

Agenda Including Addeds

Community and Protective Services Committee

6th Meeting of the Community and Protective Services Committee

April 13, 2026

1:00 PM

Council Chambers - Please check the City website for additional meeting detail information.

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 C. Rahman (Chair), J. Pribil, S. Trosow, A. Hopkins, D. Ferreira

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

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5. Deferred Matters/Additional Business

6. Confidential

6.1 Confidential Information Supplied by Canada/Province/Territory/Crown Agency of Same / Personal Matters About Identifiable Individuals

A matter pertaining to information supplied in confidence to the Municipality by the province of Ontario and pertaining to information regarding an identifiable person or persons.

6.2 Land Acquisition / Solicitor-Client Privilege / Trade Secret, Scientific, Technical, Commercial, Financial or Labour Relations Information Supplied to the Corporation in Confidence / Position, Plan, Procedure, Criteria or Instruction for Negotiation

A matter pertaining to the proposed or pending lease of land by the municipality, including communications necessary for that purpose, advice that is subject to solicitor-client privilege, commercial and financial information that belongs to the municipality and has monetary value or potential monetary value, and a position, plan, procedure, criteria, or instruction to be applied to any negotiations carried on, or to be carried on by or on behalf of the municipality.

6.3 (ADDED) Security of Property

A matter pertaining to the security of the property of the municipality.

7. Adjournment

Accessibility Community Advisory Committee

Report

2nd Meeting of the Accessibility Community Advisory Committee
March 12, 2026

Attendance Z. Beecham (Acting Chair), J. Bragg, C. Briley, A. Lumley, A. McGaw, M. Papadakos, T. Smith, S. Sweetman and A. Miller (Committee Clerk)

ABSENT: M. Bruner-Moore, N. Judges

ALSO PRESENT: L. Ahima, J. Bunn, L. Burt, M. Correa Villada, K. Lee, K. Mason, J. Michaud, E. Williamson

The meeting was called to order at 3:01 PM; it being noted that J. Bragg, C. Briley, A. Lumley, A. McGaw, M. Papadakos, T. Smith and S. Sweetman 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. Scheduled Items

2.1 Parks and Recreation Master Plan Update

That it BE NOTED that the presentation, dated March 12, 2026, from J. Michaud, Landscape Architect, with respect to the Parks and Recreation Master Plan Update, was received.

3. Consent

3.1 1st Report of the Accessibility Community Advisory Committee

That it BE NOTED that the 1st Report of the Accessibility Community Advisory Committee, from its meeting held on February 12, 2026, was received.

3.2 Notice of Planning Application and Public Meeting - Official Plan Amendment - Kilally Meadows Environmentally Significant Area

That it BE NOTED that the Notice of Planning Application, dated March 3, 2026, from L. Burt, Ecologist Planner, with respect to an Official Plan Amendment related to Kilally Meadows Environmentally Significant Area, was received; it being noted that the presentation, dated March 12, 2026, from E. Williamson, Manager, Environmental Planning, K. Lee, Ecologist Planner and L. Burt, Ecologist Planner, with respect to the Conservation Master Plans, was received.

3.3 Notice of Planning Application - Official Plan Amendment - Employment Areas Policy Review

That it BE NOTED that the Notice of Planning Application, dated March 2, 2026, from C. Strupat, Planner, with respect to an Official Plan Amendment related to the Employment Areas Policy Review, was received.

3.4 Notice of Planning Application and Public Meeting - Official Plan Amendment - Kelly Stanton Environmentally Area

That it BE NOTED that the Notice of Planning Application and Public Meeting, dated March 3, 2026, from K. Lee, Ecologist Planner, with respect to an Official Plan Amendment related to Kelly Stanton Environmentally Significant Area, was received.

4. Sub-Committees and Working Groups

None.

5. Items for Direction

5.1 (ADDED) Paratransit - Feedback from the Community

That a representative from the London Transit Commission BE INVITED to attend a future meeting of the Accessibility Community Advisory Committee to further discuss and receive feedback regarding Paratransit services in the City of London.

6. Adjournment

That the meeting BE ADJOURNED.

The meeting adjourned at 3:48 PM.

Environmental Stewardship and Action Community Advisory Committee Report

3rd Meeting of the Environmental Stewardship and Action Community Advisory
Committee
March 26, 2026

Attendance PRESENT: N. Karsch (Chair), A. Ford, M.A. Hodge, A. Menon,
B. Samuels, L. Skinner, and A. Miller (Committee Clerk)

ABSENT: J. Cordes, and D. Dwairi

ALSO PRESENT: L. Ahima, A.L. Christensen, J. Dann, W.
Jeffery, M. Hefferton, and K. Mason

The meeting was called to order at 4:10 PM; it being noted that
N. Karsch (Chair), A. Ford, M.A. Hodge, A. Menon, and B.
Samuels 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. Scheduled Items

2.1 Parks and Recreation Master Plan Update

That it BE NOTED that the presentation, dated March 26, 2026, from S.
Langlois and A. Morielli, Monteith Brown Planning Consultants, with
respect to the Parks and Recreation Master Plan Update, was received.

3. Consent

3.1 2nd Report of the Environmental Stewardship and Action Community
Advisory Committee

That it BE NOTED that the 2nd Report of the Environmental Stewardship
and Action Community Advisory Committee, from its meeting held on
February 26, 2026, was received.

3.2 Notice of Planning Application and Public Meeting - Official Plan
Amendment - Kilally Meadows Environmentally Significant Area

That it BE NOTED that the Notice of Planning Application and Public
Meeting, dated March 3, 2026, from L. Burt, Ecologist Planner, with
respect to an Official Plan Amendment related to Kilally Meadows
Environmentally Significant Area, was received.

3.3 Notice of Planning Application and Public Meeting - Official Plan
Amendment - Kelly Stanton Environmentally Area

That it BE NOTED that the Notice of Planning Application and Public
Meeting, dated March 3, 2026, from K. Lee, Ecologist Planner, with
respect to an Official Plan Amendment related to Kelly Stanton
Environmentally Significant Area, was received.

- 3.4 Notice of Planning Application and Public Meeting - Official Plan and Zoning By-law Amendments - 412-450 Oxford Street West and 630 Proudfoot Lane

That it BE NOTED that the Notice of Planning Application and Public Meeting, dated February 26, 2026, from I. de Ceuster, Senior Planner, with respect to an Official Plan and Zoning By-law Amendments related to 412-450 Oxford Street West and 630 Proudfoot Lane, was received.

- 3.5 Notice of Planning Application and Notice of Public Meeting - Official Plan and Zoning By-law Amendments - Southwest Area Secondary Plan Detailed Review

That it BE NOTED that the Notice of Planning Application and Notice of Public Meeting, dated March 4, 2026, from R. Lightfoot, Planner, with respect to an Official Plan and Zoning By-law Amendments related to the Southwest Area Secondary Plan Detailed Review, was received.

- 3.6 Notice of Planning Application and Public Meeting - Official Plan Amendment - 65-85 Meadowlily Road South and Other Lands

That it BE NOTED that the Notice of Planning Application and Public Meeting, dated March 9, 2026, from R. Bolivar, Planner, with respect to an Official Plan Amendment related to the 65-85 Meadowlily Road South and Other Lands, was received.

- 3.7 Notice of Planning Application - Official Plan Amendment - Privately Initiated Urban Growth Boundary Expansion Application Policies and Guidelines

That it BE NOTED that the Notice of Planning Application, dated March 10, 2026, from C. Strupat, Planner, with respect to an Official Plan Amendment related to Privately Initiated Urban Growth Boundary Expansion Application Policies and Guidelines, was received.

- 3.8 Notice of Planning Application - Official Plan Amendment - Employment Areas Policy Review

That it BE NOTED that the Notice of Planning Application, dated March 2, 2026, from C. Strupat, Planner, with respect to an Official Plan Amendment related to the Employment Areas Policy Review, was received.

- 3.9 Notice of Cancellation - Public Meeting - Official Plan and Zoning By-law Amendments - Southwest Area Secondary Plan Detailed Review

That it BE NOTED that the Notice of Cancellation - Public Meeting, dated March 19, 2026, from R. Lightfoot, Planner, with respect to an Official Plan and Zoning By-law Amendments related to the Southwest Area Secondary Plan Detailed Review, was received.

4. Sub-Committees and Working Groups

4.1 ESACAC Workplan (March - November 2026)

That the following Working Groups BE ESTABLISHED, with respect to the next steps for the ESACAC Workplan (March -November 2026):

a) a Working Group, consisting of M.A. Hodge, A. Menon and L Skinner, to support the implementation of Workplan Item #2: Feedback on Bicentennial Tree Planting; and,

b) a Working Group, consisting of N. Karsch, M.A. Hodge, and B. Samuels, to support the implementation of the Workplan Item #4: Ontario Blue Box Program;

it being noted that the Committee Clerk was requested to notify absent Committee members of the above-noted Working Groups.

5. Items for Direction

5.1 Property Standards By-law - CP-24 - Request for Feedback

That a Working Group BE ESTABLISHED, consisting of M.A. Hodge, B. Samuels, and L. Skinner, to prepare a response to the request for feedback on the Property Standards By-law, for submission to Civic Administration;

it being noted that the Committee Clerk was requested to notify absent Committee members of the above-noted Working Group.

6. Adjournment

That the meeting BE ADJOURNED.

The meeting adjourned at 5:05 PM.

Report to Community and Protective Services Committee

To: Chair and Members
Community and Protective Services Committee

From: Kevin Dickins,
Deputy City Manager, Social & Health Development

Subject: Report Back: Rent-Geared-to-Income (RGI) Implementation Update

Date: April 13, 2026

Recommendation

That, on the recommendation of the Deputy City Manager, Social & Health Development, the report entitled Report Back: Rent-Geared-to-Income (RGI) Implementation Update' **BE RECEIVED** for information.

Executive Summary

This report provides an update on the work outlined in the Rent-Geared-to-Income (RGI) Waitlist Placement Ratio Report.

At the Municipal Council, meeting held on September 24, 2024, it was resolved:
Community and Protective Services Committee (CPSC): September 9, 2024)

That, on the recommendation of the Deputy City Manager, Social and Health Development, the following actions be taken with respect to the staff report, dated September 9, 2024, related to Housing Stability Services Housing Access Centre Rent-Geared-to-Income (RGI) Waitlist Placement Ratio:

c) the Civic Administration BE DIRECTED to report back on the outcomes of the RGI Waitlist Ratio, Urgent Status, and new prioritization changes, by the end of March 2026.

Information related to the outcomes of the waitlist ratio, urgent status, and waitlist prioritization changes are outlined in the report.

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

1.0 Background Information

1.1 Previous Reports Related to this Matter

- Housing Stability Services – Housing Access Centre: Rent-Geared-to-Income (RGI) Waitlist Placement Ratio (CPSC: September 9, 2024)
- Rent-Geared-to-Income (RGI) Waitlist Placement Ratio (CPSC: October 24, 2023)
- Alignment of Rent Supplement and Housing Allowance Programs (CPSC: October 4, 2023)

2.0 Discussion and Considerations

2.1 Purpose

The purpose of this report is to provide municipal council with an update on the Rent-Geared-to-Income policy implementation and the outcomes and observations of these changes since the last update report to council in September 2024.

