

# Agenda Including Addeds

## Strategic Priorities and Policy Committee

12th Meeting of the Strategic Priorities and Policy Committee

July 18, 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. Pelozza, D. Ferreira, S. Hillier, Mayor J. Morgan

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## Report to Strategic Priorities and Policy Committee

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

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

**Subject:** Film London Review and Next Steps

**Date:** July 18, 2024

### Recommendation

That, on the recommendation of the Deputy City Manager, Planning and Economic Development, the following actions be taken with respect to continuing Film London through the London Economic Development Corporation:

- a) This report **BE RECEIVED** for information;
- b) Civic Administration **BE DIRECTED** to prepare a budget amendment for permanent funding for Film London starting in 2025 for consideration as part of the 2025 Budget Update process; and
- c) Subject to the approval of funding through the 2025 Budget Update, Civic Administration **BE DIRECTED** to bring forward an amending agreement to London Economic Development Corporation Purchase of Service Agreement to reflect the continuation of the Film London program.

### Executive Summary

The purpose of this report is to provide an update on the Film London program, to seek direction to prepare a budget amendment for permanent funding for Film London starting in 2025 for consideration as part of the 2025 Budget Update process and, subject to approval through the 2025 Budget Update, obtain direction to bring forward an amending agreement to the London Economic Development Corporation Purchase of Service agreement to reflect the continuation of the Film London program.

The review of Film London has shown that LEDC has been working diligently to attract filmmakers and to build London's reputation as a film-friendly city. Since 2021, London's film industry has made significant contributions to the local economy, generating over \$1 million and creating more than 300 jobs for local crew and talent.

London has hosted feature films like "You Gotta Believe," "Please, After You," "Sunshine City," and "Turn it Up," along with episodes of popular shows such as "The Amazing Race Canada," "Salvage Kings," and "Ghost Hunters of the Grand River."

Key highlights of Film London include curating London assets, creating an accessible database, enhancing the city's "film-friendly" reputation, collaborating with local stakeholders, and developing partnerships with unique attributes like the London International Airport and Fanshawe College. Additionally, Film London has been facilitating growth and retention through various initiatives, such as: partnering with local events like the Forest City Film Festival, collaborating with the London Music Office for film incubator programs, and marketing London through advertising campaigns and industry conferences. Film London has also advocated for increased regional tax credits, created a London Film Fund pilot program, and led the creation of Film Incentive Coalition of Ontario (FICO).

Film London's commitment to the film industry is evident and their efforts are positioning the city as an attractive destination for filmmakers. With a focus on workforce development and community engagement, London is becoming an exciting hub for filmmakers.

## Linkage to the Corporate Strategic Plan

Council's Strategic Plan for the City of London, 2023-2027, identifies Economic Growth, Culture, and Prosperity as a Strategic Area of Focus. Film London aligns with and supports the following Strategic Areas of Focus, Expected Results and Strategies:

### Outcome 1: London encourages equitable economic growth and diversification.

#### Expected Results:

1.1: Small and growing businesses, entrepreneurs and non-profits are supported to be successful.

#### Strategies:

- Strengthen existing and introduce new partnerships and programs that support small and growing businesses, cultural and non-profit organizations, and entrepreneurs.

#### Expected Results:

1.2: Increased economic activity from the core and the greater community.

#### Strategies:

- Support economic development initiatives through key business organizations including the London Chamber of Commerce, Pillar, LEDC, TechAlliance, SBC, and Business Improvement Areas.
- Expand marketing and promotions initiatives focusing on events, activity, and business opportunities in London.

#### Expected Results:

1.4: London is a regional centre that proactively attracts and retains talent, business, and investment.

#### Strategies:

- Attract and retain a skilled workforce by marketing London as a destination for new investments, education, and talent.
- Foster and leverage strategic partnerships that promote collaboration, innovation, and investment in business and employment.

### Outcome 2: London is a destination of choice.

#### Expected Results:

2.2: Enhanced and increased creation and distribution of arts and culture activities, goods and services; notably the film and music industries.

#### Strategies:

- Create databases for filming and recording locations and local talent.
- Market London to creative producers throughout the cultural industries, including film and music productions in Toronto and other markets.

## Analysis

### 1.0 Background Information

#### 1.1 Previous Reports

- London Economic Development Corporation Purchase of Services Agreement 2024-2027, December 12, 2023, SPPC
- Film Update – Moving Forward, March 30, 2021, CPSC
- London's Film and Multi-Media Strategy Update, November 3, 2020, CPSC
- London's Film and Multi-Media Industry Update, August 13, 2019, CPSC
- Growing London's Film and Multi-Media Industry, May 29, 2017, SPPC
- Annual Review, 2017 Special Events Policies and Procedures Manual, March 20, 2017, SPPC

## 2.0 Discussion and Considerations

### 2.1 Film London - Background

On November 3, 2020, Civic Administration prepared a report titled 'London's Film and Multi-Media Strategy Update' which identified strategic objectives related to the film sector. The strategic objectives emerged from a series of industry consultations undertaken by Cobalt Connects in 2018, who was awarded the engagement contract. As a result, Cobalt Connects identified a number of priority themes and actions.

On November 10, 2020, City Council resolved that Civic Administration be directed to submit a business case as part of the 2021 Annual Budget Update process to support the implementation of the film strategic objectives. As a result, and as part of the 2021 Budget Update process, on January 12, 2021, City Council approved Budget Amendment #9, London's Film Strategy Plan. This approval allocated \$300,000 per year for 2021, 2022, and 2023 from the City of London's Economic Development Reserve Fund to support the following strategic objectives: funding and advocacy, marketing and promotion, attraction, growth and retention, and workforce development.

On March 30, 2021, a staff report, titled 'Film Update- Moving Forward', provided City Council with Civic Administration's recommendations for moving the film sector forward. By way of background, Civic Administration considered different models to implement the deliverables as approved by City Council and worked with community partners throughout the process. This work included discussions with other jurisdictions focusing on how they develop the film sector, as well as a local scan of what bodies may be best positioned to provide success for City Council. Throughout these discussions and scans, it became evident that the City of London's involvement in the sector, mainly being reactive through the issuance of Film Permits, required an increased proactive economic development lens and approach to better support growth in the sector and London's attractiveness as a film destination. These discoveries led to deeper discussions with the LEDC and the alignment of the film strategic objectives within their scope of expertise and responsibility.

The recommendations in the March 30, 2021, report indicated that the preferred course of action to move London's film sector forward was to move responsibility for Film London to the LEDC, noting that there was alignment between the film deliverables and the services purchased from LEDC through its existing Purchase of Services Agreement (PSA) and that LEDC provided the right economic development expertise to build on work that was already done. The recommendation was for the City of London to add the \$300,000 per year allocation to LEDC's PSA for the implementation of the deliverables. The LEDC PSA was also well aligned with the timelines of the funding for the film strategic objectives as approved by City Council, being 2021, 2022, and 2023.

As a result, on April 13, 2021, Council, authorized and approved an Amending Agreement to the LEDC 2020 PSA, adding a new sub-section (3g):

**“support the development and implementation of London's Film Strategy, focused on **funding and advocacy, marketing and promotion, attraction, growth and retention, and workforce development.**”**

In addition, section 9 had an additional section (2):

**“(2) an additional \$300,000 per year (inclusive of HST, and not adjusted annually), subject to City of London annual budget approval, for the period ending December 31, 2021, and thereafter for each twelve-month period ending December 31, 2022, and 2023 related to the services outlined in subsection 3 g;”**

As a result, LEDC created Film London, hired a manager, and developed a plan to implement the strategic objectives.

Furthermore, as part of a December 12, 2023, 'London Economic Development Corporation Purchase of Services Agreement 2024-2027' report, Civic Administration recommended to approve the LEDC PSA which included the following clause related to the film portfolio:

*“(2) a one-time allocation of \$300,000 BE AUTHORIZED and APPROVED from the Economic Development Reserve Fund to LEDC for 2024 for services to implement London’s Film Strategy, as set out in section 3(g) of the Agreement, noting that additional funding beyond 2024 is subject to City of London annual budget approval and subject to the prior written annual request of the Deputy City Manager, Planning and Economic Development as directed by Council.”*

As such, the LEDC was funded to implement the identified film strategic objectives for 2024, subject to a review to determine the future of the program. Civic Administration has reviewed the program, and the findings are noted below.

## 2.2 Film London Review and Update (2021-2023):

Since 2021, the film industry contributed over \$1 million to the local economy, created over 300 jobs for local crew and talent by successfully attracting and working with 25 productions. Highlights include “The Changeling” for Apple TV+, “Blackberry” for CBC and XYZ Films, “Mr. Monk’s Last Case” for NBC Universal, “Pradeeps of Pittsburgh” for Sony Pictures Television, “You Gotta Believe” for Well Go USA Entertainment, and most recently, “Motorheads” for Amazon Prime. Additionally, entire feature films that have been filmed in London include “Please, After You,” “Sunshine City,” and “Turn it Up,” as well as episodes of “The Amazing Race Canada,” “Salvage Kings,” and “Ghost Hunters of the Grand River.”

London is a UNESCO City of Music, regionally recognized as a location for creative talent, necessary infrastructure (soundstages, post-production studios), the variety of its locations, the growing sectors adjacent to entertainment like tech, tourism, sports and culture, and for the overall inclusive nature of the city.

This document highlights the key activities and progress of Film London:

Initiative/Action	2021	2022	2023
Website Film Databases: Locations	94	120	198
Website Film Databases: Performers	23	127	170
Website Film Databases: Resources	70	86	87
Website Film Databases: Crew	63	106	132
Film Location Tours	4	18	22
Film Projects (Productions Filmed)	15	11	15
Social Media Followers (Twitter, LinkedIn, Facebook and Instagram)	386	1490	2660
Jobs created	N/A	N/A	217
Revenue from film and TV production	N/A	N/A	\$1M

### 1. Attraction:

- [Curated London assets and created an accessible database](#) for easy access. To date, Film London’s online database boasts 1800 users, 173 locations, 165 performers, 143 crew members, and 88 resources.
- Enhanced London’s “film-friendly” reputation by supporting local property owners, institutions, crew, talent, and civic administration as they engage with film productions.
- Collaborated with City of London Community Development & Grants department to build strong processes for meeting production needs, including permitting, road closures, canvassing, signage, parking, and more.
- Enhanced the Ontario Creates Locations Library of London properties.
- Developed partnerships with London’s unique attributes such as the London International Airport, Fanshawe College, Woodholme Manor, ReForest London,

CTV London, Citi Plaza, and the London Provincial Offenses Offices to highlight London's particularly desirable filming destinations.

- Marketed London resources such as Accounting Services, Legal support, Talent Agencies, Service Production Companies, IATSE 105 members, office space, parking amenities, etc.
- Maintained relationships with City of London Special Events team to coordinate and orchestrate efficient permitting and road closures.
- Liaised with local hotel Sales Managers to establish preferred rates for visiting talent and crew where possible.

## 2. **Local Growth and Retention:**

- Partnered with the Forest City Film Festival to execute programs during the Ontario Screen Creators Conference and administered the [Feature Film Project Pitch Contest](https://fcff.ca/sponsors/) (<https://fcff.ca/sponsors/>).
- Collaborated with the London Music Office to create plans for film [incubator programs](#) designed to give emerging filmmakers the opportunity to work one-on-one with industry professionals to hone their craft and take the next step to developing their project.
- Sourced existing venues to use as or convert into possible production studio space.
- Marketed City of London owned industrial lands to potential developers for production studio build (<https://filmlondon.ca/studio-land/>).
- Partnered with local service providers to assist in growing their brands and raise awareness of services (<https://filmlondon.ca/local-resources/>).
- Partnered with local businesses such as the Hyland Cinema, Shock Stock, Forest City Comic-Con, Forest City London Music Awards, London Music Office, London Music Hall of Fame, London Lesbian Film Festival, All Things Film, and TAP to offer seminars, workshops, and panels for emerging filmmakers.

## 3. **Workforce Development:**

- Hosted networking events with the goal of bringing the local industry /talent together. Film London events regularly host 100+ attendees at such events.
- Hosted ongoing seminars that educate Londoners on the specifics of working with film & television productions ([seminar 1](#)) ([seminar 2](#)).
- Organized job-fair events that connect local talent and crew with businesses and content creators ([job fair](#)).
- Worked with post-secondary institutions to source talent, investigate curriculum gaps and create training opportunities based on industry feedback.
- Created a London post-secondary film and multi-media alumni network from Fanshawe, OIART and Western to connect those working in industry.
- Created London "crew rate-sheet" that will easily identify London's established crew for easy cost analysis by visiting producers.
- Supported the inclusion of Black, Indigenous and People of Colour within the creative sector.

## 4. **Marketing and Promotion:**

- Launched a series of [advertising campaigns](#) that target industry professionals in the GTA, and on national and international platforms such as Playback Magazine.
- Showcased London at leading industry conferences and festivals, such as Toronto International Film Festival, Banff World Media Festival and the American Film Market.
- Engaged local content creators to establish a [social media](#) presence that can highlight events and opportunities led by both Film London as well as partnering businesses.
- Engaged local videographers to create promotional material for London, such as sizzle reels, b-roll, vignettes and more (<https://filmlondon.ca/gallery/>) ([https://filmlondon.ca/featured\\_locations/](https://filmlondon.ca/featured_locations/)).



## 5. Funding and Advocacy:

- Film London has led several initiatives to advocate for increased/additional regional bonus tax credits, as further financial incentives are necessary to grow the volume of film and television production throughout SWO.
- Researched incentives in other provinces to lay the groundwork for a viable program in which to model, such as British Columbia's multi-tiered Regional Bonus program.
- Worked with Tourism London to leverage the Municipal Accommodation Tax funding and create a London Film Fund pilot program, modeled after the Northern Ontario Heritage Fund Corporation's Film & Television Stream.
- Led the creation of [Film Incentive Coalition of Ontario \(FICO\)](#), with several municipalities across Ontario including Stratford, Woodstock, Chatham-Kent, Kitchener-Waterloo, Brantford, Hamilton, Kingston, and more.
- Developed regional referral protocol with London's neighbouring communities such as Strathroy, St. Thomas, and Chatham-Kent to strengthen the benefits of hosting productions across Southwestern Ontario Community.

### 2.3 Recommendation for Film London

Film London has been actively fostering the growth of the film industry in London. Film London's initiatives include partnering with local events like the Forest City Film Festival, collaborating with the London Music Office for film incubator programs, and marketing London through advertising campaigns and industry conferences. Film London has also advocated for increased regional tax credits, created a London Film Fund pilot program, and led the creation of Film Incentive Coalition of Ontario (FICO). With a focus on workforce development and community engagement, London is becoming an exciting hub for filmmakers.

In summary, Film London's multifaceted approach which involves local partnerships, talent development, marketing efforts, and advocacy, is helping to position London as a thriving destination for film production and creativity. Film London has been instrumental in promoting the city as a desirable filming location and supporting the local film industry, and therefore Civic Administration recommends that Film London continue under the LEDC PSA on a permanent basis.

In order to continue Film London on a permanent basis, Civic Administration is seeking direction to prepare a budget amendment for permanent funding starting in 2025 for consideration as part of the 2025 Budget Update process (recommendation b). Subject to approval of the budget amendment, Civic Administration is also seeking direction to bring forward an amending agreement to the PSA with LEDC to reflect the continuation of the Film London program and establish the required funding (recommendation c).

### 3.0 Financial Impact/Considerations

In December 2023, Municipal Council approved funding to LEDC with a one-time contribution of \$300,000 from the Economic Development Reserve Fund to support London's film strategic objectives for 2024, subject to a review to determine the future of the program.

Civic Administration is seeking direction to prepare a budget amendment for permanent funding starting in 2025 for consideration as part of the 2025 Budget Update process. LEDC has indicated that Film London can continue with \$300,000 of funding in 2025, but requests that this funding be indexed with inflation after 2025, consistent with LEDC's PSA with the City of London for the other services they perform. The amount and inflation increase will be reflected in the budget amendment to the 2025 Budget Update, subject to Municipal Council's approval to bring forward the amendment.

## 4.0 Next Steps

In order to continue Film London on a permanent basis, Civic Administration is seeking direction to prepare a budget amendment for permanent funding starting in 2025 and to present an amending agreement with LEDC to continue the program.

The budget amendment would come forward as part of the 2025 Budget Update which is scheduled to be released on October 28, 2024, with approval in late November/early December. Subject to approval of the budget amendment, the amending agreement to the PSA with LEDC to reflect the continuation of the Film London program and establish the required funding would come forward in January 2025.

## Conclusion

In conclusion, Film London's dedicated efforts are helping to transform the city into a thriving hub for filmmakers, content developers, and the broader creative industries. The initiatives undertaken by Film London have enhanced London's reputation as a film-friendly city. Overall, Film London is positioning the city as an attractive destination for filmmakers and is helping to foster creativity in the industry.

On December 20, 2023, Municipal Council approved \$300,000 with one-time funding to support Film London for 2024. A review of Film London suggests it has been successful. Civic Administration recommends continuing the program permanently and therefore seeks direction to bring forward a budget amendment with the 2025 Budget Update, and pending approval of the budget amendment, bring forward an amended agreement with LEDC to continue the program.

**Prepared and Submitted by:** **Cathy Parsons, MBA**  
**Manager, Economic Partnerships**

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

- c. K. Lakhotia, Chief Executive Officer, London Economic Development Corporation
- Kyle Murray, Director, Financial Planning and Business Supports
- Alan Dunbar, Manager, Financial Planning and Policy

## 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:** Whole of Community System Response – Q2 Quarterly Report  
**Date:** July 18, 2024

## Recommendation

That, on the recommendation of the Deputy City Manager, Social and Health Development, that the following actions **BE TAKEN** regarding Whole of Community System Response – Q2 Quarterly Report;

- a) That, the Whole of Community System Response – Quarterly Report **BE RECEIVED** for information.

## Executive Summary

This report serves as our second quarterly report, with the last update being in April 2024. As directed by Council in December 2023, Whole of Community System Response progress updates moved from monthly to quarterly. These reports follow progress updates on the Draft 2024 Deliverables document as attached as Appendix A, which includes key deliverables for each table, action steps and timelines. Civic administration will update Committee and Council quarterly on progress towards those deliverables and as well any new additions to the deliverables as the year progresses.

Since the Q1 Quarterly Report in April 2024, the Whole of Community System Response has seen finalization and endorsement of the Community Encampment Response, the public announcement of more highly supportive housing units in the community, an updated Hubs application process, and the beginning of research and evaluation teams meeting around this work.

## Linkage to the Corporate Strategic Plan

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

### Housing and Homelessness

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

### Wellbeing and Safety

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

### *Links to Community Recovery*

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

that will support the transition of individuals and families experiencing or at risk of experiencing homelessness who have a variety of support needs into permanent housing.

## Analysis

### • 1.0 Previous Reports Related to this Matter

- Whole of Community System Response – Quarterly Report (April 16, 2024)
- London’s Health & Homelessness Whole of Community System Response Proposed Highly Supportive Housing Plan (SPPC, March 26, 2024)
- Evaluation Framework – Health & Homelessness Whole of Community System Response (SPPC, March 26, 2024)
- 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

### 2.1 Health and Homelessness Whole of Community System Response:

Health & Homelessness 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 draft framework as 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.

### **3.0 Outcomes Update**

#### **Strategy and Accountability Table**

The Strategy and Accountability Table recently reviewed and supported the Community Encampment Response. The table is also providing space for new ideas and solutions within the Whole of Community System Response and continuing to provide support and direction for the Draft 2024 Deliverables as attached as Appendix A. Since the last quarterly report, Jodi Younger, Vice-President – Patient Care & Quality, St. Joseph’s Health Care London, has been endorsed as the healthcare co-chair of the table.

#### **Encampment Strategy Implementation Table**

The Community Encampment Response plan was endorsed at the June 18 Strategic Priorities and Policy Committee and the June 25 Council meeting. This document underwent multiple community engagements, as well as consultation with local businesses and those with lived and living experience. In addition, a Basic Needs report was also brought forward at the June 18 Strategic Priorities and Policy Committee. Further refinement on how to support the basic needs of individuals living unsheltered continues, as does monitoring the impact of proximity parameters on encampment locations and for those experiencing unsheltered homelessness, the immediate surroundings, and the frontline workers that support folks.

#### **Highly Supportive Housing Implementation Table**

Since the start of 2024, the major outcome of the Highly Supportive Housing Implementation Table is the Highly Supportive Housing Plan – endorsed by Council on April 2, 2024. This plan will influence current and future highly supportive housing projects.

Recently announced in June 2024, and endorsed by the Strategic Priorities and Policy Committee and Council, is 50 additional highly supportive housing units being offered through a project at 46 Elmwood Place between the City of London, the federal government and Auburn Group, Drewlo Holdings, Sifton Properties, Tricar Group and Indwell. This project, approved by Council in June 2024, will see the former long-term living building converted into highly supportive housing in early 2025. This brings our total of highly supportive housing units to 143.

The Highly Supportive Housing Table will be reviewing an amended process around intake for highly supportive housing projects that partner with Civic Administration and continuing to work on standing up its lead agency table with current highly supportive housing operators.

## **Hubs Implementation Table**

Both Hubs continue to be busy. For Youth Opportunities Unlimited (Y.O.U.), their six respite beds and nine transitional rooms continue to be at capacity. Since the opening of this Hub, there have been powerful stories of progress for youth entering the hub achieving sobriety, reconnecting with family and kin, transitioning to permanent housing, registering for school, being connected with primary care case workers, and experiencing overall improved health outcomes. Eight youth have found housing through the Hub through reconnecting with family, transitional housing and private housing.

Atlohsa Family Healing Services also continues to be operating at capacity with their 10 respite beds and 18 transitional spaces. There have been six Indigenous people permanently housed. In terms of staffing and space updates, they've added Youth Diversion and Youth Stability workers and renovated washrooms with two new showers complete. Finally, an open-door policy is in place, continuing to support whole of community with meals, showers, laundry, and rest.

The Hubs Implementation Table has been working alongside Civic Administration to build a refined and more collaborative Expression of Interest (EOI) process to support more organizations within the sector to apply to become Hubs. That process is moving forward to the Strategy and Accountability Table for consideration.

## **Workforce Development Table**

This table has made progress on two of its major deliverables. One being a document of recommendations on improving interactions between frontline staff within the sector and first responders. The document has been reviewed and added to another deliverable: a resource booklet including information on when different service providers are open, what services they provide, etc. to give more detail for responders first when seeking support options for individuals they encounter. There is also an opportunity, currently in progress, for frontline representatives to present at London Police Services (LPS) parade presentations in the fall, and the frontline representatives and LPS are working together on that initiative.

Frontline workers continue to be a critical component of the Whole of Community System Response and these topics are approached with sensitivity and care, as we continue to determine ways to support this sector.

