Organizations Involved

The following organizations are part of the Housing Implementation Table:

- Alice Saddy Association
- Anova
- Ark Aid Street Mission
- Atlohsa Family Healing Services
- CMHA Thames Valley Addiction and Mental Health Services
- Family Service Thames Valley
- Home and Community Care Support Services
- Humana Community Services
- Indwell
- Ingersoll Support Services Incorporated
- London Abused Women's Centre
- London InterCommunity Health Centre
- London Cares Homeless Response Services
- London Community Foundation
- London Development Institute
- London Health Sciences Centre
- London & Middlesex Community Housing
- City of London
- London Police Service
- London Society of Architects
- Mission Services of London
- Middlesex London Ontario Health Team
- Pathways Employment Help Centre
- Regional HIV/AIDS Connection
- Salvation Army
- Sanctuary London
- Street Level Women At Risk
- St. Leonard's Community Services London and Region
- St. Joseph's Health Care London
- Unity Project for Relief of Homelessness in London
- VON South West Region
- YMCA of Southwestern Ontario
- Youth Opportunities Unlimited

Appendix C: End Notes

¹ *Addressing health outcomes through supportive housing.* (2023, February 13). National Conference of State Legislatures. <https://www.ncsl.org/health/addressing-health-outcomes-through-supportive-housing#:~:text=Supportive%20housing%20is%20associated%20with,25.2%25%20reduction%20in%20associated%20spending>

² *Addressing health outcomes through supportive housing.* (2023, February 13). National Conference of State Legislatures. <https://www.ncsl.org/health/addressing-health-outcomes-through-supportive-housing#:~:text=Supportive%20housing%20is%20associated%20with,25.2%25%20reduction%20in%20associated%20spending>

³ Din, Z., Katsivo, L., Murray, J., Petrillo, J., & Suttor, G. (2018, April). *Promising practices: 12 case studies in supportive housing for people with mental health and addiction issues.* Addictions & Mental Health Ontario, Wellesley Institute, & Canadian Mental Health Association Ontario. <https://www.wellesleyinstitute.com/wp-content/uploads/2018/04/Promising-Practices-in-Supportive-Housing-Resource-Guide.pdf>

⁴ Leon, S., Suttor, G., & Klingbaum, A. (2022, March). *Toronto Supportive Housing Growth Plan: Funding Analysis.* Wellesley Institute. <https://www.wellesleyinstitute.com/wp-content/uploads/2022/02/Funding-Analysis.pdf>

⁵ Aubrey, T., Block, G., Brcic, V., Saad, A., Magwood, O., Abdalla, T., et al. (2020, June). Effectiveness of permanent supportive housing and income assistance interventions for homeless individuals in high-income countries: a systematic review. *The Lancet Public Health*, 5(6), E342-E360. [https://doi.org/10.1016/S2468-2667\(20\)30055-4](https://doi.org/10.1016/S2468-2667(20)30055-4)

⁶ Din, Z., Katsivo, L., Murray, J., Petrillo, J., & Suttor, G. (2018, April). *Promising practices: 12 case studies in supportive housing for people with mental health and addiction issues.* Addictions & Mental Health Ontario, Wellesley Institute, & Canadian Mental Health Association Ontario. <https://www.wellesleyinstitute.com/wp-content/uploads/2018/04/Promising-Practices-in-Supportive-Housing-Resource-Guide.pdf>

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⁸ *Addressing health outcomes through supportive housing.* (2023, February 13). National Conference of State Legislatures. <https://www.ncsl.org/health/addressing-health-outcomes-through-supportive-housing#:~:text=Supportive%20housing%20is%20associated%20with,25.2%25%20reduction%20in%20associated%20spending>

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- ⁹ Goering, P., Veldhuizen, S., Watson, A., Adair, C., Kopp, B., Latimer, E., Nelson, G., MacNaughton, E., Streiner D., & Aubry T. (2014). *National At Home/Chez Soi final report*. Mental Health Commission of Canada. https://www.mentalhealthcommission.ca/wp-content/uploads/drupal/mhcc_at_home_report_national_cross-site_eng_2_0.pdf
- ¹⁰ Oudshoorn, A., Van Berkum, A., Rolfe, A., Marshall, C., Krywucky, A., Crockett, M., Caxaj, S., Thuemler, N., Gilliland, J., McLean, S., Ezukuse, V., Ariba, Y., & Befus, D. (2022). *Indwell: Making supportive housing work for Canada's most vulnerable. Final report*. Western University. <https://www.abeoudshoorn.com/wp-content/uploads/2023/03/Indwell-Project-Final-Report-Feb-9-2023.pdf>
- ¹¹ Din, Z., Katsivo, L., Murray, J., Petrillo, J., & Suttor, G. (2018, April). *Promising practices: 12 case studies in supportive housing for people with mental health and addiction issues*. Addictions & Mental Health Ontario, Wellesley Institute, & Canadian Mental Health Association Ontario. <https://www.wellesleyinstitute.com/wp-content/uploads/2018/04/Promising-Practices-in-Supportive-Housing-Resource-Guide.pdf>
- ¹² Oudshoorn, A., Van Berkum, A., Rolfe, A., Marshall, C., Krywucky, A., Crockett, M., Caxaj, S., Thuemler, N., Gilliland, J., McLean, S., Ezukuse, V., Ariba, Y., & Befus, D. (2022). *Indwell: Making supportive housing work for Canada's most vulnerable. Final report*. Western University. <https://www.abeoudshoorn.com/wp-content/uploads/2023/03/Indwell-Project-Final-Report-Feb-9-2023.pdf>
- ¹³ Goering, P., Veldhuizen, S., Watson, A., Adair, C., Kopp, B., Latimer, E., Nelson, G., MacNaughton, E., Streiner D., & Aubry T. (2014). *National At Home/Chez Soi final report*. Mental Health Commission of Canada. https://www.mentalhealthcommission.ca/wp-content/uploads/drupal/mhcc_at_home_report_national_cross-site_eng_2_0.pdf
- ¹⁴ Oudshoorn, A., Van Berkum, A., Rolfe, A., Marshall, C., Krywucky, A., Crockett, M., Caxaj, S., Thuemler, N., Gilliland, J., McLean, S., Ezukuse, V., Ariba, Y., & Befus, D. (2022). *Indwell: Making supportive housing work for Canada's most vulnerable. Final report*. Western University. <https://www.abeoudshoorn.com/wp-content/uploads/2023/03/Indwell-Project-Final-Report-Feb-9-2023.pdf>
- ¹⁵ City of London. (2023, July). *London's health & homelessness response: Proposed hubs implementation plan*. <https://getinvolved.london.ca/37610/widgets/155577/documents/110476>
- ¹⁶ Homeless Hub. (2021). *Addressing chronic homelessness*. Canadian Observatory on Homelessness. <https://www.homelesshub.ca/solutions/prevention/addressing-chronic-homelessness>
- ¹⁷ Leon, S., Suttor, G., & Klingbaum, A. (2022, March). *Toronto Supportive Housing Growth Plan: Funding Analysis*. Wellesley Institute. <https://www.wellesleyinstitute.com/wp-content/uploads/2022/02/Funding-Analysis.pdf>

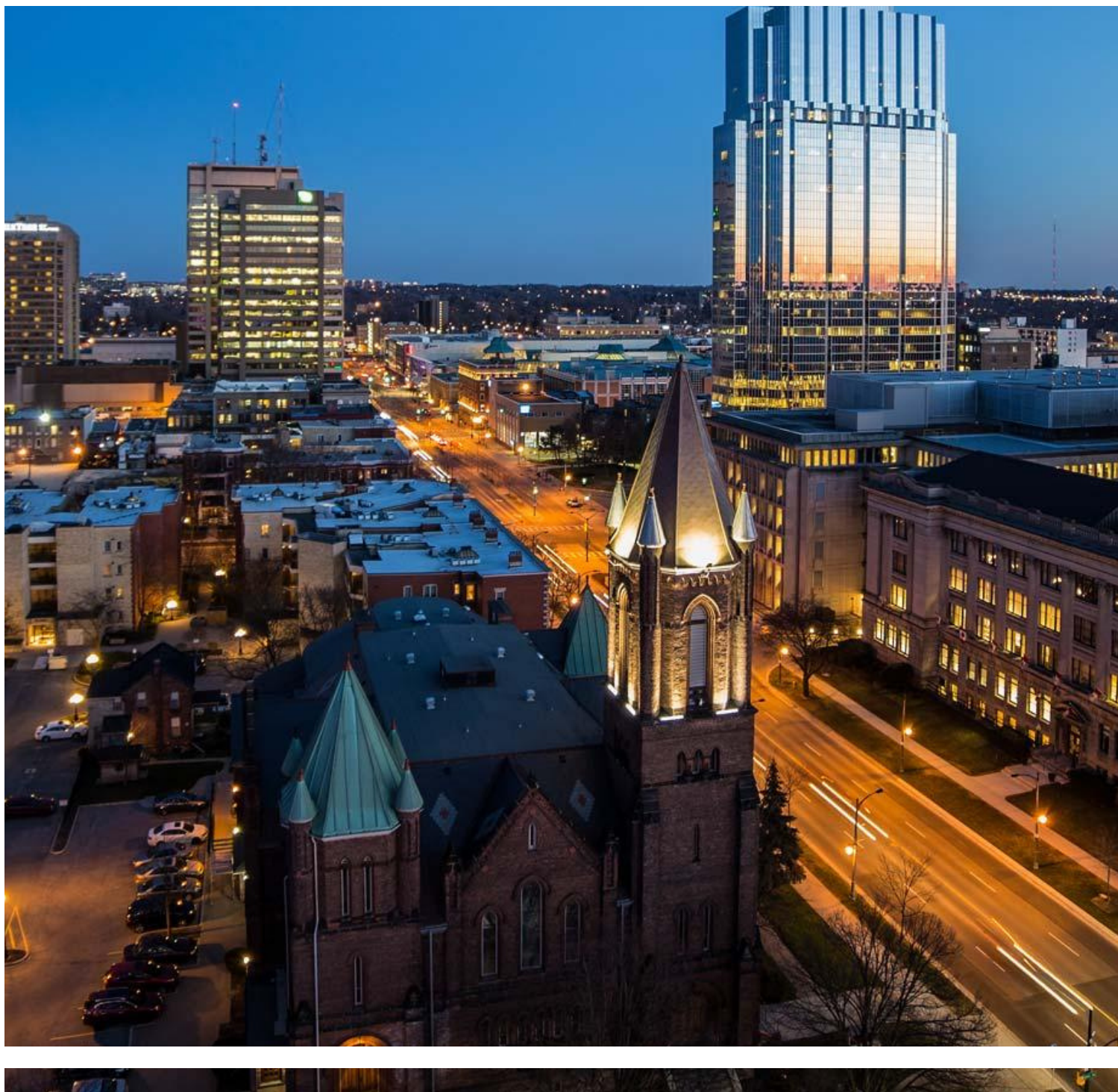
¹⁸ Employment and Social Development Canada. (2019). *Reaching Home coordinated access guide*. Government of Canada. https://homelessnesslearninghub.ca/wp-content/uploads/2021/06/HPD_ReachingHomeCoordinatedAccessGuide_EN_20191030-1.pdf

¹⁹ Employment and Social Development Canada. (2019). *Reaching Home coordinated access guide*. Government of Canada. https://homelessnesslearninghub.ca/wp-content/uploads/2021/06/HPD_ReachingHomeCoordinatedAccessGuide_EN_20191030-1.pdf

²⁰ Leon, S., Suttor, G., & Klingbaum, A. (2022, March). *Toronto Supportive Housing Growth Plan: Funding Analysis*. Wellesley Institute. <https://www.wellesleyinstitute.com/wp-content/uploads/2022/02/Funding-Analysis.pdf>



Addendum A: Lived & Living Experiences Fall/Winter 2023 Final Report



LIVED & LIVING EXPERIENCES FALL/WINTER 2023 FINAL REPORT

08 DECEMBER 2023



**PREPARED BY:
DR. JACOBI ELLIOTT
DANICA FACCA PHD(C)**

PURPOSE

The City of London's Whole of Community System Response was designed using a harm reduction and trauma informed approach to support community members of all backgrounds who are marginalized and experiencing homelessness by providing pathways to health services and housing that meets people where they are without judgment and offers culturally safe, low barrier, and inclusive support.

The City of London solicited participation from community members who have lived or living experience with homelessness to engage in consultation sessions to provide vital input that will inform the design and implementation of supportive housing.

The purpose of this summary is to summarize information collected from the community members in the following areas:

- Current needs and areas of improvement
- Current services being used
- Current barriers of service use
- Key features for supportive housing
- Key takeaways and recommendations for supportive housing



METHODS USED

A qualitative approach (individual and focus group interviews) was used to understand community members' current experiences of homelessness and their interaction with community supports within the London area. Focus groups and/or individual interviews were conducted by experienced staff members across **6 local organizations** which currently support community members experiencing homelessness. The nature of inquiry within the focus groups and individual interviews was to identify current services community members experiencing homelessness rely on for support, current barriers of this service use, and key services or features to inform the design and implementation of supportive housing. The focus group and individual interview guides were semi-structured, and community members were provided an honorarium.

DATA COLLECTION AND ANALYSIS

Data collection processes across individual and focus group interviews was mixed: some focus groups were audio-recorded and transcribed verbatim for analysis, while others captured data through reflexive hand-written notes. Data collection took place between **July and October 2023**. In total, **5 focus groups and 22 individual interviews were conducted with 49 community members**. Appropriate qualitative analysis techniques were carried out. An iterative, thematic analysis approach was used by researchers at St. Joseph's Health Care London. Members of the research team analyzed all transcripts and notes. Thematic codes were tracked in a tabular matrix using exemplar quotes from interview transcripts to enrich thematic findings where applicable.

A photograph of a city street scene featuring a mix of architectural styles. On the left is a tall, historic stone building with many windows. In the center is a modern glass-walled building reflecting the sky and surrounding structures; the 'pwc' logo is visible on its facade. To the right is a multi-story concrete building. The street below shows traffic lights and a crosswalk. A large, solid blue diagonal shape cuts across the image from the top right to the bottom left, serving as a background for the text.

FINDINGS

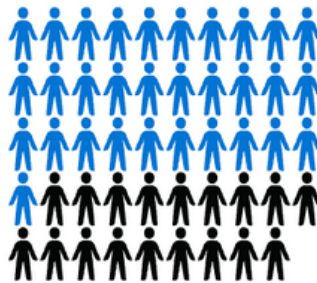
COMMUNITY MEMBERS' EXPERIENCES

DESCRIPTIVE CHARACTERISTICS

Participants were invited to complete a demographic survey following the interview. To date, sociodemographic characteristics of **49 community member participants** have been captured and analyzed below (see Appendix A). Of those 49 participants:



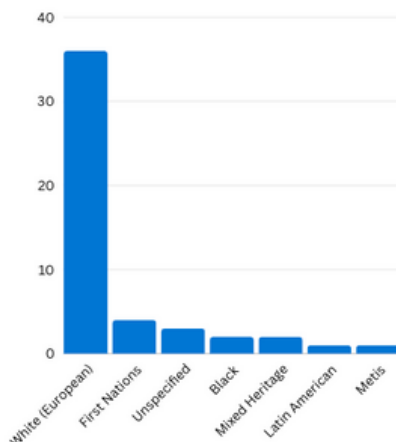
Average age across was
39 years old
(range of 26–64 years old)



Majority of participants
(63.27%)
identified as **male**

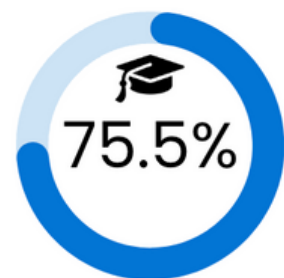


Most participants (67.35%)
identified as **heterosexual**



Approximately two-thirds of
participants (74.5%) identified
as **White (European)**

Most participants (75.5%) had
received a **high-school diploma**
and/or **post-secondary**
education



English was the preferred language across all participants (100%). Over three-quarters (83.67%) of participants identified their primary residence within an **urban area**.

CURRENT NEEDS & AREAS OF IMPROVEMENT

During the focus group discussions, community members openly shared their current needs and highlighted examples of where more support is desired.

Current needs identified by community members included:

- Lack of beds/space in shelters
- Lack of affordable housing options
- Lack of accessible housing options

Areas of improvement identified by community members included:

- Increased accessible housing options (e.g., apartments) for those living with physical disabilities
- Increased accessible transportation options (e.g., accessibility friendly taxis) to healthcare facilities like hospitals
- Increased beds/space in shelters
- Increased mental health training for staff working with those who have mental health or addiction needs
- Increased mental health resources
- Increased support with accessing transitional housing
- Increased support with job searching and government-based assistance programs (e.g., Employment Insurance, Ontario Disability Support Program)
- Increased support with securing identification documents (e.g., health cards, birth certificate, license)



WOMEN-IDENTIFYING COMMUNITY MEMBERS NOTED THE IMPORTANCE OF INCLUDING GENDER-SPECIFIC SPACES (I.E., WOMEN ONLY) TO IMPROVE SAFETY FOR THOSE WHO ARE SEX WORKERS OR SEEKING SUPPORT FOR GENDER-BASED SEXUAL VIOLENCE.

CURRENT SERVICE USE

Community members expressed their current service use by discussing the organizations and networks where they prefer to go to for various areas of support and the specific contexts in which they find these supports valuable and essential. The organizations community members identified demonstrates the **diverse nature of support** required to meet the intersectional needs of this population which ranged from basic living needs (i.e., shelter, food, essential items) to healthcare needs, inclusive of mental healthcare, harm-reduction addictions support, and outreach services for those experiencing gender-based sexual violence.