2.2 Background

Under the Housing Services Act, 2011, City of London staff serve as the Housing Services Manager for the City of London and the County of Middlesex and are responsible for administering the Rent-Geared-to-Income “RGI” community housing waitlist and application process. The work of the City’s Housing Access Centre includes reviewing applications for community housing and assessing applicants’ eligibility for priority and status based on their circumstances. This system contains legislative requirements and optional local rules.

Sometimes called Social or RGI housing, Community Housing is subsidized, low-cost housing for households with low-to-moderate incomes. The legislated RGI housing system is one option within the city for the provision of affordable housing units at an extreme depth of affordability.

This report will provide updates to committee and council on the progress made to date on the items from the September 9th, 2024, report to committee. Specifically, the report will provide details on the following:

- Progress on the 20% urgent / 80% chronological placement ratio
- Updates on the impacts of discontinuing the acceptance of new Urgent Status applications
- Progress on the implementation of the new prioritization structure specifically for the RGI waitlist.

2.2.1 Implementation Overview (September 2024-Present)

What has been implemented to date.

1. Acceptance of new Urgent status applications was discontinued in September 2024.
2. New prioritization rules have been implemented.
 - a. Special Priority Policy (SPP)
 - b. Over-housed households
 - c. Remaining households allocated through 20/80 placement ratio
3. Operational adjustments at Housing Access Centre include:

- a. Communicating changed prioritization has been completed with housing providers, community and service agencies that have supported applicants with urgent status requests.
- b. Feedback from housing providers on experiences with the new prioritization process have been requested with several responses received and outlined below.
- c. A new electronic waitlist with updated priorities has been created and the team has directly supported housing providers to access it.
- d. Civic administration has tracked changes in the social housing waitlist monthly dashboard provided to community agencies showing continued evolution of the composition of waitlist.

2.2.2 System Outcomes

Below is information on the movement of the waitlist since 2023.

As of September	Waitlist Total	Chronological	Special Priority	Over-Housed	Urgent
2023	6,737	4,926	176	116	1,519
2024	7,255	5,919	142	127	1,067
2025	7,282	6,474	99	132	577
Total Change:	+545	+1,548	-77	+16	-942

Housed households from the waitlist

Year	Total	Chronological	Special Priority	Over-Housed	Urgent
2023	454	110	125	16	203
2024	360	188	95	23	54
2025	406	205	103	34	64
Total	1,220	503	323	73	321

System Observations from Community Housing Providers

A request for feedback was sent in March 2026, a few housing providers responded, however the majority have not. Smaller housing providers and buildings with low turnover report no changes at this time, as they have only housed individuals with special priority status since the change. One housing provider noted that they have not had issues with arrears or unit damage with new tenants since 2024. The next steps will be for civic administration to follow up with providers to obtain ongoing feedback on the system changes piloted in 2023 and confirmed by council in September 2024.

Remaining Challenges

Some of the key community housing system challenges that remain outside of the scope of the waitlist changes include:

Limited creation of new social housing units as regulated under the Act

As there is limited new housing created under the provisions of the Housing Services Act, the only movement from the waitlist is primarily driven by new vacancies and opportunities for people to access the Canada Ontario Housing Benefit when annual allocations are received by the Province.

Affordability of new affordable housing units

With limited supply of affordable housing being built that is affordable for people on the community housing waitlist, direct matching to these units is from the broader community waitlist, which includes the Coordinated Access list and Community Housing waitlist, there is little movement off the waitlist as a result of these new units.

Overall affordability of new units also creates a challenge for individuals who are on the Community Housing waitlist. The average income for a single household on the waitlist is \$1091.27 per year, 30% of this amount provides for \$327.38/month to go towards rent. Affordable rents for new affordable units are estimated at approximately \$900–\$950 per month. As a result, portable benefits or unit-based supplements are required to ensure affordability for individuals.

Need for additional supportive housing options

The need for additional supportive housing in the city is driven by a combination of rising homelessness, long waitlists for affordable housing, and the complex needs of vulnerable populations. The City's community housing system is under significant pressure. Rising homelessness alongside increasing mental health, addiction, and medical needs mean that many individuals require not just housing, but wraparound supports which standard housing does not provide.

The current units of highly supportive housing that are being built and operated are simply not enough and additional long-term investment in both capital and operating funding is required to reduce the existing pressures of the complex individuals on the City's combined waitlists.

Matching housing placements with appropriate supports

The need to continually adjust the system response as it relates to housing placements to ensure those who need supports are receiving these supports has been clear. Matching housing placements with appropriate supports is essential to address homelessness and housing instability, especially for individuals with complex needs. This supports people to not only find housing but to work towards remaining stably housed over the long term.

The variety of support needs for those on the Community Housing waitlist and the Coordinated Access waitlist are not uniform. Some individuals need minimal, economic support while others require intensive ongoing services that make them not an ideal fit for housing without significant supports.

Adjusted assessment process required

Adjustments to the City's community housing assessment processes are needed. The HSA requires individuals to be able to live independently, with or without supports to qualify for community housing. Historically, challenges have been experienced with the limited information and direction provided by the province to define what it means to live independently. The Act notes that at least one member of the household is able to live independently and the regulation defines this as "an individual can carry out the normal essential activities of day-to-day living, either on their own OR with the aid of support services that will be provided when required."

Tenants must be able to manage basic daily living tasks (e.g., hygiene, safety, basic household functioning) and if they cannot do so alone, they must have confirmed access to supports (formal or informal). There is no clear guidance on what the minimum of informal or formal supports include. This has resulted in difficulties in assessing an applicant for the current Community Housing waitlist and the variety of support needs that individuals on the waitlist have.

In looking at housing stability for those on the Community Housing waitlist, challenges with maintaining a successful tenancy often go beyond those basics. Challenges related to mental health related behaviours, substance use and addiction, hoarding and extreme clutter behaviours, aggressive conflicts with others, cognitive or developmental challenges, social isolation and disengagement, trauma related behaviours and general non-compliance with tenancy obligations lead to a loss of housing. Many of these items are not assessed or addressed within the current framework of the Housing Services Act.

As many traditional housing providers are not designed to deliver the required housing that many on the waitlist now need, this has led to a decades long challenge in housing placements. Without further assessment of the entire community housing waitlist, the true needs of those individuals beyond basic daily living skills are unknown. The current City team that supports the application and waitlist management is not resourced to complete these assessments and as noted in previous reports, additional investment and alignment will be required to complete a full assessment of the entire community housing waitlist.

Next Phase of Work

System alignment of assessments and triage

Recommendations on assessment and triage adjustments for new applications to the Community Housing waitlist are being reviewed, however, the lack of staffing resources to implement a more fulsome assessment and triage process for the existing waitlist exists. City teams are reviewing the feasibility of using an updated assessment tool for the Community Housing waitlist that is being based on other community best practices, however, recommendations on these next steps are not expected until early to mid 2027.

Future Report Back

The changes to the Rent-Geared-to-Income (RGI) waitlist prioritization and placement practices outlined in this report align to System Area 4 – Housing Supports within the Housing Stability Services Procurement Framework endorsed by Council in December 2025 to better align the community resources. It is noted that the legislative matching requirements as required by the Act are outside the scope of the Procurement Framework and will not be considered as part of that upcoming work.

System Area 4 includes reviewing additional community housing supports, portable benefits, and other housing support programs that assist individuals and families with lower to moderate support needs to secure and maintain housing stability.

The findings of this report will help inform future work under the procurement framework, including the planned System Area 4 current state review and development of potential multi-year budget business cases scheduled for Q2 2027.

Civic Administration will continue to report back to Council as procurement processes and system design work advances.

3.0 Financial Impact/Considerations

There are no financial impacts or considerations associated with this specific report.

Future financial considerations related to housing support programs possibly supporting community housing providers will be reviewed through the planned System Area 4 – Housing Supports work identified in the Housing Stability Services Procurement Framework. As outlined in that framework, Civic Administration will return to Council in Q2 2027 with a current state review of System Area 4 and the development of potential multi-year budget business cases related to housing supports.

Conclusion

From the information shared in this report, it appears the intended outcomes of the changes made in September 2024 are having a positive impact on the Community Housing waitlist. Those households who are prioritized as special priority and over housed are continuing to be housed. Increases in housing of those on the chronological waitlist appears to be increasing year-over-year and a decrease in housing those with higher needs from the urgent priority list have decreased.

The total number of housing matches is specifically linked to vacancy management within the existing stock as there have been very few new units brought on-line since 2024. As new units become available through vacancy, civic administration will continue to match based on the current RGI prioritization process. Households with assessed higher support needs will continue to be redirected toward alternative affordable options including highly supportive housing that looks to maintain a similar depth of affordability as the current community housing portfolio provides.

Recommended by: Kevin Dickins, Deputy City Manager, Social and 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, Financial 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

Report to Community and Protective Services Committee

To: Chair and Members, Community and Protective Services Committee
From: Kevin Dickins, Deputy City Manager, Social and Health Development
Subject: Veteran Homelessness Program Funding Agreement
Date: April 13, 2026

Recommendation

That, on the recommendation of the Deputy City Manager, Social and Health Development, the attached proposed by-law (Appendix “A”) **BE INTRODUCED** at the Municipal Council meeting to be held on April 28, 2026 to:

Funding Agreement with Canada

1. (a) authorize and approve the Veteran Homelessness Program Funding Agreement between the Government of Canada and The Corporation of the City of London, attached as “Schedule 1” to the by-law;

(b) authorize the Mayor and City Clerk to execute the Funding Agreement; and

(c) to (e) delegate authority to the City Manager and the Deputy City Manager, Social and Health Development to approve and execute amending agreements and other documents related to this funding agreement;

Sub-Project Funding Agreement Template

2. (a) authorize and approve the Veteran Homelessness Program (Federal) Sub-Project Funding Agreement, attached as “Schedule 2” to the by-law, between the City of London and a Sub-Agreement Holder, for the period April 28, 2026 to March 31, 2028, to provide Veteran housing supports;

(b) to (c) delegate authority to the Deputy City Manager, Social and Health Development, or their written designate, to approve and execute the sub-project funding agreements, and to carry out all administrative, financial, and reporting requirements related to the agreement, including signing authority for funding applications, budgets, financial reports, and related documents, provided the amounts do not exceed the federal contribution outlined in the agreement.

Executive Summary

This report recommends that Council pass a by-law that authorizes and approves the Veteran Homelessness Program Funding Agreement with the Federal Housing, Infrastructure and Communities Canada (HICC), and delegates authority to the Mayor and Clerk to sign it. This report also recommends that Council approve the use of Sub-Project Funding Agreements for the Veteran Homelessness Program (VHP), to support implementation with the agencies noted below.

The VHP will provide \$485,038 in federal funding from April 28, 2026, to March 31, 2028, to support the prevention and reduction of Veteran homelessness in the City of London. Funding will be used to enhance and expand existing homelessness response services delivered through the current service providers London Cares Homeless Response Services and the St. Leonard’s Society of London Housing Identification Program.