## **Reference Tables**

The Whole of Community System Response now has four reference tables: Business Reference Table, Developers Reference Table, Funders Reference Table and the Indigenous Reference Table.

The Business Reference Table held one of their quarterly meetings, where they supported a review session on the Community Encampment Response plan with local businesses to seek their feedback as part of overall community engagement on the plan.

The Developer's Reference Table continues to support its primary outcome – which is provide guidance and expertise on properties, project management and general land development questions.

The Funders Reference Table has developed a form for applications for funding and will be aiming to meet again this summer.

Please see Indigenous Led Response for more information on the Indigenous Reference Table.

## **Indigenous Led Response**

In January 2024, it was agreed upon at the Strategy and Accountability Table that an Indigenous Reference Table be established this year. The Reference Table's major outcome will be developing its own framework around health and homelessness, which will inform updated iterations of current deliverables such as the Hubs Implementation Plan, the Highly Supportive Housing Implementation Plan and the Evaluation Framework. The table is still in development.

## **Backbone Supports**

### *System Foundations Table*

With the Evaluation Framework (including roles and responsibilities, topics to be measured and examples of questions to be researched) endorsed by Council on April 2, 2024, this table is now working towards the Council resolution to report back on metrics and the report format for data sharing around the Whole of Community System Response. The research and evaluation teams, managed by the Centre for Research on Health Equity and Social Inclusion (CRHESI), have launched, and are meeting regularly to discuss what research and evaluation projects are already happening in the community and what other questions need to be answered through the measurement of the Whole of Community System Response. Finally, the table is exploring policies, procedures, guidelines, etc. that should apply to Hubs, Highly Supportive Housing and also provide a baseline for the rest of the sector.

### *Backbone Team*

Civic Administration continues to provide logistical and administrative support for all the tables (implementation and reference tables), as well as regular communication tools to keep involved organizations and the community up to date on the work. Civic Administration was also central to the organization and implementation of community engagements and their presentations.

## **4.0 Conclusion**

With announcements around additional highly supportive housing projects, more partners within the sectors exploring the Hubs model, and a unique to London Community Encampment Response plan supported by Council, the Whole of Community System Response now has strategic pillars focused on how to support people that have nowhere to live in their efforts to reduce deprivation and meet their basic human needs in encampments, a plan that is operationalized on creating acute indoor hub spaces, and a clearly defined and expanding highly supportive housing framework. The three focus areas are underpinned by an ever-evolving evaluation and research component, dedicated training, development, and support model for the workforce, and regular engagement with a wide range of funders, businesses, and developers. Civic Administration continues to support any advocacy efforts of Council and is routinely asked to contribute or participate in cross-province discussions on this robust model of care.

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

**Cc:**  
**Sandra Datars Bere,** City Manager  
**Scott Mathers,** Deputy City Manager, Planning & Economic Development  
**Kelly Scherr,** Deputy City Manager, Environment, and Infrastructure  
**Anna Lisa Barbon,** Deputy City Manager, Finance Supports  
**Tara Pollitt,** Deputy City Manager, Legal Services  
**Cheryl Smith,** Deputy City Manager, Neighbourhood and Community-Wide Services  
**John Paradis,** Deputy City Manager, Enterprise Supports

## Health and Homelessness Whole of Community System Response

### 2024 Implementation Approach and Deliverables

The Whole of Community System Response to Health and Homelessness (“the System Response”) model outlines how participants will implement our collective response. Over time, the model is expected to change based on evolving priorities and emerging understanding of how best to deliver on our shared commitments to build a supportive system of mutual respect and care.

#### Our Intent

We aim to create a unified health and homelessness system that has no wrong door and multiple locations to meet people where they are. Every entry point will offer a range of common functions in an integrated, multi-agency model designed to meet the unique demographic and care needs of individuals and ensure timely, direct pathways to housing.

#### Our Approach

We believe that housing is healthcare and a fundamental human right. We place the highest priority on providing direct connections to the right housing and housing supports for every individual based on their individual experience, and on building a sense of belonging for all.

Our people-centred, housing-centric system meets people where they are, without judgment, offering culturally safe, low barrier, inclusive choices for care that are violence- and trauma-informed, built on an anti-racism and anti-oppression framework, and underpinned by a consistent harm reduction approach. We are committed to prevention and collective advocacy to reduce the likelihood of individuals experiencing homelessness and to reduce demands on the System Response.

Our approach centres the voices and experiences of individuals with lived and living experience and is co-designed with community to create shared accountability and transparency.

#### Collective Impact

Collective impact is the commitment of a group of individuals and organizations from different sectors to a common agenda for solving a complex social problem. To create lasting solutions to social problems on a large-scale, organizations from all sectors must coordinate their efforts and work together around a clearly defined goal. There are five conditions that, together, lead to meaningful results from collective impact:

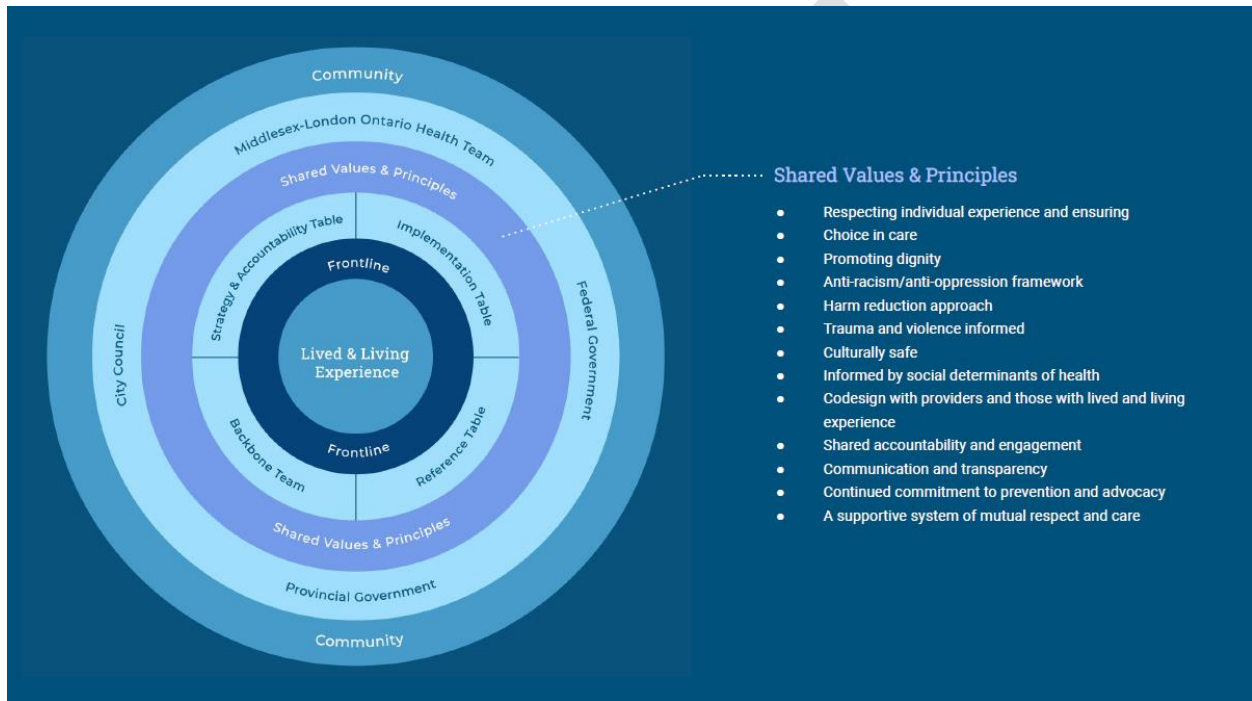
- 1. Common Agenda:** All participants share a vision for change that includes a common understanding of the problem and a joint approach to solving it.
- 2. Shared Measurement:** All participants agree on how success will be measured and reported, with a short list of common indicators identified and used for learning and improvement.
- 3. Mutually Reinforcing Activities:** A diverse set of participants, typically across sectors, coordinate activities through a mutually reinforcing plan of action.



4. **Continuous Communication:** All participants engage in frequent and structured open communication to build trust, assure mutual objectives, and create common motivation.
5. **Backbone Support:** An independent function dedicated to the initiative provides ongoing administrative and logistic support to the initiative.

### Implementation Framework

The whole of community implementation framework provides a people-centric model for how the System Response will organize its efforts.



## Indigenous-Led Response

This work includes a commitment to supporting an Indigenous-led system response, recognizing the definition of Indigenous homelessness as separate and distinct from the common colonialist definition of homelessness and respecting the deep knowledge and consultation already inherent in the Giwetashkad Strategy.

While following the lead of Indigenous colleagues in that distinct response, there is a commitment to ensure Indigenous representation in overall system governance and implementation co-design. Discussions are currently underway to help determine a process in support of an Indigenous-led framework. As those move forward, the Health and Homelessness work and approach will adjust.

### Lived and living experience

A person-centred, housing-centric system means intentionally and authentically building a “nothing about us, without us” approach. Participants will regularly and meaningfully engage people with lived and living experience in decisions that affect them, including: setting system strategy; identifying priorities for investment, establishing accountability; and designing system elements, such as services hubs, the housing continuum, and addressing the needs of people living in encampments.

The System Response includes the establishment of a Lived and Living Experience Advisory Council that will:

- Advise on strategy and priorities to ensure they align with the needs of people accessing services
- Advise on program & service design, evaluation, and research
- Participate in ongoing environmental scans to identify emerging issues

It is anticipated this Council will be in place by the end of 2024. As it is being established, participants will create meaningful opportunities for people with lived and living experience to participate in co-design of hubs, the housing continuum, and services that support encampments.

### Frontline workers

A person-centred, housing-centric system means a focus on those the system is trying to help and those who are doing the critical work on the frontlines. Frontline workers will be co-designers and full participants on implementation tables. In particular, frontline workers will be meaningfully and regularly engaged regarding workforce development issues, including wellness, training, compensation, and engagement.

To support the participation of frontline workers for agencies where service will be negatively impacted, funding can be provided to allow them to backfill with relief staff to ensure their frontline workers are paid to participate.

### Strategy and Accountability Table

The purpose of the Strategy and Accountability Table is to guide the overall implementation of the System Response. Specifically, the Strategy and Accountability Table will:

- Establish the Lived and Living Experience Council and receive guidance on strategy and priorities to ensure they align with the needs of people accessing services
- Establish and support all implementation and reference tables
- Establish annual implementation plans for the whole of community system response and provide updates on progress at the monthly meetings
- Review and approve all implementation plans, framework etc
- Prioritize funding requests to support implementation
- Problem solve and provide direction on implementation
- Establish an evaluation framework
- Provide direction on emerging issues
- Coordinate communication and community engagement
- Support advocacy efforts with other levels of government

Membership will include service organizations committed to the System Response.

Decision-making is consensus-driven, in which all members work together to develop solutions that meet the needs of the community, wherever possible. In the event the group is unable to reach consensus after discussion, a majority vote will be called, with one vote per organization. The priority is consensus-driven decision making, and it is expected that votes will be infrequent.

Membership is through self-selection and is expected to include leaders of all organizations engaged in the whole of community system response, the co-chairs of implementation and reference tables, Indigenous health, wellness and social service leaders and elders, and experts as needed.

### **Implementation Tables**

The System Response has four Implementation Tables to guide the initial work of the System Response focused on the following priorities:

- Developing a system of service delivery hubs
- Building out the housing continuum
- Developing an encampment strategy and system of supports
- Workforce development

The purpose of the Implementation Tables is to co-design models and develop the associated implementation plans and funding requests for consideration, feedback and approval affirmation by the Strategy and Accountability Table.

Membership is through self-selection and is expected to include people with lived and living experience, frontline workers, administrators, and other experts as needed.

Decision-making is consensus-driven, in which all members work together to develop solutions that meet the needs of the community, wherever possible. Where there is no consensus, Implementation Table co-chairs will encourage participants to refine ideas to arrive at consensus and align with the whole-of-community principle of the System Response.

## Indigenous Reference Table

This work includes a commitment to supporting an Indigenous-led system response, recognizing the definition of Indigenous homelessness as separate and distinct from the common colonialist definition of homelessness and respecting the deep knowledge and consultation already inherent in the Giwetashkad Strategy.

While following the lead of Indigenous colleagues in that distinct response, there is a commitment to ensure Indigenous representation in overall system governance and implementation co-design. Discussions are currently underway to help determine a process in support of an Indigenous-led response. As those move forward, the Health and Homelessness work and approach will adjust.

## Reference Tables

The purpose of the Reference Tables is to provide expert advice for the Implementation Tables and the Strategy and Accountability Table as required. Initial Reference Tables include:

- Funders
- Building and Development Industry
- Businesses and Business Improvement Associations (BIAs)

Membership at these tables is comprised of those individuals and organizations with subject matter expertise in the relevant area.

## The Backbone Support

The backbone is the support infrastructure for a collective impact initiative. There are six essential functions for backbone support:

- Guiding vision and strategy – ensuring the common agenda and implementation plan is updated and implemented
- Mobilizing resources – mobilize and align public/private resources to support the initiative
- Establishing shared measurement practices
- Advancing policy
- Supporting meeting planning, logistics and support for aligned activities
- Cultivating community engagement and ownership

In our collective impact model there are many components to the Backbone Structure as we evolve and mature our collective work and the implementation of the 2024 deliverables. Outlined below are the roles and responsibilities for each key aspect of the Backbone Support:

SAT, Implementation Table and Reference Table co-chairs

- Guiding vision and strategy to ensure we are aligning the work with the shared vision and purpose of the whole of community system response
- Mobilize resources

Systems Foundations Table

- Establish shared measurement practices including the evaluation framework, dissemination and reporting framework

- Advance policy – particularly aligning policies, practices and guidelines

#### Backbone Team

- Meeting planning and logistics
- Support and for continuous communication and engagement, both within the System Response and to the broader community
- Support aligned activities including recruiting and convening partners and key stakeholders, seeing opportunities to align with other efforts, ensure implementation tables are data driven
- Other administrative functions and processes to support the efforts of participants

The backbone team is initially comprised of dedicated staff from the City of London; the backbone team will require involvement of other organizations and individuals to support strong System Response processes.

### Funding and Resourcing

Funding requests to support implementation of the System Response will be prioritized by the Strategy and Accountability Table and directed to the appropriate organization or level of government. Funders will have accountability requirements that must be met through agreements, reporting, and other accountability mechanisms.

Participants in the System Response recognize the need for additional resources to meet community needs. At the same time, building a new system response – one in which we work together differently – compels us to look at how we organize our existing efforts and consider different approaches that optimize the impact of our work through coordination and collaboration.

## Health and Homelessness Whole of Community System Response – 2024 Deliverables

Table	Deliverable	Key Action Steps	Timeline	Progress
<b>Strategy and Accountability Table</b>	Updating the Housing Stability Plan	<ul style="list-style-type: none"> <li>Establish a project team and framework/process for review and update. Goal is to create a single plan/framework that brings together all components of addressing health and homelessness in our community (whole of community system response, sustainability, low, mid and high acuity, etc.)</li> <li>Engagement of sectors and regular updates to Council through quarterly reports</li> <li>Community engagement</li> <li>Review with Implementation and Reference Tables</li> <li>Approval by SAT</li> <li>Submission to City Council for approval</li> <li>Submission to the Province</li> </ul>	<p>Q1</p> <p>Ongoing</p> <p>Q2</p> <p>Q2/Q3</p> <p>Q4</p> <p>Q4</p> <p>Q4</p>	In Progress
	Establishment of the Lived and Living Experience Council	<ul style="list-style-type: none"> <li>Undertake initial review of current method of engagement and seek feedback from agencies.</li> <li>Review purpose and scope – is this still what is needed and the best mechanism to achieve the purpose?</li> <li>Engage people with lived and living experience regarding purpose and scope</li> <li>Based on the outcome, develop implementation steps with goal to have the result in place by year end</li> </ul>	<p>Q2</p> <p>Q2</p> <p>Q2</p> <p>Q3</p>	In Progress
	Capacity of Health and	<ul style="list-style-type: none"> <li>Similar to the sustainability of the sector discussion, undertake a review of the capacity of the health and substance use system to determine what is required to support the implementation of the whole of</li> </ul>	Q2	Not Started

Table	Deliverable	Key Action Steps	Timeline	Progress
	Substance Use System	<p>community system response and the relationship with the updated Housing Stability Plan</p> <ul style="list-style-type: none"> <li>Results of this review may lead to an independent action plan or it is integrated into the Housing Stability Plan update?</li> </ul>		
	Summit 2024	<ul style="list-style-type: none"> <li>Plan and hold a Summit 2024 that serves as an update on progress, check in, celebration, etc.</li> </ul>	Q2	Not Started
<b>Hub Implementation Table</b>	Interim Intake Process	<ul style="list-style-type: none"> <li>Finalize interim intake process for people moving from hubs into housing</li> <li>Bring to SAT for approval.</li> <li>Update Council through April quarterly report</li> </ul>	Q1 Q1 April	In Progress
	One Number	<ul style="list-style-type: none"> <li>Establish lead and project team</li> <li>Confirm purpose of one number and develop implementation plan to achieve that purpose, i.e. community facing and relationship with 911</li> <li>Seek initial support from SAT regarding purpose and implementation plan</li> <li>Seek funding source through Funders Table</li> <li>Confirm direction and funding source with SAT to proceed to implementation</li> <li>Implementation</li> </ul>	<p>Immediate Q2</p> <p>Q2/Q3 Q3 Q3 Q4</p>	In Progress

Table	Deliverable	Key Action Steps	Timeline	Progress
	Lead Agency and Partners Table	<ul style="list-style-type: none"> <li>• Development of consistent approach to community engagement for initial and future hubs with a recommendation to SAT</li> <li>• Development of standard MOU/Commitment to Collaboration for lead agencies and partners in hub operation (this MOU could also be used for highly supportive housing leads and partners). Reference tables to be consulted and then final draft brought to SAT for support</li> <li>• Quality Improvement Planning re: achieving service standards</li> </ul>	<p>Immediate</p> <p>Q2</p>	In Progress
	Bringing on additional hubs	<ul style="list-style-type: none"> <li>• Development of strategy for readiness/scaling up and determination of the total number of hubs required and populations to be served – this could be integrated into the update of the Housing Stability plan</li> <li>• Bring forward readiness plan to SAT for support</li> <li>• Support to potential lead agencies in terms of proposal development, locations, etc.</li> <li>• Process for bringing additional hubs forward will be either through unsolicited proposal to the City OR RFP pending additional provincial funds</li> </ul>	<p>Q2</p> <p>Q2</p> <p>Ongoing</p> <p>Ongoing</p>	In Progress
<b>Housing Implementation Table</b>	Housing Implementation Plan	<ul style="list-style-type: none"> <li>• Revise plan and provide update to SAT for approval</li> <li>• Submit to Council for endorsement</li> </ul>	<p>March 7 SAT</p> <p>March 26 SPPC</p>	Complete
	Leads and Partners Table	<ul style="list-style-type: none"> <li>• Consider the establishment of a leads and partners table for highly supportive housing projects – similar to the one for HUBs.</li> </ul>	Q1	In Progress



Table	Deliverable	Key Action Steps	Timeline	Progress
	Intake Process	<ul style="list-style-type: none"> <li>Finalize standard intake process to ensure consistency and transparency for highly supportive housing units (this will be tied to Hubs to Housing transition process and Coordinated Access”)</li> </ul>	Q2	In Progress
	Process for Projects Coming forward	<ul style="list-style-type: none"> <li>Identify a process for supporting projects coming forward to ensure adherence to the plan</li> </ul>	Q2	In Progress
	Process for accessing funding including municipal, OHT, the Fund etc.	<ul style="list-style-type: none"> <li>Development of a funding map/formula</li> <li>Need clear linkages with capacity of health system work</li> </ul>	Immediate	In Progress
<b>Encampment Implementation Table</b>	Encampment Strategy	<ul style="list-style-type: none"> <li>Disseminate literature review to EIT</li> <li>Draft terms of reference, workplan, literature review</li> <li>Review draft consultant’s report and provide feedback</li> <li>Develop consultant’s report recommendations.</li> <li>Finalize report</li> <li>Review/Modify encampment strategy and update SAT</li> <li>Seek feedback from reference tables and Community consultations.</li> <li>Finalize encampment strategy and implementation plan</li> <li>Present to SAT</li> <li>Revise if necessary and present to City Council</li> </ul>	<p>March</p> <p>March</p> <p>April</p> <p>April</p> <p>May</p> <p>May</p> <p>May</p> <p>June</p> <p>June</p> <p>SPPC June 18</p>	Complete

Table	Deliverable	Key Action Steps	Timeline	Progress
<b>Workforce Development Table</b>	Labour Market Study	<ul style="list-style-type: none"> <li>Subsequent to SAT support on next steps, provide an overview to Funders Table to identify potential funder and process to initiate the study</li> <li>Pending source of funding identified develop project lead and plan for study to proceed and be completed in 2024</li> </ul>	March Q2 - Q4	In Progress
	Workforce wellbeing plan	<ul style="list-style-type: none"> <li>Identify partner to coordinate/host/promote events</li> </ul>	Q1	In Progress
	Working together – front line and first responders	<ul style="list-style-type: none"> <li>Develop EMS/LPS guidelines to support positive interactions between front line and first responders</li> </ul>	Q2-Q3	Complete
	Workforce Training Plan	<ul style="list-style-type: none"> <li>Finalize draft workforce training plan</li> <li>Provide to relevant reference tables for review and feedback</li> <li>Bring final draft to SAT for review and feedback</li> <li>Finalize plan</li> </ul>	Q2-QQ3 Q2-Q3 Summer 2024	In Progress
<b>Indigenous Reference Table</b>		<ul style="list-style-type: none"> <li>Discussions underway to determine next steps</li> <li>Supports and resources to be identified to support the development of an Indigenous-led framework</li> </ul>	Immediate	In Progress
<b>Business Reference Table</b>		<ul style="list-style-type: none"> <li>Quarterly meetings</li> </ul>	Ongoing	Ongoing
<b>Developers Reference Table</b>		<ul style="list-style-type: none"> <li>Support to hub and housing implementation tables</li> <li>Provide feedback to key planning and implementation documents</li> <li>Provide development and construction advice and expertise on specific site and buildings</li> </ul>	Ongoing	Ongoing

Table	Deliverable	Key Action Steps	Timeline	Progress
<b>Funders Reference Table</b>		<ul style="list-style-type: none"> <li>• Develop guiding principles for collaboration with funders.</li> <li>• Identify opportunities to support implementation</li> <li>• Respond to specific requests</li> </ul>	Feb Ongoing	Ongoing
<b>Backbone Supports</b>	System Foundation: Evaluation Framework	<ul style="list-style-type: none"> <li>• Confirm evaluation framework with SAT to submission to Council</li> <li>• Develop data collection and reporting strategy for year over year reporting beginning every July</li> <li>• Align this reporting with the quarterly CoL reporting</li> </ul>	Mar Q2 Q2	Complete (initial framework to Council Spring 2024 – more to come)
	System Foundation: Policies, procedures and guidelines	<ul style="list-style-type: none"> <li>• Undertake review of the fundamental policies, procedures and guidelines that need to be in place to support hubs and highly supportive housing (driven by implementation plans) and make recommendations for changes, updates or new</li> </ul>	Q3	In Progress
	System Foundation: Alignment with local health systems planning	<ul style="list-style-type: none"> <li>• Develop a process to align the work of Health and Homelessness with health system planning occurring at the Ontario Health Team and Ontario Health - West</li> </ul>	Q2	Not Started
	Community Engagement	<ul style="list-style-type: none"> <li>• Develop and implement ongoing community engagement strategy regarding the work, progress and updates for whole of community system response and specific initiatives e.g.: housing stability plan update, new hubs, new highly supportive housing initiatives etc.</li> </ul>	Immediate	In Progress

Table	Deliverable	Key Action Steps	Timeline	Progress
	Communication	<ul style="list-style-type: none"> <li>Review and update communication tools for keeping all tables and involved organizations up to date on the work and next steps e.g. quarterly bulletins, etc.</li> <li>Develop communication strategy for the community on progress etc</li> </ul>	Q1  Q1	In Progress
	Administrative	<ul style="list-style-type: none"> <li>Update the letter of commitment</li> <li>Update terms of reference for all tables</li> <li>Put in place leadership succession plans</li> <li>Update assignment of supports to each table</li> <li>Develop standard reporting tools that link to the communication</li> <li>Formally establish the Co-chair table with the responsibility for oversight of the 2024 deliverables, the day-to-day management of agendas and work of each table, etc.</li> </ul>	Q2  Immediate	In Progress

# Governance Working Group

## Report

11th Meeting of the Governance Working Group  
June 24, 2024

PRESENT: Councillors S. Lewis (Chair), H. McAlister, P. Cuddy, S. Stevenson, J. Pribil, S. Trosow, C. Rahman, A. Hopkins, S. Franke, D. Ferreira

ABSENT: S. Hillier

ALSO PRESENT: E. Hunt, C. McCreery, E. Skalski

Remote Attendance: Councillor E. Pelozza; A. Barbon, A. Bush, S. Corman, M. Schulthess, A. Sercombe

The meeting is called to order at 10:02 AM; it being noted that Councillors S. Trosow and S. Stevenson were in remote attendance.