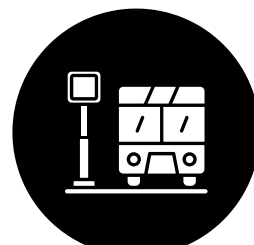
HEALTHCARE SUPPORT:

LONDON INTERCOMMUNITY HEALTH CENTER
METHADONE CLINIC
NEEDLE EXCHANGE
PARKWOOD INSTITUTE
REGIONAL HIV/AIDS CONNECTIONS



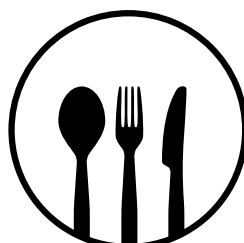
MENTAL HEALTH SUPPORT:

CANADIAN MENTAL HEALTH ASSOCIATION
MY SISTER'S PLACE
REACH OUT CRISIS LINE
STREETSCAPE



TRANSPORTATION SUPPORT:

HOME BUS
MOBILITY FIRST



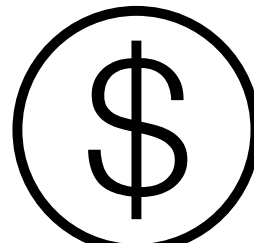
FOOD SUPPORT:

519 PURSUIT
ARK AID
ATLOHSA
FIRST BAPTIST CHURCH
GOODWILL RESOURCE CENTRE
LONDON CARES
SAFE SPACE
SANCTUARY LONDON
SISTERS OF ST. JOSEPH'S HOSPITALITY CENTER
ST. VINCENT DE PAUL
ST. JOHN THE DIVINE



HOUSING SUPPORT:

HOUSING STABILITY BANK
LONDON CARES
MEN'S MISSION
MY SISTER'S PLACE
SAFE SPACE
STREETSCAPE
STREET LEVEL WOMEN AT RISK- COLLABORATIVE
THE SALVATION ARMY
UNHCR PROJECT

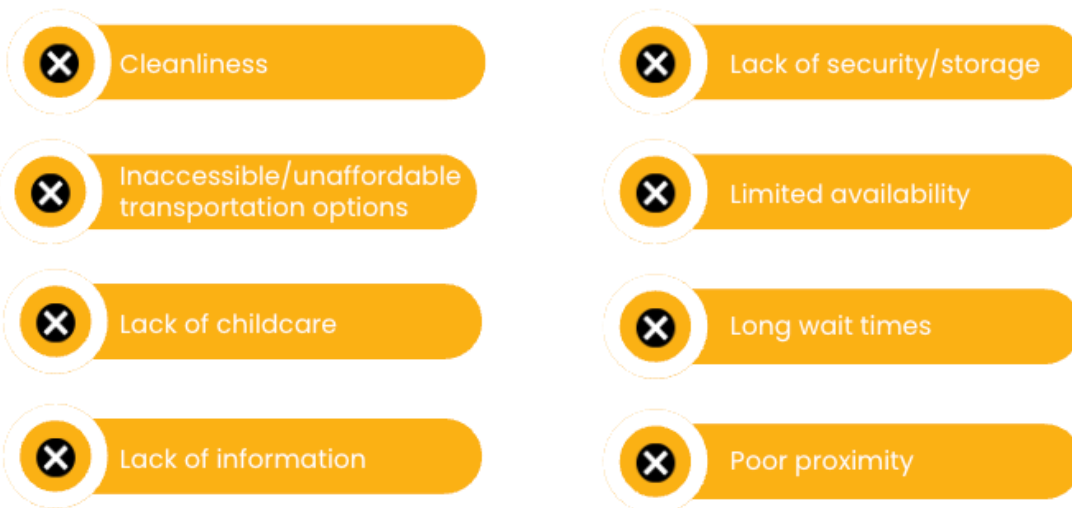


FINANCIAL SUPPORT:

COMMUNITY HEALTH CENTER
JOHN HOWARD SOCIETY OF LONDON
SANCTUARY LONDON

CURRENT BARRIERS

Main barriers community members identified facing included:



Lack of comprehensive and/or consolidated information of current resources was a barrier for some as they relied on **“word of mouth”** communication to inform their options of where to go to for support. In other cases, long waiting lists to get a bed led others to go **“back on the streets”**.

For those who found themselves lucky enough to get a bed, lack of security and/or shared rooms dissuaded them from staying as they felt uncomfortable in spaces where there was no security and/or space to lock up their personal belongings that, while on the surface may appear to look like “junk,” carry a deeper meaning from a survival standpoint. Additionally, some community members noted that experiences of **discrimination based on gender identity and expression** made accessing supports unsafe for them.

“ A LOT OF PEOPLE...HOARD THINGS BECAUSE THERE’S LIKE A SCARCITY ANXIETY...THEY GET WORRIED LIKE ‘OH, I’M GONNA LOSE THIS [OR HAVE IT STOLEN IF I STAY]’ ”
(COMMUNITY PARTICIPANT)

SUPPORTIVE HOUSING SERVICES & KEY FEATURES

Community members shared their perspectives on key services and/or features to be considered for supportive housing design. Overall, they expressed a strong desire for supportive housing that included **wrap around health and social support services as well as community spaces to foster a sense of belonging:**

- Accessible unit options and transportation options to and from site
- Communal child/family-friendly spaces
- Community recreation room (e.g., games, tv)
- Designated smoking areas
- Designated prayer room
- Grocery delivery support
- Exercise/fitness room
- On-site financial aid/management support
- Green space/outdoor garden space
- Healthcare resources/support (e.g., personal support workers)
- Heating/cooling system
- Mental health resources/support (e.g., crisis counselling, addictions support)
- Laundry facilities
- Onsite meal preparation/service options
- Onsite security personnel
- Outdoor barbecue/cooking area
- Personal and shared (e.g., roommate) unit options
- Pet friendly unit options
- Secured entry with guest sign in
- Wi-Fi access

SUPPORTIVE HOUSING SERVICES & KEY FEATURES

When asked to describe what supportive housing means to them, community members overwhelmingly shared that a sense of belonging, community, and inclusion would make this kind of living arrangement worthwhile. For some, this would mean having “a loving place where you can bring your family to” (Community Participant) or quite literally a place where they could point to and say “this is my home and this is where I belong” (Community Participant).

“DESPITE THAT WE ALL COME FROM DIFFERENT CULTURES, RELIGIONS, JUST [HAVING] YOUR [OWN] SPACE TO PRACTICE YOUR BELIEFS [WOULD BE WELCOMING].”
(COMMUNITY PARTICIPANT)

An inclusive community within this context for some community members meant having dedicated spaces that acknowledge diverse cultural and religious practices, for example, the inclusion of a prayer room.

When discussing services and possibilities of community programming within supportive housing, **many community members advocated for the inclusion of education and/or services to support the development of basic life skills** like cooking, financial literacy, laundry, media literacy, and navigating health care services. For community members who do not have trusted family members or an established network of support, developing basic life skills and executing daily tasks like budgeting or making healthcare appointments that others take for granted can be difficult and isolating.

“AN ENVIRONMENT [WITH] NO PREJUDICE [AND] LABELS, [A CHANCE] TO BE PART OF A COMMUNITY AGAIN.”
(COMMUNITY PARTICIPANT)



SUPPORTIVE HOUSING DESIGN

KEY TAKEAWAYS & RECOMMENDATIONS

Similar to Hub design recommendations, community members' shared perspectives on supportive housing echoed desires for wrap around **housing, healthcare, and social service supports**. This feedback underscores the importance of designing supportive housing that **prioritizes affordability, timely on-site supports, community integration and engagement, but not at the cost of quality or resident independence**. Collaboration between project stakeholders and the community will be fundamental in co-shaping housing options that truly serve as a landmark of community-driven design.

SUPPORTIVE HOUSING DESIGN

KEY TAKEAWAYS & RECOMMENDATIONS

- **Accessible Layout:** Prioritize accessibility by building ramps, elevators, and wider doorways to ensure community members of all abilities can move freely on premises.
- **Affordable Unit Options:** Incorporate a mix of unit sizes and rental rates to cater to various income levels to meet diverse economic needs.
- **Basic Life Skills Sessions:** Organize educational sessions on basic life skills for residents (e.g., financial literacy, cooking classes) to empower residents with essential skills to enhance their self-sufficiency and quality of life.
- **Flexible Floor Plans for Diverse Family Structures:** Design units that accommodate various family structures, including single individuals, couples, families with children, and multigenerational households.
- **Green Spaces and Landscaping:** Integrate gardens, outdoor cooking and seating areas into the building's surroundings to provide residents with opportunities to connect with nature and each other.
- **Healthcare and Mental Health Services:** Collaborate with local healthcare providers to establish on-site or nearby healthcare and mental health services to provide residents with convenient access to primary care and preventive health services.
- **Multi-Purpose Community Rooms:** Design communal spaces to serve as venues for workshops, community meetings, and social functions, to enhance the building's environment as a hub for social engagement.
- **Public Transportation Access:** Build in areas with easy access to public transportation options to make commuting more convenient and contribute to a reduced reliance on private vehicles.
- **Resident Engagement Programs:** Create avenues for residents to voice their suggestions and concerns by facilitating resident engagement programs to ensure the building remains responsive to residents' evolving needs.
- **Safety and Security:** Implement security features like well-lit pathways, surveillance cameras, secure entry points, and visitor sign-in to make residents feel confident in their surroundings.

APPENDIX A

Sociodemographic characteristics of community member participants

Demographic characteristic	Total Number of Participants (N = 49)	
	<i>n</i>	%
Biological Sex at Birth		
Male	34	69.39%
Female	15	30.61%
Gender Identity		
Male	31	63.27%
Female	12	24.49%
Prefer not to answer	3	6.12%
Non-binary	2	4.08%
Other	1	2.04%
Sexual Orientation		
Heterosexual/Straight	33	67.35%
Prefer no answer	6	12.24%
Queer	3	6.12%
Bi-sexual	3	6.12%
Two-Spirit	2	4.08%
Gay	1	2.04%
Lesbian	1	2.04%
Racial/Ethnic Identity		
White (European, North American)	36	74.47%
First Nations	4	8.16%
Unspecified	3	6.12%
Black	2	4.08%
Mixed Heritage	2	4.08%
Latin American	1	2.04%
Metis	1	2.04%
Education		
Highschool	30	61.22%
Unspecified	5	10.20%
Grade 9 or less	5	10.20%
College or University Degree	4	8.16%
Trade or Technical School Certificate	3	6.12%
No formal education	2	4.08%
Born in Canada		
Yes	40	81.63%
No	4	8.16%
Prefer no answer	4	8.16%
Unsure	1	2.04%
Primary Residence		
Urban	41	83.67%
Rural	5	10.20%
Unspecified	3	6.12%



Whole of Community System Response – Highly Supportive Housing Plan



March 26, 2024



Highly Supportive Housing Plan

- Section 1.0 About London's System Response
- Section 2.0 About the Highly Supportive Housing Plan
- Section 3.0 Introduction to Highly Supportive Housing
- Section 4.0 Functions of Highly Supportive Housing
- Section 5.0 Physical Space Design of Highly Supportive Housing
- Section 6.0 Costing and Budget
- Section 7.0 Moving Forward
- Appendix A: Draft Operating Budget
- Appendix B: List of Organizations Involved
- Appendix C: End Notes
- Addendum A: Lived and Living Experiences Interim Summary Report

Section 1.0 About London's System Response

- The Whole of Community System Response
- Hubs
- The Fund for Change

Section 2.0 About the Highly Supportive Housing Plan

- A Strategic Pathway
- Alignment With Other City of London and Community Plans
- The Intention of this Plan

Section 3.0 Introduction to Highly Supportive Housing

- About Highly Supportive Housing
- Who Needs Highly Supportive Housing
- Who Is Involved in Highly Supportive Housing
- Why We Need Highly Supportive Housing
- Pathways Into Highly Supportive Housing
- What We Heard About Highly Supportive Housing From Individuals With Lived and Living Experience

Section 4.0 Functions of Highly Supportive Housing

- Why Consistent Functions?
- Basic Needs
- Community Engagement and Relationships
- Culturally Safe
- Family and Natural Supports
- Harm Reduction
- Low-Barrier
- Non-Resident Guest and Visitor Management
- Quick Access to Intentional Connections to Acute and Primary Care
- Transitional Support Services
- Transportation Assistance

Section 5.0 Physical Space Design of Highly Supportive Housing

- Exterior/Common Space
- Main Floor/Entrance
- Security/Safety
- Storage
- Unit
- Furnishings
- Services/Amenities

Section 6.0 Costing and Budget

- Capital Cost Needs
- Operating Cost Requirements

Section 7.0 Moving Forward

- Short summary conclusion

Thank you for your time
and support.



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

London
CANADA

March 24, 2024

Dear Colleagues,

I was surprised to hear that the significant change in use of the recent London Cares funding allocation did not require approval by Council.

On the February 6, 2024 SPPC Agenda item 2.2, Council was asked to approve 2 year single source procurements with a list of Service Providers to support “the need to maintain a consistent level of existing services while a new system begins to scale up.” Some of the key considerations were “the potential for service disruptions” and concern “that funding is not stable and predictable enough” and “to have a more transparent funding model in place.”

The recommendation asked Council to approve contracts with Service Providers “as outlined as attached as Schedule 1 of the report”.

Schedule 1 listed the Agency-Emergency Shelter System as London Cares Homeless Response Services - Resting Space (15 Beds) or Housing Supports for a total program cost of \$1,335,131 in 2024/2025 and \$1,372,449 in 2025/2026.

The cost per bed for this program was significantly out of line with the other Service Providers.

The Salvation Army Centre of Hope (107 beds)	\$2,147 /bed/month
The Salvation Army Centre of Hope (31 beds)	\$1,395 /bed/month
Mission Services -Rotholme (40 beds)	\$2,813 /bed/month
Mission Services - Men’s Mission (75 beds)	\$3,014 /bed/month
Unity Project (40 beds)	\$3,333 /bed/month
Youth Opportunities Unlimited (30 beds)	\$3,778 /bed/month
London Cares - Resting Spaces (15 beds)	\$7,417 /bed/month
with additional administration request it is \$8,750/bed/month	

When asked on the Council floor, Civic Administration said that the reason for the extra cost was staffing. When asked to confirm the location of the London Cares (15 beds) in a February 5 email, the response was “448 Horton St is the current address and what was included in the budget submission.”

Council was asked to approve a drawdown from the Operating Budget Contingency Reserve in the amount of \$4,599,855 to fund this list of programs and Service Providers in order to maintain existing services.

Council approved on February 13, 2024..

On March 19, 2024 there was a Media Release stating “The City of London is using \$2.7 million over the next two years of Council-approved funding dedicated to London Cares Homeless Response Services (London Cares) to add 24 new highly supportive housing units at the House of Hope established in the fall of 2023. The initiative will convert 15



London
CANADA

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N6A 4L9

temporary resting space beds at 448 Horton Street to 24 furnished highly supportive housing units at 362 Dundas Street.”

The public has a high expectation of transparency and accountability regarding the funding allocated to address the homeless/addiction crisis facing our city and for this reason, I am recommending the following Draft Motion:

That Civic Administration be DIRECTED to report back at a future meeting of the Strategic Priorities and Policy Committee with:

- a) the rationale for the switch from 15 temporary resting space beds at 448 Horton Street to 24 furnished highly supportive housing units at 362 Dundas Street
- b) the cost breakdowns for this new program (to update Schedule 1) and/or a Draft Operating Budget (per the new Highly Supportive Housing Plan)
- c) recommendations to ensure that “Council-approved” funding arrangements are clear and accountable to specific outcomes.
- d) expectations for sources of funding for future Highly Supportive Housing units and a list other “conversions” being considered

Sincerely,

Susan Stevenson
Councillor, Ward 4



MEMO

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

**From: Kelly Scherr, P.Eng., MBA, FEC
Deputy City Manager Environment & Infrastructure**

**Re: Civic Works Committee report re-submission to
Strategic Priorities and Policy Committee
Mobility Master Plan 2050 Mode Share Target
October 24, 2023**

Date: March 26, 2024

A report on the Mobility Master Plan 2050 Mode Share Target was submitted to the October 24, 2023 agenda of the Civic Works Committee.

On November 7, 2023, Council resolved that the Mobility Master Plan 2050 Mode Share Target report be referred to a future meeting of the Strategic Priorities and Policy Committee to be aligned with the discussion related to the land use study and intensification.

The relevant land use report titled 'Official Plan Review of The London Plan and Land Needs Assessment Update' was placed on the March 19, 2024 agenda of the Planning and Environment Committee.

To align the two reports to the same council meeting, the October 24, 2023 Civic Works Committee report on the Mobility Master Plan 2050 Mode Share Target has been re-submitted to the March 26, 2024 Strategic Priorities and Policy Committee agenda.

Report to Civic Works Committee

To: Chair and Members
Civic Works Committee
From: Kelly Scherr, P. Eng., MBA, FEC
Deputy City Manager, Environment & Infrastructure
Subject: Mobility Master Plan 2050 Mode Share Target
Date: October 24, 2023

Recommendation

That, on the recommendation of the Deputy City Manager, Environment & Infrastructure, Option 3 as described herein **BE APPROVED** as the 2050 mode share target for the development of the Mobility Master Plan.

Background

Purpose

The purpose of this report is to recommend approval of a final 2050 mode share target for the development of the Mobility Master Plan (MMP). The recommendation is supported by an evaluation of the mode share target options and an overview of the associated feedback received from the community.

Context

The creation of the MMP is in the second of three phases which is focussed on exploring solutions and making connections. The London Plan identifies that a Transportation Master Plan may be prepared and updated regularly to implement the mobility policies of the plan including supporting sustainable land use, mobility choices and safety. This is particularly prudent now with London's rapid growth and in light of the Climate Emergency Action Plan (CEAP).

The Council-approved vision for the MMP is rooted in providing people with more choices for how they move around London. Key considerations are safety, sustainability, equity, efficiency and affordability. The plan is being created using a thorough consultation process, technical analysis, and consideration of The London Plan, Council's Strategic Plan and associated initiatives such as the CEAP.