Through this initiative, the City will continue a housing stabilization approach, supporting Veterans experiencing chronic and episodic homelessness with access to housing, portable rental benefits, and coordinated supports. This investment will strengthen the local homelessness response system and support progress toward achieving and maintaining Functional Zero for Veterans by increasing service capacity, strengthening coordination, and improving measurable housing outcomes for Veterans.

Linkages to the Corporate Strategic Plan

2023-2027 Strategic Plan for the City of London

Strategic Area of Focus: This report aligns with the City's Strategic Plan by enhancing collaboration across the homelessness response system, supporting individuals experiencing homelessness, and increasing access to affordable and supportive housing through rental assistance and coordinated supports that enable Veterans to secure and maintain stable housing.

Analysis

1.0 Background Information

1.1 Previous Reports Related to this Matter

- Housing Stability Services - Single Source Procurements (CPSC: May 31, 2022)
- Single Source Award Recommendation for Housing Identification Program Expansion and Portable Housing Benefits Program (SS-2022-061) (CPSC: July 26, 2022)

2.0 Discussion and Considerations

The Government of Canada has introduced the Veteran Homelessness Program (VHP) to prevent and reduce homelessness among Veterans nationwide, recognizing the need for targeted supports for those who have served. It is estimated that approximately 2,000 Veterans experience homelessness in Canada each year, highlighting the need for coordinated, community-based responses.

In response to this need, Housing, Infrastructure and Communities Canada (HICC) has identified and approached the City of London as a delivery partner under the Services and Supports Stream of the Veteran Homelessness Program, which provides funding targeted to prevent and reduce homelessness among Veterans in London. As of the date of this report, there are currently 37 confirmed veterans on case load and supported by agencies in our community, including 5 who are known to be experiencing homelessness. There were 9 newly identified veterans in 2024 and 7 in 2025.

This report provides an overview of the proposed Veteran Homelessness Program initiative. The VHP agreement is from April 28, 2026, to March 31, 2028, and is supported by a total federal contribution of \$485,038. As noted, the project aims to prevent and reduce chronic and episodic homelessness among Veterans in the City of London supporting the community's work to re-achieve functional zero for veterans' homelessness.

This funding will support existing programs and expand services delivered through London Cares Homeless Response Services and the St. Leonard's Society of London Housing Identification Program (HIP).

London Cares Homeless Response Services will provide housing-focused case management and wrap-around supports for Veterans, including housing planning, documentation support, income stabilization, life-skills coaching, crisis response, referrals to community-based services, and culturally safe supports and referrals for Indigenous Veterans. Funding will support an additional Housing Support Worker, bringing the total support workers supporting veterans to 2 and flexible funding to support unforeseen costs associated with obtaining and retaining housing.

St. Leonard's Society of London Housing Identification Program will support housing, landlord engagement, and the provision of portable benefits for eligible Veterans. The average benefit for a Veteran is currently approximately \$650 per month.

Through this funding, the City of London will maintain a housing stabilization approach, prioritizing Veterans experiencing chronic and episodic homelessness by facilitating rapid access to safe, appropriate housing and coordinated supports designed to promote long-term housing stability.

Veteran identification is integrated within Coordinated Access intake as part of the existing homelessness response system. Individuals entering the system through shelters, outreach, or

Coordinated Access intake are screened for Veteran status, with self-disclosures verified through Veterans Affairs Canada, to support accuracy and appropriate prioritization. This approach supports improved data quality, effective system prioritization, and alignment with Coordinated Access requirements, ensuring that Veterans experiencing or at risk of homelessness are accurately identified and prioritized for housing and supports.

This initiative is expected to improve system capacity to support Veterans through increased access to housing, enhanced service coordination, and expanded availability of portable benefits and housing supports.

Outcomes will be monitored through HIFIS data, including the number of veterans experiencing or at risk of homelessness who receive rent supplements, as well as housing stability outcomes, such as the percentage of veterans who remain housed or successfully exit the program after 12 months, providing a clear measure of progress toward achieving and maintaining functional zero for veterans.

The number of Veterans supported through this initiative will depend on individual needs and duration of supports; however, the combination of portable benefits, case management, and system coordination is expected to increase service capacity and enable more Veterans to achieve and maintain housing stability over the funding period.

Procurement and Compliance Considerations

The proposed agreement with London Cares and St. Leonard's has been assessed in accordance with the City of London's Procurement of Goods and Services Policy and is classified as a Social and Health Service under Schedule B (k), as it delivers direct basic needs services to individuals experiencing unsheltered homelessness.

In accordance with Schedule B of the Policy, this category of service is excluded from the standard competitive procurement requirements, including open or invitational competitive processes.

The applicability of this exclusion has been reviewed in consultation with Finance Support, Procurement and Supply, and Legal Services, and is subject to confirmation by the City Treasurer (or delegate) and the Senior Manager, Procurement and Supply (or delegate), in accordance with the Policy.

3.0 Financial Impact/Considerations

This Agreement is 100% funded by the Government of Canada, therefore there is no short-term financial impact to the City of London. There is however a longer-term potential impact related to the loss of this funding after March 31, 2028. This risk will be monitored by civic administration over the term of the program and alternative sources of funding will be evaluated as they become available.

The funding agreement is for the period of April 28, 2026 to March 31, 2028, with a total maximum federal contribution of \$485,038 toward eligible project expenditures.

The allocation of funding by fiscal year is as follows:

- \$ 285,038 in fiscal year 2026-27
- \$ 200,000 in fiscal year 2027-28

The proposed funding breakdown is as follows:

- \$211,882 for Veteran's housing supports
- \$210,600 for portable benefits
- \$62,556 City administration

Federal Funding is scheduled to end in 2028, and civic administration will need to revisit ongoing program sustainability beyond the federal funding term will be subject to future funding availability and Council consideration.

4.0 Key Issues and Considerations

Conclusion

The Veteran Homelessness Program provides an opportunity for the City of London to enhance existing services and expand support for Veterans experiencing or at imminent risk of homelessness. Through this federal investment, the City will continue to deliver a coordinated, housing stability approach that prioritizes access to safe and appropriate housing, along with the supports necessary to achieve long-term housing stability.

Approval of the recommended actions will enable the City to enter into a funding agreement with Housing, Infrastructure and Communities Canada and implement the program through established community partners. This initiative will strengthen the local homelessness response system and support ongoing efforts to re-achieve and maintain Veteran Functional Zero. There is no short-term financial impact to the City associated with this funding.

Recommended by: Kevin Dickins, Deputy City Manager, Social and 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, Financial 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

Bill No.
2026

By-law No.

A by-law to approve the Funding Agreement with His Majesty the King in Right of Canada, as represented by the Minister of Infrastructure and Communities under the Federal Veteran Homelessness Program; and, to approve a template Sub-Project Veteran Homelessness Funding Agreement, and to delegate authority to execute the Agreements.

WHEREAS section 2 of the *Municipal Act, 2001*, 5.0.2001, c.25, as amended, provides that municipalities are created by the Province of Ontario to be responsible and accountable governments with respect to matters within their jurisdiction and each municipality is given powers and duties under this Act and many other Acts for the purpose of providing good government with respect to those matters;

AND WHEREAS section 3.1 of the *Municipal Act, 2001* states that the Province acknowledges that a municipality has the authority to enter into agreements with the Crown in right of Canada with respect to matters within the municipality's jurisdiction;

AND WHEREAS section 10 of the *Municipal Act, 2001* provides that the City may provide any service or thing that the City considers necessary or desirable for the public, and may pass by-laws respecting same, and respecting economic, social and environmental well-being of the City, and the health, safety and well-being of persons;

AND WHEREAS section 6 of the *Housing Services Act, 2017* requires the City as service manager to have a plan to address housing and homelessness;

AND WHEREAS the *Municipal Act, 2001* provides authority for a municipality to delegate its powers and duties under this or any other Act to a person, subject to certain restrictions;

AND WHEREAS subsection 5(3) of the *Municipal Act, 2001* provides that a municipal power shall be exercised by by-law;

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

Funding Agreement with Canada – Veteran Homelessness Program

1. (a) The Veteran Homelessness Program Funding Agreement between His Majesty the King in Right of Canada, as represented by the Minister of Infrastructure and Communities, and The Corporation of the City of London, substantially in the form attached as Schedule 1 to this by-law, is authorized and approved (the "Funding Agreement").

(b) The Mayor and City Clerk are authorized to execute the Funding Agreement approved in subsection 1(a).

(c) The Deputy City Manager, Social & Health Development, is delegated the authority to approve any further Amendments to the Veteran Homelessness Program Funding Agreement if the Amendments are substantially in the form of the Funding Agreement approved in subsection 1(a).

(d) The Deputy City Manager, Social & Health Development, or written designate, are severally authorized to execute any Amendments to the Veteran Homelessness Program Funding Agreement approved in subsection 1(a).

(e) The Deputy City Manager, Social & Health Development, or written designate, are severally delegated the authority to undertake all the administrative, financial and reporting acts, including signing authority regarding: application forms for funding, budgets, cash flows, other financial reporting including financial claims, and directions, consents and other authorizations as may be required, provided that the monetary amounts do not exceed the maximum amount of Canada's contribution specified in the Agreement that are necessary in connection with the Funding Agreement approved in subsection 1(a).

Sub-Project Funding Agreement Template

2. (a) The template Veteran Homelessness Program (Federal) Sub-Project Funding Agreement, to be entered into between the City of London and such entities who have been selected for funding for their sub-projects in accordance with the City's Funding Agreement with Canada, substantially in the form attached as Schedule 2 to this by-law, is authorized and approved (the "Sub-Project Funding Agreement").

(b) The Deputy City Manager, Social & Health Development, or written designate, is delegated the authority to insert the necessary details into the Sub-Project Funding Agreement with respect to subsection 2(a), and to approve such agreements, provided that the agreements do not require additional funding or are provided for in the City's current budget, and do not increase the indebtedness or contingent liabilities of the City.

(c) The Deputy City Manager, Social & Health Development, or written designate, is delegated the authority to execute Sub-Project Funding Agreements approved in subsection 2(b).

3. This by-law shall come into force and effect on the day it is passed.

PASSED in Open Council on _____, 2026.

Josh Morgan
Mayor

Michael Schulthess
City Clerk

First Reading -
Second Reading -
Third Reading -

VETERAN HOMELESSNESS PROGRAM

FUNDING AGREEMENT

This Agreement is made as of the date of last signature

BETWEEN **HIS MAJESTY THE KING IN RIGHT OF CANADA**, as represented by the Minister of Infrastructure and Communities, hereinafter referred to as the Minister of Housing and Infrastructure and Minister responsible for Pacific Economic Development Canada (“Canada”)

AND

THE CORPORATION OF THE CITY OF LONDON, continued or incorporated pursuant to the Municipal Act 2001, (the “Recipient”),

individually referred to as a “Party” and collectively referred to as the “Parties”.