### 1. Call to Order

#### 1.1 Disclosures of Pecuniary Interest

That it be NOTED that no pecuniary interests were disclosed.

### 2. Consent Items

Moved by: C. Rahman

Seconded by: A. Hopkins

That items 2.1 and 2.2 BE RECEIVED.

**Motion Passed**

#### 2.1 1st Report of the GWG Sub-Committee

Moved by: C. Rahman

Seconded by: A. Hopkins

That the Minutes of the 1st Meeting of the GWG Sub-Committee, from its meeting held on June 7, 2024, BE RECEIVED.

**Motion Passed**

#### 2.2 2nd Report of the GWG Sub-Committee

Moved by: C. Rahman

Seconded by: A. Hopkins

That the Minutes of the 2nd Meeting of the GWG Sub-Committee, from its meeting held on June 14, 2024, BE RECEIVED.

**Motion Passed**

### 3. Items for Discussion

#### 3.1 Councillor Role Description

Moved by: P. Cuddy  
Seconded by: C. Rahman

That the following actions be taken with respect to the report dated June 24, 2024, Councillor Role Description, as amended:

- a) the document BE REVISED to include all changes as amended during the discussion;
  - i) that the phrase 'Correspond with constituents in a timely manner' BE REPLACED with the phrase 'Communicate and follow up with residents as appropriate';
- b) the document, as amended, BE FORWARDED to the City Manager for review;
- c) the document, attached as amended, BE REFERRED to a future Council Resourcing Review Task Force for consideration, as applicable.

**Motion Passed**

**ADDITIONAL VOTES:**

Moved by: H. McAlister  
Seconded by: A. Hopkins

That the motion BE AMENDED to include a new part i):

- i) that the phrase 'Correspond with constituents in a timely manner' BE REPLACED with the phrase 'Communicate and follow up with residents as appropriate';

**Motion Passed**

3.2 General Policy for Community Advisory Committees - Update

Moved by: S. Franke  
Seconded by: H. McAlister

That the following actions be taken with respect to staff report on the updated General Policy for Community Advisory Committees dated June 24, 2024:

- a) Civic Administration BE DIRECTED to bring forward a by-law to a future meeting of Municipal Council to amend Council Procedure By-law A-50 to remove the requirement of the Striking Committee to make recommendations for appointments to Community Advisory Committees and to update the mandates of both the Corporate Services Committee and the Strategic Priorities and Policy Committee to reflect the change in standing committee that considers community advisory committee appointments;
- b) the balance of the report on the updated General Policy for Community Advisory Committees BE DEFERRED to the September 23, 2024 meeting of the Governance Working Group for consideration; and
- c) the associated request for delegation status from T. Khan, ITCAC Chair, BE DEFERRED to the September 23, 2024 meeting of the Governance Working Group for consideration at that time.

**Motion Passed**

#### 4. Deferred Matters/Additional Business

##### 4.1 Amendments to Council Policy: Remuneration of Elected Officials and Appointed Citizen Members

Moved by: H. McAlister  
Seconded by: D. Ferreira

That the following actions be taken with respect to the staff report Amendments to Council Policy: Remuneration of Elected Officials and Appointed Citizen Members dated May 13, 2024, as amended:

- a) updates to the policy BE DEFERRED to a future meeting of the Governance Working Group;
- b) Civic Administration BE DIRECTED to report back to the August 15, 2024 special meeting of the Governance Working Group with a draft terms of reference for a Council Resourcing Review Task Force, the purpose of the task force being to consider:

- base compensation for Council and the Mayor;
- compensation for additional service;
- an equity lens;
- consideration of Council severance pay;
- councillor role description;
- realistic job preview document; and

- c) the letter from the London Police Services Board BE RECEIVED.

it being noted that members had a general discussion about a need to review how Council is resourced to perform their roles and the necessary scope of a task force to review the required resources;

it being further noted that the Governance Working Group received the attached communication from B. Brock and the following individuals made verbal presentations with respect to this matter:

M. Horak  
B. Brock  
M. Wallace

**Motion Passed**

##### **ADDITIONAL VOTES:**

Moved by: P. Cuddy  
Seconded by: S. Franke

That the following actions be taken with respect to the communications received related to this item:

- a) the delegation requests from M. Horak, B. Brock, and M. Wallace BE APPROVED to be heard at this time;
- b) the letter from the London Police Services Board BE RECEIVED.

**Motion Passed**

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

That part b) of the motion BE AMENDED to require a special meeting in August 2024 of the Governance Working Group to review the draft terms

of reference for a Council Resourcing Review Task Force, to be held at the call of the Chair.

**Motion Passed**

4.2 2024 GWG Deferred Matters List, as at June 12, 2024

Moved by: P. Cuddy

Seconded by: H. McAlister

That the Deferred Matters List dated June 12, 2024 BE RECEIVED.

**Motion Passed**

4.3 ADDED EMERGENT SUBMISSION - Councillor E. Pelosa - Council Expense Policy Amendment

Moved by: P. Cuddy

Seconded by: S. Lewis

That Civic Administration BE DIRECTED to bring forward a by-law to a future meeting of Municipal Council to amend CPOL.-228-480, as amended, to amend the Council Members' Expense Policy to reduce the annual budget allocation in section 4.1 from \$15,000 to \$13,500 commencing in 2025.

**Motion Passed**

**5. Adjournment**

Moved by: D. Ferreira

Seconded by: C. Rahman

That the meeting BE ADJOURNED.

**Motion Passed**

The meeting adjourned at 1:19 PM.



## **As Amended, June 24, 2024**

### **Role Description**

As a councillor, you have three main roles to play in your municipality over your four year term of office: a representative accountable to the public, a policy-maker supporting the municipality, and a good steward of all city resources.

Decisions should be made for the long-term health and welfare of your community, with consideration given to the City's strategic plan and budget.

### **Areas of Responsibility**

#### **Representation of Ward Interests, Citizens, and City-wide Issues**

- Engage with ward residents and civic administration to gain familiarity with local projects, issues, and concerns.
- Keep up-to-date with ward issues, needs and concerns, and communicate Council decisions concerning services/programs/issues to ward residents. Liaise between constituents and civic administration in order to provide assistance, direction and information to ward residents on access or use of City services and other community services as appropriate.
- Direct citizens to their appropriate MP, MPP, or school Trustee, for federal, provincial, or school related issues.
- Obtain the assistance of City staff in resolving and addressing issues or concerns raised by ward residents.
- Communicate and follow up with residents as appropriate.

#### **Develop and Support City Policy and Service Delivery**

- Host/attend public consultation meetings to explain and obtain feedback on service proposals and directions affecting City of London citizens.
- Direct broad planning and service provision for the current and future needs of the City of London by developing the Strategic Plan.
- Engage in City budget deliberations which determine service fees and tax levels as well as service/program delivery.
- Develop positions and motions to influence the direction of policy/programs/services; refine proposals and present and justify these at Committees of Council and Council meetings.

#### **Representation on Committees of Council/Boards**

- Serve on Standing Committees of Council (Civic Works, Community & Protective Services, Corporate Services, Planning and Environment, and Audit), with an expectation that you are ready, willing and able to serve on each of these committees during your term.
- Serve on the Strategic Priorities and Policy Committee (committee of the whole) and attend both committee & Council meetings.
- Serve as a Council representative on the City's external Agencies, Boards, and Commissions and be available to assume a fair proportion of the workload with

Council colleagues, noting these take place on a variety of times and days at a variety of locations.

- Allocate time to read & review meeting agendas for Council, committees, agencies, boards, and commissions, on a wide range of local programs and issues.
- Review, evaluate staff proposals, studies and recommendations concerning City services/programs with regard to both citizen and financial impacts.

### **Other Duties**

- Be aware of and adhere to Council's Code of Conduct and the City of London's Respectful Workplace Policy (Anti-Harassment/Anti-Discrimination).
- Respond to and accurately represent issues before council with media.
- Have or develop an understanding of the Council Procedure By-law, including Rules of Order for standing committees and council meetings
- Maintain confidentiality as directed by the City Solicitor or City Clerk on matters of a confidential nature before council.
- Participate in all Council orientation sessions, corporate training, and other ongoing training where required with the City, its Agencies, Boards, and Commissions, and local indigenous communities.
- In the event of an emergency, assist in communicating clear, consistent messaging developed by the Mayor & Emergency Operations Centre leads.
- Participate in intergovernmental relations advocacy.
- Represent the City at community events as required.

### **Compensation:**

Current Annual Stipend: Effective Jan 1, 2024 is \$65,137 which is based on the median full-time income for Londoners as identified in the most recent Census, adjusted annually by the average annual variation in median full-time employment income for Londoners determined from published Census data.

Spending account of \$15,000 annually towards work related expenses including transportation allowance etc.

Benefit eligibility and coverage options for Elected Officials is provided in accordance with the terms of the Policy of Insurance

### **Additional Details:**

4 year term

Mix of remote and in-person working environments

An expectation to be widely and flexibly available

Opportunity to attend provincial and national conferences

This document should be reviewed each Council term for accuracy to current conditions.

Gov. Working Group presentation

From: bill brock *Redacted MFIPPA, R.S.O. 1990, C.M.65, s.14*

To: *Redacted MFIPPA, R.S.O. 1990, C.M.65, s.14*

Date: Saturday, June 22, 2024 at 07:13 p.m. EDT

*because of road  
blocks & constraints  
imposed I have 2  
recommendations  
regardless of where this  
group is at.*

Governance Working Group June 24, 2024.

Recommendation#1

Learning from previous Compensation Task Forces experience where members;picked by City Clerk, chose to deal with compensation only.

This even though "Clerk" gave them a blank sheet ! (Chair Dan Ross). Replace that type of group with a citizens group chosen by Council.

The councilor role framework accompanied by an accountable structure! There will not be any present <sup>city</sup> councilors or staff accept from city clerk office.

Selection will be made those candidates with the acceptable qualifications and experience!

Steps would be taken to move over the work currently being done by the C. Rahman group! Sitting councilors should not be designing their own

system. Generic term would apply to all candidates in next election. Running for election and not being accountable will be gone! Structure tday is like Bd.

of Control is back but that is not what you voted for! A similar system is required to make staff accountable but previous city manġer never responded!

The bottom is as a councilor you can't do anything you want!!

*line*

Recommendation #2

Given the outcome of the "Student Pass Pilot" involving some councilors and trustees there was serious flaw in the process! Recommend issue be referred

to new task force on a role and accountability business case of how accountability rules designed should be applied for all! This applies for both staff

and politicians! There are several examples of serious flaws including current . However let the new task force determine (example budget process).

The process to get here has been nassy! Look at agenda set ups!

*still*

Because of various constraints I am prepared to answer any questions on brief submitted recommendations now or at new citizen working group later!!

Sincerest

Bill Brock 6/24/24





450 Highbury Avenue N.,  
London, Ontario, N5W 5L2  
Telephone: 519-451-1340  
Fax: 519-451-4411

June 26, 2024

To His Worship Mayor Josh Morgan and  
Members of Municipal Council

On behalf of the Commission, please find attached LTC's 2023 Annual Report for review and consideration.

London Transit's vision in the 2019-2023 Business Plan is to be *the valued and trusted mobility choice for Londoners*. The vision is supported by the mission statement which is *moving Londoners – progressively, reliably and affordably*.

The vision and mission are supported by five linked and, in certain respects, competing strategic outcomes, namely:

- An integrated, affordable and valued mobility choice
- An engaged, diverse and respectful workplace
- Demonstrated fiscal accountability
- Being open, transparent and understood
- Effective utilization of infrastructure

Consistent with the Business Planning Process, each year an Annual Report is completed and shared publicly. The report provides an overview of how the LTC performed against each of the strategic outcomes identified in the Business Plan based on the initiatives included in the annual Work Program. As part of the annual Work Planning process, specific initiatives are identified that will result in progress toward achieving the Strategic Outcomes, noting in some cases, initiatives will impact more than one outcome.

2023 brought with it a societal shift that went from ongoing but waning concern about the pandemic in 2022 to the expectation that the pandemic was over and things should return to "normal" immediately. While the elimination of pandemic-related restrictions and reduction in supply chain and labour market issues assisted service providers in ramping up service levels, progress toward this return was slower than customer expectations.






The most significant initiative on the 2023 work program was to complete the implementation of the outstanding service hour improvements that had been planned for 2021 and 2022 as resources permitted, with the ultimate goal of having all outstanding service improvements implemented by the end of the year. By December of 2023, the conventional service had seen all but 6,000 hours of the outstanding service implemented and the specialized service had reached fully-budgeted daily service hours.

In addition to the focus on service, significant resources were directed toward the preparation of the multi-year operating and capital budgets covering the period 2024 through 2027. In light of the significant shifts and disruptions experienced over the period of the previous multi-year budget, administration utilized a zero-based budgeting approach in order to ensure that appropriate

budget was applied to all service areas required to meet the scheduled service levels established in 2023. In addition to the work on the multi-year budget, work began on the 2024-2027 Business Plan and supporting service plans, which will be based on the approved operating and capital budget programs covering the same period.

As Council will recall, in 2023, administration was asked to establish a new manner of reporting progress toward each initiative included in the Annual Report and as such, this report has utilized a colour-coded assessment with red indicating little to no progress, orange indicating work is underway but not completed and green indicating that progress on the objective has met the expectations of the annual work plan. The table below provides an overall assessment of each of the Strategic Outcomes with a brief commentary. Each Strategic Outcome is discussed and assessed in greater detail in the Annual Report including supporting data where applicable.

### 2023 Strategic Outcome Assessment Summary

Strategic Outcome	Assessment	Comments
An integrated, affordable and valued mobility choice		The planned implementation of outstanding service hours on the conventional service was not achieved in 2023. The specialized service hours were met as of December 2023, later than planned. In both cases, delays were the result of limited resource availability (vehicles) due to supply chain issues.
Demonstrated fiscal accountability		Notwithstanding significant price escalation on key budget items including fuel and bus prices, budgets were managed within the Commission's resources.
Being open, transparent and understood		The lack of understanding demonstrated by all stakeholder groups through the multi-year budget deliberation process indicates that greater effort needs to be directed toward this objective going forward.
Effective utilization of infrastructure		Capital programs continued as planned through 2023 noting delays in bus delivery required older buses to be maintained longer than anticipated in order to continue to meet service requirements.
An engaged, diverse and respectful workplace		While committee work was re-established in 2023 following the pandemic period, progress on initiatives was delayed due to ongoing resource issues.

While 2023 saw progress on all strategic outcomes, delayed implementation of service improvements coupled with increased demand for services resulted in declined customer satisfaction and missed performance targets on a number of key initiatives. The 2024 service plans for both the conventional and specialized services have been approved consistent with approval of the growth hours in the multi-year budget. Growth hours in 2024 are being targeted at the most problematic areas of service, with increased running times and frequencies being added to the conventional service and increased service hours at the highest demand times being added to the specialized service.

The Commission's decision to extend the current Business Plan to cover 2023 in light of the significant disruptions resulting from the global pandemic has resulted in a new Business Plan cycle that better aligns with the multi-year budget cycle and City of London Strategic Planning process. Given both of these have been finalized, the 2024-2027 Business Plan and supporting

service plans have been developed based on known priorities of Municipal Council and approved operating and capital budgets.

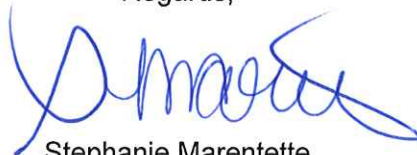
Focus over the next Business Plan horizon will be on improving the overall customer experience as it relates to public transit use in London. Improvements on the Conventional Service will be focused on addressing crowding and schedule adherence issues on existing routes, as well as making the entire network more efficient. Improvements on the Specialized Service will be focused on adding service to the times of day/day of week where trips are most in demand. In addition, a new scheduling system will be implemented for the Specialized Service which will enhance the customer experience as it relates to managing trip bookings.

The bus rapid transit projects are continuing to progress, with the anticipated launch of services on the East leg in 2027 and the South leg in 2028. As such, service plans for the conventional service will also consider the required frequency improvements and route restructuring to support the new rapid transit corridors as they launch.

In addition to the service related focus, a number of transformational projects are anticipated to move forward in 2024. The project to demolish and rebuild the Highbury facility is awaiting funding approval, which is anticipated to occur in 2024. Subsequent to approval, the detailed design process for the new facility will be launched. The electric bus trial program is also well underway with the issuance of a joint request for proposal and contract award anticipated to occur in 2024.

In closing, 2024 and the years following will see significant progress on a number of transformational programs as well as the launch of multi-year service improvement plans designed to enhance the customer experience, resulting in a more effective and efficient transit system for all Londoners.

Regards,



Stephanie Marentette  
Chair, London Transit Commission

Enclosure



2023 Annual Report

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## **THE LONDON TRANSIT COMMISSION**

### **COMMISSION - CURRENT**

<b>STEPHANIE MARENTETTE</b>	<b>CHAIR</b>
<b>SCOTT COLLYER</b>	<b>VICE CHAIR</b>
<b>DAVID FERREIRA</b>	<b>COMMISSIONER</b>
<b>DAVID LITTLE</b>	<b>COMMISSIONER</b>
<b>JACKIE MADDEN</b>	<b>COMMISSIONER</b>
<b>JERRY PRIBIL</b>	<b>COMMISSIONER</b>
<b>SHERYL ROTH</b>	<b>COMMISSIONER</b>

### **SENIOR MANAGEMENT - CURRENT**

<b>KELLY PALE CZNY</b>	<b>GENERAL MANAGER</b>
<b>MIKE GREGOR</b>	<b>DIRECTOR OF FINANCE</b>
<b>SHAWN WILSON</b>	<b>DIRECTOR OF OPERATIONS</b>
<b>KATIE BURNS</b>	<b>DIRECTOR OF PLANNING</b>
<b>CRAIG MORNEAU</b>	<b>DIRECTOR OF FLEET &amp; FACILITIES</b>
<b>JOANNE GALLOWAY</b>	<b>DIRECTOR OF HUMAN RESOURCES</b>



## EXECUTIVE SUMMARY

London Transit's vision in the 2019-2023 Business Plan is to be *the valued and trusted mobility choice for Londoners*. The vision is supported by the mission statement which is *moving Londoners – progressively, reliably and affordably*.

The vision and mission are supported by five linked and, in certain respects, competing strategic outcomes, namely:

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Consistent with the Business Planning Process, each year an Annual Report is completed and shared publicly. The report provides an overview of how the LTC performed against each of the strategic outcomes identified in the Business Plan based on the initiatives included in the annual Work Program. As part of the annual Work Planning process, specific initiatives are identified that will result in progress toward achieving the Strategic Outcomes, noting in some cases, initiatives will impact more than one outcome.






2023 brought with it a societal shift that went from ongoing but waning concern about the pandemic in 2022 to the expectation that the pandemic was over and things should return to “normal” immediately. While the elimination of pandemic-related restrictions and reduction in supply chain and labour market issues assisted service providers in ramping up service levels, progress toward this return was slower than customer expectations.

The most significant initiative on the 2023 work program was to complete the implementation of the outstanding service hour improvements that had been planned for 2021 and 2022 as resources permitted, with the ultimate goal of having all outstanding service improvements implemented by the end of the year. By December of 2023, the conventional service had seen all but 6,000 hours of the outstanding service implemented and the specialized service had reached fully-budgeted daily service hours.

In addition to the focus on service, significant resources were directed toward the preparation of the multi-year operating and capital budgets covering the period 2024 through 2027. In light of the significant shifts and disruptions experienced over the period of the previous multi-year budget, administration utilized a zero-based budgeting approach in order to ensure that appropriate budget was applied to all service areas required to meet the scheduled service levels established in 2023. In addition to the work on the multi-year budget, work began on the 2024-2027 Business Plan and supporting service plans, which will be based on the approved operating and capital budget programs covering the same period.

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Being open, transparent and understood		The lack of understanding demonstrated by all stakeholder groups through the multi-year budget deliberation process indicates that greater effort needs to be directed toward this objective going forward.
Effective utilization of infrastructure		Capital programs continued as planned through 2023 noting delays in bus delivery required older buses to be maintained longer than anticipated in order to continue to meet service requirements.
An engaged, diverse and respectful workplace		While committee work was re-established in 2023 following the pandemic period, progress on initiatives was delayed due to ongoing resource issues.