All mode share options identify a shift towards more walking, cycling and transit mobility to contribute to the project vision. This report recommends Option 3, with the largest mode share change, as the mode share target to inform the recommendations of the MMP.

Linkage to the Corporate Strategic Plan

The completion of the MMP is specifically identified in the new Strategic Plan within the Mobility and Transportation Area of Focus as a strategy to increase access to sustainable mobility options. The completion and implementation of the MMP will advance and support numerous strategies under several Areas of Focus including Wellbeing and Safety, Climate Action and Sustainable Growth, Economic Growth, Culture and Prosperity, Housing and Homelessness and a Safe London for Women, Girls and Gender-Diverse and Trans People.

Analysis

1.0 Background Information

1.1 Previous Reports Related to this Matter

- November 2, 2021, Civic Works Committee, Initiation of the Mobility Master Plan Development
- March 1, 2022, Civic Works Committee, Mobility Master Plan Appointment of Consultant
- April 20, 2022, Civic Works Committee, Appointment of Transportation and Mobility Big Data Provider – Irregular Result
- November 29, 2022, Civic Works Committee, Mobility Master Plan Update
- July 18, 2023, Civic Works Committee, Mobility Master Plan Update: Strategies, Mode Share Target Options and Project Evaluations Frameworks

2.0 Discussion and Considerations

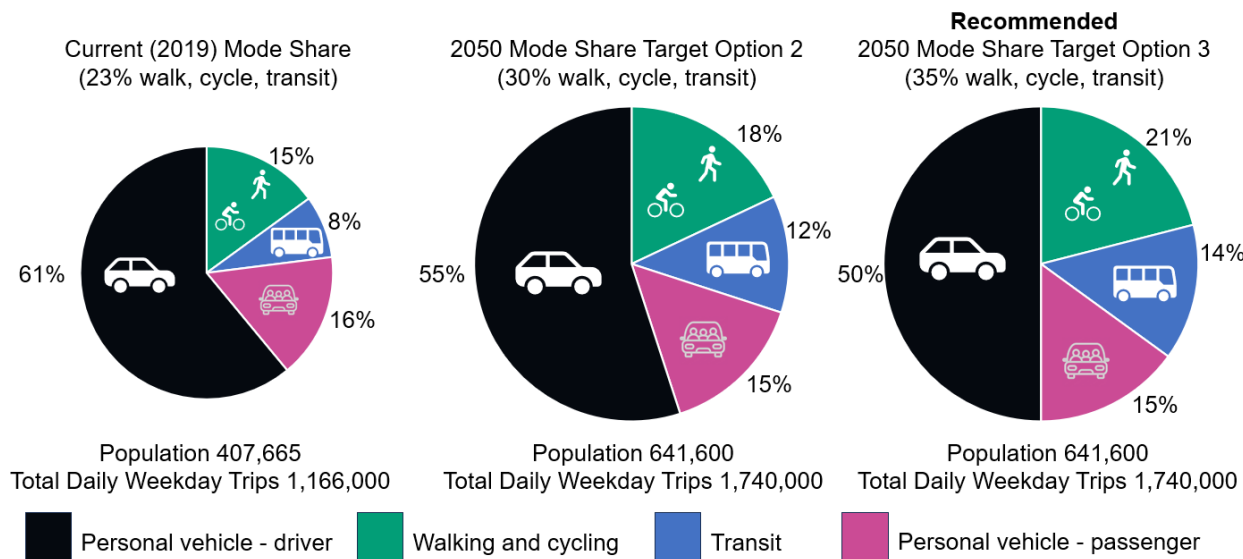
2.1 2050 Mode Share Target Options

Mode share is the percentage of person-trips moving through the city by one mode (i.e. using transit) relative to the total number of person-trips made by all modes (i.e. walking and cycling, using transit, driving, and as a passenger in a personal vehicle). The MMP is proposing to use weekday mode share targets, which means that the targets are based on all trips throughout the entire day, during the week.

Mode share is an important metric which helps inform pressures on the mobility system and how cities should invest in mobility infrastructure and create policies and programs. For future planning, the total number of people trips that the mobility system needs to accommodate will be determined based on forecasted population and employment growth. Mode share determines what percentage of those trips will be by each mode and the capacity needs of each type of mobility infrastructure. The MMP requires a mode share target for London to inform the creation of the plan.

To achieve the vision of the MMP and provide Londoners more viable options for how they move around, a balanced approach to supporting all types of mobility is required, which will be determined by mode share. Three 2050 mode share target options with increasing shares of walking, cycling and transit trips were developed for consideration. The options identified combined mode shares of walking, cycling and transit of 25%, 30% and 35%. On July 26, 2023, Council provided direction to remove Option 1 (25% walk, cycle, transit).

London’s current (2019) mode share and 2050 target Options 2 and 3 for weekday trips are illustrated below:



Note that Options 2 and 3 include an increase in the actual number of trips taken as a passenger in a personal vehicle (e.g. carpooling) although the percentage remains similar to 2019.

Both Options 2 and 3 represent a transition towards a more sustainable mode share and will help move London towards achieving the vision of the MMP and of The London Plan. The development of the mode share target options was informed by comparisons of actual mode shares in other communities of varying size and built form, and in consideration of future trends and what level of sustainable mode shift is possible. A comparison of London’s current mode share with other municipalities is summarized in Table 1.

Table 1: Current mode share in London and other municipalities

Mode	Personal vehicle - driver	Personal vehicle - passenger	Transit	Walking and Cycling	Total walk, cycle, transit
London					
Current (2019)	61%	16%	8%	15%	23%
Other municipalities					
Ottawa ON (2011) *	67%		21%	11%	32%
Guelph ON (2016)	80%		9%	11%	20%
Hamilton ON (2018) *	67%**	n/a	7%	5%	12%
Victoria BC (2017) *	56%	16%	8%	19%	27%
Calgary AB (2018)	74%		8%	18%	26%
Halifax Regional Municipality NS (2018) *	74%		6%	16%	22%
Winnipeg MB (2016) *	82%		9%	7%	16%

* Some mode share totals do not add up to 100% due to the inclusion of an “Other” category.

** Referenced as single occupancy vehicle in report

One of the key directions of The London Plan is to place a new emphasis on creating attractive mobility choices. The MMP is rooted in providing more choice and this includes making walking, cycling and transit more viable to support safe, affordable, and healthy communities. Consistent with this focus, many other jurisdictions have set more aspirational walk, cycle and transit mode shares. For example, Ottawa’s Official Plan calls for a 50% walk, cycle, transit and carpool mode share which is consistent with London’s mode share target Option 3.

2.2 Land Use Considerations

Higher intensification results in higher concentrations of people and jobs and helps increase the utilization of each hour of transit service (making a more cost-effective service) and makes travel distances walkable and bikeable for more people. Higher density communities also result in shorter trips that are more adaptable to walking and cycling in combination with transit. Lower density communities require more transit service hours and higher operating costs to achieve the same level of required transit ridership along with bolder incentives to shift to active transportation.

The current intensification target in The London Plan is 45% of new units to be located within the built area boundary. To achieve Option 2, an intensification rate of 50-60% may be a required. To achieve Option 3, an intensification rate of 60-70% may be required. The City is currently undertaking a land needs study, which includes a review of The London Plan policies related to land supply, such as the intensification rate. Following selection of a final mode share target for the MMP, a sensitivity analysis will be completed to better understand how land use impacts mobility choices in London. Results of the MMP modelling and analysis will be made available to help inform updates to The London Plan.

2.3 Evaluation based on the Guiding Principles

Council approved the Guiding Principles in December 2022 as the framework for the MMP decision-making process. An evaluation of the 2050 mode share target options based on the Guiding Principles has been prepared.



Environmentally sustainable

Mode share directly impacts London’s ability to meet its climate goals. About 43% of London’s greenhouse gas (GHG) emissions are generated by transportation including personal vehicles, commercial fleet vehicles, and goods movement. As per CEAP, London is striving for net-zero emission by 2050 as well as an interim target to reduce community-wide emissions by 55% below 2005 levels by 2030. As of 2022, community-wide emissions were 24% below 2005 levels.

Between 2019 and 2050 there is a forecasted 58% increase in population and 49% increase in the number of trips taken in London daily (daily trips are expected to grow slower than population based on an expected continuation of some level of working from home). Compared to 2019, Option 2 will result in approximately 35% more daily trips by personal vehicle (as a driver or as a passenger) and Option 3 will result in a lesser increase of approximately 26%. Fewer personal vehicle trips support a greater reduction in greenhouse gas emissions, air pollution and noise pollution.

The adoption of electric vehicles (EVs) is part of the solution, but not the complete solution. The production of EVs also has an environmental footprint and EVs still represent vehicles on the road that contribute to congestion and parking land use demands, that can have a negative influence on the public space and road safety. An auto-dominated public space particularly hinders the use of walking and cycling due to vulnerable road user safety concerns and a deteriorating experience.

The current pace of EV adoption in London is slower than the overall pace in Ontario and Canada as a whole. This is an important consideration given the need for significant near-term emission reductions needed to reach the 2030 emission reduction targets as well as the net-zero emissions goal for 2050, highlighting the importance of shifting more trips to walking, cycling, taking transit, and carpooling.



Equitable

Option 2 calls for a reliable and connected transit network and Option 3 calls for an even more extensive one. Both options will enable more people to participate in city life including work, school, and recreation regardless of age, income or ability with Option 3 having more equity benefit^a. In London, data from 2016 indicated that about 13% of households currently do not have access to a car^b.

Walking, cycling and transit can be more cost-effective choices for individuals but are less feasible and attractive in a transportation network dominated by personal vehicles. A lack of affordable, safe, reliable, and efficient mobility options is a barrier to many in accessing and maintaining a job, childcare, education, health care, groceries and other everyday needs.



Financially sustainable

To achieve Option 2, the 2050 transit system will need to accommodate twice the number of daily transit trips compared with today. To achieve Option 3 more than twice

^a Litman, T. (2022). *Evaluating Transportation Equity: Guidance for Incorporating Distributional Impacts in Transport Planning*. ITE Journal, Vo. 92/4. Retrieved from https://vtpi.org/Litman ITEJ_Equity_Apr2022.pdf

^b 2016 Household Travel Survey

the number of daily transit trips will need to be accommodated. Both options will require a significant investment in transit and more so with Option 3.

Compared to current trends, in which London would expect 49% more daily trips by personal vehicle in 2050, Option 2 correlates to approximately 35% more daily trips by personal vehicle and Option 3 a lesser increase of approximately 26%. Investment in road capacity improvements will be required for both options to help manage road congestion with more capital investment required for Option 2.

Investments in cycling and walking infrastructure will also be required for both options with more active transportation investment required for Option 3.

From an individual resident perspective, a more connected cycling and walking network and more frequent and reliable transit provides Londoners with more viable options for how they choose to move around the city. The cost for an individual to own and maintain an average compact car is currently about \$9,500 a year^c. Currently, an unlimited ridership bus pass costs \$95 a month^d which amounts to \$1,140 a year. To own and maintain a bicycle costs approximately \$300 a year^e. Both Option 2 and 3 will make it easier for people to choose to walk, cycle and take transit for more trips which helps make moving around the city more affordable.



Healthy and safe

Attractive neighbourhoods include liveable streets that are safe, welcoming to all ages, comfortable for a variety of travel choices, and supportive of healthier lifestyles. The volume of traffic on neighbourhood streets is one of many factors that influences how liveable a community is. City staff constantly receive concerns from the community about traffic speed and the volume of vehicles. Option 2 helps minimize the growth of additional vehicles on the road compared with today which improves quality of life for residents and safety for all road users. Option 3 helps further minimize the number of additional vehicles in the future.

Being physically active at any age has many physical and mental health benefits. While both options will encourage more walking, cycling and transit use in support of improved physical and mental health, Option 3 will involve more supportive policies, programs and connected active transportation infrastructure.



Integrated, connected and efficient

Within the context of population growth, Option 2 will result in approximately 35% more daily trips by personal vehicle. Option 3 will result in a lesser increase of approximately 26% and therefore require less associated infrastructure investment. Investment in road capacity improvements will be required for both options to help manage road congestion. Road congestion may be relatively similar for both options.

Both options will support London's role as a regional transportation hub by supporting key connections such as the VIA Station, London Airport, regional public transportation systems and goods movement corridors.

Both options will improve transit travel time competitiveness with driving a personal vehicle. Option 3 will improve transit travel time competitiveness for more trips.

Both options will prioritize important goods movement corridors.

^c CAA provides real picture of annual Driving Costs. CAA National. Retrieved from [CAA provides real picture of annual Driving Costs - CAA National](#)

^d London Transit. Fares. Retrieved from [Fares – London Transit Commission](#)

^e Litman, T (2002). *Transportation Cost Estimates*. Victoria Transport Policy Institute. Retrieved from [tce.pdf \(vtpi.org\)](#)

2.4 Community Feedback

Feedback continues to be received from Londoners on a wide variety of issues and opportunities related to how they move around the city.

Between May 2023 and October 2023, staff attended 11 large community events and festivals speaking with Londoners and collecting their feedback. Presentations and discussions about the MMP also continued with the Integrated Transportation Community Advisory Committee and various organizations to collect their comments. These opportunities are continuing into the fall and winter.

As the plan's development continues, the consultation questions staff are asking are also evolving. A new mode share feedback form has begun to be used. It describes a future based on mode share Option 2 and Option 3 and asks people to share their preference. As of October 13, 2023, 219 participants had provided the following responses:

- 11% prefer Option 2 (30% walk, cycle, transit)
- 82% prefer Option 3 (35% walk, cycle, transit)
- 7% were not sure

Participants also provided the following responses with respect to the level of aspiration associated with the Option 2 and 3 mode shift to more walking, cycling and transit:

- 69% felt the mode share target options were not aspirational enough
- 18% felt the mode share target options were the right level of aspiration
- 10% felt the mode share target options were too aspirational
- 3% were not sure

Another feedback form that is being used in Phase 2 includes a question which asks people to share what top three priorities they feel would help improve mobility in London. As of October 13, 2023, 732 participants selected the following as one of their top three priorities for improving mobility in London:

- 65% selected improving the frequency, convenience, reliability, and coverage of public transit services
- 57% selected making walking, rolling, and cycling attractive mobility options to meet daily needs
- 36% selected encouraging mixed-use development to help provide everyday needs closer to home
- 27% selected making travel to and from London and the surrounding area easier
- 25% selected improving the condition of infrastructure (e.g., filling in potholes, repairing sidewalks)
- 23% selected managing traffic congestion by improving roadway capacity for vehicles
- 18% selected improving road safety
- 13% selected encouraging and/or providing more shared mobility options (e.g., bike share, car share, kick-style e-scooter share, carpooling etc.)
- 12% selected "Other" and provided additional comments
- 7% selected managing vehicles making deliveries in denser parts of the city (e.g., providing designated delivery zones by the curb, promoting the use of cargo e-bikes and other small vehicles for deliveries, etc.)

Feedback and responses continue to be collected, and analysis of Phase 2 engagement findings is on-going. It is important to note that on-line feedback should not be viewed as random (survey) sampling. This method of feedback represents an opportunity to categorize input from those that are aware of the opportunity to engage and share their feedback.

2.5 Recommended Mode Share Target for 2050

Considering the criteria associated with the guiding principles and comparing the benefits associated with both options, Option 3 is the recommended mode share target to support achieving the vision of the MMP. This option is also supported through feedback received during the consultation process which identifies a strong desire for more walking, cycling and transit in the future. Option 3 aims for a higher walking, cycling and transit mode share which will reduce greenhouse gas emissions, help manage road congestion, improve physical and mental health for Londoners and provide a more equitable network across the city.

London's ability to achieve either option is most directly influenced by land use and transit investment. A higher intensification rate supports a more sustainable mobility system. The capacity of existing servicing in some key areas of the city such as the downtown is a consideration for future infrastructure planning. Due to the significant population growth forecasted, significant investments are required in transit, as well as walking and cycling infrastructure to achieve a more sustainable mode share. The MMP will support growth and continue to provide infrastructure for all modes, however Option 3 will provide more Londoners with more viable choices for moving around.

There are many factors and assumptions about the future which are incorporated into forecasted travel needs including anticipated population and employment growth. There are also many external factors with the potential to change whether, when, where, why and how people travel. These external factors can be considered 'disruptors' such as Connected and Automated Vehicles (CAVs), micro-mobility (e-bikes and e-scooters), work-from-home trends and home delivery services. Assumptions related to these 'disruptors' are built into the modelling and forecasting, and sensitivity analysis will be completed, however it isn't feasible to account for all possible future scenarios. For this reason and others, the MMP will be reviewed and updated on a regular basis (approximately every 10 years), consistent with The London Plan policy. Progress towards the mode share target and re-evaluation of an appropriate mode share target will be considered at that time.

2.6 Next Steps

Confirmation of the 2050 mode share target will allow the project team to determine the extent of cycling, transit and vehicle infrastructure needs based on forecasted capacity needs by mode. The mode share target will also influence associated programs and policy setting. Potential projects which will then be evaluated based on the project evaluation frameworks. Once projects are identified for each individual mode using the project evaluation frameworks, they will be combined into one integrated multi-modal network. A public engagement event is anticipated in early 2024 to share with the community the proposed plans for each mode.

Consultation is integral to achieving a plan that Londoners can support. Therefore, the project schedule is being adapted to accommodate meaningful consultation in advance of key decisions points. The third and final phase of the project will continue throughout 2024 and will include the development of an implementation plan informed by continued community consultation, project prioritization and project cost estimates.

Conclusion

The MMP final mode share target will guide the development of infrastructure, programs and policy creation. The mode share target options were created considering existing mode shares in London, the city's current mobility systems, built form and growth patterns. All options were created with intent to improve sustainability and contribute to the Council-approved project vision by increasing the share of walk, cycling and transit trips. Comparators from other cities of varying sizes and built form also informed the range of options and the extent to which this sustainable mode shift can be achieved. Option 3, the most aspirational of the developed options in terms of increasing sustainable mode share, is recommended for Council approval. This recommendation aligns with the consultation feedback received.