RECITALS

WHEREAS Canada has established the Veteran Homelessness Program to prevent and reduce Veteran homelessness by providing direct funding to communities across Canada to support their efforts in addressing the needs of Veterans experiencing or at risk of homelessness. The Veteran Homelessness Program supports a wide range of programs and services, including rent supplements; housing and homelessness case management services; and health and medical services. The Veteran Homelessness Program also aims to promote the development of partnerships and networks within the broader homeless-serving and Veteran-serving sectors to build knowledge and understanding of the social issues and challenges facing Veterans;

WHEREAS the Recipient has submitted to Canada a proposal for the funding of the Project which qualifies for support under the Program;

AND WHEREAS Canada has agreed to make a contribution to the Recipient towards the Eligible Expenditures of the Project;

AND WHEREAS the Recipient is responsible for carrying out the Project and Canada wishes to provide financial support for the Project and its objectives;

NOW THEREFORE, the Parties agree as follows:

1. INTERPRETATION

1.1 DEFINITIONS

In addition to the terms defined in the recitals and elsewhere in this Agreement, a capitalized term has the meaning given to it in this Section.

“**Advance Payment(s)**” means payment(s) directly related to the Project’s Eligible Expenditures that are made before the Eligible Expenditures have been incurred by the Recipient.

“**Agreement**” means this contribution agreement and all its schedules, as may be amended from time to time.

“**Agreement End Date**” means March 31, 2028, the date that the agreement terminates.

“**Asset**” means any real or personal property or immovable or movable asset acquired, purchased, constructed, rehabilitated or improved, in whole or in part, with funds contributed by Canada under the terms and conditions of this Agreement, including but not limited to any Non-owned Asset.

“**Asset Disposal Period**” means the period commencing from the Effective Date and ending six (6) years after the Agreement End Date.

“**Capital Assets**” means any Assets that has a purchase or lease value of more than \$1,000 (before taxes).



“Calendar Days” means consecutive days, inclusive of Saturdays, Sundays and statutory holidays.

“Contract” means an agreement between the Recipient and a Third Party or between a Sub-Agreement Holder and a Third Party whereby the Third Party agrees to supply a product or service to the Project in return for financial consideration.

“Effective Date” means the date of last signature of this Agreement.

“Eligible Expenditures” means those costs incurred that are directly related to the Project and which are considered eligible by Canada, and in compliance with the conditions governing the eligibility of expenditures as set out in Schedule A (Eligible and Ineligible Expenditures).

“Facilities” means any expenditure incurred by the Recipient, in direct relation to a Project activity, towards the purchase of land or a building, construction or renovation of a building, or accomplishing any pre- development activities leading up to any of the latter ends.

“Final Claim Date” means the earlier of sixty (60) days after the Project End Date.

“Fiscal Year” means the period beginning April 1 of a year and ending March 31 of the following year.

“Homelessness” is defined as the situation of an individual or family who does not have a permanent address or residence, and does not have the immediate prospect, means, and ability of acquiring it. More specifically, experiences of homelessness can include time spent:

- in unsheltered locations or places not intended for human habitation (e.g., parks); In emergency shelters (permanent or overflow beds);
- staying temporarily with others (e.g., family or friends) without guarantee of continued residency (“couch surfing”); or,
- in short-term rentals with no security of tenure (e.g., paying for motels with income or savings).

“Immediate Family” means the father, mother, step-father, step mother, brother, sister, spouse (including common law partner), child, step-child (including child of common law partner), ward, father-in-law, mother-in-law or relative permanently residing in the household of the officer, director or employee.

“Imminent risk of homelessness” refers to a housing situation that will end in the near future (for example, within two weeks) where the household does not have the immediate prospect, means or ability of acquiring a subsequent residence.

“Non-owned Asset” means an Asset to which the Recipient does not hold the title and ownership.

“Participant Costs” means any wages, mandatory employment related costs (as required by law) or benefits (as required by a collective agreement or company policy), and any support payments (for travel, emergencies, disability, living expenses, dependent care, materials, etc.), tuition fees, or program participation or completion bonuses paid by the Recipient to, or on behalf of, Project Participants.

“Progress Payments” means payments to reimburse the Recipient for Eligible Expenditures after they have been incurred.

“Project” means the project as described in Schedule B (The Project).

“Project Costs” means any expenditure incurred by the Recipient in direct relation to the Project activities that is not covered by any other cost category in the project budget.

“Project End Date” means the date at which all funded activities of the Project under this Agreement have been completed.

“Project Period” means the period beginning on the Project Start Date specified in Schedule B and ending on the Project End Date specified in Schedule B.

“Project Start Date” means the date at which funded activities of the Project under this Agreement start.

“Reporting Period” means each Fiscal Year that falls within the Project Period or, if the Fiscal Year falls only partially within the Project Period, such portion thereof.



“**Staff Wages**” means any wages, mandatory employment related costs (as required by law) or benefits (as required by a collective agreement or company policy) paid by the Recipient to, or on behalf of, an employee of the Recipient working directly on the Project.

“**Sub-Agreement**” means an agreement between the Recipient and the Sub-Agreement Holder prepared in accordance with Schedule E (Redistribution of Funding Towards Sub-Projects).

“**Sub-Agreement Holder**” means an entity other than the Recipient, that receives funding from the Recipient under this Agreement to carry out a Sub-Project set out in Schedule E (Redistribution of Funding Towards Sub-Projects) in accordance with this Agreement.

“**Sub-Project**” means:

- an activity eligible for financial support under the Project which is implemented by a Sub-Agreement Holder, or
- an activity eligible for financial support under the Project implemented directly by the Recipient.

“**Sub-Project Project Costs**” means any expenditure incurred by a Third Party in respect of a Sub-Project that does not meet the definition of expenditures included in the Sub-Project Administrative Costs cost category.

“**Third Party**” means any person or legal entity, other than a Party, who participates in the implementation of the Project by means of a Contract.

“**Total Financial Assistance**” means funding from all sources towards Eligible Expenditures of the Project, including funding from the Recipient and federal, provincial, territorial, and municipal governments as well as funding from all other sources, including in-kind contributions.

“**Working Day**” means Monday through Friday except statutory holidays.

1.2 ENTIRE AGREEMENT

This Agreement comprises the entire agreement between the Parties in relation to the subject of the Agreement. No prior document, negotiation, provision, undertaking or agreement has legal effect, unless incorporated by reference into this Agreement. No representation or warranty express, implied or otherwise, is made by Canada to the Recipient except as expressly set out in this Agreement.

1.3 DURATION OF AGREEMENT

This Agreement will be effective as of the Effective Date and will terminate on the Agreement End Date subject to early termination in accordance with this Agreement.

1.4 SCHEDULES

The following schedules are attached to, and form part of this Agreement:

- Schedule A – Eligible and Ineligible Expenditures
- Schedule B – The Project
- Schedule C – Reporting Requirements
- Schedule D – Communications Protocol
- Schedule E – Redistribution of Funding towards Sub-Projects

In case of conflict between any provision in the main body of this Agreement and a provision in a schedule attached hereto, the provision in the main body of this Agreement shall take precedence.

2. PURPOSE OF AGREEMENT

The purpose of this Agreement is to establish the terms and conditions whereby Canada will provide funding to the Recipient for the Project. The funding will be used by the Recipient solely for the purpose of paying the Eligible Expenditures.

3. OBLIGATION OF THE PARTIES

3.1 CONTRIBUTION BY CANADA



- a) Canada agrees to pay a contribution to the Recipient of not more than one hundred percent (100%) of the total Eligible Expenditures for the Project but only up to a maximum of four hundred eighty-five thousand thirty-eight dollars (\$485,038).
- b) Canada will pay the contribution in accordance with the terms and conditions of this Agreement and the Fiscal Year breakdown in Schedule B.2 (Project Budget).
- c) If Canada's total contribution towards the Project exceeds one hundred percent (100%) of the Project's total Eligible Expenditures or if the Total Financial Assistance received or due in respect of the total Project costs exceeds one hundred percent (100%) thereof, Canada may recover the excess from the Recipient or reduce its contribution by an amount equal to the excess.
- d) The Parties acknowledge that Canada's role in the Project is limited to making a financial contribution to the Recipient for the Project and that Canada will have no involvement in the implementation of the Project or its operation. Canada is neither a decision-maker nor an administrator to the Project.

3.2 COMMITMENTS BY THE RECIPIENT

- a) The Recipient will ensure that the Project is completed in a diligent and timely manner, within the costs and deadlines specified in this Agreement and in accordance with the terms and conditions of this Agreement.
- b) The Recipient will be responsible for all costs of the Project including cost overruns, if any.
- c) The Recipient will inform Canada promptly of the Total Financial Assistance received or due for the Project. Where there is a change to the Total Financial Assistance received, the Recipient will promptly inform Canada of such change and Canada may, in its discretion, reduce the amount of its maximum contribution to the Project by such amount, not exceeding the amount of the change in assistance received, that it considers appropriate.
- d) The Recipient will repay to Canada any payment received for disallowed costs, unexpended contributions and overpayments made under and according to the terms and conditions of this Agreement.
- e) The Recipient will ensure the ongoing operation, maintenance, and repair of any Asset in relation to the Project as per appropriate standards, during the Asset Disposal Period.
- f) Canada may request that the Recipient declare to Canada any amounts owing to the federal Crown, under legislation or contribution agreements that constitute an overdue debt. The Recipient recognizes that any such amount owing is a debt due to the federal Crown and may be set-off by Canada in accordance with Section 17.6 (Set-off by Canada).
- g) The Recipient will contact Veteran Affairs Canada (VAC) to obtain confirmation of Veteran service, whether or not the participant has provided proof of service. VAC will conduct service verification to confirm that program participants are either a former member of the Canadian Armed Forces (CAF) or the Royal Canadian Mounted Police (RCMP). In the interim period of waiting for confirmation of service from VAC officials, a self-attestation confirming the status of a former member of the CAF or RCMP will suffice to provide urgent services to support the individual.
- h) The Recipient will obtain individual's consent to provide the following personal information to VAC prior to requesting confirmation of service:
 - i. individual's full name;
 - ii. date of birth; and
 - iii. service number (if known).
- i) The Recipient will inform Canada immediately of any fact or event that could compromise wholly or in part the Project.



- j) Upon Canada's request and throughout the term of the Agreement, the Recipient will promptly provide Canada with updates to the Project status and the Project expenditures and forecasts set out in Schedule B (The Project).
- k) The Recipient will enter into a Sub-Agreement in accordance with Schedule E (Redistribution of Funding Towards Sub-Projects). Upon request, the Recipient will promptly provide Canada with a copy of the Sub-Agreement(s).

3.3 APPROPRIATIONS AND FUNDING LEVELS

- a) Notwithstanding Canada's obligation to make any payment under this Agreement, this obligation is suspended if, at the time when a payment under this Agreement becomes due, the Parliament of Canada has not passed an appropriation that is sufficient and constitutes lawful authority for making the payment.
- b) Canada may reduce any payment under this Agreement or terminate this Agreement in response to a reduction of appropriations or departmental funding levels in respect of transfer payments, the program under which this Agreement was made or otherwise, as evidenced by any appropriation act or the federal Crown's main or supplementary estimates expenditures. Canada will promptly advise the Recipient of any reduction of funding or termination of the Agreement once it becomes aware of any such situation. Canada is not liable for any direct, indirect, consequential, exemplary or punitive damages, regardless of the form of action, whether in contract, tort or otherwise, arising from any such funding reduction or termination of this Agreement.