In closing, while 2023 saw progress on all strategic objectives, delayed implementation of service improvements coupled with increased demand for services resulted in declined customer satisfaction and missed performance targets on a number of key initiatives. The 2024 service plans for both the conventional and specialized services have been approved consistent with approval of the growth hours in the multi-year budget. Growth hours in 2024 are being targeted at the most problematic areas of service, with increased running times and frequencies being added to the conventional service and increased service hours at the highest demand times being added to the specialized service.

The 2024-2027 Business Plan and supporting service plans will draw on the results of this report and attempt to balance available resources on the issues that matter most to all stakeholders in efforts to improve overall satisfaction levels.

## AN INTEGRATED, AFFORDABLE AND VALUED MOBILITY CHOICE

The strategic objective calls for the continued development and delivery of accessible public transit services that are integrated with other modes of transportation, dynamic in nature and considered a valued investment to all stakeholders. The following table sets out an assessment of the 2023 performance against key elements of this strategy, noting the measures used to determine the grading have historically included ridership change and total ridership, service hour change and total service hour investment, customer satisfaction rating, and investment share allocation.

Overall assessments of each of the key elements supporting this strategic objective are set out in the following table.

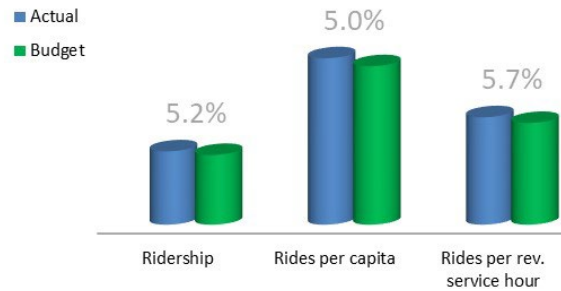
Key Elements	Assessment
Ongoing development of a safe, integrated and accessible public transit service ensuring the service meets the needs of a growing, competing and changing market.	●
Use of proven technology supporting the effective, efficient delivery of transit services.	●
Exploration of initiatives intended to grow transit ridership	●
Continued focus on improving the customer experience	●
Progressing in the development and delivery of integrated, accessible public transit services	●

### *Conventional Transit Services*

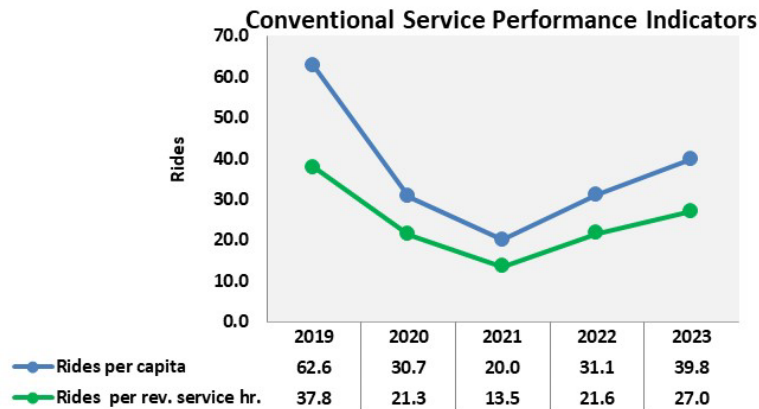
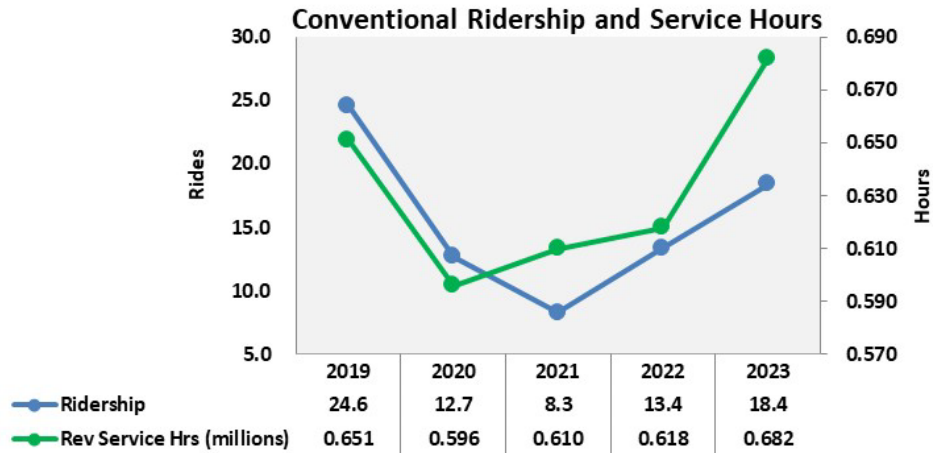
The plan for conventional service in 2023 was to focus on implementing the remaining outstanding service hour improvements that had been planned for 2021 and 2022 as resources permitted, with the ultimate goal of having all outstanding service improvements implemented by the end of the year. While significant progress was made, with improvements implemented in April, June and September, an approximate 6,000 hours in improvements had to be scheduled for implementation in February and April 2024 due to labour-force shortfalls negatively affecting bus availability. Notwithstanding the progressive increases in service, ridership demand continued to outpace the service growth, which inevitably resulted in declining customer satisfaction levels.

The steady increases in ridership throughout 2023 are further illustrated in the graphic below, which illustrates that notwithstanding the delays in implementation of budgeted service improvements, ridership levels exceeded budget expectations in 2023 (% variance from budget provided on graph).

## 2023 Ridership Performance Actual vs. Budget



The ridership and service hour performance over the period of 2019-2023 is set out in the following charts, noting that the pandemic-related impacts on the organization in the years 2020 through 2022 result in the inability to directly compare these years to 2019.



<sup>1</sup>Rides per capita: total rides divided by population – provides for comparison of ridership levels across municipalities of varying populations

<sup>2</sup>Rides per revenue service hour: total rides divided by total hours vehicles are providing service – measures the efficiency of the system

When considering 2023 ridership and related performance measures, it is important to recognize that the manner in which ridership was counted and reported on changed in 2023. Historically, all fares with the exception of the tuition pass were determined by data directly from the fare box (cash and ticket fares) and the smart card system (monthly passes, stored value and children 12 and under). Tuition pass ridership had been calculated based on ride factors determined through rider surveys given not all students participating in the tuition pass program were utilizing student cards that interacted with the smart card system (number of students multiplied by ride factors by day of week). The factors utilized for the calculation of tuition ridership were consistent across all three participating parties (Western undergrads, Western grad students and Fanshawe students). Beginning in 2023, all students participating in the tuition pass program had been transitioned to student cards capable of interface with the smart card system, and as a result, ridership for this program could also be determined based on data from the smart card system. Detailed analysis of this data determined that the factors that had been traditionally applied to calculate ridership were too high for Western University students, and too low for Fanshawe students. With approximately double the Western students participating in the program as Fanshawe, this led to a higher than actual estimation of ridership in previous years. For 2023 and going forward, smart card data will be utilized to report ridership associated with the tuition program riders.

While the graphic appears to illustrate that ridership is lower in 2023 than it was in 2019, analysis of the data collected by the automatic passenger counters clearly indicates that total boardings were between 15% and 20% higher than those experienced in 2019. This is further supported by the increased incidents of crowding being experienced on numerous routes throughout the system in 2023.

In addition to comparing against internal key performance indicators, London Transit also measures service performance by comparison to a peer group of Ontario transit systems (with bus operations only and with populations greater than 100,000 and less than 1,000,000). The following table sets out a comparison of 2022 key service performance indicators for LTC versus the identified Ontario group average noting the 2023 group data will not be published until the fall of 2024. The comparison information is compiled and published by the Canadian Urban Transit Association (CUTA).

**Conventional Transit Services – Summary Performance Comparison**

Description	2022		Ranking
	Peer Average	2022 LTC	
Ridership (millions)	10.5	13.4	5 <sup>th</sup>
Rides per capita	25.8	31.5	5 <sup>th</sup>
Rides per service hour	18.8	21.6	3 <sup>rd</sup>
Service hours per capita	1.3	1.5	7 <sup>th</sup>

Note: Peer group includes 14 Ontario transit systems in municipalities with a population between 100,000 and 1,000,000. (Mississauga, Durham Region, Brampton, Hamilton Waterloo Region, London, Windsor, Oakville, Burlington, Sudbury, Barrie, Guelph, Thunder Bay and Kingston).

As illustrated in the table, London remained in the top half of the service performance measures against peer group in 2022, noting ridership and service hour performance were significantly impacted by the various pandemic waves and associated public health measures in place.

Service quality is also measured through feedback from the customer, which beginning in 2016 included the addition of the feedback received through the Voice of the Customer surveys.

Historically customer contacts were relied upon as the only measure of customer satisfaction; however, given that customers of any service are far more likely to contact the provider with a complaint when they have had a poor experience versus calling to provide a compliment when they have had a good experience, the Voice of the Customer program was launched to gain a better understanding of our customers perspectives both with respect to the priorities they place on determining what qualities are inherent in a good public transit service as well as how they rank London’s service against those priorities.

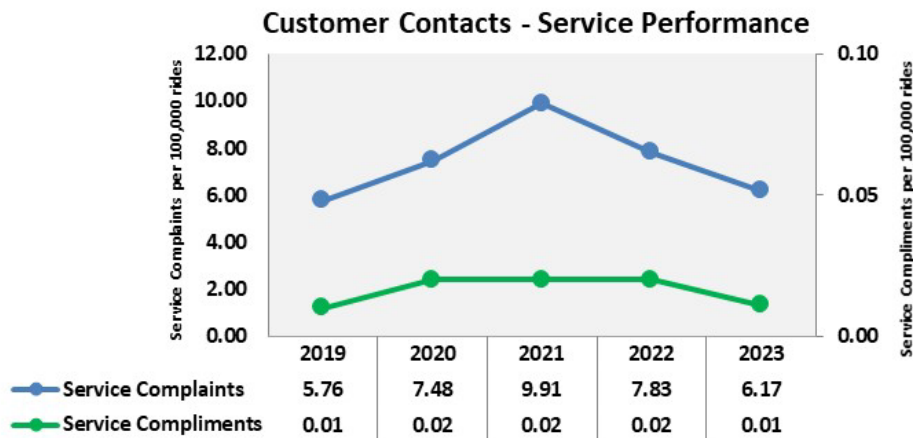
The chart below provides an overview of the top priorities identified by conventional transit customers in the 2023 Voice of the Customer survey, and their levels of satisfaction with each. This information was a key input into both the 2024 Conventional Service Plan as well as the 2024-2027 Business Plan. By way of example, the highest priority of on-time performance, which received the lowest satisfaction rating will be addressed by increased frequency on routes with the most crowding conditions, and running time will be added to routes experiencing difficulties maintaining schedules in the 2024 Service Plan, which will be implemented in September.

**2023 Voice of the Customer Service Priorities**

Service Characteristic	Importance Ranking	Satisfaction Level
On-time Performance	34%	40%
Frequency of Service	11%	58%
Real time Timeliness Info	10%	58%
Coverage	9%	86%
Service Delay Information	5%	53%
Convenient Routes	5%	75%

In addition to the Voice of Customer feedback, customer satisfaction levels are also gauged through tracking both the number and nature of customer contacts received via email, social media, and telephone. In 2023, society in general was looking to return to conditions consistent with pre-pandemic times while at the same time businesses struggled to ramp up to meet the heightened demand given labour market and supply chain issues. The resulting imbalance between customer expectations and the service provider’s ability to deliver has led to a decrease in overall satisfaction levels, and increased customer frustrations.

The following chart provides an illustration of the trend in customer complaints and compliments relating to the conventional service performance over the period 2019 through 2023.

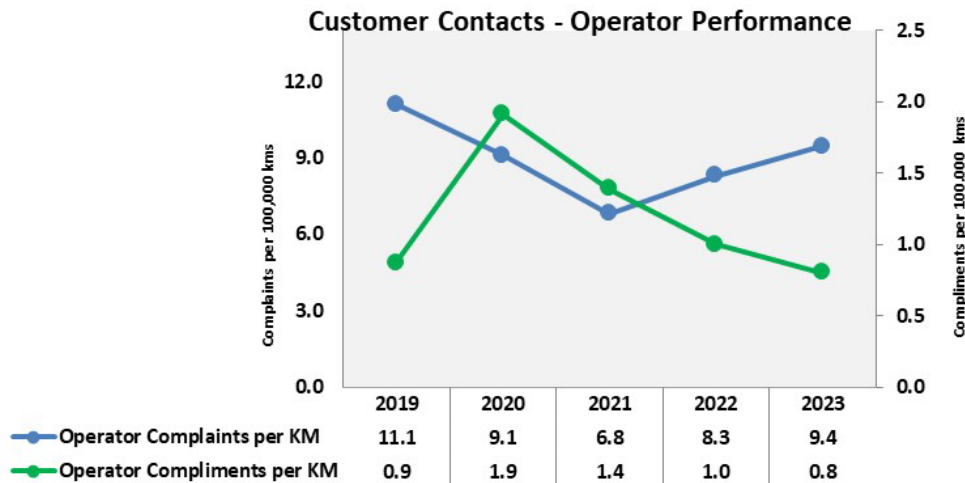


In an effort to have comparable statistics, the values in the chart illustrate the total complaints and compliments per 100,000 riders. While this approach normalizes the number being displayed, it does not account for the extreme variances in operating conditions pre and during the pandemic period; an important comparator is that between 2019 and 2023, noting they are the two years that were not significantly impacted by the pandemic. As the chart illustrates, service complaints in 2023 were slightly higher than those in 2019 with the highest number of complaints in 2023 being related to the on-time performance of the service.

The other major area of analysis regarding service quality is Operator performance, which is assessed in terms of both complaints and compliments. The 2023 Voice of the Customer survey results indicated high levels of satisfaction with Operator performance overall as indicated in the table below.

Voice of the Customer Statement	2023 (% Agree)
• The bus is well driven	87%
• Bus drivers are helpful and courteous	83%
• Bus drivers are knowledgeable about the transit system	86%

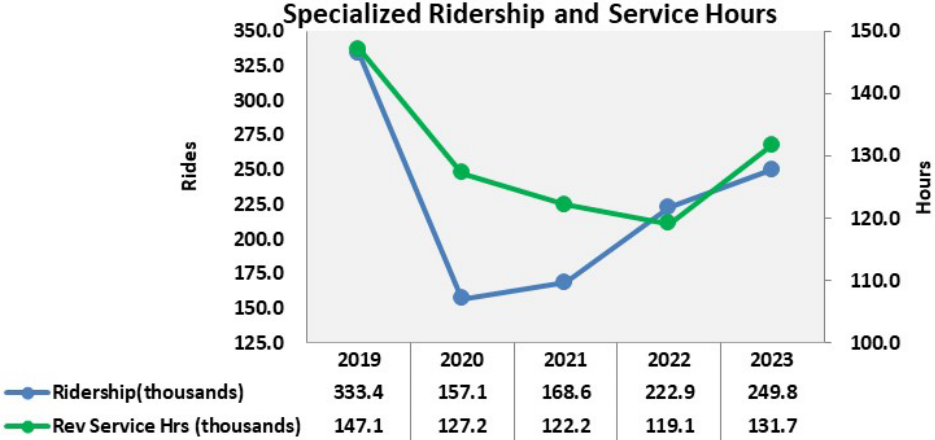
The chart below provides a summary of total complaints and compliments recorded in the customer contact system related to Operator performance over the period 2019-2023.



Driving related Operator complaints have been trending upwards since 2021 however they remain below the levels experienced in 2019. These contacts are reviewed annually to identify any trends that can be addressed either directly with those Operators involved or with the Operator group as a whole through refresher training or regular internal reminders via internal messaging screens.

*Specialized Transit Services*

Similar to the issues faced on the conventional service, the specialized service contractor experienced both supply chain and labour market impacts which resulted in delays in the implementation of additional service hours. In August of 2023, the Commission approved an alternative vehicle for use under the current contract in an effort to get more vehicles in service. Ten new vehicles were ordered in August and all were placed in service by the end of December 2023, bringing service levels in line with the annual hours approved in the budget. The following chart provides an overview of the ridership and service hours on the specialized service for the years 2019 through 2023.



The larger discrepancy between ridership and service hours in 2020 and 2021 is directly related to the efforts to maintain limits of two passengers per vehicle during the pandemic period to provide for social distancing.

As previously discussed, the implementation of the incremental service hours in 2023 was delayed due to vehicle supply chain issues. The following table provides a comparison of ridership and service hours actual to budget performance for 2023, noting the lower than budgeted hours is a direct result of the delays in implementing the additional service.

**2023 Ridership and Service Hours Actual to Budget Performance**

Description	Actual	Budget	Amount Better (Worse)	Percent Better (Worse)
Total ridership	249,800	299,200	(49,400)	(16.5)%
Service hours	131,700	163,300	(31,600)	(19.4)%
Rides per Service Hour	1.9	1.8	0.1	3.5 %

The Voice of the Customer survey was also undertaken with customers of the specialized service in 2023. The table below provides an overview of the top priorities of customer’s surveyed, as well as their levels of satisfaction with each.

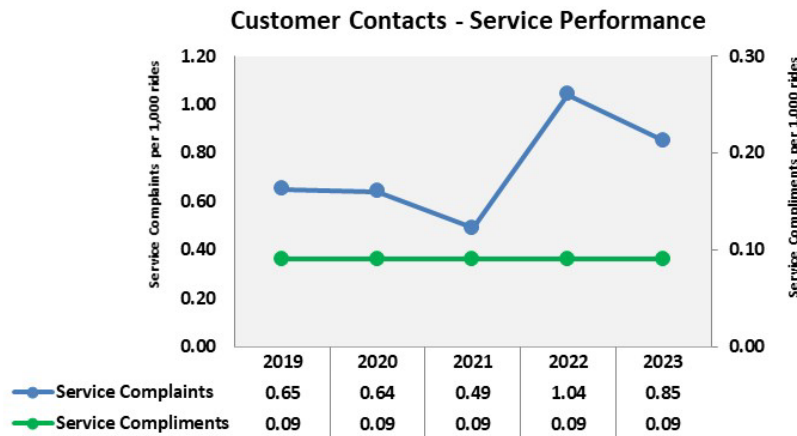


### 2023 Voice of the Customer Service Priorities

Service Characteristic	Importance Ranking	Satisfaction Level
Trip Availability	19%	64%
Promptly Answered Booking Lines	16%	71%
Service Coverage	13%	97%
On-time Performance	12%	91%
Fare Price	11%	95%
Booking Ease	8%	57%
Helpful Drivers	6%	94%

As the table indicates, the two lowest ranking service characteristics with respect to the specialized service are trip availability and ease of booking trips.

In addition to the Voice of the Customer survey, customer contacts are analyzed to provide an indication of customer satisfaction relating to service provision and operator performance. As referenced in the chart below, service complaints rose significantly in 2022 as demand for service increased at a rate higher than was able to be accommodated with available resources. Total complaints declined in 2023 as additional service hours began to be implemented; however, complaints remain above pre-pandemic levels.



The chart below sets out the Voice of the Customer survey results pertaining to Operator performance on the specialized service.

### 2023 Voice of the Customer Results

Voice of the Customer Statement	% Agree
• Drivers are helpful	94%
• Drivers operate the vehicle safely	92%

Customer contacts received directly pertaining to Operator performance have remained consistently low over the period 2019 through 2023, echoing the results of the Voice of the Customer survey.

As with conventional transit, specialized transit performance results are assessed from a service perspective in comparison to all other Ontario specialized transit systems. The following table sets out a comparison of key service performance indicators for London Transit in 2022 versus the identified Ontario group average.

**Specialized Transit Services – Summary Performance Comparison**






Description	2022	
	Ontario Average	2022 LTC
<b>Service Performance</b>		
Service hours per capita	0.2	0.3
Total trips per capita	0.3	0.5
Total trips per service hour	1.6	1.9
Trips per eligible registrant	26.3	18.6

Average includes all specialized services operating in Ontario

London’s performance in 2022 was consistent to 2021 in terms of peer group comparison, indicating that the operational impacts of the pandemic were felt equally across specialized services in Ontario.

**DEMONSTRATED FISCAL ACCOUNTABILITY**

The strategy calls for prudent fiscal and operational management, supporting sustainability, competitive positioning, affordability and valued return on investment. The investment return includes social, economic and environmental returns.

Key Elements	Assessment
Providing a high quality and economically sustainable transportation service	
Ensuring decisions regarding investment (operating and capital) are evidenced-based, and are consistent with the goals and objectives of the organization and services	
Establishing a sustainable financial strategy, one that reflects the unique dynamics (characteristics) of each investment source	
Fostering an environment of continuous improvement that is, doing the right things at the right time in the most effective and efficient manner	
Optimizing investment and utilization of existing and new technologies supporting the effective and efficient delivery and management of the service	

## 2023 Operating Budget Program

The 2023 operating budget program for conventional and specialized transit services totalled approximately \$99 million. The 2023 operating budget identified a funding shortfall that if left unchanged at year end would have required additional reserve contributions of \$6.9 million. Given the following favourable operating results, reserve contributions required to balance the budget at year end equated to a modest \$0.9 million:

- higher than budgeted ridership resulting in favourable transportation revenue;
- favourable interest income from the commission's cash and reserve fund accounts due to higher than budgeted interest rates;
- lower than budgeted diesel fuel rates and resulting fuel expenditure;
- lower than budgeted contracted specialized service hours due to delays in required vehicle acquisitions; and
- favourable other variances including labour, benefits and facilities costs.

As noted in the following chart, the actual source of 2023 operating investment remained relatively consistent with budget noting city investment levels have, for the most part, been flat-lined over the course of the last four years.

<b>Description</b>	<b>2023 Actual</b>	<b>2023 Budget</b>
Transportation/Operating revenue	43.4%	44.5%
Provincial gas tax	8.9%	11.5%
City of London	47.7%	45.0%
	100.0%	100.0%

Financial performance is compared to the Commission's peer group in the same manner as service performance. Conventional services, in comparison to the peer group is at or near the top in all key financial performance indicators, as noted in the following table.

### Conventional Transit Services – Summary Performance Comparison

<b>Description</b>	<b>2022</b>		
	<b>Peer Average</b>	<b>2022 LTC</b>	<b>Ranking Out of 14</b>
<b>Service Performance</b>			
<b>Financial Performance</b>			
Operating cost per ride	\$8.13	\$5.89	<b>14<sup>th</sup></b>
Municipal cost per ride	\$4.98	\$2.53	<b>14<sup>th</sup></b>
<b>Total Operating Cost Sharing</b>			
Municipality	59.1%	43.7%	<b>14<sup>th</sup></b>
Passenger & Operating	30.1%	39.5%	<b>3<sup>rd</sup></b>
Provincial gas tax + Safe Restart	10.8%	16.8%	<b>1<sup>st</sup></b>

Note: Peer group includes 14 Ontario transit systems in municipalities with a population greater than 100,000 and less than 1,000,000. (Mississauga, Durham Region, Brampton, Hamilton, Waterloo Region, London, Windsor, Oakville, Burlington, Sudbury, Barrie, Guelph, Thunder Bay and Kingston).