The project team will continue to progress the development of the MMP using a thorough consultation process, technical analysis, and consideration of The London Plan, Council’s Strategic Plan and associated initiatives such as CEAP. Approval of the mode share target will enable the project team to advance the technical modelling for the identification of infrastructure, program and policy needs to support London’s rapid growth. Phase 2 consultation will continue with the identification on the recommended modal networks in early 2024.

- Prepared by:** Sarah Grady, P. Eng, Traffic and Transportation Engineer
- Prepared by:** Andrew Sercombe, Senior Communications Specialist
- Prepared by:** Garfield Dales, P. Eng., Division Manager, Transportation Planning & Design
- Submitted by:** Doug MacRae, P. Eng., MPA, Director, Transportation & Mobility
- Recommended by:** Kelly Scherr, P. Eng., MBA, FEC, Deputy City Manager, Environment and Infrastructure

cc: Mobility Master Plan Internal Steering Committee
Integrated Transportation Community Advisory Committee

From: londondev@rogers.com <londondev@rogers.com>
Sent: Thursday, March 21, 2024 8:31 AM
To: SPPC <sppc@london.ca>
Subject: [EXTERNAL] Agenda Item# 4.4 Mobility Master Plan - Request for Delegation

Dear Clerk

I would like to request delegation status regarding the Mobility Master Plan.

I will be there in person.

Thanks Mike

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



From: Andrew McClenaghan (@Bicycle Cafe) <amcc@londonbicyclecafe.com>
Sent: Friday, March 22, 2024 12:01 PM
To: SPPC <sppc@london.ca>
Subject: [EXTERNAL] Re: SPPC Meeting March 26, 2024 1:00 PM

Please include this communication with Item 4.4 Mobility Master Plan 2050 Mode Share Target.

**Re: SPPC Meeting
March 26, 2024 1:00 PM
Item 4.4 Mobility Master Plan 2050 Mode Share Target**

Dear Council,

I am writing in support of Mode Share target Option #3 (35% non-car trips). Ideally we can set a more aggressive target, but I defer to the expertise of Staff on that matter.

The benefits of a high target should appeal to **all Londoners.**

Less car trips =

- 1) more space on roads for those that need/want to drive.
- 2) less associated infrastructure capital and maintenance cost = lower property tax.
- 3) better access to alternative travel modes. Enable workforce and community participation for 13% of Londoners that have no car access.
- 4) better transit travel times.
- 5) greater reduction in GHG emissions, air pollution and noise pollution.

There are many strong economic reasons to support this target that I trust the Council can align on unanimously.

Regards - Andrew McClenaghan
London Bicycle Café

--

Andrew McClenaghan
Co-Owner

London Bicycle Café
Southwestern Ontario's Citizen Cyclery
320 Thames St., London, Ontario N6A 0E1
amcc@londonbicyclecafe.com
www.londonbicyclecafe.com

From: Justin Riedstra
Sent: 2024/03/22 12:34 PM
To: mayor@london.ca; Franke, Skylar <sfranke@london.ca>
Subject: Mode Share Target Support

Hello Mr. Mayor, Cllr. Franke,

I am a citizen of Ward 11, and I am writing in support of Mode Share Target Option #3 (35%) at a minimum.

I do think our mode share targets should be higher, Ottawa has just chosen 50% which is a much better target, as even a target of 35% will see us fall short of the climate targets that we have set as a city. A higher mode share will also alleviate an incredible amount of traffic concerns, the more people we have on public transit, walking, or biking, the fewer individual cars we will have on the roads. I do find this interesting as the city often listens to drivers complain about the cost of public transit and bike lanes, but these are the very things that will help alleviate traffic and car-centric infrastructure is by far the most expensive infrastructure the city builds.

I would also highlight that the mayor ran on a campaign that included a comprehensive network of east/west and north/south protected bike lanes. A higher mode share target goes hand in hand with this promise to Londoners.

We have to be aggressive in our mode share targets, our future depends on it.

Thank you,
Justin Riedstra
Ward 11



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

March 26th 2024

Dear Colleagues,

The decisions in the next few weeks at Council could very well define how the City grows over the next 30 years. The two discussions are how we build and how we move people. We've already outgrown the London Plan projections for population growth, and we are seeing a shifting market to medium and high-density housing builds. Medium and high-density buildings are more affordable for residents and make better financial sense for developers due to rising costs of land, labour, and supplies. **Therefore, I implore colleagues to support the following.**

1. **Mode Share Target 3** - Council is being asked to choose the Mode Share Target (% of trips of residents by transportation type - car, bus, bike, walk etc). London currently has a mode share of 23% active (bus, walk, bike etc.) and 77% car. This target is the foundation of the Master Mobility Plan and will define how staff plan for transportation in London for the next few decades. **The only viable option that helps us build an affordable city is staff recommended Option 3** (35% walk, bike, bus and 65% drive) and has the potential to get us to meet our climate targets.
2. **Intensification Target** - Staff are conducting a Land Needs Assessment, which will identify if London has sufficient lands in our existing Urban Growth Boundary to provide 25 years of residential development. The issue is that we are currently using the 45% London Plan intensification target. The key factor here is ensuring we have a higher intensification target, so we are able to support the Mode Share Option 3 - because good transit and walkable neighbourhoods rely on density. I will be bringing a motion forward to the next council meeting to reflect this need.

These targets are inextricably linked. You cannot have Mode Share Option 3 without a higher intensification target. You cannot have a higher intensification target without picking Mode Share Option 3. **And we must pick Mode Share Option 3 if we have any hopes of making our city affordable for taxpayers.** We must prioritize compact forms of growth and promote efficient development and land use patterns which will support the financial well-being of London over the long term.

I appreciate the hard work of our staff on the Master Mobility Plan and Land Needs Assessment. **I appreciate how dedicated they are to building a liveable and affordable city and choosing Option 3 for the Mode Share and a higher intensification target sets us up for success in the coming decades.**

Skylar Franke, Ward 11 City Councillor



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

Extracts from the Mode Share Target Report:

“London’s ability to achieve either option is most directly influenced by land use and transit investment. A higher intensification rate supports a more sustainable mobility system. The capacity of existing servicing in some key areas of the city such as the downtown is a consideration for future infrastructure planning. Due to the significant population growth forecasted, significant investments are required in transit, as well as walking and cycling infrastructure to achieve a more sustainable mode share. The MMP will support growth and continue to provide infrastructure for all modes, however Option 3 will provide more Londoners with more viable choices for moving around.”

Land Use Considerations

“Higher intensification results in higher concentrations of people and jobs and helps increase the utilization of each hour of transit service (making a more cost effective service) and makes travel distances walkable and bikeable for more people. Higher density communities also result in shorter trips that are more adaptable to walking and cycling in combination with transit. Lower density communities require more transit service hours and higher operating costs to achieve the same level of required transit ridership along with bolder incentives to shift to active transportation.

The current intensification target in The London Plan is 45% of new units to be located within the built area boundary. To achieve Option 2, an intensification rate of 50-60% may be required. To achieve Option 3, an intensification rate of 60- 70% may be required. The City is currently undertaking a land needs study, which includes a review of The London Plan policies related to land supply, such as the intensification rate. Following selection of a final mode share target for the MMP, a sensitivity analysis will be completed to better understand how land use impacts mobility choices in London. Results of the MMP modelling and analysis will be made available to help inform updates to The London Plan.”

Resources & References:

[Mode Share Target Report](#)

[Land Needs Assessment Report](#)

[Blueprint for More and Better Housing Report](#)

[London Plan](#)

- **London Plan Policy 7**_ “compact form of growth could save billions of dollars in infrastructure costs and tens of millions of dollars in annual operating costs compared with a highly spread-out form of the same growth over the next 50 years”, “a compact city would reduce energy consumption, decrease air emissions, allow for quality mobility choices and significantly reduce our consumption of prime agricultural lands”.
- **London Plan Policy 727**_ Growth and development will be planned to be compact, mixed-use, transit-supportive and conducive to active forms of mobility.
- **London Plan Policy 453**_ Improvements to civic infrastructure to facilitate infill and intensification will be identified and a coordinated plan will be prepared. It will be a high



300 Dufferin Avenue

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N6A 4L9

priority to plan civic infrastructure to accommodate infill and intensification, growth and development within the Downtown, Main Street, Transit Village, and Rapid Transit and Urban Corridor Place Types and the Primary Transit Area.

- **London Plan Policy 473, 3, a_** Growth in the form of redevelopment, expansion, or intensification on serviced lands within the Built-Area Boundary of the City will take precedence over growth on undeveloped lands. Capacity will be allocated on the basis of projected demand plus a reasonable contingency.
- **London Plan Policy 698_** We will build our city to facilitate active mobility. The city will be designed to provide infrastructure such as sidewalks, bicycle lanes and pathways, to locate amenities within neighbourhoods so that they accessible, and to achieve levels of density and connectivity that minimize travel distances between destinations.
- **London Plan Policy 724_** Green mobility will be promoted by establishing a city structure that supports rapid transit, transit-oriented design, active mobility, transportation demand management, intensification, and cycling infrastructure throughout the city

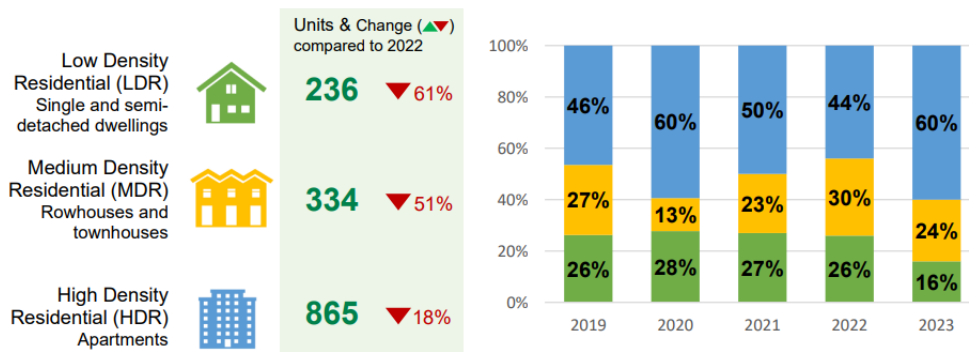
Climate Emergency Action Plan - Net-Zero by 2050

- Incorporate the detailed review of intensification targets, permitted heights, and other measures of intensity in relation to growth trends and climate change mitigation and adaptation as part of the 5-year comprehensive Official Plan review (pg. A-23)
- Integrate climate change considerations into the Development Charges Background Study and associated growth infrastructure master plans (pg. A-23)
- Walkable, Complete Neighbourhoods
 - % of Londoners living within a 15 minute walk/roll of their daily needs (pg. A-24)
- Increased Active Transportation and Transit (pg. A-18)
 - Number of existing programs and activities
 - Number of new programs and activities
 - % of in-town trips in London taken by active transportation and transit
 - % of trips to/from London taken by bus or rail
 - Number of registered vehicles per person



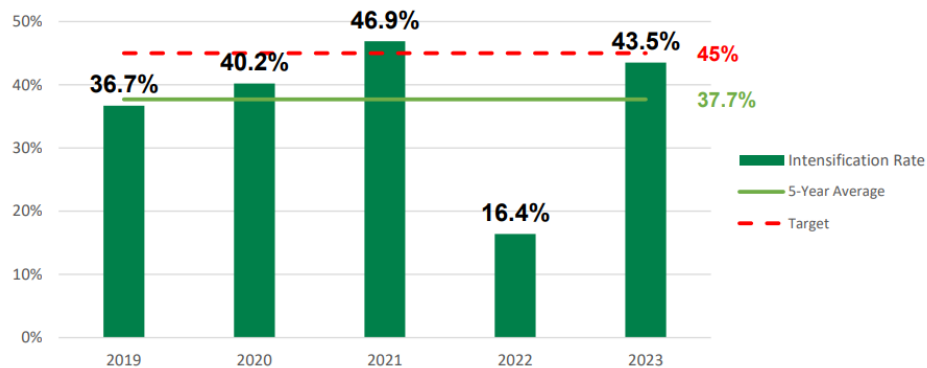
300 Dufferin Avenue
P.O. Box 5035
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- Trend towards MDR and HDR ([2023 report](#))

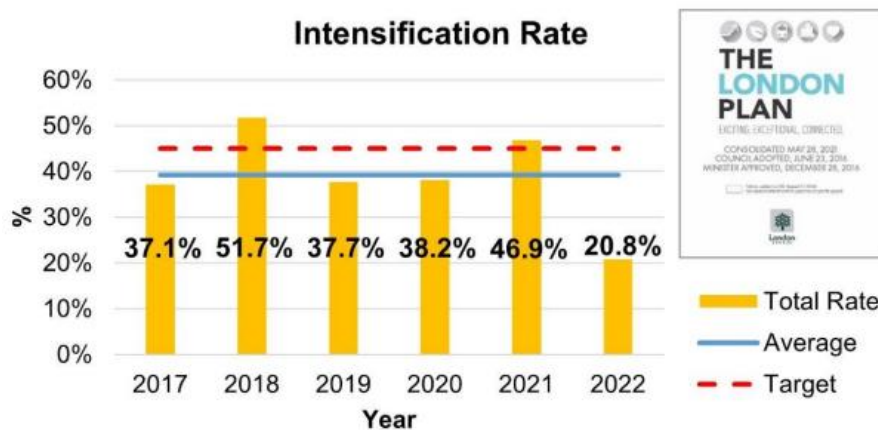


Residential Intensification Targets (trending towards achieving 45%)

- [2023](#)



- [2022](#) Report. Demonstrates in 2018 that 50% is achievable.



RE: SPPC March 26th Agenda Item 4.4 Mode Share Targets

To the Chair and Members of the Strategic Priorities and Policy Committee,

I am writing to express my support for staff recommended Mode Share Target Option #3 (35% walk, bike, bus and 65% drive).

I believe that investing in good transit, safe cycling infrastructure, and walkable neighborhoods is essential to creating a more connected, healthy, and affordable city.

While I would like to see an even higher mode share for active transportation, I feel the proposed 35% target is realistic and a positive move in the right direction.

I urge you to support Mode Share Target Option #3 as it aligns with our city's goals of affordability and will help us meet our climate targets.

Thank you for considering my input on this important matter.

Sincerely,

Marla Metson - Ward 5 resident

March 25, 2024

Dear Mayor Morgan and Members of City Council,

I am writing to share my personal feedback on the mode share target for the Mobility Master Plan. I consent to have this submission appear on the public meeting agenda, and am circulating this correspondence to all members of the Strategic Priorities and Policy Committee. I will also note that due to timing constraints beyond our control, the Environmental Stewardship and Action Community Advisory Committee, of which I am the chair and whose mandate includes acting as a resource with respect to the Climate Emergency Action Plan and related policies and strategies, will unfortunately not have an opportunity to provide feedback on this report before you reach a decision.

In summary, I have three recommendations:

1. **Adopt mode share option 3** in line with the staff's recommendation and feedback from 82% of consulted Londoners OR adopt a higher, evidence-based target for non-vehicular forms of transportation including active transportation and transit that exceeds option 3.
2. **Consider the longer-term value-for-money** with respect to where investments in transportation infrastructure will provide the greatest return and minimize the overall burden on taxpayers.
3. **Commit to a proportional intensification target of 60-70%** (per the staff report) to support mode share option 3 providing more Londoners with safe, affordable places to live that are closer to where they work and the amenities they need, while minimizing development on greenfield land that is more expensive to service.

Londoners are asking you plan aspirationally

While mode share option 3 is the best option currently on the table, in my opinion the goals it sets for increasing active transportation (cycling and pedestrian) to 21% and transit to 14% are still too low, while goals for reducing personal vehicle (driver) to 50% and personal vehicle (passenger) to 15% are too high. The City can and should aim to do better than planning for most of its population to commute in cars indefinitely. Indeed, according to the staff report, nearly 7/10 of consulted Londoners agree the mode share target is not aspirational enough, with 65% of respondents prioritizing improvements to the frequency, convenience, reliability and coverage of public transit.

The target set by the Mobility Master Plan will provide the floor for future planning decisions and is thus necessary to shift us away from a transportation system driven by convenience and unsustainable consumption of fossil fuels. The importance of this decision cannot be overstated: by choosing an ambitious mode share target, you have a unique opportunity to influence the trajectory of planning and quality of life for decades into the future. You can empower Londoners to choose their transportation differently by providing viable alternatives to cars and structuring growth around a pragmatic target consistent with what the community is asking for.

We cannot afford the status quo

The mode share target is based on the percent of trips of residents by transportation type. London currently has a mode share of 77% personal vehicles and 23% active transportation and transit combined. This status quo is unacceptable and increasingly unaffordable. It is simply not feasible for London to remain a car-centric city because Londoners cannot afford the costs. As a fellow student put it to me recently, needing a car to move around in London really sucks.

The economic costs of owning a vehicle are a major and growing source of pressure on families, and unfortunately they are not going to decrease. The price of gas is not expected to come back down, while electric vehicles remain out of reach for most (and as the report notes, EVs are not a panacea). The Government of Canada is [following the lead of other countries](#) to enact incremental carbon pricing as an efficient, market-driven system¹ for curtailing greenhouse gas emissions, in keeping with legally-binding international agreements to mitigate climate change. This is expected to have trickle-down effects on the affordability of existing carbon-intensive forms of vehicular transportation.

¹ The Conservative Case for Carbon Dividends (2017)

<https://www.clcouncil.org/media/2017/03/The-Conservative-Case-for-Carbon-Dividends.pdf>

Fiscal costs to the City associated with maintaining extensive transportation infrastructure for cars are already staggering, and should be minimized in planning growth wherever possible. There are myriad indirect costs of our “car culture” in London including impacts to human health, such as [microplastics from tires](#) coursing through the watershed and our bloodstreams, and impervious surfaces that [exacerbate risks of flood hazards and extreme heat](#).