3.4 FISCAL YEAR BUDGETING

- a) The amount of the contribution payable by Canada for each Fiscal Year of the Project is set out in Schedule B.2 (Project Budget).
- b) If the actual amount payable by Canada in respect of any Fiscal Year of the Project is less than the estimated amount in Schedule B.2 (Project Budget), the Recipient may request that Canada re-allocate the difference between the two amounts to a subsequent Fiscal Year. Subject to Section 3.3 (Appropriations and Funding Levels), Canada agrees to make reasonable efforts to accommodate the Recipient's request. The Recipient acknowledges that requests for re-allocation of Project funding will require appropriation adjustments or federal Crown approvals.
- c) In the event that any requested re-allocation of Project funding is not approved, the amount of Canada's contribution payable pursuant to Section 3.1 (Contribution by Canada) may be reduced by the amount of the requested re-allocation. If the contribution payable by Canada pursuant to Section 3.1 (Contribution by Canada) is so reduced, the Parties agree to review the effects of such reduction on the overall implementation of the Project and to adjust the terms and conditions of this Agreement as appropriate.

3.5 CHANGES DURING THE LIFE OF THE PROJECT

- a) Where a change to this Agreement is contemplated, the Recipient will submit to Canada a written request for a change.
- b) Where the change is approved by Canada, the Parties will execute the corresponding amendment to the Agreement in accordance with Section 17.14 (Amendments).

3.6 INABILITY TO COMPLETE PROJECT

- a) If, at any time during the term of this Agreement, one or all of the Parties determine that it will not be possible to complete the Project for any reason, the Party will immediately notify the other Party of that determination and Canada may suspend its funding obligation.
- b) The Recipient will, within thirty (30) Working Days of a request from Canada, provide a summary of the measures that it proposes to remedy the situation. If Canada is not



satisfied that the measures proposed will be adequate to remedy the situation, then this will constitute an Event of Default under Section 14 (Default) and Canada may declare a default pursuant to Section 14 (Default).

4. RECIPIENT REPRESENTATIONS AND WARRANTIES

The Recipient represents and warrants to Canada that:

- a) the Recipient has the capacity and authority to enter into and execute this Agreement as duly authorized by resolution of its City of London Council, dated April 28, 2026;
- b) the Recipient has the capacity and authority to carry out the Project;
- c) the Recipient has the requisite power to own the Assets or it will secure all necessary rights, interest, and permissions to carry out the Project during the Asset Disposal Period;
- d) this Agreement constitutes a legally binding obligation of the Recipient, enforceable against it in accordance with its terms and conditions;
- e) it has provided Canada with a true and accurate list of all amounts owing to the Government of Canada under legislation or funding agreements which were past due and in arrears at the time of the Recipient's application for funding under the Program named in this Agreement;
- f) all information submitted to Canada as set out in this Agreement is true, accurate, and was prepared in good faith to the best of its ability, skill, and judgment;
- g) any individual, corporation or organization that the Recipient has hired, for payment, who undertakes to speak to or correspond with any employee or other person representing Canada on the Recipient's behalf, concerning any matter relating to the contribution under this Agreement or any benefit hereunder and who is required to be registered pursuant to the federal *Lobbying Act*, is registered pursuant to that Act;
- h) the Recipient has not and will not make a payment or other compensation that is contingent upon or is calculated upon the contribution hereunder or the negotiation of the whole or any part of the terms and conditions of this Agreement to any individual, or corporation or organization with which that individual is engaged in doing business with, who is registered pursuant to the federal *Lobbying Act*;
- i) there are no actions, suits, investigations or other proceedings pending or, to the knowledge of the Recipient, threatened and there is no order, judgment or decree of any court or governmental agency which could materially and adversely affect the Recipient's ability to carry out the activities contemplated by this Agreement. The Recipient will inform Canada immediately if any such action or proceedings are threatened or brought during the term of this Agreement; and
- j) the Recipient is in good standing under the laws of the jurisdiction in which it is required to be registered.

5. CONTRACT PROCEDURES

5.1 AWARDING OF CONTRACTS

- a) The Recipient will ensure that Contracts are awarded in a way that is transparent, competitive, consistent with value-for-money principles, or in a manner otherwise acceptable to Canada, and if applicable, in accordance with the Canadian Free Trade Agreement and international trade agreements.
- b) If Canada determines that the Recipient has awarded a Contract in a manner that is not in compliance with the foregoing, upon notification to the Recipient, Canada may consider the expenditures associated with the Contract to be ineligible.
- c) In addition to any other remedy available to Canada under this Agreement, if Canada considers the expenditures associated with a Contract to be ineligible, the Recipient



will repay to Canada any funds that have been paid for Eligible Expenditures in relation to the Contract, at Canada's discretion.

5.2 CONTRACT PROVISIONS

- a) The Recipient will ensure that all Contracts are consistent with, and incorporate, the relevant provisions of this Agreement. More specifically but without limiting the generality of the foregoing, the Recipient agrees to include terms and conditions in all Contracts to ensure that:
 - i. the Third Party will keep proper and accurate financial accounts and records, including but not limited to its contracts, invoices, statements, receipts, and vouchers, in respect of the Project for at least six (6) years after the Agreement End Date and that the Recipient has the contractual right to audit them;
 - ii. all applicable labour, environmental, and human rights legislation are respected; and
 - iii. Canada, the Auditor General of Canada, and their designated representatives, to the extent permitted by law, will at all times be permitted to inspect the terms and conditions of the Contract and any records and accounts respecting the Project and will have free access to the Project sites and to any documentation relevant for the purpose of audit.
- b) The Recipient will not subcontract the performance of any of its duties or responsibilities in managing the Project to another party without the prior written consent of Canada, unless the Recipient has already indicated in the approved Project Description attached to this Agreement that it intends to use a subcontractor or subcontractors to perform those duties or responsibilities.

6. ENVIRONMENTAL AND IMPACT ASSESSMENT

The Recipient represents and warrants that there are no requirements under applicable federal environmental or impact assessment legislation for the Project.

7. INDIGENOUS CONSULTATION

The purpose of the Veteran Homelessness Program is to prevent and reduce veteran homelessness in Canada. Based on the program design, new capital construction and cost of purchasing land are ineligible activities. Given that the program is designed to deliver services and supports to veterans based on individual needs, Canada has determined that a Duty to Consult would not be triggered.

8. CLAIMS AND PAYMENTS

8.1 PAYMENT CONDITIONS

- a) Canada will not pay interest for failing to make a payment under this Agreement.
- b) Canada will not pay any claims submitted after the Final Claim Date, unless otherwise accepted by Canada.
- c) Canada will not pay any claims until the requirements under Schedule C (Reporting Requirements) are, in Canada's opinion, satisfied to the extent possible at the time the claim is submitted to Canada.
- d) All Eligible Expenditures must:
 - i. be reasonable in the opinion of Canada and directly related to the Project, as determined by Canada;
 - ii. be incurred between the 28th of April, 2026 and the 31st of March, 2028.

8.2 TERMS OF PAYMENT

- a) Canada will perform prior to this Agreement and whenever needed, an assessment of the Recipient's capacity to manage this Agreement and achieve results. The assessment produces a risk level which determines how the agreement will be managed.



- b) For this agreement, Canada will make payments of its contribution by way of Advance Payments. Each payment will cover a Quarterly period (hereinafter referred to as the "Payment Period") during the Project Period.
- c) Subject to article 8.2.a), Canada may, at any time and in its sole discretion, change the basis of payments of its contribution to the Recipient to Advance Payments or Progress Payments for any period during the Project Period.
- d) Subject to article 8.2.a), Canada may, at any time and in its sole discretion, change the Payment Period to quarterly or annually based on the determined risk level associated with the agreement.
- e) Where Canada decides to make a payment change pursuant to article 8.2.c) or 8.2.d), Canada will notify the Recipient in writing of the change and of the period during which the change will be applicable.

8.3 ADVANCE PAYMENTS

- a) Canada may, at Canada's sole discretion, pay to the Recipient the first Advance Payment subject to the following:
 - i. The Recipient will submit to Canada a written request for Advance Payment for the first Advance Payment, in the form required by Canada, including a breakdown of cash flow requirements, to Canada's satisfaction.
- b) Canada may, at Canada's sole discretion, pay to the Recipient subsequent Advance Payments subject to the following:
- c) The Recipient will submit to Canada, a request for Advance Payment, which must include the following, to Canada's satisfaction:
 - i. a breakdown of the Eligible Expenditures of the Project incurred and paid, for the period starting from the end of the last cash flow received by the Recipient, in the form set out by Canada ;
 - ii. an updated forecast of Project expenditures;
 - iii. an activity report describing the work completed on the Project during the Payment Period;
 - iv. supporting documentation for Eligible Expenditures incurred and paid, if requested by Canada;
 - v. any reporting due in accordance with Schedule C (Reporting Requirements);
- d) If the amount of Advance Payments paid exceeds the actual cumulative amount of Eligible Expenditures incurred and paid by the Recipient at the time of the request for the subsequent Advance Payment, Canada will treat the excess as an overpayment in accordance with Section 3.2 (d) (Commitments by the Recipient).
- e) each advance will cover the Recipient's estimated financial requirements for each Payment Period. Such estimate will be based upon a cash flow forecast that, in the opinion of Canada, is reliable and up-to-date.
- f) if there is interest earned on the Advance payments, such interest is deemed to be part payment of Canada's contribution and will be taken into account in the calculation of the final payment by Canada, or repayment by the Recipient, as may be appropriate in the circumstances.
- g) Canada may withhold any Advance Payment due to the Recipient under this Agreement if
 - i. the Recipient has failed to submit when due any document required by Canada under this Agreement; or
 - ii. pending the completion of an audit of the Recipient's books and records, should Canada decide to undertake such an audit.

8.4 PROGRESS PAYMENTS



- a) Where Canada makes payments of its contribution to the Recipient by way of Progress Payments, each Progress Payment will cover the Recipient's actual Eligible Expenditures incurred during the Payment Period as approved by Canada following submission by the Recipient of the progress claim.
- b) Within thirty (30) Calendar Days following the end of each Payment Period, the Recipient will submit progress claims to Canada covering the Recipient's Eligible Expenditures in a form acceptable to Canada. Each progress claim must include the following:
 - i. a breakdown of Eligible Expenditures claimed, in accordance with Schedule B.2 (Project Budget) and a listing of invoices or supporting documentation for Eligible Expenditures being claimed, in the form set out by Canada;
 - ii. an updated forecast of Project expenditures;
 - iii. an activity report describing the work completed on the Project during the Payment Period; and
 - iv. any reporting due in accordance with Schedule C (Reporting Requirements);
 - v. a report identifying all agreements with Sub-Agreement Holders and memoranda of understanding (MOUs) approved by the Recipient to date;
 - vi. upon request by Canada, any other documentation in support of Eligible Expenditures claimed.
- c) Canada will make a payment upon review and acceptance of a progress claim, subject to the terms and conditions of the Agreement.