As noted, London Transit’s municipal operating investment is well below the peer group average, ranked 14<sup>th</sup> (lowest) of the 14 transit systems comprising the peer group in 2022. With respect to cost sharing, London continues to receive the lowest percentage of municipal subsidy contribution to operations of all systems in the peer group.

The Specialized Service is compared to all Ontario Specialized Services in the table below. As the table illustrates, London’s cost per ride and municipal cost per ride are well below the system average. Operating cost sharing was consistent between London and the peer group at large.

**Specialized Transit Services – Summary Performance Comparison  
Ontario Specialized Systems**

<b>Description</b>	<b>2022 Peer Average</b>	<b>2022 LTC</b>
<b>Service Performance</b>		
<b>Financial Performance</b>		
Total cost per ride	\$52.01	\$44.23
Municipal cost per ride	\$48.94	\$42.03
<b>Total Operating Cost Sharing</b>		
Municipality	94%	95%
Passenger & Operating	5%	5%
Provincial gas tax	1%	0%

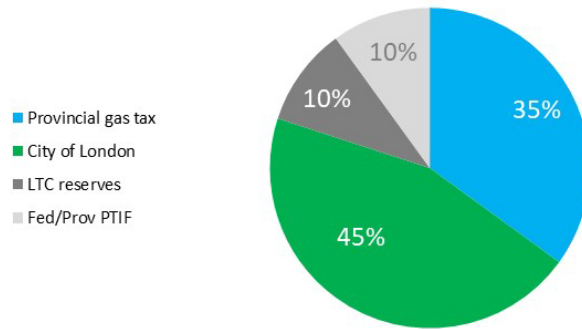
*2023 Capital Budget Program*

The 2023 capital investment program totalled approximately \$22.6 million, funding a number of projects including:

- Bus replacement: a \$12.8 million project providing replacements for 15 buses noting this program is critical to supporting fleet reliability and lowering fleet maintenance costs by moving to an average fleet age of six years.
- A total of \$1.5 million was spent on other various projects in 2023 including bus stop upgrades, shop and garage equipment, service fleet replacement and facility upgrades; and
- A total of \$5.0 million was budgeted for projects that did not get underway in 2023 including the Highbury facility rebuild, and Fare Processing equipment upgrade, noting these projects will be carried forward to the 2024 Capital budget program

All of the capital programs operated within budget. Capital investment in 2022 was shared as set out in the following chart.

Capital Program Investment Share



**BEING OPEN, TRANSPARENT AND UNDERSTOOD**

The strategy calls for all stakeholder communications to be conducted in an open, transparent, timely and inclusive manner supporting common knowledge and understanding. The following table sets out an assessment of 2023 performance against key elements of this strategy, noting the measures used to determine the grading include the number of communication tools employed, the frequency of use of the communications tools, and stakeholder satisfaction ratings.

Key Elements	Assessment
Developing informed relationships with all stakeholders both internal and external to LTC	●
Employing a consistent communication brand supporting clear, concise and timely communication	●
Investing in and effectively utilizing a variety of communication forms and technology to build and sustain informed relationships	●
Developing and implementing mechanisms to provide for enhanced engagement with employees	●

Customers and the public at large have a number of options to interact with London Transit. Those looking for dialogue, or some form of response, can use the customer service phone line or email. In addition to telephone and email, information is also made available through the corporate website, Facebook and Twitter accounts. Stop level notices are also utilized when applicable.

The following table provides an overview of the makeup of the various methods that customers and the public can utilize to find information with respect to public transit services. It should be noted that some information is limited to only one source (e.g. Commission agendas limited to corporate website), and as such, the addition of alternative methods of interaction may not directly impact others. The table below sets out the percent make-up of the various methods of interaction between LTC and the public at large.

### Percent Make Up of Interaction Methods

Percent Make Up	2019	2020	2021	2022	2023
Information line - answered calls	2.2%	2.7%	3.3%	3.6%	2.8%
Interactive voice response	4.6%	4.6%	5.9%	5.2%	4.2%
Website - main site visits	41.4%	38.3%	47.3%	48.5%	46.3%
Website - Infoweb real-time	13.0%	12.1%	17.3%	20.9%	20.8%
Facebook page visits	1.8%	5.6%	3.3%	2.8%	3.6%
X (formerly Twitter) Impressions	36.9%	36.7%	22.9%	19.0%	22.3%
Total	100.0%	100.0%	100.0%	100.0%	100.0%

The 2023 Voice of the Customer survey also sought feedback on customer's perceptions relating to their access to information, the results of which are set out in the table below.

### 2023 Voice of the Customer Results

Voice of the Customer Statement	% Agree
• Customer service reps are helpful & courteous	69%
• My issues are addressed in a timely manner	72%
• It is easy to find out if buses are running on schedule	58%
• It is easy to get information about LTC services and schedules	53%

Results from the Voice of the Customer survey as well as the public discourse that took place during the multi-year budget clearly illustrate the need for additional focus on enhancing stakeholder awareness of both day-to-day transit issues/events as well as the value that an effective public transit service brings to the community at large. This will be a primary focus in the 2024-2027 Business Plan.

## EFFECTIVE UTILIZATION OF INFRASTRUCTURE

The strategy calls for acquisition and maintenance of required infrastructure supporting service reliability, noting infrastructure includes fleet, facility, technology and other fixed assets. The following table sets out an assessment of 2023 performance against key elements of this strategy, noting the measures used to determine the grading include average fleet age, nature and extent of technology employed, and capital investment in new infrastructure.

Key Elements	Assessment
Linking asset planning and service planning	
Effectively utilizing proven technology to meet business/service needs (e.g. smart bus technology to assist with the delivery of quality customer service)	
Completing evidence based assessments on the acquisition and maintenance of critical infrastructure	
Continuous review and improvement of systems, processes and procedures supporting effective use of all assets	

The reliable accessible infrastructure strategy addresses the maintenance, retention, and acquisition of equipment, facilities, and fleet. Specific programs and policy direction associated with the strategy are reflected in the Commission’s Asset Management Plan. The following table sets out the assessment of London Transit’s assets as at December 31, 2023.

<b>Assets</b>	<b>Grade</b>
Facility – 450 Highbury	Fair – requires attention
Facility – 3508 Wonderland	Very good – fit for the future
Rolling stock	Very good – fit for the future
Shelters, stops and pads	Good – adequate for now
Fare and data collection systems	Fair – requires attention
AVL/radio system (smart bus)	Good – adequate for now
Shop equipment and tools	Good – adequate for now
Smart card system	Good – adequate for now
All other infrastructure	Good – adequate for now

The assigned assessment ratings were assessed on infrastructure needs associated with current service growth plans and an ongoing commitment to investing, as a priority, in a state of good repair both in terms of capital investment and maintaining and development of proactive preventative maintenance programs for buses including, ancillary system versus reactive and establishing full service agreements covering both maintenance and upgrades for technology (system) based infrastructure.

Strict adherence to the strategy over the past 10 years has resulted in the elimination of the infrastructure deficit with the exception of the Highbury Avenue facility. Changes in funding stream guidelines in 2022 resulted in the Highbury Facility replacement being moved to the forefront of transit-related infrastructure projects, and the business case for the replacement was submitted to the Provincial and Federal governments for consideration. Project approval is anticipated some time in 2024, subsequent to which the detailed design work will be undertaken.

**AN ENGAGED, DIVERSE AND RESPECTFUL WORKPLACE**

The strategy calls for the development of a results-oriented organization attracting, developing and retaining exceptional individuals combined with creating an engaged, diverse and respectful workplace. The following table sets out an assessment of 2023 performance against key elements of this strategy, noting the measures used to determine the grading include the utilization and evaluation of staff training and development, effective recruitment strategies and addressing known shortfalls, and overall employee satisfaction ratings.

2020 through 2022 saw competing priorities resulting from the pandemic which required a significant change in direction to address the day-to-day challenges associated with operating through a pandemic. The primary focus was ensuring the needs of employees’ physical and mental health were being met. As a result, the development and implementation of new initiatives in the Diversity and Expect Respect programs were delayed. In 2023, work was undertaken to re-establish these initiatives, as well as related committees and set work

programs; however, progress was limited due to ongoing resource challenges. This is reflected in the assessments set out in the table below noting that increased focus will be applied to these committees in 2024.

Key Elements	Assessment
Developing a culture that is inclusive, supportive, and collaborative, respecting individual dignity, promotes accountability and open communication	●
Developing a learning organization supporting employees being successful in their roles, that recognizes performance and develops human resource capacity to ensure business continuity	●
Developing a qualified and diverse workforce, reflective of community demographics	●
Creating a work environment that encourages employee health and wellness and increased focus on employee mental health	●
Effectively using technology to support employees in their roles	●

Progress was made in 2023, specifically in the following areas:

- increased focus and attention on recruitment and selection to address known staff shortfalls; while strategies were successful in operations, the same cannot be said in Fleet and Facilities, specifically in the area of skilled mechanics;
- ongoing review and change to the organization’s structure, reflecting the performance review management program principle of ensuring the most efficient and effective use of resources;
- re-development of London Transit’s Human Rights, Mutual Respect and Diversity in the Workplace Programs training modules to better address issues faced in the workplace;
- ongoing communication to employees through a number of mediums on general information to ensure employees better understand the supports available to them and their families, enhanced coverage of mental health supports and internal peer supports, etc.; and
- new Operator training underwent an assessment to ensure they have the skills and abilities to perform their positions effectively and safely, resulting in the rollout of enhanced and/or new training modules being rolled out in 2024.

The planning and development of the organization is considered an ongoing initiative. Prior to being filled, vacant positions are reviewed and assessed to ensure the resources are required and/or whether there is opportunity to re-invest the resources elsewhere in the organization where they may be more needed.



## LOOKING FORWARD

The Commission's decision to extend the current Business Plan to cover 2023 in light of the significant disruptions resulting from the global pandemic has resulted in a new Business Plan cycle that better aligns with the multi-year budget cycle and City of London Strategic Planning process. Given both of these have been finalized, the 2024-2027 Business Plan and supporting service plans can be developed based on known priorities of Municipal Council and approved operating and capital budgets.

Focus over the next Business Plan horizon will be on improving the overall customer experience as it relates to public transit use in London. Improvements on the Conventional Service will be focused on addressing crowding and schedule adherence issues on existing routes, as well as making the entire network more efficient. Improvements on the Specialized Service will be focused on adding service to the times of day/day of week where trips are most in demand. In addition, a new scheduling system will be implemented for the Specialized Service which will enhance the customer experience as it relates to managing trip bookings.

The bus rapid transit projects are continuing to progress, with the anticipated launch of services on the East leg in 2027 and the South leg in 2028. As such, service plans for the conventional service will also consider the required frequency improvements and route restructuring to support the new rapid transit corridors as they launch.

In addition to the service related focus, a number of transformational projects are anticipated to move forward in 2024. The project to demolish and rebuild the Highbury facility is awaiting funding approval, which is anticipated to occur in 2024. Subsequent to approval, the detailed design process for the new facility will be launched. The electric bus trial program is also well underway with the issuance of a joint request for proposal and contract award anticipated to occur in 2024. Both of these initiatives are significant undertakings that will require the need for additional dedicated resources to manage.

In closing, 2024 and the years following will see significant progress on a number of transformational programs as well as the launch of multi-year service improvements designed to enhance the customer experience, resulting in a more effective and efficient transit system for all Londoners.

# Strategic Opportunities Review Working Group

## Report

1st Meeting of the Strategic Opportunities Review Working Group  
June 26, 2024

**PRESENT:** Councillors E. Pelozza (Chair), S. Lewis, P. Cuddy, S. Stevenson, J. Pribil, C. Rahman, S. Lehman

**ALSO PRESENT:** Mayor J. Morgan, Councillors S. Franke, A. Hopkins, H. McAlister, S. Trosow; E. Hunt, K. Pawelec, C. Smith

Remote Attendance: K. Murray, K. Scherr, E. Skalski, H. Woolsey

The meeting is called to order at 2:07 PM; it being noted that Councillors S. Lehman and S. Stevenson were in remote attendance.

**1. Disclosures of Pecuniary Interest**

That it BE NOTED that no pecuniary interests were disclosed.

**2. Consent**

None.

**3. Scheduled Items**

None.

**4. Items for Direction**

Moved by: S. Lewis  
Seconded by: P. Cuddy

That, pursuant to section 27.6 of the Council Procedure By-law, a change in order of the Strategic Opportunities Review Working Group Agenda BE APPROVED, to provide for Item 4.2 in Stage 4, Items for Direction, to be considered before Item 4.1

**Motion Passed**

**4.2 Community Grants - Neighbourhood Decision Making - Deputy Mayor S. Lewis and Councillor S. Lehman**

Moved by: S. Lewis  
Seconded by: S. Lehman

That the following actions be taken with respect to the Community Grants - Neighbourhood Decision Making communication received from Deputy Mayor S. Lewis and Councillor S. Lehman dated June 14, 2024, as amended:

- a) the Civic Administration BE DIRECTED to bring forward a Business Case to the Annual Budget Update for the Mayor's consideration to pause funding for:
  - i) the London Community Grants one-time Innovation and Capital Grants stream for the remainder of the 2024-2027 Multi-Year Budget; and

ii) the Neighbourhood Decision Making program for the remainder of the 2024-2027 Multi-Year Budget;

b) the Civic Administration BE DIRECTED to undertake a comprehensive review of the London Community Grants Program, including the multi-year stream and the Neighbourhood Decision Making Program and bring forward a report prior to the end of Q2, 2027 with options for consideration on rightsizing and scope of these programs; including the alignment or conflict of NDM with regard to the Parks and Recreation Master Plan and new Parks Reserve Fund, should Council choose to reinitiate the programs for the 2028-2031 Multi-Year Budget;

c) the delegation requests from N. Karsch, M. Cassidy, S. J. Taylor, R. Bloomfield and B. Samuels BE REFERRED to the July 18, 2024 meeting of the Strategic Priorities and Policy Committee for consideration, it being noted that the City Clerk's Office will reach out to the requesters.

it being noted that the Strategic Opportunities Review Working Group received communications from the following individuals with respect to this matter:

- N. Karsch, Director of Programs, London Environmental Network;
- M. Cassidy, CEO, Pillar Nonprofit Network;
- S. J. Taylor, Nonprofit Manager, Social Impact Consultant, MA, Candidate;
- R. Bloomfield;
- B. Samuels, Chair, Environmental Stewardship and Action Community Advisory Committee;
- Members of the Executive Committee, Orchard Park/Sherwood Forest Neighborhood Association;
- C. Callandar, Executive Director, Meals on Wheels London;
- A. Heartsong;
- K. Ledgley, Executive Director, London Children's Museum;
- J. Stewart, Resident of London;
- M. A. Hodge, Climate Action London; and
- H. Rajani.

**Motion Passed**

**ADDITIONAL VOTES:**

Moved by: S. Lewis

Seconded by: P. Cuddy

That the delegation requests from N. Karsch, M. Cassidy, S. J. Taylor, R. Bloomfield and B. Samuels BE REFERRED to the July 18, 2024 meeting of the Strategic Priorities and Policy Committee for consideration, it being noted that the City Clerk's Office will reach out to the requesters.

**Motion Passed**

- 4.1 Engagement for Service Review Training for Agencies, Boards and Commissions - Mayor J. Morgan

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

That the Civic Administration BE DIRECTED to report back to a future meeting of the Strategic Priorities and Policy Committee about the suggestion to engage with KPMG LLP for the delivery of service review training for the City's Agencies, Boards and Commissions, with the cost to be funded from the Efficiency, Effectiveness and Economy (EEE) Reserve.

**Motion Passed**

#### 4.3 Annual Work Plan

Moved by: C. Rahman  
Seconded by: P. Cuddy

That the following actions be taken with respect to the Strategic Opportunities Review Working Group's Annual Work Plan, as amended:

- a) the Civic Administration BE DIRECTED to report back to the September meeting of the Strategic Opportunities Review Working Group with respect to the London Police Services Reserve Fund on potential opportunities for the consideration of this working group, including potential changes to the associated by-law, as required;
- b) the Civic Administration BE DIRECTED to report back to the September meeting of the Strategic Opportunities Review Working Group about the potential for public private partnerships in municipal golf;
- c) the Civic Administration BE REQUESTED to attend the July 15, 2024 meeting of the Strategic Opportunities Review Working Group to discuss the City's policy and general information related to venue naming rights with respect to any potential for revenue generation;
- d) the Civic Administration BE DIRECTED to report back on the potential to license City facilities for the sale of alcohol as a revenue stream, including a list of potential facilities;
- e) the Civic Administration BE DIRECTED to report back on the potential to eliminate snow plowing of sidewalks on residential class streets by passing a by-law requiring property owners to clear the sidewalk along their property; and
- f) the Civic Administration BE DIRECTED to report back in the first quarter of 2025 with potential options for Council's consideration with respect to the Surplus Deficit Policy.

**Motion Passed**

#### **ADDITIONAL VOTES:**

Moved by: S. Lewis  
Seconded by: P. Cuddy

That the motion BE AMENDED to include the following part b):

- b) the Civic Administration BE DIRECTED to report back to the September meeting of the Strategic Opportunities Review Working Group about the potential for public private partnerships in municipal golf.

**Motion Passed**

Moved by: S. Lewis  
Seconded by: C. Rahman

That the motion BE AMENDED to include the following new part c):

c) the Civic Administration BE REQUESTED to attend the July 15, 2024 meeting of the Strategic Opportunities Review Working Group to discuss the City's policy and general information related to venue naming rights with respect to any potential for revenue generation.

**Motion Passed**

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

That the motion BE AMENDED to include the following new part d):

d) the Civic Administration BE DIRECTED to report back on the potential to license City facilities for the sale of alcohol as a revenue stream, including a list of potential facilities.

**Motion Passed**

Moved by: S. Lewis  
Seconded by: P. Cuddy

That the motion BE AMENDED to include the following new part e):

e) the Civic Administration BE DIRECTED to report back on the potential to eliminate snow plowing of sidewalks on residential class streets by passing a by-law requiring property owners to clear the sidewalk along their property.

**Motion Passed**

Moved by: J. Pribil  
Seconded by: C. Rahman

That the motion BE AMENDED to include the following new part f):

f) the Civic Administration BE DIRECTED to report back in the first quarter of 2025 with potential options for Council's consideration with respect to the Surplus Deficit Policy.

**Motion Passed**

#### 4.4 Discussion - Next Meeting Dates

Moved by: E. Pelosa  
Seconded by: S. Lewis

That it BE NOTED that the next Strategic Opportunities Review Working Group meeting will be held on July 15, 2024 at 9:00 AM, in Committee Room #5.

**Motion Passed**

**5. Deferred Matters/Additional Business**

None.

**6. Confidential**

None.

**7. Adjournment**

Moved by: P. Cuddy

Seconded by: C. Rahman

That the meeting BE ADJOURNED.

**Motion Passed**

The meeting adjourned at 4:15 PM.

> From: Lina Bowden  
> Sent: Friday, June 28, 2024 8:34 AM  
> To: SPPC <[sppc@london.ca](mailto:sppc@london.ca)>  
> Subject: [EXTERNAL] REQUEST FOR A DELEGATION FOR Strategic Priorities  
> and Policy Committee July 18

> I am requesting a delegation to the July 18th Strategic Priorities and Policy Committee meeting.

> I am a concerned citizen who is very engaged in London's nonprofit and community sector. I find the discussion to potentially remove the Capital & Innovation Grants and the Neighbourhood Decision Making program extremely disturbing. A relatively small line item in your overall city budget, these grants are vital to community making, collaboration and creative solutions to our City's wicket problems. We will lose critical programs and I plead with you as stewards and representative of all of us Londoners, to value the important programs that run on small budgets with big impact.

> I understand that the next level of decision making is happening at the Strategic Priorities and Policy Committee which all counsellors are a part of. I urge you strongly to please REJECT this recommendation brought forward by the Council's Strategic Opportunities Review Working Group. I see the immense value provided by our community impact organizations and my husband and I volunteer and donate to so many of them. These organizations are committed, hard working, run by underpaid superstars and we need more funding for this group, not less! These organizations also run with several passionate volunteers, like me, who commit hours and hours because we believe in their work.

> Please show the nonprofit sector that you CARE about them and VALUE their important work by retaining the Capital and Innovation Grants and the Neighbourhood Decision Making Program.

> Lina Bowden  
> London ON  
> N6A 3Z5

**From:** Leah Derikx  
**Sent:** Tuesday, July 2, 2024 2:58 PM  
**To:** SPPC <sppc@london.ca>  
**Subject:** [EXTERNAL] Delegation Request for SPPC July 18th Meeting

Hello,

I would like to request delegation status at the upcoming SPPC meeting on July 18th relating to the **Community Grants Neighbourhood Decision Making - Deputy Mayor S. Lewis and Councillor S. Lehman (from SORWG)**.

I plan to speak about the positive impacts the grant programs have had on LEN and its membership and I would like to attend the meeting in person. Please let me know if any further information is required.

With thanks,

--



**Leah Derikx** (she/her)

Interim Executive Director, London Environmental Network



**From:** Christy Cook

**Sent:** Wednesday, July 3, 2024 1:28 PM

**To:** SPPC <sppc@london.ca>; Andrew Fleet

**Cc:** paige

**Subject:** [EXTERNAL] Request for delegation status at July 18th Strategic Priorities and Policy Committee Meeting

Hello,

I'm the Education Projects Manager at Growing Chefs! Ontario and I'd like to request delegation status for our Executive Director, Andrew Fleet, to speak at the July 18th 1pm Strategic Priorities and Policy Committee Meeting at City Hall.

In light of their potential cancellation, we would like to speak on the immense value and the impacts of the City of London Capital Grants, Innovation Grants, and the Neighbourhood Decision Making projects both to the community and also to the non-profit sector of London.

Please let us know if Andrew Fleet, copied here, can speak at the meeting and if there's anything else we should know leading up to it.

Thank you,

--

Christy Cook (she/her)  
Education Projects Manager  
Growing Chefs! Ontario  
460 King Street  
London Ontario  
N6B 1S9

**From:** Kaitlin Creighton  
**Sent:** Wednesday, July 3, 2024 3:37 PM  
**To:** SPPC <sppc@london.ca>  
**Subject:** [EXTERNAL] Delegation Request for SPPC July 18th Meeting

Hello,

I would like to request delegation status at the upcoming SPPC meeting on July 18th relating to the **Community Grants Neighbourhood Decision Making - Deputy Mayor S. Lewis and Councillor S. Lehman (from SORWG)**.