Intensification needs to match the mode share target

Recognizing the many linkages between mobility, intensification, the rising cost of living, availability of housing, and unprecedented population growth, choosing mode share option 3 or a higher target for non-vehicular transportation is the ONLY viable pathway to ensure that these pieces can fit together in alignment with objectives of the current City of London Strategic Plan and the Climate Emergency Action Plan. The London Plan currently sets an intensification target of 45% of new units to be located within the built area boundary, but this does not reflect the projected rate of increase to population (58%) and daily trips to London (49%) by 2050. London is already growing faster today than the London Plan accounts for. A 60-70% intensification target is necessary to prioritize density and affordability, while limiting impacts to prime agricultural areas on the perimeter of the City, per the London Plan Place Type Policies (e.g., section 1127)

While I understand there are concerns about offloading residential developments to smaller surrounding municipalities, I think London City Council needs to base its planning decisions on what it can control within its own jurisdiction. For better or worse, the City cannot plan residential development on a regional basis, as that is not the purview of our single-tier municipal government. However, perhaps London can set an example by working with neighboring municipalities to adopt compatible policies that prioritize intensification over sprawl wherever possible.

The bigger picture: planning for the challenges ahead

Humanity has a narrowing window of opportunity to mitigate catastrophic global warming by curbing greenhouse gas emissions caused by our technology. As science-based projections warn us, the costs of failing to limit warming immediately will devastate our economies and prospects of a liveable, equitable future. For example, [a new paper](#) in the journal Nature Communications Earth & Environment projects that by 2035 (just two City Council terms from now) climate change could raise inflation by 1-3% per year in addition to concurrent pressures.

In London the greatest source of greenhouse gas emissions is from cars. Canada has among the [highest rates of carbon emissions per capita](#) in the entire world. Canadians use more carbon to maintain their lifestyle than people living in China, United States, Russia, and other developing countries that are far more susceptible to the hazards of climate change like natural disasters and sea level rise. While it might not seem like what we do in London will impact the trajectory of planetary warming, we are the fastest-growing city in Ontario and in a relatively stable region of the world that will likely [attract significant numbers of climate migrants and refugees into the future](#). [A recent study](#) found that Ontario municipalities are not prepared for increased migration. However, if the city can adopt proactive strategies to prepare for this challenge, it could also be an opportunity for sustainable economic and community growth. London, already one of Ontario and Canada’s fastest growing regions, could serve as a model for strategic, ethical, and sustainable strategies for welcoming mass climate-induced migration. Rather than further straining systems, proactive strategies could have a positive ripple effect across the region and serve as an example for how growth need not correlate with increased carbon emissions.

Other major cities are shifting away from car dependency, and so should we. It is essential that the mode share target identified in the Mobility Master Plan minimizes the amount of newcomers to London being locked into transportation deserts and relying on unsustainable car use for their day-to-day mobility needs. The decision to move away from car-centric planning is not an easy one, and so I thank you for your leadership and vision in making London a more liveable city for current and future generations.

Brendon Samuels

Chair, Environmental Stewardship and Action Community Advisory Committee

From: Emily Febrey
Sent: Sunday, March 24, 2024 10:16 PM
To: SPPC <sppc@london.ca>
Subject: [EXTERNAL] Mobility Master Plan

Dear Mayor Morgan and Members of City Council,

I am writing to share my personal feedback on the mode share target for the Mobility Master Plan (item 4.4 Mobility Master Plan 2050 Mode Share Target). I consent to have this submission appear on the public meeting agenda.

I wanted to express my regret at not knowing this avenue of communication/feedback in regard to a Plan from Council as a “new-ish” individual involved in municipal politics; therefore my response and feedback is rushed to make tomorrows 9am deadline.

In summary, I would like the City Council of London to adopt mode share option 3 (aligns with City Staff and a majority of Londoner’s wishes) OR a higher target for non-vehicular modes of traffic within the City of London.

I think this decision will have a lasting impact and is one of London’s most important decisions in terms of our future climate, urbanization/city growth, and overall citizen safety and health. I implore you to consider the wishes of the majority of Londoner’s wishes and look on this opportunity to show the Province and Country how innovative and aspirational London can be.

Thank you for your time and consideration.

Emily Febrey

From: penforhire

Sent: Sunday, March 24, 2024 10:27 PM

To: SPPC <sppc@london.ca>

Subject: [EXTERNAL] March 26 mtg Agenda Item 4.4 Mobility Master Plan 2050 Mode Share Targets

Thank you for the opportunity to provide feedback on this agenda item.

I consent to have this submission appear on the public meeting agenda.

I'm stating my support for the recommendation in the report to approve Option 3, **and would add** that the mode share target in Option 3 (35% active transportation & transit / 65% personal vehicle) be considered **the minimum acceptable target** – strongly encouraging the committee to adopt targets that are much more ambitious in reducing personal vehicle use.

Even the consideration that London would still be looking at 65% personal vehicle use in the year 2050 seems irresponsible and unrealistic given:

- what we know about the impact of GHG emissions on the health of people and the planet,
- the increasing cost of owning and operating a vehicle and the resulting inequity in terms of jobs, safety, access to food, and housing, and
- the loss of prime agricultural land, wetlands, biodiversity, plant and animal species, and natural spaces due to expansion of homes, roads and infrastructure.

The report outlines how Option 3 is the most environmentally sustainable, equitable, financially sustainable, healthy, safe, integrated, connected and efficient option of the two presented. This is true, and the rationale in the report is well presented. At the same time, under the Environmentally Sustainable section, the report states

Between 2019 and 2050 there is a forecasted 58% increase in population and 49% increase in the number of trips taken in London daily (daily trips are expected to grow slower than population based on an expected continuation of some level of working from home). Compared to 2019, Option 2 will result in approximately 35% more daily trips by personal vehicle (as a driver or as a passenger) and Option 3 will result in a lesser increase of approximately 26%. Fewer personal vehicle trips support a greater reduction in greenhouse gas emissions, air pollution and noise pollution.

A "lesser increase » is still an increase, and 26% is not insignificant. The expected increase in population is an opportunity to do things better and change expectations, rather than apply assumptions that newcomers to London will automatically want to adopt our current hyper-extended dependence on personal vehicles for transportation. Right now, there is very little choice for them, or for the growing number of Londoners who want to move to healthier, more affordable and sustainable modes of transportation.

I encourage you to be ambitious when setting the mode share target, to think about what a more liveable London could look like, and lead us there.

Thank you.

Lella Blumer

Ward 7

From: Ralph Buchal
Sent: Sunday, March 24, 2024 11:15 PM
To: SPPC <sppc@london.ca>
Cc: Dan Foster; Tariq Khan
Subject: [EXTERNAL] delegation request for March 26 SPPC meeting

Hello,

I would like to request delegate status to address item 4.4 Mobility Master Plan 2050 Mode Share Target. I would like the attached document to be added to the agenda to support my presentation. I intend to participate via Zoom.

Thanks,
Ralph Buchal,
Chair, Mobility Master Plan Subcommittee
Integrated Transportation Community Advisory Committee

MMP Mode Share Target

Feedback and comments on March 26, 2024 Civic Works Committee report re-submission to Strategic Priorities and Policy Committee Mobility Master Plan 2050 Mode Share Target October 24, 2023

Prepared by the Integrated Transportation Community Advisory Committee (ITCAC)

March 2024

Update and Summary

- ITCAC presented details feedback and recommendations to CWC regarding the Mode Share Target report presented to CWC for approval on October 23, 2023
- The report being resubmitted for approval to SPPC on March 26, 2024 is the same report
- None of ITCAC's feedback or recommendations have been addressed

Consultations since October 2023

- City staff gave a presentation on Mobility and London's Climate Goals to ITCAC in January 2024
- The presentation slides did not show how the mode share targets will meet the climate goals
- It emerged during the oral presentation, questions and discussion that the 2050 net zero goals rely primarily on widespread adoption of electric vehicles
- It further emerged that there is no claim made that the mode share targets will help meet the 2035 target of a 65% reduction in GHG

Prior reports to Civic Works Committee

- ITCAC presented two delegate reports to CWC in 2023 in response to staff reports that had not been presented to ITCAC before going to CWC
- Both presentations are reproduced below for reference

MMP Mode Share Target

Feedback and comments on October 24, 2023 Master Mobility Plan 2050 Mode Share Target Report to Civic Works Committee
Prepared by the Integrated Transportation Community Advisory Committee (ITCAC)

October 2023

Summary

- Proposed mode share target is not supported by ITCAC or public survey
 - Target is not ambitious enough
- ITCAC input and recommendations not adequately considered
- Insufficient analysis
 - Limited analysis of current and future travel patterns
 - No analysis of feasibility of mode substitution, e.g. cycling instead of driving for short trips
 - No analysis of London as a 15 minute city
 - Insufficient references to best practices and research studies
- Weak justification for targets
 - Similar to existing mode shares at other cities (e.g. Ottawa 2011)
 - Unsupported claim that achieving target will require increased densification
 - Unsupported assumption that current mode share cannot be easily changed
- No evidence that Option 3 will meet London's Climate Emergency Action Plan objectives

ITCAC Recommendations

- Council should refer this report back to the MPP Project Team for further study.
- Council should direct the MPP Project Team to establish a range of MMP Mode Share Targets, at least one of which will actually support the achievement of London's Climate Emergency Objectives
- Council should direct the MPP Project Team to consult with the ITCAC MMP Sub Committee prior to tabling any future MMP reports to the Civic Works Committee

Introduction and Background

- ITCAC mandate is to provide input and advice to CWC regarding MMP
- ITCAC had no input in establishing mode share targets in the first MMP report
- ITCAC provided detailed comments and feedback in response to the first report. In particular, ITCAC argued that the mode share targets were not sufficiently ambitious, and that much more ambitious targets are feasible. Detailed rationale and recommendations were provided.
- MMP staff prepared a final report with mode share targets for approval by CWC. This report was not presented to ITCAC. There is no evidence that ITCAC input was considered.

Mode share target is not ambitious

- Option 3 mode share is very close to the mode share for Ottawa in 2011
- Option 3 is justified as being comparable to the mode share in Ottawa's master plan
 - So Ottawa is planning status quo?
- Option 3 mode share targets are similar to existing mode share in several comparator cities now
- The report implies that Option 3 is very ambitious, and will be difficult to achieve
- However, it is only an incremental change to current mode share
- No evidence that Option 3 will meet London's Climate Emergency Action Plan objectives

There is support for more ambitious targets

- ITCAC recommends much more ambitious targets
- 81% of survey participants preferred Option 3 as the most ambitious option offered
- 69% of survey participants felt that Option 3 is not ambitious enough
- Top priorities identified by public survey were
 - Improving transit performance (65%)
 - Encouraging active transportation (57%)

Inadequate research

- No references to existing best practices, e.g. Amsterdam, 15-minute cities, etc.
- No references to relevant research studies
- Limited discussion of emerging trends and technologies and their potential impact on urban mobility

Missing analysis

- No evident analysis of current trip distances, trip types (purpose)
 - The 2016 travel survey provides a wealth of information that is not discussed
 - In particular, the majority of trips are within cycling distance but only a small number are made by bike
 - This suggests that cycling mode share could be increased significantly
- No evident analysis of whether most Londoners already live in a 15-min city.
 - It is already clear from the trip survey, and from analysing the London map, that many if not most Londoners live within a 15 min walk or bike of many if not most amenities including shopping, services, health care, recreation, and employment
- In fact, the report claims that the Option 3 mode share targets can only be reached by further urban densification!

Forecasting future travel patterns

- A model has been developed but it has not been used to estimate future scenarios incorporating various “disruptors”
- The model should be used to estimate a range of scenarios to establish
 - Worst case (business as usual, current situation)
 - Best case
 - Most likely
- The model should estimate overall future travel patterns including
 - Frequency of trips
 - Distribution of trip distances and travel times
 - Total annual travel distance
 - Distribution of trip type/purpose, e.g. commuting, shopping, socializing, etc.
 - Feasibility of different modes for different trip types, distance, purpose

Mobility Master Plan

Feedback and comments on July 18 2023 Master Mobility Report Update to Civic Works Committee

Prepared by the Integrated Transportation Community Advisory Committee (ITCAC)
August 2023

Positive comments

- The definition of the objectives is good
- Appropriate strategies have been identified to achieve the objectives
- Focus on establishing mode share targets
- Appropriate evaluation criteria are being developed

Room for improvement

- The planning horizon is too long, without clear short term targets
- Lack of vision, assumes only incremental changes to status quo
 - Assumes cars will still be the dominant mode
 - Assumes number of weekly trips remains constant
 - Assumes transit and active transportation are the only other viable modes in the future
- Lacks a sense of urgency in addressing the climate emergency
 - Proposed measures are incremental
 - Proposed measures are far in the future

Specific issues

- Mode share targets are not ambitious
- The modelling and analysis used to determine mode share targets not well documented or incomplete
 - Incomplete or missing references
 - No comparison to other jurisdictions
 - Appears to be an extrapolation of current travel patterns
- Limited discussion of possible future trends and technologies
 - Mobility as a Service to replace private vehicle ownership
 - New forms of small urban electric vehicles
 - Shifts in attitudes toward sustainable alternatives
 - Reductions in trip frequency and distances

Specific issues

- There are no details about strategies to improve transit service
- There is little discussion of commercial traffic. Issues include
 - Increasing delivery truck traffic due to online shopping trends
 - Dangerous construction traffic e.g. cement trucks, dump trucks
- There is little discussion of other important modes including:
 - Taxis and ride-sharing services
 - School buses (included as “other” in trip survey?)
- No analysis or discussion of trip distances and types relating to mode share
 - 70% of trips are under 7 km
 - These trips are all within easy cycling distance
 - But only 1% of trips are by bike
- Limited discussion of policies and strategies to discourage use of cars
- No discussion of the problem of large private vehicles (pickup trucks, SUVs) in terms of GHG, congestion, safety
 - How can use of large vehicles be discouraged?
 - How can use of small vehicles be encouraged?

Mode share comparison (percent)

	2009 [1]	2016 [4]	2019	2030 TMP 2020 targets [1]	2030 TMP 2030 targets [1]	2050 Opt.2	2050 Opt.3	Cycling Advisory Committee targets [3]	Amsterdam (Gold Standard) [2]
Active transportation	9	13	15	10	15	18	18	35	61
Transit	12.5	8	8	14	20	12	14	35	17
Private vehicle	73.5	77	77	75	60	70	65	25	20
Other		3	0	1	5		3	5	

Modes of mobility

- Walking and cycling should be considered separately, not lumped into “active transportation”
- Emerging modes should be clearly identified and categorized, including
 - Micromobility, e.g. e-bikes, e-scooters, e-cargo bikes
 - Microcars, neighbourhood electric vehicles, slow speed electric vehicles, urban electric vehicles
 - Car sharing, e.g. Communauto
 - Bike sharing
 - Ride sharing, e.g. Uber
- Mobility as a Service (MaaS) should be assessed as a potential solution to multi-modal mobility

Factors affecting mode choice

- Distance and trip time
 - Most trips are under 7 km
- Safety and comfort
- Convenience
- Cost
- Weather
 - People may choose different modes depending on the weather
 - Percentage of good weather days can be estimated to establish mode share targets
- Cargo
 - People may choose a different mode if they need to transport cargo, e.g. groceries
- Number of people
 - People may choose different mode for solo trip than for family trip
- Available options
 - Car owners may prefer to drive because it is the fastest, most convenient, safest and most comfortable option for virtually all trips
 - Non car owners choose between walking, cycling, transit, ride sharing with friends, taxi/Uber

Strategies to change mode choice

- Improve safety and convenience of walking and cycling
- Improve convenience and trip time of transit
- Reduce convenience and increase cost of driving
- Explore new modes that combine benefits and reduce disadvantages of existing modes

Improve safety and convenience of walking and cycling

- Improve and complete safe walking and cycling network
- Sheltered and secure bike parking at popular destinations
- Secure bike parking requirements for residential developments, e.g. apartment buildings
- Separate paths for cycling and walking
- Remove barriers and improve walkability and bikeability from residential areas to local amenities
 - Walking and cycling paths right to the entrance of store fronts (not to the edge of a huge parking lot!)
 - Examine incentives and regulations to encourage property owners to accommodate active transportation

Improve trip time and convenience of transit

- More frequent service
- Conveniently located bus stops
- Comfortable bus shelters
- More reliable schedules
- Fewer transfers and more direct routes
- Dedicated bus lanes

Reduce convenience and increase cost of driving

- Parking restrictions and fees
- Congestion charges
- Road tolls
- Limits on road expansions to prevent induced demand
- Road diets to remove existing lanes
- Barriers in residential neighbourhoods to prevent cut-through traffic
- Accept congestion at peak times
- Priority access to direct routes for alternative modes
- Ring roads instead of direct routes for cars

Explore new modes

- Microcars for urban trips in all weather
- Electric micromobility including e-bikes and e-cargo bikes
- Bike-share and car-share systems
- Grocery cart borrowing/sharing for pedestrians
- Mobility as a Service (MaaS) instead of private car ownership
- Examine measures to safely accommodate different modes
 - Pedestrians
 - Cyclists
 - Electric micromobility e.g. e-bikes, e-scooters
 - Neighbourhood electric vehicles
 - Buses
 - Private vehicles
 - Commercial vehicles

Traffic/Transportation Demand Modeling/Forecasting

1. Trip generation (the number of trips to be made)
 - a. What are the types and purposes of trips?
2. Trip distribution (where those trips go)
 - a. Distances and travel times from where people live to where they need to go
3. Mode choice (how the trips will be divided among the available modes of travel)
 - a. Need to evaluate feasibility of modes, not just existing preferences (i.e. driving for every trip!)
 - b. We need potentially achievable mode share targets that are not car-dominated
4. Trip assignment (predicting the route trips will take)
 - a. Routes may be different for driving, cycling and transit

Traffic demand modelling questions

- Frequency of trip types
 - Commuting
 - Shopping
 - Visiting and socializing
 - Recreation
 - School
 - Transporting kids
 - Other?
- Trip distance vs trip purpose
 - Are non-commuting trips shorter?
 - How many could be done using active transportation instead of driving?
- Can current trip frequencies and distances be reduced in the future?