8.5 FINAL CLAIM AND FINAL ADJUSTMENTS

- a) The Recipient will submit a final claim to Canada by the Final Claim Date covering the Recipient's Eligible Expenditures in a form acceptable to Canada. The final claim must include the following:
 - i. a breakdown of Eligible Expenditures claimed, in accordance with Schedule B.2 (Project Budget) and a listing of invoices or supporting documentation for Eligible Expenditures being claimed, in the form set out by Canada;
 - ii. confirmation of the Total Financial Assistance in accordance with Section 3.2 c) (Commitments by the Recipient).
 - iii. an activity report describing the work completed on the Project during the Project Period; and
 - iv. any reporting due in accordance with Schedule C (Reporting Requirements);
 - v. a report identifying all agreements with Sub-Agreement Holders and MOUs approved by the Recipient to date;
 - vi. upon request by Canada, any other documentation in support of Eligible Expenditures claimed.
- b) Upon receipt of the final claim, but before issuing the final payment, the Parties will jointly carry out a final reconciliation of all claims and payments in respect of the Project and make any adjustments required in the circumstances.

8.6 WITHHOLDING OF CONTRIBUTION

- a) Canada may retain a holdback of an amount up to 10% of its maximum contribution pending:
 - i. receipt and verification by Canada of a final claim for the last Payment Period where advances have been made,
 - ii. receipt and acceptance by Canada of the final report for the Project that the Recipient is required to submit to Canada under the terms of this Agreement, and
 - iii. receipt of any other Project-related record e.g. reporting requirements that may be required by Canada.
- b) Any amount withheld by Canada will be released when the final adjustments have been completed under Section 8.5 (Final Claim and Final Adjustments) and the Recipient fulfils all its obligations under this Agreement.

9. REPORTING



- a) Any Project and performance reporting requirements will be undertaken and completed in accordance with Schedule C (Reporting Requirements).
- b) The Recipient will provide the following information one year after the Agreement End Date:
 - i. Whether the veteran remained housed at 12 months following housing placement or housing loss prevention intervention;
 - ii. Whether the veteran did not maintain housing (and reason) at 12 months following housing placement or housing loss prevention intervention.

10. AUDIT, EVALUATION, AND MONITORING FOR COMPLIANCE

10.1 RECIPIENT AUDIT

Canada may, at its discretion, conduct a Recipient audit related to this Agreement during the term of this Agreement and up to six (6) years after the Agreement End Date, in accordance with the Canadian Auditing Standards and Section 17.3 (Accounting Principles).

10.2 INTENTIONALLY OMITTED

10.3 EVALUATION

- a) The Recipient agrees to cooperate with Canada in the conduct of any evaluation of the Project and/or the Program named in this agreement that Canada may carry out during the Project Period or within a period of three (3) years after the term of this Agreement.
- b) The Recipient will provide Canada with the contact information of an authorized project official or project participant, if requested by Canada to do so for the purpose of conducting an evaluation.
- c) The Recipient will provide Canada with the contact information of a person referred to in paragraph b) only if the person has given their written consent to the release of the information to Canada. The Recipient agrees to make all reasonable efforts to secure such consent during the Project Period and thereafter. When providing a person's contact information to Canada, the Recipient will provide Canada with an accompanying written statement certifying that the person has given their consent to the sharing of their contact information with Canada.
- d) All evaluation results will be made available to the public, subject to all applicable laws and policy requirements.

10.4 CORRECTIVE ACTION

The Recipient agrees to ensure that prompt and timely corrective action is taken in response of any audit findings and recommendations conducted in accordance with this Agreement.

10.5 RECORD KEEPING

- a) The Recipient will keep proper and accurate financial accounts and records, including but not limited to its Contracts, invoices, statements, receipts, and vouchers, in respect of the Project, for at least six (6) years after the Agreement End Date.
- b) The Recipient will keep proper records of all Project-related activity including but not limited to project details, project results, progress and evaluation reports and reports of Project reviews or audits carried out by, or on behalf of, the Recipient for at least six (6) years after the Agreement End Date.

10.6 ACCESS

The Recipient will provide Canada and its designated representatives with reasonable and timely access, at no cost, to the Project sites, facilities, and any documentation for



the purposes of audit, evaluation, inspection and monitoring compliance with this Agreement.

11. COMMUNICATIONS

11.1 COMMUNICATIONS PROTOCOL

The Parties will comply with Schedule D (Communications Protocol).

11.2 RECOGNITION OF CANADA'S CONTRIBUTION

The Recipient will acknowledge Canada's contribution in all signage and public communication produced as part of the Project or Agreement, in a manner acceptable to Canada, unless Canada communicates in writing to the Recipient that this acknowledgement is not required.

11.3 PUBLIC INFORMATION

The Recipient acknowledges that the following may be made publicly available by Canada:

- i. its name;
- ii. where its head office is located or where it carries on business;
- iii. the purpose of the Agreement;
- iv. the Effective Date of the Agreement;
- v. the amount awarded by Canada;
- vi. the project results; and
- vii. any evaluation or audit report and other reviews related to this Agreement.

11.4 OFFICIAL LANGUAGES

Where the Project is to be delivered to members of either language community, the Recipient will:

- a) make any announcements to the public concerning the project in both official languages;
- b) actively offer project related services to members of the public in both official languages;
- c) make available in both official languages any documents or other information for the general public relating to the project;
- d) encourage members of both official language communities to participate in the project; and,
- e) provide its services, when appropriate, in such a manner as to accommodate the specific needs of both official language communities.

12. INTELLECTUAL PROPERTY

- a) All intellectual property that arises in the course of the Project will vest in the Recipient.
- b) The Recipient will obtain the necessary authorizations, as needed, for the implementation of the Project, from third parties who may own the intellectual property rights or other rights in respect of the Project. Canada will assume no liability in respect of claims from any third party in relation to such rights and to the Agreement.
- c) The Recipient hereby grants to Canada a free of charge, non-exclusive, royalty-free, perpetual, worldwide and irrevocable license to exercise the intellectual property rights including to collect, retain, use, reproduce, communicate, modify, disclose, translate, publish, and distribute, in whole or in part, information related to the Project including reports, photos and videos provided by the Recipient, for promotional, informational and reporting purposes, in relation to this Agreement, in any form and



by any medium, for any purpose directly or indirectly related to the Program or any other future program administered by Canada.

- d) The license granted under section 12(c) will be for the duration of the copyright and will include:
 - i. the right to sub-license the use of the work to any contractor engaged by Canada solely for the purpose of performing contracts with Canada; and
 - ii. the right to distribute the work outside the Department of Housing, Infrastructure and Communities as long as the distribution does not undermine any commercial use of the work intended by the Recipient.
- e) The Recipient agrees to execute any acknowledgements, agreements, assurances or other documents deemed necessary by Canada to establish or confirm the license granted under section 12(c).
- f) Additionally, with respect to any work licensed under section 12.c), the Recipient:
 - i. warrants that the work will not infringe on the copyrights of others;
 - ii. agrees to indemnify and save harmless Canada from all costs, expenses and damages arising from any breach of any such warranty; and
 - iii. will include an acknowledgment, in a manner satisfactory to Canada, on any work which is produced by it with funds contributed by Canada under this Agreement, acknowledging that the work was produced with funds contributed by Canada and identifying the Recipient as being solely responsible for the content of such work.
- g) The Recipient will include in the final report for the Project, which the Recipient is required to submit to Canada under the terms of this Agreement, a copy of any work licensed under section 12(c).

13. DISPUTE RESOLUTION

- a) The Parties will keep each other informed of any issue that could be contentious by exchanging information and will, in good faith and reasonably, attempt to resolve potential disputes.
- b) Where the Parties cannot agree on a resolution, the Parties may explore any alternative dispute resolution mechanisms available to them to resolve the issue.
- c) Any payments related to the issue in dispute will be suspended, together with the obligations related to such issue, pending resolution.
- d) The Parties agree that nothing in this section will affect, alter or modify the rights of Canada to terminate this Agreement.

14. DEFAULT

14.1 EVENTS OF DEFAULT

The following events constitute Events of Default under this Agreement:

- a) the Recipient has not complied with one or more of the terms and conditions of this Agreement;
- b) the Recipient has not completed the Project in accordance with the terms and conditions of this Agreement;
- c) the Recipient has submitted false or misleading information to Canada or made a false or misleading representation in respect of the Project or in this Agreement, except for an error in good faith, demonstration of which is incumbent on the Recipient, to Canada's satisfaction;
- d) the Recipient has neglected or failed to pay Canada any amount due in accordance with this Agreement;



- e) in the opinion of Canada, there is a material adverse change in risk in the Recipient's ability to complete the Project or to achieve the expected results of the Project.

14.2 DECLARATION OF DEFAULT

- a) Canada may declare a default if:
 - i. in Canada's opinion, one or more of the Events of Default occurs;
 - ii. Canada gave notice to the Recipient of the event which constitutes an Event of Default; and
 - iii. the Recipient has failed, within thirty (30) Working days of receipt of the notice from Canada, either to remedy the Event of Default or to notify Canada and demonstrate, to the satisfaction of Canada, that it has taken such steps as are necessary to remedy the Event of Default.

14.3 REMEDIES ON DEFAULT

In the event that Canada declares a default under Section 14.2 (Declaration of Default), Canada may exercise one or more of the following remedies, without limiting any remedy available to it at law:

- a) suspend any obligation by Canada to contribute or continue to contribute funding to the Project, including any obligation to pay an amount owing prior to the date of such suspension;
- b) terminate any obligation of Canada to contribute or continue to contribute funding to the Project, including any obligation to pay any amount owing prior to the date of such termination;
- c) require the Recipient to reimburse Canada all or part of the contribution paid by Canada to the Recipient;
- d) terminate the Agreement.

15. LIMITATION OF LIABILITY AND INDEMNIFICATION

15.1 DEFINITION OF PERSON

In this section, "Person" includes, without limitation, a person, the Recipient, a Third Party, a corporation, or any other legal entity, and their officers, servants, employees or agents.

15.2 LIMITATION OF LIABILITY

- a) In no event will Canada, its officers, servants, employees or agents be held liable for any damages in contract, tort (including negligence) or otherwise, for:
 - i. any injury to any Person, including, but not limited to, death, economic loss or infringement of rights;
 - ii. any damage to or loss or destruction of property of any Person; or
 - iii. any obligation of any Person, including, but not limited to, any obligation arising from a loan, capital lease or other long term obligation; in relation to this Agreement or the Project.
- b) The management and supervision of the Project are the sole and absolute responsibility of the Recipient. Canada's responsibility is limited to providing financial assistance to the Recipient towards the Eligible Expenditures. The parties hereto declare that nothing in this agreement will be construed as creating a partnership, an employer-employee, or agency relationship between them. The Recipient will not represent itself as an agent, employee or partner of Canada.

15.3 INDEMNIFICATION

The Recipient will at all times indemnify and save harmless Canada, its officers, servants, employees or agents, from and against all actions, claims, demands, losses, costs, damages, suits or other proceedings, whether in contract, tort (including



negligence) or otherwise, by whomsoever brought or prosecuted in any manner based upon or occasioned by:

- a) any injury to any Person, including, but not limited to, death, economic loss or any infringement of rights;
- b) any damage to or loss or destruction of property of any Person; or
- c) any obligation of any Person, including, but not limited to, any obligation arising from a loan, capital lease or other long term obligation;

in relation to this Agreement or Project, except to the extent to which such actions, claims, demands, losses, costs, damages, suits or other proceedings are caused by the negligence or breach of the Agreement by an officer, servant, employee or agent of Canada in the performance of his or her duties.