Along with my colleague Alix Robinson, I plan to speak about the positive impacts the grant programs have had on our local business sustainability program, Green Economy London and the local business community. We would like to attend the meeting in person. Please let me know if any further information is required.

With thanks,



**Kaitlin Creighton** (She/Her)  
Director of Sustainability, London Environmental Network

**From:** Marlene Rumas

**Sent:** Thursday, June 27, 2024 1:20 PM

**To:** Lehman, Steve <[slehman@london.ca](mailto:slehman@london.ca)>; Franke, Skylar <[sfranke@london.ca](mailto:sfranke@london.ca)>; Cuddy, Peter <[pcuddy@london.ca](mailto:pcuddy@london.ca)>; Peloza, Elizabeth <[epeloza@london.ca](mailto:epeloza@london.ca)>; Stevenson, Susan <[sstevenson@london.ca](mailto:sstevenson@london.ca)>; Pribil, Jerry <[jpribil@london.ca](mailto:jpribil@london.ca)>; Rahman, Corrine <[crahman@london.ca](mailto:crahman@london.ca)>

**Cc:** Trosow, Sam <[strosow@london.ca](mailto:strosow@london.ca)>; City of London, Mayor <[mayor@london.ca](mailto:mayor@london.ca)>; Marlene Rumas

**Subject:** [EXTERNAL] Support for Fiscal Responsibility

Dear Councillors,

I am writing to share my views on the recent SORWG decision regarding community grants and nonprofit delegations.

- **Support for Grant Suspension:** Suspending Capital and Innovation Community Grants and Neighbourhood Decision Making Grants will save \$750,000 annually. This helps reduce property tax increases and ensures city funds are focused on essential services.
- **Nonprofits and City Budgets:** While nonprofits provide value, they should seek private funding. City budgets should prioritize essential services and infrastructure, not funding for nonprofit organizations. This prevents diversion of critical resources and maintains fiscal responsibility.
- **Appreciation for Fiscal Prudence:** Thank you to the councillors who prioritized fiscal responsibility by voting to suspend these grants and exclude nonprofit delegations from this stage of the budget discussion.
- **Citizens as True Stakeholders:** It's crucial to differentiate between citizen input and nonprofit input. Citizen input is vital, as taxpayers are the true stakeholders. The focus should be on ensuring our tax dollars are used effectively for core municipal functions.

Thank you for considering my perspective.

Sincerely,

Marlene Rumas

**From:** Becky S

**Sent:** Wednesday, July 3, 2024 8:55 AM

**To:** SPPC <sppc@london.ca>; Trosow, Sam <strosow@london.ca>

**Subject:** [EXTERNAL] Neighbourhood making decisions

Hi There,

I was just informed that City Council is debating taking away the Neighbourhood Decision Making program and I am deeply saddened by this. It is such a great program that has done wonderful things for communities across the city. Please consider keeping it.

Becky Stephenson  
Ward 6

July 2, 2024

To the members of the Strategic Opportunities Review Working Group,

We were dismayed this week to learn that two Councillors are seeking to have the City Council cancel three years' worth of budgeted investment in community infrastructure, nonprofit innovation, and participatory budgeting for citizens. We see that Deputy Mayor Shawn Lewis and Ward 8 Councillor Steve Lehman are proposing to cancel funding for the City of London Capital and Innovation Grants and the Neighbourhood Decision Making program from 2025–2027.

On behalf of Urban Roots London, I hope to demonstrate the great value of the City of London Capital Grant and implore you to continue making this program and the others available to London organizations.

In 2022 we were granted \$34,600 through the Capital Grant stream. Urban Roots benefited from the Capital Grant to install hydro directly to our main farm site to enhance our irrigation system and to bring electrical to our new two high tunnels, cold storage shed and pack/wash house shed. In addition, Capital Grant funds were also used to design and build our cold storage shed and pack/wash house shed. The Capital Grant funds were a part of significant infrastructure projects in 2023. We received capital funds from the Ontario Trillium Foundation to build the two high tunnels as well as from United Way to build the two sheds and a utility shed that houses the hydro meters. Without the City of London's Capital Grant, we would not have been able to leverage other funding sources sufficient to be able to install Hydro directly on the farm which means our high tunnels and sheds would have been less utilized during the cold months. Before this infrastructure project, we were working out of a shipping container where we could only have 1 or 2 staff inside processing produce and building orders for our community pop-up markets, farmgate markets, donations, and wholesale orders. As the demand for accessible and affordable food increases in London, Urban Roots needed to increase our capacity to meet that demand. Now we can have 4 or more staff processing produce and building orders in the pack/wash house shed. With these investments, we have doubled the amount of produce we can carry in our cold storage shed. This has greatly improved our capacity to help meet the pressing demands of food insecurity in London.

This is not just a “one-off” support but rather a project that will continue to increase the possibility of greater food security in London for years to come. In 2023 we distributed over 20,000 pounds of produce throughout London. Our community pop-up markets increased food security for over 3,500 individuals and 1,700 families across the City of London and our affordable farmgate market had over 1,000 visitors from London and the surrounding area.

We think a program like this should be available to any community organization that can steward community infrastructure, community innovation, and community engagement for ongoing public benefit, and we encourage you to defeat this emergent motion soundly.

Respectfully,

Anna Badillo, Executive Director of Urban Roots London

Jeremy Horrell, President of Urban Roots London

# Alzheimer Society

S O U T H W E S T P A R T N E R S

Your *partner* in dementia care in Elgin, Middlesex and Oxford

July 4, 2024

Strategic Priorities and Policies Committee  
City of London  
300 Dufferin Ave  
London, ON N6B 1Z2

Dear Mayor Morgan, City Councillors and Members of the Strategic Priorities and Policies Committee,

On behalf of the Alzheimer Society Southwest Partners (AlzSWP), I am writing to express our concern over the recent news that two Councillors are seeking to have City Council cancel three years' worth of budgeted investment in community infrastructure, non-profit innovation and participatory budgeting for citizens.

We noted the motion to propose cancelling funding for the City of London Capital and Innovation Grants and the Neighbourhood Decision Making program from 2025–2027. Through a past Innovation grant, AlzSWP was able to significantly increase volunteer support both for our organization and several other community support service agencies. We wish to encourage you to continue making this program available to London organizations.

In January 2023, AlzSWP was granted \$47,411 through the Innovation grant stream. These funds supported the expansion of our Volunteer Collective, an initiative to recruit and provide dementia training to volunteers that would be deployed within our organization as well as to other agencies throughout the City that support clients experiencing cognitive change. At a time when volunteerism is lower than ever, the grant supported our team in recruiting and training 129 diverse volunteers who supported clients at AlzSWP and nine other agencies including the Salvation Army, Hutton House and the Oasis project. Additionally, the grant allowed us to focus on recruiting volunteers from diverse communities. This meant that AlzSWP could support families impacted by dementia in their own language, including Spanish, Italian, Punjabi, German, Mandarin, Dutch, Japanese and French. Without the Volunteer Collective, these families would have gone unsupported or struggled to access services in English.

The Capital and Innovation grants and Neighbourhood Decision Making programs reach far beyond one-off supports for single agencies. Building a dementia-friendly (and age friendly) community is a strategic priority for AlzSWP and expanding the number of residents who are better informed and able to support people experiencing cognitive decline contributes significantly to this. We encourage you to re-think this proposal. The non-profit sector is a key partner that the City of London needs to deliver on its promise to improve quality of life and build a strong and vibrant community.

Respectfully,



Carol Walters  
CEO, Alzheimer Society Southwest Partners

[contact@alzswp.ca](mailto:contact@alzswp.ca) | [alzswp.ca](http://alzswp.ca) | 1-888-495-5855

Elgin: 450 Sunset Dr., Ste. 229, St. Thomas, ON N5R 5V1 | Middlesex: 435 Windermere Rd. London, ON N5X 2T1 | Oxford: 575 Peel St., Woodstock, ON N4S 1K6

Charitable Registration Number: 106705346RR0001



**July 4, 2024**

To the members of the Strategic Planning and Priorities Committee:

We were dismayed this week to learn that two Councillors have sought to have City Council cancel three years' worth of budgeted investment in community infrastructure, nonprofit innovation, and participatory budgeting for citizens.

Deputy Mayor Shawn Lewis and Ward 8 Councillor Steve Lehman will propose a motion in a working group next week to cancel funding for the City of London Capital and Innovation Grants and the Neighbourhood Decision Making program from 2025 to 2027.

The London Chamber of Commerce would like to join other members of the community in underscoring the importance of the Community Improvement Grant program and persuade you to continue supporting this vital program for London organizations.

The London Chamber is in fact a beneficiary of this program through its partnership with Nokee Kwe and Libro Credit Union to deliver the First Employ program. This initiative aims to enhance inclusive economic growth by leveraging the Indigenous workforce's strengths. The project, established in response to local businesses' struggles recruiting and retaining Indigenous talent, aims to improve hiring norms and create culturally sensitive work environments.

The City of London Capital and Innovation Grants and the Neighbourhood Decision Making are well managed, well run programs that have just undergone a staff review. While on occasion a mistake might be made or a program funded that members of council disagree with, the programs are an essential element of grassroots democracy in our community and the Chamber strongly supports their retention.

Respectfully,

A handwritten signature in black ink, appearing to read "Graham Henderson".

Graham Henderson  
CEO  
London Chamber of Commerce

101-244 Pall Mall Street, London, Ontario, N6A 5P6  
519-432-7551 [londonchamber.com](http://londonchamber.com)

**From:** Marcie Pridding  
**Sent:** Wednesday, July 3, 2024 3:40 PM  
**To:** SPPC <[sppc@london.ca](mailto:sppc@london.ca)>  
**Subject:** [EXTERNAL] Neighbourhood and Innovation Grants

Hi there,

I wanted to voice my concern over these funding opportunities potentially being cancelled just to save less than \$5 a month. I think they can find savings, or perhaps revenue generating, opportunities elsewhere.

Please do not cut these community building grants - life will be way more depressing without them.

Marcie





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

London  
CANADA

June 26, 2024

Dear Colleagues,

RE: The Community Investment Reserve Fund

In an effort to address the cost savings opportunities discussed at the Strategic Opportunities Review Working Group (SORWG) related to the London Community Grants annual Capital and Innovation Grants and the Neighbourhood Decision Making (NDM) Program, we'd like to propose the following motion:

- a) That the London Community Grants, annual Grassroots, Innovation and Capital Grants stream for the 2025, 2026 and 2027 years be funded to a maximum level of \$250,000/year through the Community Investment Reserve Fund while the program is undergoing further review. This funding is contingent on the Community Investment Reserve Fund having a minimum remaining balance as of December 31st of each year of at least \$1M.
- b) In lieu of the current Neighbourhood Decision Making Program, that Civic Administration explore options to fund parks improvements through a participatory decision-making model through the Get Involved site at the time a parks improvement project moves forward. Funded through the Community Investment Reserve Fund with a maximum of \$25,000 per parks project and an annual total of \$125,000 for 2025, 2026 and 2027. This funding is contingent on the Community Investment Reserve Fund having a minimum remaining balance as of December 31st of each year of at least \$1M.

By way of approval of the proposed motion, we'd achieve the following objectives:

- 1) A reduction from our tax levy budget projection and overall spending and,
- 2) continued support for participatory decision making for parks related investments and,
- 3) annual Capital and Innovation grant funding which support projects with community partners.

Sincerely,

Corrine Rahman  
Councillor Ward 7

Shawn Lewis  
Deputy Mayor, Councillor Ward 2

**From:** margaret romain

**Sent:** Thursday, June 27, 2024 10:53 PM

**To:** City of London, Mayor <[mayor@london.ca](mailto:mayor@london.ca)>

**Cc:** Hillier, Steve <[shillier@london.ca](mailto:shillier@london.ca)>; Ferreira, David <[dferreira@london.ca](mailto:dferreira@london.ca)>; Peloza, Elizabeth <[epeloza@london.ca](mailto:epeloza@london.ca)>; Franke, Skylar <[sfranke@london.ca](mailto:sfranke@london.ca)>; Van Meerbergen, Paul <[pvanmeerbergen@london.ca](mailto:pvanmeerbergen@london.ca)>; Hopkins, Anna <[ahopkins@london.ca](mailto:ahopkins@london.ca)>; Lehman, Steve <[slehman@london.ca](mailto:slehman@london.ca)>; Rahman, Corrine <[crahman@london.ca](mailto:crahman@london.ca)>; Trosow, Sam <[strosow@london.ca](mailto:strosow@london.ca)>; Pribil, Jerry <[jpribil@london.ca](mailto:jpribil@london.ca)>; Stevenson, Susan <[sstevenson@london.ca](mailto:sstevenson@london.ca)>; Cuddy, Peter <[pcuddy@london.ca](mailto:pcuddy@london.ca)>; Lewis, Shawn <[slewis@london.ca](mailto:slewis@london.ca)>; McAlister, Hadleigh <[hmcAlister@london.ca](mailto:hmcAlister@london.ca)>

**Subject:** [EXTERNAL] Neighbourhood Decision Making and London Community Grants programs.

Dear Mayor,

Our city needs this kind of support for community based projects and people working to make this city better for our most vulnerable citizens.

Please support keeping this funding in place for the future. It is vitally important. Thank you!

All the best,

Margaret Romain

London, ON

N6G 2E4



July 8, 2024

To the members of the Strategic Opportunities Review Working Group,

We were dismayed last week to learn that two Councillors are seeking to have City Council cancel three years' worth of budgeted investment in community infrastructure, nonprofit innovation, and participatory budgeting for citizens.

We see that Deputy Mayor Shawn Lewis and Ward 8 Councillor Steve Lehman will make [a motion in a working group next week](#), proposing to cancel funding for the City of London Capital and Innovation Grants and the Neighbourhood Decision Making program from 2025–2027. On behalf of Humane Society London & Middlesex, I hope to demonstrate the great value of the Capital Grant stream and persuade you to continue making this program available to London organizations.

In February, 2023 we were granted \$3 million to support the construction of our urgently-needed new animal shelter and community education facility. Although these funds were ultimately awarded through a different City budget, HSLM became aware of this opportunity and submitted our initial application through the City of London Community Grants, Capital Grant stream. This grant funding was a catalyst to launch construction on our new home, and helped us leverage other levels of government funding, including \$100,000 from the federal government. We were able to receive Board approval to begin construction on our new facility, which built momentum for our capital campaign and encouraged community participation. We are now just \$100,000 from our \$7 million campaign goal and will move into our new home in November, 2024. This would not have been possible without the grant from the City of London Community Grants program.

We think a program like this should be available to any community organization who can steward community infrastructure and engagement for ongoing public benefit, and we encourage you to defeat this emergent motion soundly.

Respectfully,

Wendy Arnott, Interim Executive Director  
Humane Society London & Middlesex  
519-451-0630 [warnott@hslm.ca](mailto:warnott@hslm.ca)

## **MOTION PASSED AT JULY 10, 2024 ESACAC MEETING:**

- 1. That the Environmental Stewardship and Action Community Advisory Committee recommends that the City does not pause funding to community grants and the Neighbourhood Decision Making program;***
- 2. That Civic Administration be requested to include this report as an attachment to the Civic Works Committee meeting agenda on July 16, 2024 so it may be referred to the Strategic Priorities and Policy Committee.***

The Environmental Stewardship and Action Community Advisory Committee (ESACAC) [mandate](#) includes climate change mitigation, the development and monitoring of London's Urban Forest Strategy and Climate Emergency Action Plan (CEAP) and to act as a resource for other related policies and strategies. ESACAC recognizes that many Londoners engaging in environmental stewardship and climate action activities related to our mandate depend on access to funding provided through the City's existing grant streams and the Neighbourhood Decision Making (NDM) program. For example, many recipients of funding through grants and NDM support tree planting and projects related to climate change adaptation in neighborhoods.

In May 2024, ESACAC engaged with staff overseeing NDM to inquire about linkages with CEAP implementation. Our committee was satisfied with ongoing improvements to the program, which staff explained provide enhanced value-for-money, fairness and equity. In 2024, the City of London Innovation and Capital grant stream received 53 applications with more than \$4.1 million requested and \$396,000 to be allocated (9.7% of total requested); the Grassroots grant stream received 32 applications with \$1.1 million requested and \$100,000 to be allocated (9.1% of total requested). These funding sources are demonstrably in high demand and existing allocations are already falling far below needs expressed by the community.

**ESACAC is concerned by the decision of the Strategic Opportunities Review Working Group (SORWG) to suspend funding to the City of London community grants and NDM program, believing that this will negatively impact community-led efforts towards making London into a greener, more resilient city, supporting CEAP implementation and helping the City to implement its 2023-2027 Strategic Plan.**

**ESACAC prepared 5 questions about this decision and engagement with the working group that we request be forwarded to the Strategic Priorities and Policy Committee (SPPC) for consideration:**

1. What exactly would replace the existing grant streams and Neighbourhood Decision Making program?
2. Where does the 0.1% budget savings estimate come from, and does this estimate account for costs associated with shifting delivery of neighborhood improvements into the Parks and Recreation Master Plan?
3. How has suspending funding for grants and NDM been studied in terms of impacts to the capacity of relevant divisions to deliver services, impacts to workload of individual members of Council, as well as impacts to community partners who work with the City?
4. What is the process for the SORWG to receive suggestions of potential cost saving opportunities from outside its core membership, such as from the City's advisory committees? ESACAC members are prepared to propose cost saving measures that the working group could explore, but we are unsure how to share feedback.
5. What is the City of London's policy with respect to receiving delegations at working groups, such as the SORWG or Governance Working Group?

# Strategic Opportunities Review Working Group

## Report

2nd Meeting of the Strategic Opportunities Review Working Group  
July 15, 2024

PRESENT: Councillors E. Pelozo (Chair), S. Lewis, P. Cuddy, J. Pribil, C. Rahman

ABSENT: S. Stevenson, S. Lehman

ALSO PRESENT: Councillor S. Trosow; M. Butlin, E. Hunt

Remote Attendance: Councillor S. Franke; A. Barbon, K. Murray, K. Pawelec, K. Scherr, C. Smith

The meeting is called to order at 9:03 AM.

### 1. Disclosures of Pecuniary Interest

That it BE NOTED that no pecuniary interests were disclosed.

### 2. Consent

None.

### 3. Scheduled Items

None.

### 4. Items for Direction

#### 4.1 Annual Work Plan

Moved by: P. Cuddy

Seconded by: J. Pribil

That the following actions be taken with respect to the Strategic Opportunities Review Working Group's Annual Work Plan, as amended:

a) the Civic Administration BE DIRECTED to report back in Q1 of 2025 on the potential to eliminate snow plowing of sidewalks on residential class streets by passing a by-law requiring property owners to clear the sidewalk along their property;

b) the draft Annual Work Plan as amended BE RECEIVED;

it being noted that the Strategic Opportunities Review Working Group received a communication dated July 12, 2024 from J. Kearon, Associate Medical Officer of Health, Middlesex-London Health Unit with respect to the proposal for alcohol sales in Municipal facilities.

**Motion Passed**

#### 4.2 Revenue Generating Ideas - Councillor S. Franke

Moved by: C. Rahman

Seconded by: P. Cuddy

That the following actions be taken with respect to the submission regarding revenue generating ideas from Councillor S. Franke:

a) the Civic Administration BE DIRECTED to forward the communication with respect to Local District Energy Systems for new subdivisions and the

downtown core utilizing sewer heat exchange and renewable technologies as primary energy sources to London Hydro for their review and feedback, with a request to report back to the Strategic Opportunities Review Working Group in Q4 of 2024; and

b) the Civic Administration BE DIRECTED to investigate cost-saving opportunities in our tree sourcing, specifically looking at the financial cost and benefit of owning and operating or subcontracting a tree nursery and report back to the Strategic Opportunities Review Working Group on the potential return on investment and long-term benefits in Q4 of 2025;

it being noted that the Strategic Opportunities Review Working Group received a communication date July 7, 2024 from Councillor S. Franke with respect to this matter;

it being further noted that the Civic Administration advised the working group of a planned review of tree sourcing in 2025.

**Motion Passed**

**ADDITIONAL VOTES:**

Moved by: S. Lewis  
Seconded by: E. Peloza

That the motion BE AMENDED to add the following new part b):

b) the Civic Administration BE DIRECTED to investigate cost-saving opportunities in our tree sourcing, specifically looking at the financial cost and benefit of owning and operating or subcontracting a tree nursery and report back to the Strategic Opportunities Review Working Group on the potential return on investment and long-term benefits in Q4 of 2025;

**Motion Passed**

**4.3 Discussion - Next Meeting Date**

Moved by: P. Cuddy  
Seconded by: C. Rahman

That it BE NOTED that the next Strategic Opportunities Review Working Group meeting will be held on September 4, 2024 at 9:00 AM.

**Motion Passed**

**5. Deferred Matters/Additional Business**

None.

**6. Confidential**

None.

**7. Adjournment**

Moved by: S. Lewis  
Seconded by: P. Cuddy

That the meeting BE ADJOURNED.

**Motion Passed**

The meeting adjourned at 9:36 AM.

## Report to Strategic Priorities and Policy Committee

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

**From:** Kevin Dickins, Deputy City Manager, Social and Health Development

**Subject:** SS-2024-237 Single Source Award for Year-Round Ark Aid Mission Strategy

**Date:** July 18, 2024

## Recommendation

That, on the recommendation of the Deputy City Manager, Social and Health Development, the following actions **BE TAKEN** with respect to the July 18, 2024, SS-2024-237 Single Source Award for Year-Round Ark Aid Mission Strategy report, that;

- 1) A single source award **BE APPROVE** to Ark Aid Street Mission, as per Section 14.4 e) of the Procurement of Goods and Services Policy, to provide Year-Round Stable Responsive Services for an initial period of August 1, 2024, to December 31, 2024, with options to renew for two (2) additional years,
- 2) Civic Administration **BE DIRECTED** to reallocate \$1,800,000 of previously approved one-time funding from the Operating Budget Contingency Reserve (approved by Council on February 13, 2024) to fund the Year-Round Stable Responsive Services for an initial period of August 1, 2024, to December 31, 2024,
- 3) Civic Administration **BE DIRECTED** to prepare a budget amendment for consideration through the 2025 Budget Update process for funding in 2025 and future years,
- 4) Civic Administration **BE AUTHORIZED** to undertake all administrative acts which are necessary in relation to this project; and
- 5) The approval given herein **BE CONDITIONAL** upon the Corporation of the City of London entering into a new and/or amending the existing Purchase of Service Agreement with Ark Aid Street Mission.