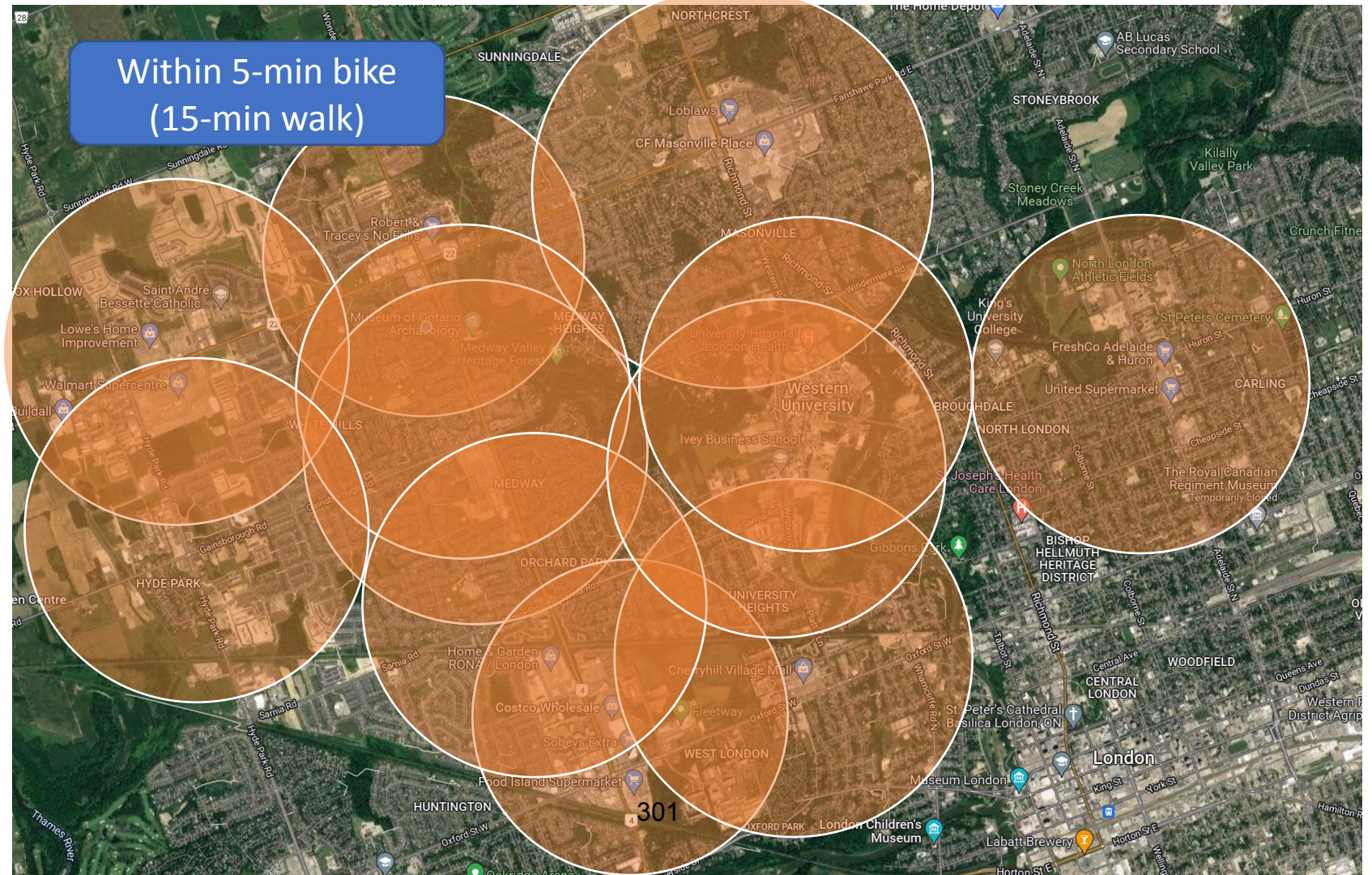
Is London already a 15-minute city?

- An analysis is needed to determine how many Londoners currently live within 15 minutes of jobs and amenities
- According to the trip survey data, 38% of trips (all modes) are under 3 km, 32% between 3 and 7 km
- This suggests that the majority of trips are within walking or biking distance now
- If people walk or bike instead of drive for half these trips, the active transportation mode share would be 35%!
- Is this a realistic target? What needs to be done to achieve it?

Neighbourhood walkability and bikeability analysis

- Map residential population density
 - Where people live
- Map employment density
 - Where people work
- Map location of amenities and services
 - Shopping, health and dental, restaurants, services
- Map existing and planned walking and cycling infrastructure, including bikeable residential streets
- Estimate percentage of London population within 15 minute walk or bike ride of
 - Jobs
 - Amenities and services
- Identify gaps and barriers in existing and planned walking and cycling infrastructure connecting homes to destinations.
- Base mode share targets on result of the analysis

Within 5-min bike
(15-min walk)



Thinking outside the box...

Future trends

- Working from home instead of commuting
- Working in local business or commercial parks instead of downtown
- Online learning instead of classrooms
- Home delivery instead of shopping trips
- Home delivery instead of eating out
- Home entertainment instead of concerts, movies
- Virtual interaction instead of in-person socializing
- Single car instead of two car households
- Others?

Shopping cart sharing system

- Allow people to walk home with groceries instead of driving
- There is already a demand for this



Community parcel lockers

- Secure community parcel lockers for home deliveries
- Similar to neighbourhood mailboxes
- Reduces neighbourhood commercial traffic



Microcars for urban commuting

- The majority of trips are single occupant trips of less than 7km
- The most popular vehicles are large pickup trucks and SUVs
- Small electric urban vehicles would be a much safer, cheaper and more sustainable alternative
- Will they become a dominant mobility mode in the future?



Mobility as a Service (MaaS)

- Allows people to use a bike, microcar, bus, or large vehicle as needed for each trip purpose and distance
- People do not need to own a large vehicle
 - They might own an e-bike or microcar for daily use
- Pricing structure would encourage the use of the most sustainable and efficient mode for each trip

Questions and comments?

To the members of the Strategic Priorities and Policy Committee. I am writing to you as a resident of old north and resident physician in the emergency medicine program at Western who formerly served as a paramedic with Middlesex London Paramedic service from 2006-2018. After having reviewed the vision and proposed options outlined in the mobility master plan (MMP) I am concerned London is at risk of continuing to pursue a vision of transportation infrastructure that is expensive, unsafe, inequitable, and inefficient. I am asking the members of the SPPC to view this report not through the lens of a collection of councillors struggling to manage a number of high-priority challenges, but from the perspectives of individuals who are tasked with shaping London for generations to come. With this perspective in mind, my hope is that you will consider a true *mode shift* to a model of transportation design that will revolutionize the way people travel in the London and introduce a paradigm that is based upon sustainability, efficiency, equity, and safety. With this approach London will be a more liveable city for all and a compelling location business and travel. In order to achieve such a mode shift, Option 3 must be a minimum target.

If we're really going to tackle this problem in a sustainable way London's vision has to be grander and invert our funding priorities. A true mode shift requires a vision for transit that aims to be amongst the best in the world and funding will need to flow from increasing vehicle capacity to building a comprehensive transit system. That plan will need to accommodate the growth that we're targeting and will need to grow alongside it, including consideration for alternate modes of transit despite the awesome scalability and flexibility of buses. To optimize this mode shift we will also need an expansive and integrated active transport system to capitalize on efficiency and individual experience with the side effect of improved health outcomes.

If we create a reliable, frequent, and comprehensive transit service, and truly integrated active transportation network we can then partner with employers and devise a plan for them to subsidize transit use by their employees and while showing employers how much value they can unlock by reducing the land they allocate to parking. This creates new opportunities for housing growth and intensifies our commercial/industrial growth in a way that means less green space development and less demand for infrastructure expansion. It ultimately also makes London a much more desirable municipality for employers who are looking to build in a new centre.

Why Mode Shift?

1. Cost savings: Mode shifts can lead to cost savings for both individuals and cities. For individuals, opting for public transportation, walking, or cycling can be more cost-effective than owning and maintaining a private vehicle. For cities, investing in public transportation and active transportation infrastructure can be more financially efficient compared to building and maintaining extensive road networks for cars.

2. Increased productivity: Efficient and reliable public transportation systems can improve overall productivity by reducing travel times and congestion. When people can rely on public transit to commute efficiently, they spend less time stuck in traffic and have more time for work, leisure, or other productive activities.

3. Reduced healthcare costs: Mode shifts that promote active transportation like walking and cycling can have positive impacts on public health. Encouraging physical activity through active transportation can lead to reduced healthcare costs associated with sedentary lifestyles, obesity, and related health issues.

4. Improved air quality: Shifting away from private cars and promoting sustainable modes of transportation can help improve air quality by reducing vehicle emissions. This, in turn, can lead to health benefits and cost savings associated with lower pollution-related healthcare expenses.

5. Boosted local economy: Investments in public transportation and active transportation infrastructure can stimulate local economies. Improved transportation options can attract businesses, enhance access to job opportunities, and increase property values around well-connected transit hubs.

Cities Who Have Embraced Mode Shift

One recent example of a significant mode shift includes Paris, France, who over the last 15 years implemented a series of significant adjustments to their transportation system that has revolutionized the way people travel and the livability of the city. Paris implemented mode shift initiatives for several reasons, driven by various factors and goals:

1. Environmental concerns: One of the primary motivations for mode shift in Paris is the need to address environmental challenges, particularly air pollution and carbon emissions. Shifting away from private vehicles toward more sustainable modes of transportation, such as cycling, walking, and public transit, helps reduce greenhouse gas emissions and improve air quality.

2. Sustainable urban development: Mode shift aligns with Paris' vision for sustainable urban development. By prioritizing active transportation and public transit, the city aims to create more livable, pedestrian-friendly neighborhoods, reduce traffic congestion, and create a healthier urban environment.

3. Public health: Encouraging active transportation, such as walking and cycling, promotes physical activity and improves public health. Paris recognizes the importance of promoting healthier lifestyles and reducing sedentary behaviors associated with car dependence.

4. Enhancing mobility and accessibility: Improving public transportation and active transportation options helps enhance mobility and accessibility for all residents. By providing efficient, reliable, and affordable alternatives to private cars, Paris aims to ensure that transportation is accessible to everyone, regardless of income or ability.

5. Quality of life: Mode shift initiatives are also aimed at improving the overall quality of life in Paris. By reducing traffic congestion, noise pollution, and the dominance of cars in the urban landscape, the city aims to create more pleasant and vibrant public spaces that prioritize people over vehicles.

6. Economic benefits: Mode shift can bring economic benefits to the city. By investing in public transportation, cycling infrastructure, and pedestrian-friendly spaces, Paris aims to attract businesses, tourism, and investment. Additionally, reducing reliance on private cars can result in cost savings for individuals and the city, such as reduced spending on infrastructure maintenance and healthcare costs related to pollution and sedentary lifestyles.

Overall, Paris implemented mode shift initiatives as part of its broader commitment to sustainability, public health, improved mobility, and creating a more inclusive and livable city for its residents and visitors.

Some key actions Paris has undertaken include:

1. Extensive cycling infrastructure: Paris has significantly expanded its cycling infrastructure, including the implementation of over 1,000 kilometers of bike lanes, bike-sharing programs, and bike parking facilities. The city's bike-sharing program, Vélib', is one of the largest in the world and encourages residents and visitors to choose cycling as a mode of transportation.

2. Pedestrianization: Paris has been actively pedestrianizing certain areas, particularly in the city center. Prominent examples include the transformation of the banks of the Seine River into pedestrian-only areas, car-free zones in historic neighborhoods like Le Marais, and the designation of car-free days in some parts of the city.

3. Introduction of low-emission zones: Paris has implemented low-emission zones (LEZs) in an effort to combat air pollution. These zones restrict the entry of high-polluting vehicles into the city center, encouraging the use of cleaner and more sustainable modes of transportation.

4. Expansion of public transportation: Paris has continually invested in its public transportation system, with an extensive network of metro lines, buses, trams, and regional trains. The city has expanded metro lines, improved connectivity, and introduced new rolling stock to enhance the quality and capacity of public transport services.

5. Car-sharing and car-free initiatives: Paris has launched car-sharing programs, such as Autolib' and Free2Move, to encourage car-sharing and reduce private car ownership. Additionally, the city periodically organizes car-free days, where certain areas are closed to private vehicles, promoting alternative modes of transport and reducing car dependency.

6. Encouraging electric mobility: Paris has been proactive in promoting electric mobility. The city has established charging infrastructure for electric vehicles and introduced incentives for the purchase of electric cars, including subsidies and exemptions from congestion charges.

These initiatives reflect Paris' commitment to mode shift, with a focus on promoting active transportation, improving public transit, reducing car dependency, and mitigating environmental impacts. The city's efforts align with its goal of creating a more sustainable, livable, and pedestrian-friendly urban environment.

Several cities around the world have undergone significant mode shifts for transportation over the past two decades. Here are a few notable examples:

1. Copenhagen, Denmark: Copenhagen has made remarkable progress in promoting cycling as a primary mode of transportation. The city has invested heavily in cycling infrastructure, including dedicated bike lanes, bridges, and parking facilities. As a result, the percentage of trips made by bicycle has significantly increased, making Copenhagen one of the world's leading cycling cities.

2. Bogotá, Colombia: Bogotá implemented a transformative Bus Rapid Transit (BRT) system called TransMilenio, which has revolutionized public transportation in the city. The BRT system provides efficient, reliable, and affordable transportation options, reducing car dependency and improving mobility for residents.

3. Curitiba, Brazil: Curitiba is renowned for its innovative and efficient bus rapid transit system known as the Rede Integrada de Transporte (RIT). Curitiba's RIT system has helped reduce traffic congestion, decrease air pollution, and improve access to public transportation, making it a model for other cities around the world.

4. Seoul, South Korea: Seoul has undergone a significant mode shift by investing in a comprehensive public transportation system. The city has expanded its subway network, increased bus services, and implemented smart transportation technologies. These initiatives have led to a decrease in private car usage and a shift towards using public transportation.

5. Portland, Oregon, USA: Portland has prioritized sustainable transportation options and has been at the forefront of promoting cycling, walking, and public transit. The city has developed an extensive network of bike lanes, pedestrian-friendly streets, and a well-connected light rail system, encouraging residents to choose alternative modes of transportation.

These examples demonstrate how cities can successfully implement policies and infrastructure improvements to encourage mode shifts towards sustainable and efficient transportation options. The specific initiatives and approaches taken by each city may vary, but the common goal is to reduce reliance on private cars and promote more sustainable modes of transport.

Conclusion

Thank you for accepting my letter. I am imploring you all to consider a vision for London that is more sustainable, more efficient, more equitable, and safer for all Londoners and the generations to come. The vision I am proposing will require courage, but the alternative of the status quo is rife with economic, health, and climate burdens for generations to come.

If you have any questions regarding how aggressive you will have to be in order to achieve any degree of success, I ask you to consider the following: Is the transit system that will result from this plan one upon which I would depend to achieve my day to day tasks, regardless of where I live in the city? And, is the infrastructure that will result from this plan one that I would entrust to provide my children safe active transportation both within their neighbourhood and throughout this city? If you can answer yes to both of these questions, you can rest assured that you are expressing adequate courage and vision to serve Londoners for generations to come.

Thank you for taking the time to review my submission. Please feel free to contact me should you have any further questions.

Sincerely,

J. Colin Evans
Waterloo St,
London, ON
N6A 3X4

From: Climate Action

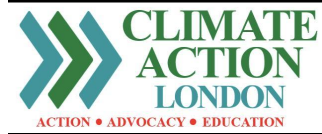
Sent: Monday, March 25, 2024 5:05 AM

To: SPPC <sppc@london.ca>

Subject: [EXTERNAL] March 26, 2024 SPPC Meeting - 4.4 - Mode Share Targets - Letter for Public Record and Request for Delegation Status

Please find attached a letter relating to item 4.4 Mode Share Targets. We give permission for this to become part of the public record.

We additionally request delegation status for Mary Ann Hodge to speak to item 4.4 Mode Share Targets at the March 26th meeting.



Climate Action London
350 Queens Ave
London, ON
climateactionlondon@gmail.com

March 24, 2024

City of London
300 Dufferin Avenue
London, Ontario
sppc@london.ca

RE: 4.4 - Mode Share Targets

Dear Mayor and Councillors,

We strongly urge you to adopt mode share **option 3, as a bare minimum** as a higher target would be more consistent with the many objectives and desirable outcomes we detail below. The mode share target is a 2050 target that will shape the way the City grows far beyond the next 25 years as it sets the foundational development patterns. It means that in 2050, 65% of trips are still in a personal vehicle (50% personal vehicle and 15% passenger). Based on a projected population increase to 675,000 residents, that will mean about 100,000 more vehicles on the road than today. We need to decrease vehicle use, not increase it.

Foundational item to reduce GHG emissions - Personal use vehicles are the number one source of GHG emissions in the City. Establishing a more aggressive target is key to meeting the CEAP targets.

Walk Score / Walkable Neighbourhoods - As noted in the National Climate League Standings, London ranks poorly in walkability according to WalkScore. More aggressive targets for walkability increase liveability for residents and make London more attractive for young professionals.