16. ASSETS

- a) Assets acquired, purchased, constructed, rehabilitated or improved, in whole or in part, through the course of the Project will be the responsibility and remain the property of the Recipient.
- b) The Recipient will ensure that any Asset will be preserved, maintained, and used for the purposes of the Project, and that no Asset will be sold, leased, encumbered or otherwise disposed of, directly or indirectly, during the Asset Disposal Period, unless the Recipient notifies Canada in advance and in writing, and Canada consents to such Asset disposal.
- c) Upon alternate use or disposal of any Asset, which includes selling, leasing and encumbering, or otherwise disposing of, directly or indirectly, during the Asset Disposal Period, the Recipient will reimburse Canada, at Canada's discretion, all or part of the contribution paid under this Agreement by Canada to the Recipient.
- d) At the end of the Project Period, or upon termination of this Agreement, if earlier, Canada reserves the right to direct the Recipient to dispose of any Capital Asset and applying the funds from the sale to offset project costs by:
 - i. selling it at fair market value and applying the funds realized from such sale to offset Canada's contribution to the Eligible Expenditures;
 - ii. turning it over to another organization or to an individual designated or approved by Canada; or
 - iii. disposing of it in such other manner as may be determined by Canada.

17. GENERAL

17.1 PUBLIC BENEFIT

The Parties acknowledge that their contributions to the Project are meant to accrue to the public benefit.

17.2 SURVIVAL

The Parties' rights and obligations which, by their nature, extend beyond the termination of this Agreement, will survive any termination of this Agreement.

17.3 ACCOUNTING PRINCIPLES

All accounting terms will have the meanings assigned to them, all calculations will be made and all financial data to be submitted will be prepared, in accordance with the Generally Accepted Accounting Principles (GAAP) in effect in Canada as defined in the Chartered Professional Accountants (CPA) Canada Handbook - Accounting or, where applicable, the CPA Canada Public Sector Accounting Handbook.

17.4 DEBTS DUE TO THE FEDERAL CROWN

Any amount owed to Canada under this Agreement by the Recipient will constitute a debt due to the federal Crown, which the Recipient will to Canada forthwith on demand.



17.5 INTEREST ON DEBTS DUE TO THE FEDERAL CROWN

Debts due to the federal Crown by the Recipient will accrue interest in accordance with the federal Interest and Administrative Charges Regulations.

17.6 SET-OFF BY CANADA

Any debt due to the federal Crown by the Recipient may be set off against any amounts payable by Canada to the Recipient under this Agreement.

17.7 MEMBERS OF THE HOUSE OF COMMONS AND SENATE

No member of the House of Commons or the Senate of Canada will be admitted to any share or part of this Agreement, or to any benefit arising from it that is not otherwise available to the public. The Recipient will promptly inform Canada should it become aware of the existence of any such situation.

17.8 CONFLICT OF INTEREST

No current or former public servant or public office holder to whom any post-employment, ethics and conflict of interest legislation, guidelines, codes or policies of Canada applies will derive direct benefit from this Agreement unless the provision or receipt of such benefits is in compliance with such legislation, guidelines, policies or codes. The Recipient will promptly inform Canada should it become aware of the existence of any such situation.

17.9 NO AGENCY, PARTNERSHIP, JOINT VENTURE, ETC.

- a) No provision of this Agreement and no action by the Parties will establish or be deemed to establish a partnership, joint venture, principal-agent relationship or employer-employee relationship in any way or for any purpose whatsoever between Canada and the Recipient or between Canada and a Third Party.
- b) The Recipient will not represent itself, including in any agreement with a Third Party, as a partner, employee or agent of Canada.

17.10 NO AUTHORITY TO REPRESENT

Nothing in this Agreement is to be construed as authorizing any person, including a Third Party, to contract for or to incur any obligation on behalf of Canada or to act as an agent for Canada. The Recipient will take the necessary action to ensure that any Contract between the Recipient and any Third Party contains a provision to that effect.

17.11 ASSIGNMENT

The Recipient will not transfer or assign its rights or obligations under this Agreement without the prior written consent of Canada. Any attempt by the Recipient to assign any of the rights, duties or obligations of this Agreement without Canada's express written consent is void.

17.12 COUNTERPART SIGNATURE

This Agreement and all documents contemplated by or delivered under or in connection with this Agreement may be executed and delivered in any number of counterparts (including by electronic signature, facsimile or other means of electronic transmission, such as by electronic mail in "PDF" form), with the same effect as if all Parties had signed and delivered the same document, and all counterparts will together constitute one and the same original document.

17.13 SEVERABILITY

If for any reason a provision of this Agreement that is not a fundamental term of this Agreement between the Parties is found to be or becomes invalid or unenforceable, in whole or in part, and if both Parties agree, it will be deemed to be severable and will be deleted from this Agreement, but all the other terms and conditions of this Agreement will continue to be valid and enforceable.

17.14 AMENDMENTS

This Agreement, including its schedules, can only be amended in writing by the Parties.



17.15 WAIVER

A Party may waive any of its rights under this Agreement only in writing. Any tolerance or indulgence demonstrated by the Party will not constitute a waiver.

17.16 NOTICE

- a) Any notice, information or required documentation provided for under this Agreement must be delivered in person or sent by mail, email, messenger or facsimile to the identified representatives of the Parties at the following coordinates, unless otherwise specified by Canada:

Canada:

Engagement and Program Officer
 Housing, Infrastructure and Communities Canada
 180 Kent Street
 Ottawa, Ontario K1P 0B6
 Email: veterans@infcc.ca

Recipient:

Deputy City Manager – Social Health and Development
 The Corporation of the City of London
 355 Wellington St
 London, Ontario
 N6A 3N7
 kdickins@London.ca

- b) Such notice will be deemed to have been received:
 - i. in person, when delivered;
 - ii. if sent by mail, email or facsimile, when receipt is acknowledged by the other Party; or
 - iii. if sent by messenger or registered mail, when the receiving Party has signed the acknowledgment of reception.
- c) If a Party changes its representative or the coordinates for that representative, it will advise the other Party as soon as possible.

17.17 COMPLIANCE WITH LAWS

The Recipient will comply with all applicable laws and regulations and all requirements of regulatory bodies having jurisdiction over the subject matter of the Project. The Recipient will obtain, prior to the commencement of the Project, all permits, licenses, consents and other authorizations that are necessary to the carrying out of the Project.

17.18 GOVERNING LAW

This Agreement is governed by, and is to be interpreted in accordance with, the applicable federal laws and the laws in force in Ontario. The Parties attorn to the jurisdiction of the Courts of Ontario and all courts competent to hear appeals from the Courts of Ontario.

17.19 SUCCESSORS AND ASSIGNS

This Agreement is binding upon the Parties and their respective successors and assigns.

17.20 INDEPENDENT LEGAL ADVICE

The Parties acknowledge and agree that they have been given full opportunity to seek independent legal advice and if they chose to avail themselves of said opportunity, had independent legal advice to the full extent deemed necessary by each of them, and that they have not acted under any duress or undue influence in the negotiating, preparation and execution of this Agreement.



SIGNATURES

This Agreement has been executed on behalf of His Majesty the King in right of Canada by the Minister of Housing and Infrastructure and Minister responsible for Pacific Economic Development Canada and on behalf of The Corporation of the City of London by Deputy City Manager – Social Health and Development.

HIS MAJESTY THE KING IN RIGHT OF
CANADA

The Corporation of the City of London

Per: Katarina Pintar
Director General,
Community Program Delivery Directorate
Housing and Homelessness Branch
Housing, Infrastructure and Communities
Canada (HICC)

Per: Kevin Dickins
Deputy City Manager – Social Health
Development

Pintar, Digitally signed
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a Katarina
Date:
2026.03.11
12:25:43 -04'00'

Signature

Signature

Date

Date

SCHEDULE A1: ELIGIBLE AND INELIGIBLE EXPENDITURES

Eligible and ineligible activities, expenditures, and program expectations are outlined in the Veteran Homelessness Program Directives, listed on the Canada website. Canada will notify the Recipient in writing of any changes to the Veteran Homelessness Program Directives and of the period during which the change will be applicable.

Eligible Expenditures must:

- be reasonable and directly related to the Project, as determined by Canada; and
- be incurred between the April 28, 2026 and the March 31, 2028.

Eligible Expenditures can be cash-equivalent expenditures associated with In-Kind Contributions. These expenditures may be reimbursed so long as the following three criteria are met:

1. The associated costs are deemed as Eligible Expenditures and have been approved by Canada;
2. The associated costs are not a donation received from a third party; and
3. The associated costs are related to goods, services or other support that would otherwise be purchased and paid for by the Recipient as essential for the Project.

In-Kind Contributions received from a third party are considered donations and may form part of the total Eligible Expenditures of the Project, but are not reimbursable.



SCHEDULE B – THE PROJECT

SCHEDULE B1: PROJECT DESCRIPTION

Project Start Date	Project End Date
2026-04-28	2028-03-31

Agreement Start Date	Agreement End Date
2026-04-28	2028-03-31

B1.1 Program Description

The Government of Canada is committed to preventing and reducing Veteran homelessness in Canada. Veterans have served our country courageously and they deserve a safe and affordable place to call home.

In taking action to address the fact that there is an estimated more than 2,000 Veterans experiencing homelessness every year, the Government of Canada is launching a dedicated Veteran Homelessness Program.

The purpose of the Veteran Homelessness Program is to prevent and reduce Veteran homelessness in Canada. The program delivers contributions funding through two streams: the Services and Supports Stream and the Capacity Building Stream. The Services and Supports Stream focuses on the delivery of rent supplements and wrap-around services (such as counselling and addiction treatment) to Veterans experiencing or at imminent risk of homelessness. The Capacity Building Stream focuses on research and improved data collection on Veteran homelessness, as well as increased capacity of organizations to deliver tailored initiatives to address the needs of Veterans experiencing or at risk of homelessness.

B1.2 Project Description

The Corporation of the City of London will implement a comprehensive initiative aimed at preventing and reducing homelessness among Veterans in London through a Housing First and housing stabilization approach. This project reflects the Corporation of the City of London's commitment to ensuring that Veterans experiencing or at imminent risk of homelessness are supported in securing safe, stable, and permanent housing, while also receiving the individualized services necessary to maintain long term housing stability and overall well being.

The project is designed to address chronic and episodic homelessness among Veterans by rapidly connecting them to appropriate housing options without preconditions. Through coordinated case management, community partnerships, and wrap around supports tailored to each individual's needs, the initiative seeks to remove barriers that often prevent Veterans from achieving lasting housing stability.

B1.3 Project Objective(s)

From April 28, 2026, to March 31, 2028, The Corporation of the City of London, will directly support the prevention and reduction of Veteran homelessness in London through a Housing First / housing stabilization approach.