## Executive Summary

On May 14, 2024, Ark Aid Street Mission (The Ark) submitted a strategy proposal to provide year-round basic needs, outreach, and inclement weather services. Civic Administration was directed by council to extend one-time funding in the amount of \$687,000 to Ark Aid Street Mission Inc. for an additional 61 days until July 31, 2024, to be funded through the Community Investment Reserve Fund and for staff to engage with Ark Aid Street Mission Inc. to review its most recent communication related to a year-round strategy. Civic Administration has reviewed the report and is making a recommendation based on its details and foreseen need in community.

The Ark is proposing to offer services for the period of August 1, 2024, to March 31, 2027, at an annual cost of approximately \$4.3 million/year. The intention of this proposal is to eliminate the need for a yearly Winter Response program and to fill service gaps in community until the Whole of Community System Response Hubs are operational. This program is to operate year-round for up to a three-year period. This approach should support staff retention, training and funding allocation avoiding seasonal hiring and short-term funding requests reducing multiple gaps in services. These services should transition into alignment with the Whole of Community Response i.e. highly supportive housing and Hub model and the system transformation work being done throughout community.

Civic Administration is seeking approval to reallocate previously approved one-time funding of \$1,800,000 from the Operating Budget Contingency Reserve to fund these services for the period of August 1, 2024, to December 31, 2024. Civic Administration is also seeking direction to prepare a budget amendment for consideration as part of the 2025 Budget Update process to address funding requirements for 2025 and future years.

## **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

- The City of London demonstrates leadership and builds partnerships to increase quality, affordable, and supportive housing options.
- London has a robust community system of health, homelessness, housing stability services, policies, procedures, and by-laws in place to support individuals and families at risk of or experiencing homelessness or in precarious housing consistent with Council's recognition of the health and homelessness emergency.

### Wellbeing and Safety

- London has safe, vibrant, and healthy neighbourhoods and communities.
- London is an affordable and supportive community for individuals and families.
- Londoners have safe access to public spaces, services, and supports that increase wellbeing and quality of life.
- Housing in London is affordable and attainable.
- Londoners have access to quality, affordable, and timely services.
- Londoners have equitable access to key services, community supports, and recreational opportunities that enhance wellbeing and resilience.
- Increased access to a range of quality, affordable, and supportive housing options that meet the unique needs of Londoners.
- London continues its efforts to promote animal welfare including companion pets and wild animals.
- Decreased number of Londoners at risk of or experiencing homelessness
- Improved safety in London's shelters system

### Housing Stability for All: The Housing Stability Action Plan for the City of London (2019-2024)

London's Homeless Prevention and Housing Plan, Housing Stability for All: The Housing Stability Action Plan for the City of London (Housing Stability for All Plan), is the approved guiding document for homeless prevention and housing in the City of London and was developed in consultation with Londoners.

## **Analysis**

### **1.0 Background Information**

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

The following reports are related to the Direct Solicitation Proposal Year-Round Ark Aid Mission Strategy and Health and Homelessness Whole of Community System Response

- Homeless Prevention and Housing Plan 5 Year Review and Update (CPSC: June 17, 2019)
- Municipal Council Approval of The Housing Stability Plan 2019 to 2024 as Required Under the Housing Services Act, 2011 (CPSC: December 3, 2019)



- Municipal Council Approval of the Housing Stability Plan 2019 to 2024 (CPSC: December 3, 2020)
- Housing Stability for All Plan 2020 Update (CPSC: May 11, 2021)
- Housing Stability for All Plan - Mid-Year Update (CPSC: September 21, 2021)
- Housing Stability Services – Social Services Relief Fund Phase Four Allocations (CPSC: November 23, 2021)
- Housing Stability for All Plan 2020 Update (CPSC: May 31, 2022)
- 2022-2023 Winter Response Program and Action and Accountability Working Group Update (CPSC: November 29, 2022)
- Health and Homelessness Summits – Proposed Whole of Community System Response (SPPC: Feb 28, 2023)
- 2022-2023 Winter Response and Community Accountability Working Group Funding Reallocation Request (CPSC April 12, 2023)
- Update – Whole of Community System Response Implementation (CPSC: April 18, 2023)
- Update 2 – Whole of Community System Response Implementation (SPPC, May 9, 2023)
- 2022-2023 Winter Response Outcome Report (CPSC May 24, 2023)
- Housing Stability for All Plan 2022 Update (CPSC: May 24, 2023)
- Winter Response Program Outcome Report Year-over-Year Comparison (CPSC: August 15, 2023)
- Winter Response 2022-2023 Final Report (CPSC: March 18, 2024)
- Whole of Community System Response – Quarterly Report (SPPC, April 16, 2024)

## **2.0 Discussion and Considerations**

### **2.1 Background**

Council has approved short term funding for Ark services since December 2020 and continuous funding since October 2022. This has included an increase to the ask of provisions year over year.

- Council approved an extension of Ark services at Cronyn Warner providing 60 beds until July 31, 2024.
- The Ark currently provides all meals for Basic Need supports for depots and encampment strategy.
- The Ark provided most overnight beds (120) and indoor day space (160) for 2023-24 Cold Weather Response.
- The Ark has been an active participant in the Whole of Community Response from the onset of the original Health and Homelessness Summits and continues to be a collaborator for ongoing community sessions.

### **2.2 Housing Stability Services Review of Proposal**

Civic Administration is supportive of many aspects of the Year-Round Stable Responsive Services proposal submitted by the Ark, with the following analysis:

This plan supports the delivery of services to some of the most marginalized individuals in the community and contributes to an overall stabilization of the sector. This proposal offers stability in service delivery and can pivot as the community looks to introduce more Hubs and Highly Supportive Housing.

This system expansion is created with an intent to wind down. It is not the introduction of another shelter nor is it permanent. It is geared to supporting the sector as it evolves into The Whole of Community System Response.

Civic Administration currently contracts an agency to provide transformational outreach. Civic Administration analysed the Ark Aid proposal regarding the additional transformative outreach elements and has determined that it is not a priority at this time.

The Community Encampment Response Plan endorsed in June by Council has identified

the need for transactional outreach for basic needs provisions. Civic Administration Will be reporting back to a future SPPC meeting on the roll out details and costing for these types of services. Given this, Civic Administration is not recommending the inclusion of transactional outreach services as part of the Ark proposal. The same criteria were used for consideration and the exclusion of costs for food preparation and distribution.

The Ark's year-round plan in its current design proposes to fill existing gaps in the housing stability system for outreach, basic needs, beds, and stabilization.

Civic Administration recognizes the Ark has experienced many successes supporting winter and cold weather responses.

Civic Administration recognizes this plan could fill gaps and benefit the sector by not having to establish and ramp up yearly cold weather and inclement weather responses.

Civic Administration reviewed the submitted proposal, collaborated with the Ark to provide this recommendation based on the proposed service deliverables, understanding of need in community and the goals of the Housing Stability Action Plan. The direct solicitation attached as an Schedule A is what we based our conversations on and evolved into this report.

### **2.3 Housing Stability Services Recommendation**

Based on our analysis and collaboration of the proposal, Civic Administration recommends the Ark be entered into contract agreement for a period up to 3 years providing the following services:

- 24/7 Front Door and Assessment at The Ark Aid Street Mission at 696 Dundas St. to provide immediate needs and works as a referral step to be to the transitional spaces. No one to be turned away without connection. Will assist everyone who presents and triage from this door to the next where available.
- 40 rotational drop-in spaces that includes basic needs and services such as meals, access to showers, laundry, and bathrooms.
- 30 resting spaces to provide temporary overnight stays, system navigation and warm transfer to appropriate and available services in community (for example: health services, crisis, stabilization spaces and Cronyn Warner).
- Stabilization Transitional Beds at Cronyn Warner at 432 William St. (for individuals referred from Ark Aid Street Mission, Coordinated Access, hospital, or other community partners)
- 60 beds to provide ongoing support to those unable to access shelter spaces, providing a community environment with self-directed supports of medical and case management services on site.
- Facility has a focus on seniors, vulnerable and medically fragile individuals, and those experiencing homelessness for the first time.

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

#### **3.1 Cost of Services and Funding Source**

The combined cost of the proposed services for operating 696 Dundas Street Ark Mission and 432 William Street Cronyn-Warner sites is up to \$360,000/month (or \$4,320,000/year).

On February 13, 2024, as part of the recommendations in a report entitled "SS-2024-042: Housing Stability Services Single Source", Council approved a drawdown from the Operating Budget Contingency Reserve in the amount of up to \$4,599,855 to fund the anticipated cost of those contract awards. In finalizing contracts with the service providers outlined in that report, it has been determined that the full amount of the approved drawdown from the Operating Budget Contingency Reserve will not be required.

Civic Administration is recommending repurposing \$1,800,000 (\$360,000/month x 5 months) of that previously approved amount to fund these services on a one-time basis

for the period of August 1, 2024, to December 31, 2024. Due to the significance of the funding request and because there is no identified source of funding for future year costs, Civic Administration is seeking direction to prepare a budget amendment for inclusion in the 2025 Budget Update to address the funding requirement for 2025 and future years.

## 4.0 Key Issues and Considerations

### 4.1. Support Structure

Outlined below is the Ark's trajectory for August 1<sup>st</sup>, 2024, to December 31<sup>st</sup>, 2024, to deliver services while working toward the Whole of Community plan.

- Maintain Cronyn Warner program for stabilized transitional resting spaces 60 spaces 24/7.
- Operate 696 Dundas St. for day basic needs, triage assessment, system navigation and diversion services changing the space to each day nighttime resting spaces 16-24h/day (with cleaning shutdowns) to support approx. 120 individuals during the day and 30 each night.
- Encampment supports provided via encampment strategy (funded via Basic Needs Plan Report)
- Community Safety/ neighbourhood engagement & outreach services for accompaniment to appointments, transitions into and out of programs and on-going case management is currently unfunded but proposed in all options for "now" implementation. Agency will commit to this work through donated dollars.

## Conclusion

This proposal aims to address service gaps in the community until the Whole of Community System Response Hubs are fully operational, eliminating the need for an annual Winter Response program. By running year-round for up to three years, the program will help retain staff, improve training, and streamline funding, avoiding the challenges of seasonal hiring and short-term funding requests. Ultimately, this approach will reduce multiple service gaps. As the services transition, they will align with the Whole of Community Response, including highly supportive housing and the Hub model, supporting the ongoing system transformation work in the community.

<b>Prepared by:</b>	<b>Debbie Kramers, Manager, Coordinated Informed Response</b>
<b>Submitted by:</b>	<b>Julia Rennick, Manager, Housing Stability Services</b>
<b>Recommended by:</b>	<b>Craig Cooper, Director, Housing Stability Services</b>
	<b>Kevin Dickins, Deputy City Manager, Social and Health Development</b>



**Year Round Stable Responsive Services: Basic Needs, Encampments & Outreach Services, System capacity increase & Inclement Weather Strategy.**

**August 2024- March 31, 2027**

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**Background:**

Since 2020 Ark Aid Street Mission Inc. has engaged in providing emergency winter services to those living unsheltered in the city of London, initially this population was estimated to be about 300 individuals, currently estimates are over 2000.

Demand for basic needs, indoor respite, running water, bathrooms, clothing, showers, hygiene items, clean/dry socks and clothing, social connection, system navigation, advocacy and a general place of welcome and relief for those living unsheltered/ unhoused is very high, while at the same time there are no year round funded drop in services for this population where these needs can be met year round.

Though those luck enough to be able to access the 309 shelter spaces in our community, or the newly established youth and indigenous hub spaces are receiving this care and support; the pressures on a woefully under sized shelter system require others who are not primarily mandated to respond to the homelessness crisis such as police, by-law, waste management, business community, and individual residents to shoulder the costs, response and challenges of a large underserved population.

The Health and Homelessness All of Community Strategies targeting the highest vulnerability demographic within the homeless population (estimated in 2023 to be 600 individuals) anticipates up to 15 hub locations and 600 highly supportive housing units to be developed in our city. To this date, two such hubs are in progress of developing with hopes of more, and over 100 units established. Ark Aid has participated in the development of this work and aligns to the efforts while recognizing that the volume of the interventions the organization has been implementing these previous years are fulfilling a key role in creating capacity in the system. Recognizing the responsive nature

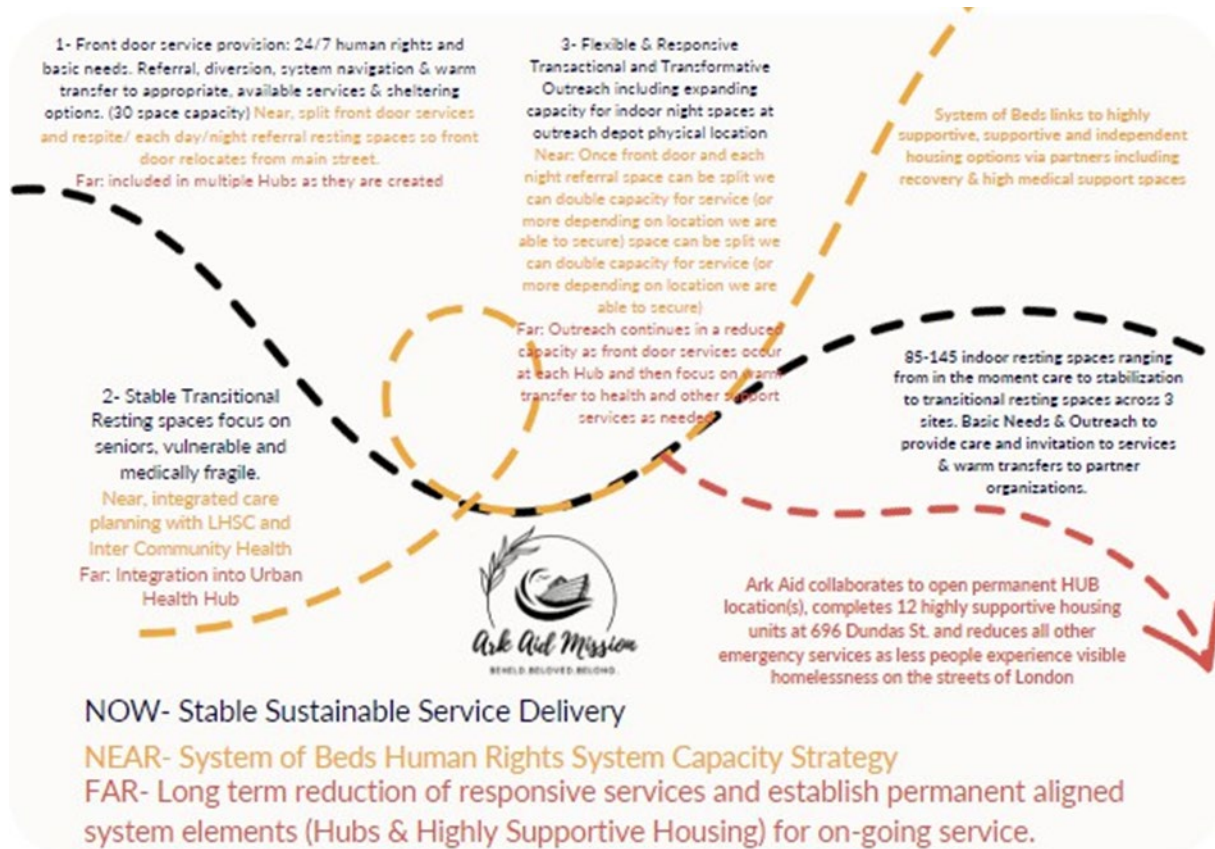
of our role in both aligning strategically to these new efforts while serving a diverse and growing population of those experiencing homelessness, we offer a pivot strategy seeking stable funding to expand the volume of short term resting spaces and indoor services towards a long term development of hubs in our community and highly supportive housing.

This proposal has been updated to reflect on-going work with colleagues in the sector and key partners who will enable the proposed interventions to be delivered collaboratively and comprehensively. Additionally, this proposal includes a per-solutions cost this is to provide a choice for council and community to debate elements of this strategy and to determine if various elements can be delivered in other ways or by leveraging currently existing funded services aligning to the proposed strategy.

Finally, the funding request is for 3 years (August 2024-March 31, 2027) This time horizon is not arbitrary- it is to ensure that cost savings borne by comprehensive planning based on resource availability, a stable workforce and strategic planned pivot to a new system approach is time lined to align to the implementation horizons of momentum around hubs, supportive housing and system stabilization.

The Now, Near, and long term strategies envisioned in this proposal address the following demonstrated needs in our city and align to various strategies of the city of London which are referenced in the alignment documents listed at the end of this proposal.

**Solution being Proposed:**



Built on the foundation of Ark Aids 696 Dundas location which is our head office and owned by us, we can support spin off programs to scale to the needs of our community with a stable work force. Specific programming provided from 696 are front door/ assessment and stabilization services including an outreach depot. Our commercial kitchen has been providing up to 1000 meals per day to people in the city of London distributed through Cronyn- Warner, Encampment strategy meals, Outreach, and our daily drop in programs. This location also serves as our administrative offices, the space planned (drawings done and permits approved) to put in supportive housing (currently envisioned to be hospice/ palliative care model) and community programming including arts/ culture/ life skills/ and co-located services such as clinics, probation-parole, etc.)

The proposed services are defined as follows:

- Front door & Assessment (diversion) Services: Basic needs provision, 24/7 access resting space and system navigation, basic first aid and harm reduction services provided on site. Warm transfers to appropriate and available services in our community including Hubs, Shelters, stabilization spaces, hospital, crisis mental

health services. Links to ongoing housing stability services via Coordinated Access and individual propelled efforts including encampment education and support.

NOW: @ Ark Aid Street Mission 696 location in future front door at Outreach depot location and with stable rotational each day/ night referral resting spaces for up to 30 people (1 pet) with system navigation support.

(Daytime rotational drop in for up to 60 people and night space for up to 30)

- Stable Transitional Resting Spaces: Focus on Sr., Vulnerable, and medically fragile including first experience of homelessness. (60 +5 spaces 24/7) Cronyn warner location to provide on-going supports to those who are unable to access shelter spaces in the city and are able to stay in a community living environment with a clear objective of taking steps towards health and housing.

This space is participatory, self directed and supported with medical and case management services on site working towards permanent housing with participants of the program.

- Flexible and Responsive Outreach Services- Including emergency overflow spaces for indoor respite as needed (seasonal, demand specific and space provisioned) Transactional and Transformative services designed to integrate a outreach depot to be offered as a co-located and coordinated space with other outreach partners in the city for front door services (ultimately to be split out from the 696 Dunda St. location inclusive of drop in over night spaces that are rotationally available to those that show up for service 24/7. Dependant on space found to house this component, bed and staffing expansion could take place here or in additional spaces for up to 50 additional people.

(serving minimum 200 people daily- indoor space TBD to support 20-50 people 24/7)

Our programs and services are designed to align to the H&H Encampment Table strategy, the Hubs vision and includes a desire to finish the development of highly supportive housing (hospice/ palliative focused) as funding and pathways to complete these efforts align. By the end of the three year project evaluation, we hope to be established in at least one Hub project so that the wind down of these services coincides with greater permanent service delivery models.

Our services are low barrier, highly inclusive and meet demands of low acuity populations people experiencing housing instability, and marginalized people who require community and care to thrive in their neighborhoods. Thus the design of this system of beds and approaches supports a housing first & housing always approach. High acuity users are offered these spaces however, it is acknowledged that these highly congregate and simplistic environments are not meant to be long term stays and may not be appropriate for the highest acuity population who may self select out of these services. The strategy proposed is rooted in a consent based model of care where active participation and consent to engage are key (and the only) criteria for on-

going service. This model provides respite for those who are pre-contemplative to system engagement (encampment supports, drop in services, and basic needs delivery of care) contemplative, using our resting spaces and system navigation services, and preparing: staying at Cronyn-Warner becoming paper ready and fully engaged in system processes, action: participating in our community driven life skills, community development and neighborhood initiatives, and developing their case plans and housing strategies ultimately becoming housed and maintenance: having a community of care to engage in once housed to address loneliness, cyclical issues that may come up and ongoing pursuit of life goals.

All programs offered in this plan are designed to support people towards the goal of being housed and supported in their health and well being. This strategy, though it can be split apart is intended to integrate to the "system of beds" approach fostered by LHSC, ourselves and partner organizations and summarized in [this slide presentation](#) (Schedule A). Should this model prove successful, we believe that in the near future over 200 stable spaces for support could be added to the currently existing system and will be designed to pivot over time to the envisioned Hubs/ Highly supportive Housing strategies while providing immediate care to crisis people are experiencing in London.

Two key philosophies are embedded in these strategies and services

- These services rely on one another as safety exists when there is more than one door open, they also are designed to wind down as needs reduce or new portions of the system develop further. We hope that in two years we can transform various elements into a Hub and that the Ark location at 696 Dundas will have supportive housing upstairs.
- We believe that stabilizing this effort affords the community at large the following:
  - A plan and strategy to respond to the crisis in our community recognizing the issue will not be resolved immediately but system transformation takes time.
  - Stabilizing the workforce, those who use services and the system who rely on places to send people for supports. This creates capacity in the community for system change to take place
  - A responsive work force and strategy means we will pivot services in alignment with community tables and needs within our scope of basic needs, outreach and drop in capacities.
  - We develop policies and practices for a system of care approach that facilitates movement towards permanent appropriate and sustainable housing.
  - They system and the government can count on, hold accountable and be proactive in managing the crisis on the streets of London with a funded, predictable and responsive plan

# Redefining our System of Beds



## Background

- Cold Weather Response funding ended May 31st, 2024
- Sarah Campbell (Ark Aid) presented to council on May 7th 2024 around the need for a year-round response
  - 120+ people become unhoused – will require a more aggressive encampment strategy
  - Decrease in meals provided
- Ark Aid was granted extension funding until July 31st, 2024 to continue Cronyn Warner location and certain supportive services
- Council voted 0 to 14 to extend the funding for two months and asked for a long-term plan to be re-presented
- The Whole of Community work has fostered collaboration among various partners to address immediate steps towards a high acuity group of people, but the current issue is larger than the high acuity group. There is a need to expand the broad system to acknowledge the rising demand for services and the increasing number of people experiencing homelessness in our community.



## The Problem

This opportunity for improvement is **two-fold**:

- Organizations have been **unable to locate viable locations for co-locating** front door services, respite facilities, and transitional housing in order to fit the structured hubs framework which is intended to support homelessness in London, Ontario.
- Independent organizations possess expertise in their respective fields. However, as a network, we currently **lack a strategic approach** to integrating our services and supporting the entire population, not just individuals who are considered to be high acuity.