Air Quality - Even in light of continued adoption of EVs, use of Internal Combustion Engine vehicles will still dominate for decades. Gasoline and diesel exhaust fumes contain a number of dangerous pollutants, including particulate matter, volatile organic compounds (VOCs), nitrogen oxides and carbon monoxide. Getting a greater percentage of people out of their vehicles will improve health outcomes for all Londoners.

Equity / Mobility Poverty - Many Londoners cannot afford a personal vehicle. Not prioritising transit and active modes of transportation will leave many unable to get to places of work or education.

Economic Growth - A key element to continued economic growth is getting all Londoners to their places of employment and creating a City that will attract or retain young professionals. Graduates from post secondary institutions have greater expectations that cities are more walkable and easier to navigate without a vehicle.

Primary Transit Area & Transit Corridors / Transit Hubs / Rapid Transit - London has invested significant funds on primary transit areas, rapid transit infrastructure, intensification along transit corridors and secondary plans around transit hubs. For these investments to be effective uses of taxpayer's dollars, the entire City transportation growth plan should be consistent with these plans which would require an aggressive mode share target.

City's Financial Future - A low or moderate mode share target for transit, cycling and walking is to continue the status quo which includes many additional infrastructure costs not paid for via development fees. A more aggressive mode share target for 2050 will have long term benefits for the financial sustainability of London.

We view the many co-benefits of establishing a higher mode share target as an important **investment that will benefit London for years**. London is at a critical inflection point and must invest in the infrastructure and services that will support affordability and continue to allow economic prosperity while striving to be one of the greenest cities in Canada.

On Behalf of Climate Action London

Bob Morrison
Mary Ann Hodge



University Students' Council

Room 340, UCC Building, Western University
London, Ontario, Canada N6A 3K7
Phone: 519-661-3574 Fax: 519-661-2094
<https://westernusc.ca>

March 25 2024

Dear members of the Strategic Priorities and Policy Committee,

I am writing to you to demonstrate the USC's support for Option 3 for the Mobility Master Plan mode share target, as well as the proposed accompanying intensification as outlined in the staff report.

The climate crisis continues to be a persistent concern to many students, with many of them looking to not only reduce their personal impact on the environment, but also supporting systemic solutions to make climate-friendly actions more accessible and attainable for everyone in their communities. The mode shares outlined in Option 3 will set goals that support these systemic solutions. With these mode share targets guiding the City's decisions for the next several decades and making persistent efforts to meet them through infrastructure and service improvements alongside other strategies, both existing and new users of these modes and services will benefit from an improved user experience.

The related intensification proposal also has the potential to greatly benefit students. By continuing to intensify, students will have better access to housing that meets their needs. One of the most important considerations for many students when choosing their housing is their ease of access to transit. As London continues to grow, intensification will help ensure that students will continue to have access to appropriate quality housing close to campus and transit options. In short, this proposal has the potential to have positive impacts beyond mobility.

With all of this in mind, we urge the members of SPPC to approve Option 3 for the Mobility Master Plan mode share targets.

Sincerely,

Emily Poirier
Vice President External Affairs

From: Taylor, Cole
Sent: Monday, March 25, 2024 8:42 AM
To: SPPC <sppc@london.ca>
Subject: 4.4: Mode share Targets Support

Good morning,

I am writing to you regarding the proposed Mode Share Targets discussion. I would like to share my support for Option 3 or higher.

Our transportation infrastructure is critical to the long-term growth and success of London, and following Councilor Franke's recommendations are in our best interests as a city.

Thanks,

Cole Taylor



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

London
CANADA

March 15, 2024

Dear Colleagues,

As you are aware from recent budget deliberations, the London Transit Commission (LTC) indicated it was unable to provide any service improvement or increase service hours despite a massive increase to its base budget. Council also received a wide array of concerns from the public pertaining to: current service delivery, lack of industrial area service, hours of operation concerns, lack of integration with school boards for secondary student access, high dissatisfaction and systemic issues with the delivery of paratransit, among other issues.

As Council is aware, the City of London is also in the midst of the construction of 3 Bus Rapid Transit (BRT) routes with the associated infrastructure. However, Council has not yet identified whether LTC is the appropriate service delivery provider when the BRT system is ready to begin operations.

The City of London is also in the midst of its Master Mobility Plan work, which sets the course for years to come on all forms of transportation modality, where transit is the only mode outside of direct city delivery and decision making.

We believe given all of these reasons, we are at a critical juncture in regard to the future of transit in our city, both in terms of cost and operational performance. Therefore we are seeking your support for the following:

That Civic Administration BE DIRECTED to undertake a Request for Proposals for an external auditor to initiate a comprehensive operations and performance audit of the London Transit Commission, with the following audit scope:

- a) inclusion of current routing of service in regard to best practices in major municipalities, structure of the organization, financial structuring of various passes and contracts, operational preparedness and readiness to integrate with future Rapid Transit corridors, and to other KPIs to identify strengths and weaknesses;*
- b) identification of alternate service delivery model considerations including but not limited to the municipality delivering the service directly;*
- c) provision of recommendations to municipal council at the completion of the audit;*
- d) and that Civic Administration be further directed to identify an appropriate source of financing.*

Sincerely,

Shawn Lewis
Deputy Mayor
Ward 2

Elizabeth Pelozo
Budget Chair
Ward 12

From: Mike Jones
Sent: Thursday, March 21, 2024 1:36 PM
To: SPPC <sppc@london.ca>
Subject: [EXTERNAL] Audit

Definitely look into the LTC. All this money grabbing and NO results. Surly, angry drivers. They don't pay attention, they speed they drive by bus stops ignoring everything. Where'd all the money they begged for go? Who's lining their pockets? In a city of almost 500,000, we should have 24/7 service on at least main routes. Too bad the people running the show, drive cars and work 9-5 Monday to Friday and don't actually care.

Mike Jones

From: Mel Sheehan
Sent: Friday, March 22, 2024 12:52 PM
To: SPPC <sppc@london.ca>
Subject: [EXTERNAL] Letter of Support of the Audit of LTC proposed in the Letter by Deputy Mayor Shawn Lewis & Budget Chair Elizabeth Pelosa

Hello members of the Strategic Priorities & Policies Committee,

My name is Melissa Sheehan. I am an avid supporter of better public transit, as someone who not only has no other transportation option but the transit system in this city, but also someone who has followed very carefully, and at times painstakingly, the way that LTC has managed their funding allotments over the past several years. I have an utmost respect for the role of the London Transit Commission & the management of LTC, however I do not think that respect exempts them or should prevent me from speaking up, to them, & others, about various issues I have with many of their past financial decisions when it comes to their allotments of funding towards improving the service & system city-wide.

The concerns that are shared in the letter that Deputy Mayor Lewis & Budget Chair Pelosa wrote to SPPC are not by any stretch new concerns. These concerns have in fact been a shared source of constant & consistent frustration for many among the ridership for years now. In fact, at every opportunity when we are welcomed to give feedback to LTC about route changes, system improvements, etc, it never ceases to become a constant discouraging sight to see the misallotment of funds for these changes & improvements. There is a large majority of riders out there who have come to the conclusion that the LTC is not actually as customer-centred & ridership-focused as they claim. I will address these concerns by referencing the categories that would be included in the 3rd party audit, and why, ultimately, myself and others do not believe LTC's own audits & assessments can not be trusted anymore.

I firstly want to mention a shared frustration of many riders at LTC's recent campaign where they placed posters across the system threatening us riders that we won't be getting service improvements and would be stuck with the opposite, if we don't push the City for more funding on their behalf. In all honesty, that was disgusting and insulting to riders. It is not OUR responsibility to harass our City Council to do their funding advocacy work. It was disgusting that they one again tried to use us as pawns in their game, and threatened us with no service improvements and additional delays if we didn't advocate on their behalf to the City. What was the point of that, exactly? They got more than enough funding to implement these changes, and also raised fares 15% with the promise of service improvements/changes. That by itself is common practice of LTC over the years, but to be so blatant about it this time around..... is just an indicator of the fact that LTC needs to either be audited, and/or brought in house.

Honestly, what was their end goal? We have already had to deal with no additional or proper service improvements due to their own service & financial decisions over the past decade. Were they hoping they would upset us enough to join their campaign? Well, I can almost guarantee, based on what I've seen and heard from other riders, that it had the ABSOLUTE opposite effect, and instead showed how manipulative & exploitative LTC is of their riders. But that's neither here nor there. Behaviour like that however, needs to be addressed, especially since they clearly spent money from their funding on the campaign. Which again, is entirely ironic & indicative of how they have mismanaged their funding & have been reckless with it at times. The money they used for that campaign would have been better spent improving the service.

That being said, I'm going to move on to the specific parts of the audit that the 3rd party will focus on, and why LTC is more than warranting the audit in each category.

Organizational structure

The entire makeup of the Commission, & management, has been the farthest from the kind of effective, rider-centred structure. Most management members own cars, and have the privilege of having other options than having to rely/depend on the LTC service. The Commission is no different. Out of 7-10 members, only a maximum of 2 members are without the privilege of having other options for transportation. I have the distinct feeling that if management & the commission were made up entirely of riders and those who actually have no other choice but to depend on the service to get around, we might have seen a very different transit system over the past number of years. And, what's worse, is that the Commission members are not provided with a bus pass, so they are having to pay out of pocket to take the bus, which of course isn't much of a problem for the majority of them who have access to other forms of transportation. And it seems like the emphasis of appointing members to the Commission is without an intentional focus of having the majority or entirety of members being riders with no other transportation options. The emphasis seems to be more focussed on those of privilege, who

own businesses, and have very little experience with the transit system. That has, and will continue, to prove to be problematic & entirely opposite of building a more efficient, convenient, and accessible transit system. This needs to be addressed not only through an audit by a 3rd party, but also at Council.

And, the fact that LTC seems to think that they can just audit themselves internally, and have faith in their management and commission, is more indicative of the fact that until they are brought "in-house", there is not going to be the changes or improvements made that need to be. You'll recall that the Commission recently did a self-assessment of themselves and how they felt they had been doing in delivering their service. They gave themselves higher marks than they should have, which shows just how much they are entirely clueless and out of touch with the very system and the problems with it. Their self-assessment triggered so many complaints and letters to Council from riders, even after they tried to justify giving themselves the higher marks. And their reasoning was entirely opposite of reality. Can we really trust the results of their internal audit with that in mind? I don't think so. So I think the structure of the Commission & management is in need of a complete overhaul, which I'm confident would be accomplished by bringing them "in house".

Operational preparedness

Over the past 10 years, LTC has completely torn our transit system to pieces, only to then spend more money fixing their mess at the expense of further improving the system for the sake of improving convenience, accessibility, & frequency for riders had they not taken those routes out in the first place. They have also constantly been opposed to any kind of route interlining that could serve as a proper backbone to build & improve the rest of the system off of. They've implemented selective new routes to the industrial areas, which doesn't do much to address the needs of those who work in those areas.

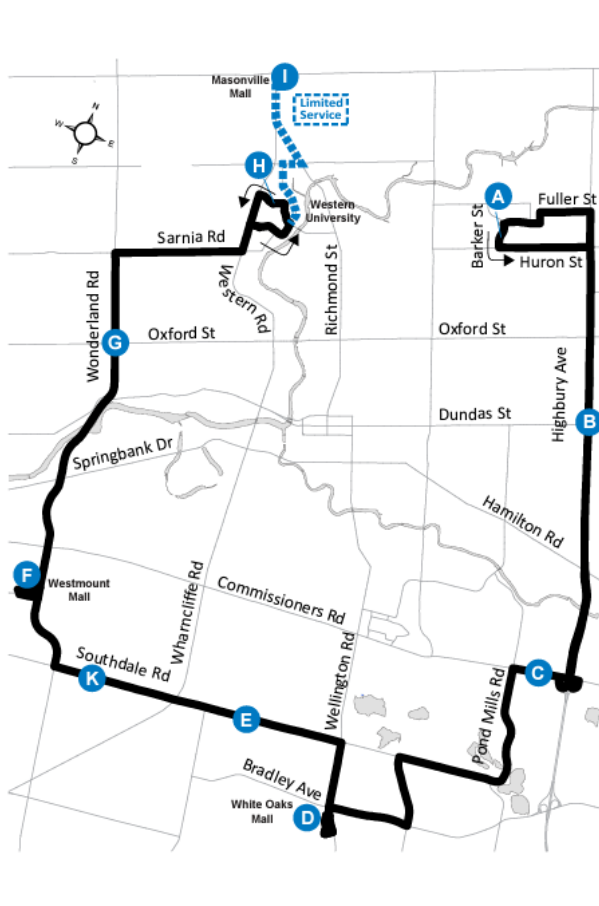
I hope to bring to your attention the basis of the same concerns that Deputy Mayor Lewis & Budget Chair Peloza raise in their letter, only from an informed, long-time rider perspective. I, and I'm willing to bet much of the ridership, share in these concerns and have been the ones raising them to Council for years now, as well as raising them to LTC, only to be dismissed & our concerns ignored & not properly addressed.

I hope to bring to light some of the many decisions, financial & otherwise, that will show that LTC has not been as ridership-minded & system improvement-minded as they have claimed. Us as riders have had to constantly deal with the aftermath of any & all of their financial decisions, as well as their unnecessary, unfair, & unwarranted route & service change decisions.

Current routing of service/Readiness to integrate with Rapid Transit

Back when Shift London and the BRT plan was in it's beginning stages, A LOT of people had suggested to both Shift London representatives & LTC that to better support not only the existing transit system but also better support the implementation of a BRT system, perhaps they (LTC) would consider interlining the 10, (known at the time by the 10 & 14 routes) so that both directions would service Masonville Mall, which would mean the system would have a ring route to build off of.

For context, if you look at the current/long-existing 10 route, it looks from the map like a giant Pacman, with a gap in it preventing it from servicing the entire city. Going northbound it turns off of Highbury at Fuller, and then services the Briarhill area before ending up back on Highbury at Huron & Highbury going Southbound.



Now, you see how much of the city this ONE route services right? That's 3/4 of the city EASILY. It services both Fanshawe & Western, countless grocery stores, most malls/shopping centres, & a majority of the elementary & secondary schools, as well as hospitals & other essential services.

And it would certainly have benefitted the system & the implementation of BRT if they were to extend the 10 route on the Highbury end up to Fanshawe Park Road, and then have it travel along Fanshawe Park Road to Masonville, where it would turn into the SB 10 and continue along the Western/Natural Science portion. That would have created a full ring route, and would have been a good new starting point for building, improving & adding greater service across the system. And would have been a great base line to implement BRT into. And it probably would have lessened the overall price tag of BRT in even a minimal way.

Now, at the time that Shift London was starting up, there was a large collective of riders who had consistently asked for the price tag that would have allowed for that interline to happen at Masonville. Even before BRT, that collective had asked LTC to extend it. Back then, LTC said it would be too expensive, at a grand total of approximately 2 million dollars. Which is interesting when you consider the financial decisions & route implementations that have followed to try to add service to that very area not serviced by the 10, which has come at a much greater cost than the 2 million dollars that extending the 10 would have back then. Since then, we've had the 40 come and go, which was a new route implemented after the 13A was eliminated in the north end past Masonville, and have had the 34, the 19 (formerly the 38/39) modified to service the area, and the addition of the 25, which services the area between Fanshawe & Masonville. All of that has more than exceeded the 2 million dollars it would have cost for the 10/14 to have been extended up to Masonville in the northeast end.

And to add "insult to injury", the 25, which only services 1 little portion of the city, has had improvements to its frequency, whereas the 10, which again, services 3/4 of the city, has had to be left with no improved frequency in the past few years. This is just one of the things that LTC has decided to do that has boggled the minds, and frustrated to no end, many of their ridership.

And then, there's their insistence on having Sunday/Holiday schedules instead of having the same service levels 7 days a week. And the Sunday/Holiday service levels are still Christmas Day level since during COVID. People still need to get around to industrial areas, and other areas that are only serviced during peak periods or only during the week, on Sundays & holidays. And people who live in those areas deserve better than minimal service or to only have service during the week.

Their decisions to offer minimal/bottom of the barrel service levels to industrial areas, including the airport, or in the surrounding residential areas where people live, and not having service at

all on Sundays/Holidays, has been a major factor in the lacklustre system overall being accessible, dependable, or efficient for anyone. And with the peak period service levels being the only option LTC will offer for these industrial areas, it seems like the LTC is literally setting these routes up to fail & lack ridership, so they can eliminate/scrap them later. I've seen this happen on mainline routes previously, so this isn't a new concern either. Having these limited time routes impacts the amount of ridership that these routes could be seeing if they were to align their schedules with mainline routes, which impacts their KPI I'm sure. They keep creating routes to serve these areas, but never give them the frequency levels of mainlines. There's no areas of our city that should have less than the same frequency levels as mainlines. And this has been a concern for decades.

Financial structure of bus passes and contracts

Now, there's a whole other issue when it comes to their decisions on fares, passes, etc. We as riders, many of whom are already struggling with the rising cost of living and such, and many of whom are on some form of social or other assistance, have been constantly subjected to paying more than our fair share of the increases LTC puts forward every few years. I saw first-hand this past year that while post-secondary institutions in our City represent a majority of not only revenue but ridership amounts for LTC, they don't dare to play hardball in order to force these institutions to pay the share of the increase that a majority ridership & revenue source should be. Both USC & FSU representatives, at the last meeting where their portion of the increase of fares recently would be discussed, decried paying more than 6% of an increase in their fare program, citing that "their students didn't see a value in the service and so they feel they shouldn't have to pay more than that 6%". This was met with softball, if any, pushback from London Transit Commission members. There was a mention of sending it to a referendum, but nothing materialized.

That's absolutely disgusting. The LTC would rather not rattle feathers or inconvenience their golden goose (in terms of the main contributor to their revenue and ridership) and pass on the additional increase that they should have had to pay onto the rest of the ridership, who don't contribute revenue or ridership anywhere near the level of that of the post-secondary institutions. We need a transit authority/commission that is not afraid to play hardball & actually has a backbone that will actually force their hand, rather than passing the additional costs & percentage of the increase onto the rest of the ridership.