## The Evolved Solution

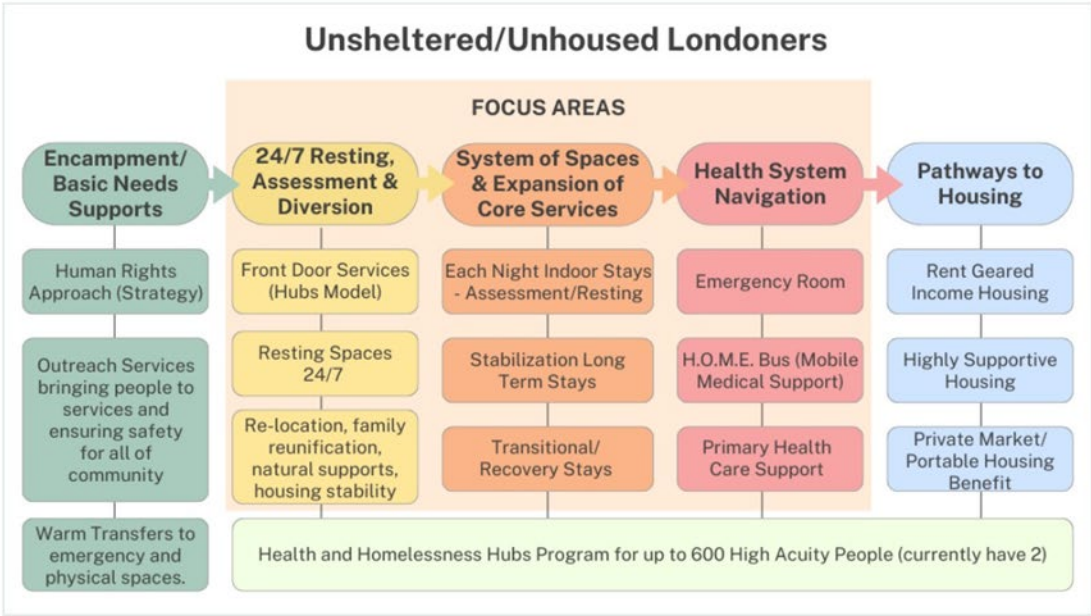
Community partners coordinate their services and support to deliver a **comprehensive and integrated system of beds** through **spoke-hub-node** model prioritizing medically complex participants

## The Goal

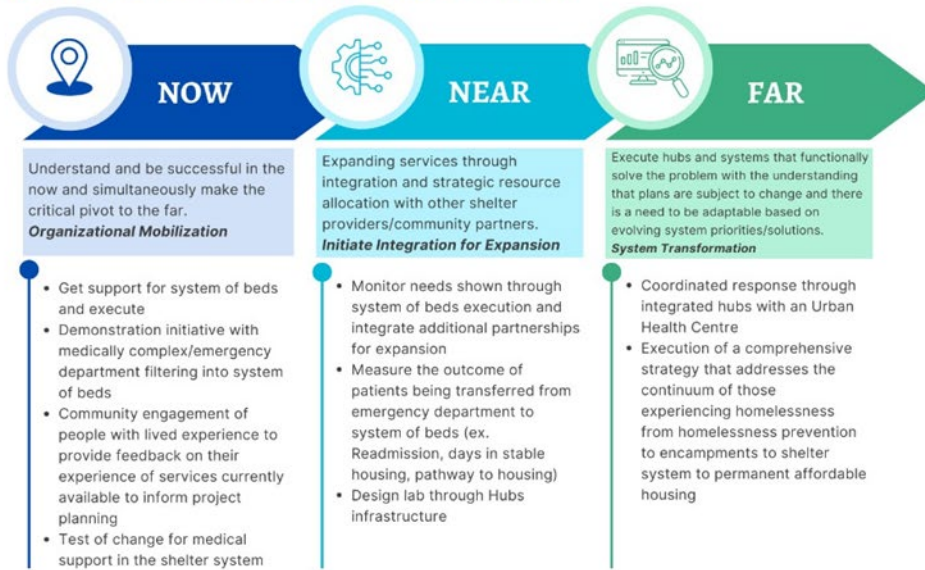
An integrated network that is flexible, agile, comprehensive, and scalable to meet the needs of the most marginalized in our community.







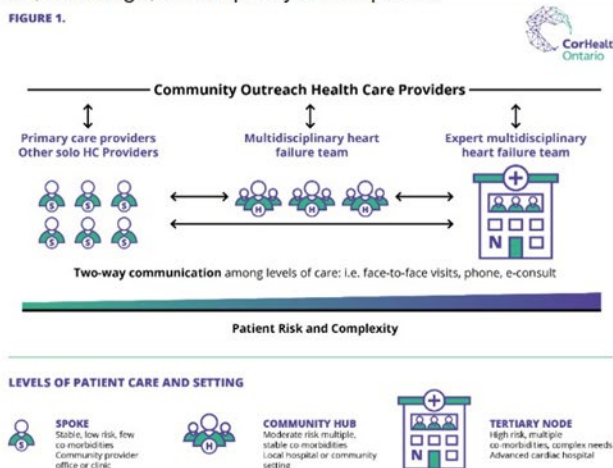
## Working Towards Our Long-Term Vision



## Learning from Integrated Care Pathways

**Spoke-Hub-Node** structures establish close working relationships among care providers who may be currently operating in isolation, and thus foster opportunities for building trust among providers, improved knowledge translation, exchange, and capacity development.

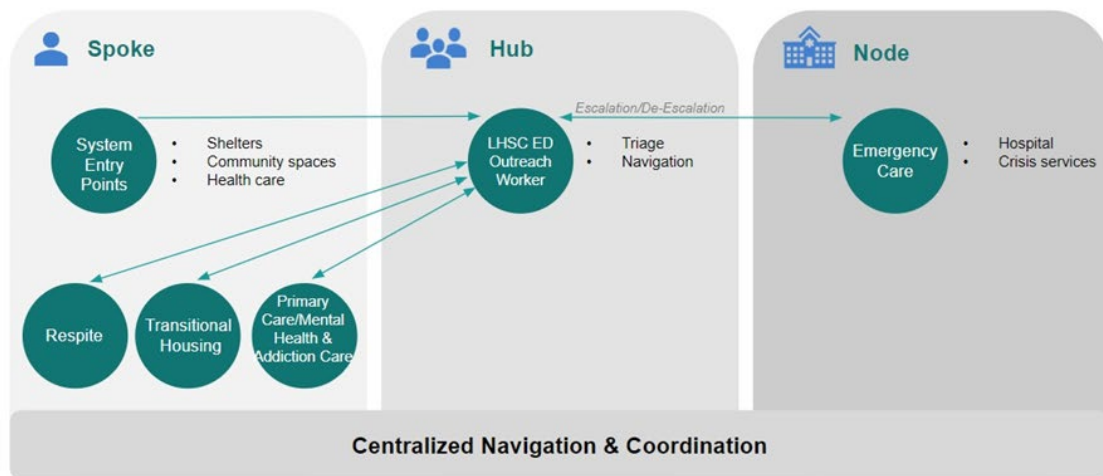
FIGURE 1.



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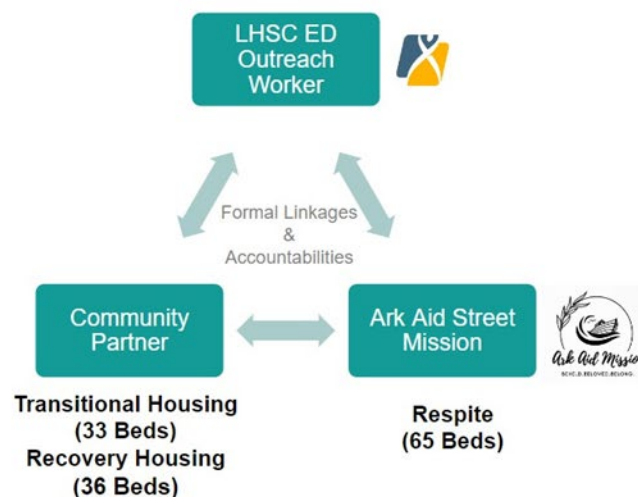
- Minimum standards at each level
- Leveraging existing community assets
- Common criteria for escalation/de-escalation
- Community consensus and agreement
- Interconnected, independent organization

## Integrated Hub Model – Future State



## Demonstration of Integrated System of Beds

Decoupling the front door hub, transitional housing, and respite enables system agility and flexibility, maximizes community assets – while maintaining effective collaboration through integrated accountability agreements.



## Anticipated Outcomes

- **Stepwise Plan for Integration of System of Beds:** Implement a phased, bite-sized approach to integrate a system of beds and support for the unhoused, working alongside the hubs plan without ignoring existing strategies.
- **Enhanced Collaboration and Learning:** Develop organizational and community capabilities through an organic, collaborative, learning-by-doing approach, fostering growth in partnership and integration efforts.
- Components of this work can be transitioned into a health hub
- Strengthening of the supportive housing unit goals

This is a proposed idea for now but there might be other partners and partnerships that are created while we work to meet the current broad system need.



# Questions and Feedback

## Sarah Campbell

Executive Director, Ark Aid Street Mission

[sarah@arkaidmission.ca](mailto:sarah@arkaidmission.ca)

519 667 0322 x 107

## Jacklyn Pearce

Executive Director, The Office of Health System Transformation, London Health Sciences Centre

[Jacklyn.Pearce@lhsc.on.ca](mailto:Jacklyn.Pearce@lhsc.on.ca)

519 685 8500 x 72128



### Appendix 3

ANNUAL FUNDING for EACH OPTION- Options must be combined to be effective.				
Options:	Full Service	Outreach depot co-locates at 696 Dundas location	Near Option Breaking out Front door/ Assessment and Stabilization/ life skills services	Limited Ark Day services & Encampment supports paid for by city and no responsive emergency front door space.
1. Ark Base Services 24/7:	\$ 2,099,503	\$ 2,099,503	\$ 1,669,345	\$ 1,669,345
2. Stable Transitional (Cronyn-Warner)	\$ 2,648,538	\$ 2,648,538	\$ 2,648,538	\$ 2,648,538
3. Flexible and Responsive Outreach:	\$ 762,623	\$ 762,623	\$338,623	\$338,623
4. Outreach depot Location TBD off Dundas with emergency flex space	\$ 1,609,884		\$ 1,609,884	
<b>Total for ALL</b>	<b>\$ 7,120,548</b>	<b>\$ 5,510,664</b>	<b>\$ 6,266,390</b>	<b>\$ 4,656,506</b>
Inclusions:				
	3 locations	2 locations	3 locations	2 locations
	up to 140 spaces night spaces and rotational of 260	90 night spaces	up to 140 night spaces	90 night spaces
	incremental implementation into October 2024	160 day spaces	260 day spaces	160 day spaces
	Encampment supports built into this budget	Encampment supports built into this budget	outreach coordination	outreach coordination
			<b>NEAR (Oct/Nov) when funding source is secured</b>	<b>NOW funding</b>
<b>Monthly cost for each: (Every option is less than the per month cost of Cold Weather Response 2023/24)</b>	<b>\$593,379</b>	<b>\$459,222</b>	<b>\$522,199</b>	<b>\$388,042</b>
% less than Cold weather response 2023/24	-10.68%	-30.87%	-21.08%	-41.00%
<b>Comparative: (historical funding from city)</b>				
Extension funding June/ July (monthly)	343500			
Winter Response funding 2023/24 (monthly)	664300			

**From:** Sarah Campbell  
**Sent:** Tuesday, July 9, 2024 9:17 AM  
**To:** SPPC <sppc@london.ca>  
**Subject:** [EXTERNAL] Seeking delegation Status

Hello,

I understand an item related to year round funding for Ark Aid Street Mission will be on the SPPC agenda for Tuesday July 16. I am seeking delegation status to speak to this report. Thank you in advance,

Sarah Campbell

**Sarah Campbell, Executive Director**

**Ark Aid Street Mission Inc. | BEHELD. BELOVED. BELONG.**

**Office: (519) 667-0322 x107**

**Cell: (226) 236-3346**

***Help the Ark stay Afloat!***

[Donate](#)

**Ark Aid Street Mission Inc.**

696 Dundas Street East

London ON, N5W 2Z4

Office: (519) 667-0322

[arkaidmission.ca](http://arkaidmission.ca)



**From:** Kevin Morrison  
**Sent:** Wednesday, July 10, 2024 3:23 PM  
**To:** SPPC <sppc@london.ca>  
**Subject:** [EXTERNAL] Delegation Request

Good afternoon.

Please accept this email as my request for delegation status for the upcoming SPPC meeting on July 18, 2024.

As the General Manager and representative of the Old East Village BIA, I wish to bring to the committee's attention the concerns of our business community with the proposal listed under section 4.1 SS-2024-237 Single Source Award for Year-Round Ark Aid Mission Strategy.

I appreciate your consideration of this request.

Respectfully

--

Kevin Morrison  
General Manager  
Old East Village BIA



**From:**  
**Sent:** Thursday, July 11, 2024 1:46 PM  
**To:** SPPC <[sppc@london.ca](mailto:sppc@london.ca)>  
**Subject:** [EXTERNAL]

ATTN: SPPC Committee

Dear Committee Members & Citizens of London,

I am writing to express my strong support for the vital services provided by Ark Aid Street Mission in London, Ontario, and to urge your continued advocacy and support for their work in our community.

As a staff member of London, at Ark Aid Street Mission, I have personally witnessed the profound impact that Ark Aid Street Mission has on our homeless population. Their dedication to providing essential services such as meals, shelter, clothing, and outreach programs not only meets immediate needs but also serves as a beacon of hope and stability for individuals facing homelessness. These services are not just about meeting basic needs; they are about restoring dignity and fostering a sense of belonging in those who are most vulnerable. Seeing the community stabilize and grow is the best thing about my job.

I have had the privilege of interacting with the employees and volunteers at Ark Aid Street Mission, and their compassion, professionalism, and tireless commitment to their work are truly commendable. They go above and beyond their duties to ensure that each person who walks through their doors receives the support and respect they deserve.

The presence of stable, year-round services provided by Ark Aid Street Mission is crucial for our community. It ensures that individuals experiencing homelessness have access to consistent support regardless of the season or external circumstances. This stability is essential in helping people transition out of homelessness and regain stability in their lives.

I believe that investing in Ark Aid Street Mission is not only a moral imperative but also a wise investment in our community's well-being. The services they provide not only alleviate immediate hardships but also contribute to long-term solutions by addressing the root causes of homelessness through empowerment and support.

I respectfully urge you to continue your support for Ark Aid Street Mission and to advocate for increased resources and recognition of their invaluable contributions to our community. Together, we can ensure that every individual in London, Ontario, has access to the support and opportunities they need to thrive.

Thank you for considering my perspective on this important matter.

Rev. Jennifer Prince,

Minister of Pastoral Care and Outreach at Metropolitan United Church, London, ON

Congregational Minister at Richards Memorial United Church, London, ON

jenprince

ATTN: SPPC Committee

Dear Committee Members & Citizens of London,

I am writing to express my strong support for the vital services provided by Ark Aid Street Mission in London, Ontario, and to urge your continued advocacy and support for their work in our community.

As a resident of London and community partner and supporter of Ark Aid Street Mission, I have personally witnessed the profound impact that Ark Aid Street Mission has on our homeless population. Their dedication to providing essential services such as meals, shelter, clothing, and outreach programs not only meets immediate needs but also serves as a beacon of hope and stability for individuals facing homelessness. These services are not just about meeting basic needs; they are about restoring dignity and fostering a sense of belonging in those who are most vulnerable. Our congregation at Metropolitan have partnered with Ark Aid to distribute socks and food to those in need. Through the Centre for Practical Theology, which is a ministry of Metropolitan operating on our Fairmont United Church community site, we have worked with Ark Aid to distribute fresh produce from the Fairmont garden, and in partnership with First Saint Andrew's United Church I have witnessed Ark Aid's dedication to increase needed access to a safe place for vulnerable neighbours to sleep in the coldest months.

I have had the privilege of interacting with the employees and volunteers at Ark Aid Street Mission, and their compassion, professionalism, and tireless commitment to their work are truly commendable. They go above and beyond their duties to ensure that each person who walks through their doors receives the support and respect they deserve.

The presence of stable, year-round services provided by Ark Aid Street Mission is crucial for our community. It ensures that individuals experiencing homelessness have access to consistent support regardless of the season or external circumstances. This stability is essential in helping people transition out of homelessness and regain stability in their lives.

I believe that investing in Ark Aid Street Mission is not only a moral imperative but also a wise investment in our community's well-being. The services they provide not only alleviate immediate hardships but also contribute to long-term solutions by addressing the root causes of homelessness through empowerment and support.

I respectfully urge you to continue your support for Ark Aid Street Mission and to advocate for increased resources and recognition of their invaluable contributions to our community. Together, we can ensure that every individual in London, Ontario, has access to the support and opportunities they need to thrive.

Thank you for considering my perspective on this important matter.

Sincerely,

*Rev. Jennifer L. Prince*

Rev. Jennifer Prince





# White Oaks United Church

1901 Jalna Boulevard, London, ON, N6E 3V9, 519-681-3229

Open to God  
Open to new life  
Open to you

July 16, 2024

Beth Wood  
White Oaks United Church  
1901 Jalna Blvd.  
London Ontario N6E3V9

ATTN: SPPC Committee

Dear Committee Members & Citizens of London,

I am writing to express my strong support for the vital services provided by Ark Aid Street Mission in London, Ontario, and to urge your continued advocacy and support for their work in our community.

As a supporter of the London Ark Aid Street Mission, I have personally witnessed the profound impact that Ark Aid Street Mission has on our homeless population. Their dedication to providing essential services such as meals, shelter, clothing, and outreach programs not only meets immediate needs but also serves as a beacon of hope and stability for individuals facing homelessness. These services are not just about meeting basic needs; they are about restoring dignity and fostering a sense of belonging in those who are most vulnerable. My church provides support and much needed items made available to our community who live on the streets of London through the Ark Aid Mission.

I have had the privilege of interacting with the employees and volunteers at Ark Aid Street Mission, and their compassion, professionalism, and tireless commitment to their work are truly commendable. They go above and beyond their duties to ensure that each person who walks through their doors receives the support and respect they deserve.

The presence of stable, year-round services provided by Ark Aid Street Mission is crucial for our community. It ensures that individuals experiencing homelessness have access to consistent support regardless of the season or external circumstances. This stability is essential in helping people transition out of homelessness and regain stability in their lives. They are truly making a difference in many lives.

I believe that investing in Ark Aid Street Mission is not only a moral imperative but also a wise investment in our community's well-being. The services they provide not only alleviate immediate hardships but also contribute to long-term solutions by addressing the root causes of homelessness through empowerment and support.

I respectfully urge you to continue your support for Ark Aid Street Mission and to advocate for increased resources and recognition of their invaluable contributions to our community. Together, we can ensure that every individual in London, Ontario, has access to the support and opportunities they need to thrive.

Thank you for considering my perspective on this important matter.

Sincerely,

Beth Wood,  
Office Admin. WOUC

wondercafe.ca 



ATTN: SPPC Committee

Dear Committee Members & Citizens of London,

I am writing to express my support for the services provided by Ark Aid Street Mission in London, Ontario, and to urge your continued advocacy and financial support for their work in our community.

As a mental health and addictions agency, CMHA Thames Valley Addiction and Mental Health Services (CMHA TVAMS) supports the efforts of any organization that strives to create more support, respite and connection to services for those struggling with homelessness and addictions. This past winter our agency worked alongside Ark Aid Street Mission to provide resting spaces to community members through CMHA TVAMHS My Sister's Place and Coffee House programs. This collaboration created essential overnight space, an option that otherwise would have not been possible to those who were unsheltered in our community.

CMHA TVAMS supports the belief that year-round services provided by organizations like Ark Aid Mission play a vital role in ensuring those experiencing homelessness are receiving consistent support while new services are being built to provide longer term solutions. We both acknowledge and appreciate the impact that Ark Aid Street Mission has made on bridging the gaps in essential services such as meals, shelter, clothing, and outreach through 24/7 programming. As such, we will continue to work together by sharing training and knowledge resources to the organization.

CMHA Thames Valley supports Ark Aid Street Mission in their proposal for increased resources in recognition of their contributions to our community.

Thank you for your consideration of our support and perspective.

Sincerely,

**Dean Astolfi**

*VP, Supportive Housing & Program Development*

**CMHA Thames Valley Addiction & Mental Health Services**

200 Queens Ave, Suite 260, London ON, N6A 1J3

Phone: 519-673-3242 ext. 1011

**From:** Stephanie Okafor  
**Sent:** Sunday, July 14, 2024 10:50 PM  
**To:** SPPC <sppc@london.ca>  
**Subject:** [EXTERNAL] Letter of Support for Ark Aid Street Mission

Stephanie Omonfoman  
London Ontario

Dear Committee Members & Citizens of London,

I am writing to express my full endorsement of Ark Aid Street Mission's crucial services in London, Ontario, and to encourage your ongoing advocacy and backing for their efforts in our community.

In my role as a Program Support Worker at the Ark Aid Street Mission, I have directly witnessed the profound impact that this organization has on our homeless community. Their steadfast commitment to providing essential services like meals, shelter, clothing, and outreach programs not only meets immediate needs but also serves as a beacon of hope and stability for those facing homelessness. These services are about more than just basic necessities; they restore dignity and foster a sense of belonging among the most vulnerable.

Having worked alongside Ark Aid Street Mission's dedicated staff and volunteers, I have seen firsthand their compassion, professionalism, and unwavering dedication. They consistently exceed expectations to ensure that every individual who seeks their assistance receives the support and respect they deserve.

The year-round stability offered by Ark Aid Street Mission is critical for our community, ensuring consistent support for individuals experiencing homelessness regardless of external circumstances. This stability plays a crucial role in helping people transition out of homelessness and regain stability in their lives.

Supporting Ark Aid Street Mission is not only a moral obligation but also a wise investment in our community's welfare. Their services not only alleviate immediate hardships but also address the underlying causes of homelessness through empowerment and support, contributing to long-term solutions.

I urge you to continue your support for Ark Aid Street Mission and to advocate for increased resources and recognition of their invaluable contributions to our community. Together, we can ensure that every individual in London, Ontario, has access to the support and opportunities needed to thrive.

Thank you for considering my perspective on this important issue.

Sincerely,  
Stephanie Omonfoman



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

**London**  
CANADA

July 4, 2024

Chair and Members of the Strategic Priorities and Policy Committee

Dear Colleagues:

To improve our process for Council, Civic Administration and the Public, I will be introducing the following motion and looking for your support:

That the City Clerk BE DIRECTED to record and livestream the meetings of the Governance Working Group and the Strategic Opportunities Review Working Group, in the same manner as the meetings of Standing Committees and Council, it being noted the technology to livestream and record is provided for in Council Chambers.

Respectfully submitted,

Anna Hopkins  
Councillor, Ward 9