That goes without saying that over the past 4 years, the post-secondary institutions have only paid a 12 percent increase in their fare program, which self-subsidizes & therefore doesn't require every student to use the service in order to be cost-effective for them, whereas the rest of the ridership has seen an increase over that same period of 40 plus percent. Keep in mind that the current fares & passes are at an amount that many riders are having to sacrifice groceries & basic needs to be able to afford just for the fact that they have no choice but to depend on the transit system to get those basic needs & get by day to day.

Also, how is it that we are the only municipality of our size that doesn't have day passes available for people who are visiting here, or maybe for those who only need to run errands once or twice a week/month? That's a possible source of revenue that LTC has never seemingly been interested in doing. Many who can't afford the CitiPass would certainly use and benefit from a day pass. And of course, people visiting over a weekend or on a day trip would certainly benefit from it. The idea has been brought up to them previously, but it's never been taken on. And from a tourism perspective, it would make our transit system much more attractive to visitors who are here for conferences, competitions, conventions, etc. That is one thing that I think should definitely be explored as not only a revenue source, but also a tool to entice tourists & visitors.

And then, there's the fact that the most recent increase also saw an increase to the Income Related Bus Pass Program. Keep in mind that recent changes to the Ontario Works program have left many having to pay for their IRBP with their basic needs after the Ford government clawed back employment support benefits to those on social assistance. And sure, while 72 dollars may not seem like it's much to anyone compared to the 112 dollars it costs for a CitiPass, it's still disgusting that these people are among the ridership that isn't the main contributor to revenue or ridership, but is having to pay more than their fair share in order to compensate for post-secondary institutions not feeling like they should have to pay for what their ridership/revenue contributions more than warrant.

And then, there's the fact that there's no other way to have kept the IRBP program costs from increasing. LTC passed the buck of responsibility onto the City, and the City did the same. There should be something that can be done to not have that program have to suffer & be impacted by the 15% increase that happened. We need to address that program for sure, to see what can be done to lessen the financial impact to those on the IRBP program.

One more point of contention for many riders is the LTC's constant complaining of their revenue shortfalls. A lot of riders have seen how they themselves contribute to those shortfalls. Case in point is the fact that they instruct their drivers to allow people who don't have the proper fare to ride for free. And this isn't just isolated incidents. This is a regular occurrence, and has been for years. And while we understand that they don't wish to have their drivers forcing people to pay or follow the common sense rules of the system, given the concerning number of incidents here & elsewhere that have resulted from drivers trying to do so, but at the same time, for all of the complaining that they do about not having revenue, they don't seem too interested in implementing measures in order to enforce their fare policy properly.

One way they could accomplish that is to have drivers using the keypad on the fare box. As someone who has had many conversations with drivers about what the keypad on the fare box is, and have seen them being used in other cities, I have known that the keypad has corresponding numbers to the different fares. I know, last time I checked, that the "3" on the keypad is the button corresponding to "no fare/insufficient fare". And while many drivers/operators who have been around for a while are always using the keypad, I don't see many of the newer drivers doing this, which is allowing for adequate information not being readily submitted or available when their annual budget comes around. Another way they could accomplish this is to have FOBs available, similar to the kid's FOBs. Though I have a feeling they are reluctant to do that because they probably think that people would flock to get one instead of paying for the passes, tickets, etc.

A lot of riders find it absolutely unfair that those who are more honest are the ones that are having to pay these increased fares & passes, when there are people who are under no obligation to do the same. This is not right or fair, and is one of the many things that are contributing to their revenues being low, and as such, justification they use to raise fares, passes, and ticket prices.

This complaint of them having lost revenue over the past number of years can also be traced back to LTC deciding, on their own, to stop collecting fares during the pandemic. And they did so with full acknowledgement of the fact that it would absolutely send them into financial peril. And I believe, if I'm not mistaken, that London was one of the last cities to reimplement fares. They should have kept collecting fares during COVID, and willingly decided not to, knowing full well the long-standing impacts to their revenue that decision would have.

Other Key Performance Indicators (KPI's)

I have really struggled, as have other people, with understanding how LTC management & the commission determine the criteria for KPI's. For example, frequency decisions is really one that is consistently problematic over the past decade plus. I have tried to ask how exactly they determine frequency, and it doesn't seem like their criteria for determining frequency lines up with the actual needs of the transit system. For example, the 10. It services probably a larger portion of the city, even in a circle around the entire city, than most other routes do. And yet, constantly over the past number of years, the 10 has gone from having decent or passable frequency to absolute bullocks frequency. And meanwhile, routes like the 25, 102, 104, 106, etc. see frequency improvements that they don't really need, considering, let's be honest, those 3 routes only exist because they couldn't be bothered to increase frequency to the 2, 4, and 6 respectively. And it's frustrating that other routes that see greater ridership are seeing their frequency not improved, and instead slashed, or given a minimal joke of an increase. I think if an audit is done, it should definitely look at some of their criteria for deciding on service levels.

I'd also like it more well known about the criteria used to determine their KPI's, as they don't seem to make that information public for riders to be better informed.

I am hopeful that the things I have shared here will perhaps entice the committee to vote in favour of the motion brought forward by Deputy Mayor Lewis & Councillor Peloza.

Thank you for your time and attention to this matter. I give my permission for this to appear on the public agenda.

Sincerely,

Melissa Sheehan

From: bill brock
Sent: Sunday, March 24, 2024 8:33 PM
To: SPPC <sppc@london.ca>; Woolsey, Heather <hwoolsey@London.ca>
Subject: [EXTERNAL] Delegation status

March 24, 2024,
Ms. Heather Woolsey, City Clerk Office

Strategic Priorities and Policy Committee March 26, 2024

Request for delegation status for this meeting
Items for Direction : 4.5 Request for proposals for External Auditor of the
London Transportation Commission

This request can be added to public agenda .
I will make presentation at that time.

William Brock

March 25, 2024

Dear City Councillors,

We are writing to support Councillor Lewis & Pelosi's motion to conduct a comprehensive audit of the London Transit Commission. As concerned members of the community and stakeholders in the efficient, effective, and fully accessible functioning of our public transit system, we believe that an external audit is essential to ensure transparency, accountability, and prudent management of our transit system. We believe this is an opportunity to gain an unbiased and objective assessment of the Commission's financial records, internal processes, and overall performance to identify areas of strength and areas that need improvement.

In our opinion, an external audit offers a unique opportunity to enhance transparency and accountability at the LTC, which has been lacking until the last few months. Last year, our request for delegation status at the LTC to continue conversations on improving the transit system was denied. We were told instead to submit questions in writing, but we have yet to receive any response to questions submitted on September 27th, 2023.

It is our hope that an audit of the LTC could help answer the following questions:

- Why is there so often a disconnect between the official inconsistent messaging from LTC senior leaders and the actual realities of the service?
 - Public statements have been made that the LTC is fully compliant with the AODA. As we have shown, it is not.
 - The LTC has made public statements that Paratransit riders could use smart cards to pay for rides. As we have shown, they cannot, and the date for implementation has been pushed back to *another* quarter.
 - The LTC has publicly stated that the only way to provide online booking for Paratransit would be to cancel their existing contract at a significant cost. Several months later, it has now been announced that the existing platform can, in fact, be upgraded at a fraction of the cost to enable these features.
- What are the current roles and responsibilities of the Accessible Public Transit Service Advisory Committee (APTSAC) within the LTC?
 - How many of the current members of APTSAC are Paratransit riders?
 - How many recommendations from the APTSAC has the LTC implemented in the last 5 years?
 - How is the effectiveness of this subcommittee currently being measured?
- What attempts has the LTC made to include disabled voices and expertise in the RFP and service acquisition process?

- Why did the LTC proceed with the implementation of smart card readers on conventional busses in 2019 when they did not, and almost 5 years later still do not, have the capacity to implement them on Paratransit in violation of the AODA?
- Why did the LTC purchase a booking software package for Paratransit in 2018 that did not include high-demand features offered in other Ontario municipalities, such as online booking or live location updates?
- Has there been an investigation into why/how an inaccurate AODA compliance report was submitted to the Ontario government?
 - What steps has the LTC taken to come into compliance with their obligations under the AODA?
 - When will the LTC be fully compliant with their obligations under the AODA?

While there have been signs of progress at the LTC over the last few months, there are still some significant questions about how the organization understands and implements accessibility both structurally and practically. As such, we believe an audit of the service that focuses on both internal functions and processes, with an eye firmly on the repeated failure to serve disabled riders, is critical.

Sincerely,

Wendy Lau – CEO, *LEADS Employment Services*

Jeff Preston – Associate Professor, *King's University College*



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

Dear Colleagues,

We appreciate the commitment we've heard from the Mayor, London Police Services Board and the London Police Services to provide greater accountability and transparency on the impact of the recent budget allocation. Although Council can not direct how the London Police Service Budget is spent, we can provide feedback on the metrics we believe would help strengthen transparency and public trust. So far, we have only heard a public commitment that the Police Chief will attend a Council meeting once a year, similar to other agencies.

In light of this, we request that this letter be forwarded to the London Police Services Board on behalf of City Council for discussion and response, to ensure accountability for their budget. Some options are suggested below and are similar to our expectations for other agencies.

- **Regular Budget Reporting:** The Police Services Board should provide quarterly reports to the council detailing how the allocation of funds are being utilized to achieve the business case outcomes. These reports should include an overview of expenditures, outcomes achieved, and any challenges encountered. Annually, the budget update should include an update on officers hired from the multi-year budget and assessment growth allocations.
- **Community Engagement:** The Police Services Board should actively engage with the community to gather feedback, address concerns, and foster trust. This could involve holding regular town hall meetings, establishing advisory boards, and soliciting input from diverse stakeholders. Efforts should be made for more urban Indigenous involvement.
- **Performance Metrics:** Clear performance metrics should be established to evaluate the effectiveness of the police service in crime prevention, addressing crime, ensuring public safety, and upholding community standards. These metrics should be regularly reviewed and adjusted as needed. See potential suggested metrics below.
- **Demonstration of Community Collaboration:** Efforts should be made to work with agencies across London to identify ways to work collaboratively in the development of alternative service delivery where appropriate.
- **Monitoring and Review of the Budget:** It is our expectation that all Boards and Commissions, including the London Police Service, should have (or should develop) a regular service review process to drive value for money and seek ongoing efficiencies. Any relevant adjustments from Board and Commissions can be made during the Annual Budget Update process. The City of London itself has a successful and ongoing Service Review program that could be a model.



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P.O. Box 5035
London, ON
N6A 4L9

By implementing these measures, we can ensure that the significant budgetary increase remains accountable to both the council and the community it serves and provides an enhanced transparency as was mentioned repeatedly at Council.

Skylar Franke
Ward 11 City Councillor

Corrine Rahman
Ward 7 Councillor

Josh Morgan
Mayor

Draft Motion to forward this letter as an agenda item to the London Police Service Board to discuss and report back to Council on the planned accountability activities.

Potential Metrics:

Metrics as proposed by LPS in the police budget business case:

- a) Reduction in code 2 (urgent) and code 3 (non-urgent) response times
- b) Reduction in calls for service holding in que prior to being dispatched
- c) Crime Severity Index as tracked by Stats Can (available annually in July)
- d) Crime Rate as tracked by Stats Can (available annually in July)
- e) Increase in proactive (preventive) policing
- f) Increase in time spent on crime prevention and high-harm initiatives
- g) Increased traffic enforcement
- h) Increased police visibility
- i) Decrease in service complaints
- j) Increased community engagement
- k) Decrease in shootings
- l) Decrease in fatal motor vehicle collisions

Other potential metrics:

- m) overall call volume
- n) initiatives that address violence against women and girls
- o) hate crimes
- p) response to mental health
- q) Impact of body worn cameras on community and officer safety, and service complaints

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

2nd Meeting of the Diversity, Inclusion and Anti-Oppression Community Advisory
Committee
February 8, 2024

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

ABSENT: S. Atieh, S. Evoy, N. Fahd, N. Fragis, L. Ochoa, M.
Stothers and N. Syed

ALSO PRESENT: K. Arnold, S. Govindaraj and J. Raycroft

The meeting was called to order at 4:01 PM; it being noted that
K.A. Burke, 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.

1.2 Election of Chair and Vice Chair

That P. Gill and R. O'Hagan BE ELECTED Chair and Vice Chair,
respectively, for the term ending November 30, 2024.

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

3.1 Introduction of Sanjay Govindaraj, Director, Anti-Racism and Anti-
Oppression

That it BE NOTED that S. Govindaraj, Director, Anti-Racism and Anti-
Oppression was introduced to the Diversity, Inclusion and Anti-Oppression
Community Advisory Committee.

4. Consent

4.1 1st Report of the Diversity, Inclusion and Anti-Oppression Community
Advisory Committee

That it BE NOTED that the 1st Report of the Diversity, Inclusion and Anti-
Oppression Community Advisory Committee was received.

5. Sub-Committees and Working Groups

None.

6. Items for Discussion

6.1 DIACAC Future Directions

That the Governance Working Group BE TASKED with reconfiguring the Terms of Reference for the Diversity, Inclusion and Anti-Oppression Community Advisory Committee (DIACAC) specifically in order to better utilize the talents, efforts and viewpoints of racialized communities within the City of London; it being noted that the DIACAC received a communication from B. Hill appended to the DIACAC Agenda, with respect to these matters.

7. Adjournment

The meeting adjourned at 5:14 PM.

Dear Colleagues,

Chief Todd Cornelius of Oneida Nation Council and I have been having discussions recently about how we can better establish more meaningful lines of communication between our respective Councils.

As such, I am seeking your support to allow for an off-site meeting to allow for a dialogue between London City Council and Oneida Nation Council.

The purpose of this meeting would be to further relationship building, strengthen the channels of communication and explore opportunities for Oneida and the City of London to work together for the benefit of all residents.

This meeting, to be held at the Oneida Political Office in Southwold, would be public and is scheduled to take place on Wednesday, April 17th and will commence at 5 p.m.

An agenda will be developed and circulated in the days prior to the meeting.

Sincerely,

A handwritten signature in black ink, appearing to read 'J. Morgan', with a stylized flourish extending to the right.

Josh Morgan, Mayor



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

London
CANADA

March 22, 2024

Dear Colleagues,

In October 2023, TVDSB submitted their business cases for the Capital Priorities Program to the Ministry of Education to address the critical school accommodation needs here in London and across the District. In total, TVDSB submitted business case requests for 8 new schools within the district including 4 schools in London. The 4 new schools are in West London, Southwest London, Southeast London and North Central London. The accommodation plan stresses that these are urgent needs for our community as we continue to grow rapidly. New schools will help to address the accommodation pressures, however, these requests will not address the entirety of the overcrowding issues we are seeing at schools in our community.

A few weeks ago, the TVDSB Board Chair shared a letter to Minister Lecce, with Council, in which they draw attention to their requests for a new school in West London and the new school requested in Southwest London. They have raised concerns over the shortage of available school blocks within these two planning areas cited in their 2023/2024 accommodation plan. The board has further outlined:

- A new school for West London with an option period expiring on September 3, 2024,
- A new school in Southwest London with an option period with the City of London expiring on March 29, 2025.

Councillor Hopkins and I are writing today to seek your support for the following motion:

That the Mayor BE REQUESTED to write a letter on behalf of Council in support of TVDSBs request for all 4 London business case submissions included in their 2023/24 accommodation plan. That the letter addresses the pressing needs for approval on the West London and Southwest London schools in order to option school blocks set to expire in the near term.

A unified community message is needed to meet our ambitious housing targets and growth needs while providing quality education in right sized educational spaces. We must act now to ensure lands are available for new schools in our community.

Sincerely,

Councillor Corrine Rahman,
Ward 7

Councillor Anna Hopkins,
Ward 9

(letter from TVDSB included below)



Chair of the Board:

Beth Mai

Trustees:

Carol Antone
Dave Cripps
Leeanne Hopkins
Marianne Larsen
Beth Mai
Sherri Moore
Arlene Morell
Leroy Osbourne
Lori-Ann Pizzolato
Sheri Polhill
Meagan Ruddock
Christian Sachs
Bruce Smith

Student Trustees:

Jana Anan
Frederick Nicholas
Savrup Saran

**Director of
Education:**

Mark Fisher

Education Centre

1250 Dundas Street
London, Ontario
N5W 5P2

519-452-2000 Ext:
20219

www.tvdsb.ca

March 14, 2024

Hon. Stephen Lecce
Minister of Education
5th Flr, 438 University Ave.
Toronto, ON M5G 2K8
Via email: minister.edu@ontario.ca

Dear Minister Lecce,

I am writing about capital project concerns shared during the Minister's Teleconference in February.

Please find attached documents to support the needs expressed during that call. I would like to draw your attention to two 2023-2024 Capital Priorities Program requests:

- A new school for West London with an option period expiring on September 3, 2024,
- A new school in Southwest London with an option period with the City of London expiring on March 29, 2025.

TVDSB does not have access to alternative sites within the City of London for these projects at this time.

As you are aware, TVDSB serves one of Canada's fastest-growing areas. The City of London has set an ambitious housing target to address rising populations. This growth requires the timely construction of schools to serve new London families.

The availability of suitable land for these essential projects is limited. Lands currently held for school development will be at risk of being repurposed unless we act soon. The Board appreciates your ongoing dedication to enhancing capital submission timelines and approvals.

Once again, thank you for considering this pressing issue. TVDSB looks forward to working with you to safeguard lands earmarked for much-needed new schools.

A handwritten signature in black ink, appearing to read 'Beth Mai'.

Beth Mai
Chair of the Board
Thames Valley District School Board

cc: Mark Fisher, Director Fisher
Trustees, and Student Trustees
City of London Mayor, and City Councillors
Local Members of Parliament