The project's main objectives are as follows:

- To end chronic homelessness and homelessness among Veterans within The City of London by connecting individuals experiencing homelessness to safe, appropriate housing and comprehensive supports tailored to their needs.
- The program will prioritize Veterans currently experiencing homelessness, rather than those at risk, to ensure that available resources are directed to those with the most immediate and acute needs, thereby maximizing the impact of the funding.



In addition, the Recipient will be responsible for ensuring data collection processes are in place to enable the capture and reporting of the performance indicators used to measure the achievement of Project outcomes.

B1.4 Activities

The Corporation of the City of London, will engage in the following activities:

- Provide Housing-focused case management.
- Provide wrap around supports for Veterans which include house planning, supports with documentation, income stabilization, life-skills coaching, crisis response, and referrals.
- Housing placement and landlord engagement.
- Provide Cultural safe Indigenous Veterans Prioritization.
- Provide Rental Supplements to eligible Veterans.
- Provide safe case management and referrals to Indigenous-led services where appropriate.
- Implement Veteran identification within Coordinated Access intake, ensuring all individuals entering the system through shelters, outreach, or CA intake are screened for Veteran status, with self-disclosures verified through Veterans Affairs Canada (VAC) to ensure accuracy and appropriate prioritization.
- Utilize By-Name-List and leverage a coordinated network of shelters, outreach teams, and community service providers to proactively identify, engage, and support Veterans experiencing homelessness. This includes close collaboration with Ark-Aid, London Cares, Men’s Mission, Centre of Hope, Unity Project, Rotholme, YOU, Wiigiwaminaan, Atlohsa Outreach, CIR Outreach, and CSR/CA intake) strengthening system responsiveness and ensuring Veterans are quickly connected to targeted supports and housing pathways.

B1.5 Expected Results

a) Project Outcomes

In order to illustrate how the Project will contribute to reducing veteran homelessness, the Recipient will collect performance data and report on the following performance indicators that the Project will contribute to:

- Number of Veterans experiencing homelessness who receive rent supplements;
- Number of Veterans at risk of homelessness receive rent supplements;
- Percentage of Veterans who remained housed or successfully exited the Program 12 months following receipt of a rent supplement.

This data is collected only for the purpose of performance measurement and reporting to Canadians.

b) Reporting, Deliverables, and Timelines

The project will run from April 28, 2026, to March 31, 2028. During this period, the following will be shared with HICC representatives in accordance with the Articles of agreement and Schedules:

Within 30 calendar days of the effective date:

- A written request for Advance payment and Cashflow.

Within 30 calendar days following the end of each Payment Period:

- A progress claim covering the eligible expenditures in a form acceptable to HICC.

Within 30 calendar days following the end of each Reporting Period:

- A annual financial report containing a statement of revenue and expenditures *and if applicable*, a report identifying all Sub-Agreement Holders and MOUs approved.
- A annual results report for each Project and/or sub-project in a manner prescribed by Canada.

The earlier of 60 days after the project end date:

- A Final Report outlining the project including the results and achievements of the project against project objectives over the course of the Agreement will be provided.

SCHEDULE B2: PROJECT BUDGET

B2.1 Project Budget

Total Project Cost	\$485,038
Total Eligible Cost	\$485,038

B2.2 Annual Breakdown

Total Contribution	2023-24	2024-25	2025-26	2026-27	2027-28	Total
<i>Canada</i>	\$0	\$0	\$0	\$285,038	\$200,000	\$485,038

B2.3 Other Sources of Funding

Cash	\$ 0
Total Cash	\$ 0
In-Kind Contributions	\$ 0
Total In-Kind Contributions	\$ 0
Total Other Sources of Funding	\$ 0

B2.4 Cost Categories

Cost Categories	Canada
1. Administrative Costs	\$54,756
2. Capital Costs	\$
a) Facilities	\$
b) Capital Assets	\$
3. Direct Costs	\$
a) Staff Wages*	\$



b) Participant Costs	\$
c) Project Costs	\$
d) Sub-Project Project Costs*	\$ 430,282
Total	\$ 485,038

SCHEDULE B3: BUDGET FLEXIBILITY

B3.1 The Recipient may, except in cases specified in section B3.2, make adjustments to its allocation of funds between any of the cost categories identified in the Project Budget. However, where the Recipient makes an adjustment, it shall notify Canada promptly in writing of the adjustment.

B3.2 The Recipient will obtain Canada's written approval prior to making an adjustment to the Project Budget that increases or decreases the subtotal amount budgeted for:

- a) any cost category identified with an asterisk (*) by any amount, or
- b) any other cost category by more than 10%.

B3.3 Written approval by Canada of adjustments made under section B3.2 may be required to be documented by way of a formal amending agreement signed by both parties.

SCHEDULE B4: REPORTING AND CLAIM SCHEDULES

B4.1 Reporting Schedule for Advance Payments

Payment Period	Required Documents	Document Due Date	Payment Date
Advance Payment 1	A written request for Advance Payment and Cashflow (as described in section 8.3)	Within thirty (30) calendar days of the effective date	Within thirty (30) calendar days of approval of requested documents by Canada
Subsequent Payments	Request for Advance Payment (as described in section 8.3)	On or before April 30 th July 31 st October 31 st January 31 st	Within thirty (30) calendar days of approval of requested documents by Canada
Holdback Payment	(As described in section 8.6)	Within sixty (60) calendar days of project completion	Within thirty (30) calendar days of approval of requested documents by Canada

B4.2 Claim Frequency

Payment Period	Required Documents	Frequency	Payment Date
First Claim	Progress claim (as described in section 8.4)	Within thirty (30) calendar days of the end of the first Payment Period	Within thirty (30) calendar days of approval of requested documents by Canada



Subsequent Claims	Progress claim (as described in section 8.4)	Within thirty (30) calendar days following the end of each Payment Period	Within thirty (30) calendar days of approval of requested documents by Canada
Final Claim	Final Claim (As described in section 8.5)	Final Claim Date May 30, 2028 after the Project End Date	Within thirty (30) calendar days of approval of requested documents by Canada

SCHEDULE C – REPORTING REQUIREMENTS

SCHEDULE C1: ANNUAL FINANCIAL REPORTS

C1.1 Within one hundred and twenty (120) calendar days following the end of each Reporting Period during the Project Period, the Recipient will provide to Canada, in a manner prescribed by Canada, a financial report containing,

- a) a statement setting out
 - i. the total amount received from Canada under this Agreement during the Reporting Period,
 - ii. the total revenue received from other sources for the Project during the Reporting Period, including cash and the value of in-kind contributions,
 - iii. the total amount of GST/HST rebates and interest earned by the Recipient during the Reporting Period on advances of Canada's contribution if the amount of interest earned is in excess of one hundred dollars (\$100), and
 - iv. the amounts realized during the Reporting Period from the disposition of any Capital Assets that had been originally purchased with funds from Canada's contribution under this Agreement, and
- b) an itemized statement setting out, by expenditure category as per the Project Budget, the total amount of the expenditures incurred during the Reporting Period in relation to the Project.
- c) a report identifying all agreements with Sub-Agreement Holders and MOUs approved by the Recipient to date.

C1.2 Failure on the part of the Recipient to submit financial reports within the one hundred and twenty (120) Calendar days following the end of each Reporting Period may result in Canada withholding payment of an advance or Progress Payment in accordance with section 8.3 or withholding payment of any holdback retained by Canada in accordance with section 8.6.

C1.3 The Recipient is required to provide to Canada an audited annual financial report for the final Fiscal Year, at the end of the Project Period.

SCHEDULE C2: RESULTS REPORT

C2.1 Within thirty (30) Calendar days following the end of each Reporting Period during the Project Period, the Recipient will provide to Canada a results report for each Project and/or Sub-Project, in a manner prescribed by Canada. The results report must include the following information:

- a) Data on performance indicators listed in Schedule B.1 (Project Description) compared to the start of the Project.
- b) Project results data anonymized for each unique Veteran including:
 - i. Number of Veterans served



- ii. Whether the Veteran was placed into housing
 - iii. Whether the Veteran was at risk of housing loss and maintained housing
 - iv. Whether the Veteran remained housed at 12 months following housing placement or housing loss prevention intervention
 - v. Whether the Veteran did not maintain housing (and reason) at 12 months following housing placement or housing loss prevention intervention
 - vi. Whether the Veteran received rental assistance
 - a. Total dollar amount received of rental assistance
 - b. Period of rental assistance (number of months)
 - vii. Geographic location / Client location
 - viii. Whether the Veteran identifies under the following demographics (based on voluntary disclosure):
 - a. Gender
 - b. 2SLGBTQI+ identity
 - c. Age
 - d. Indigenous Status
 - e. Person with disabilities
 - f. Racialized minorities
 - ix. Whether the Veteran received the following wrap around services:
 - a. Housing Placement and set-up
 - b. Prevention and/or shelter diversion
 - c. Health and medical service
 - d. Economic Integration supports (i.e. job training, education etc.)
 - e. Social and community integration services
 - x. Whether any of the wrap around services were: Indigenous-specific supports
 - xi. Whether the Veteran served in Canadian Armed Forces and/or RCMP
 - xii. Whether the Veteran was referred to Veterans Affairs Canada services
 - xiii. Whether the Veteran is already an existing Veterans Affairs Canada client.
- c) The Recipient will ensure that appropriate data collection processes are in place to enable the capture and reporting of the performance indicators and results used to measure the achievement of Project outcomes.
- d) Failure on the part of the Recipient to submit results reports within the thirty (30) Calendar days following the end of each Reporting Period may result in Canada withholding payment of an advance or Progress Payment in accordance with section 8.3 or withholding payment of any holdback retained by Canada in accordance with section 8.6.

SCHEDULE C3: FINAL REPORT

C3.1 The Recipient will submit a final report to Canada with the final claim. The final report will include:

- a) a general description of the Project's major achievements, including any variations to the original activities and timelines;
- b) updated data on performance indicators listed in Schedule B.1 (Project Description) compared to the start of the Project. The Recipient will ensure that appropriate data collection processes are in place to enable the capture and reporting of the performance indicators used to measure the achievement of Project outcomes; and
- c) lessons learned about how issues were addressed or solutions were found.

SCHEDULE D – COMMUNICATIONS PROTOCOL

SCHEDULE D1: COMMUNICATIONS PROTOCOL

D1.1 The Recipient hereby agrees that a public announcement with respect to this Agreement and subsequent communication opportunities (e.g. funding announcement) may be made by the Minister or delegates in the form of a press release, press conference or otherwise and that all



reasonable and necessary assistance in the organization of the public announcement, as the Canada sees fit, shall be provided.

D1.2 The Recipient shall notify Canada twenty (20) working days in advance of initial and subsequent official ceremonies or event related to the announcement of the funding of the Project. Canada reserves the right to approve the time, place and agenda of the ceremony as well as the participation of the Minister or delegate to the ceremony or event.

D1.3 The Recipient shall notify Canada fifteen (15) working days in advance of publications, advertising and press releases planned by the Recipient or by a third party with whom it has an agreement relating to the Project. Canada and Recipient joint publication material will be approved by Canada prior to the release.

D1.4 The Recipient shall ensure that in any and all communication activities, publications, advertising and press releases regarding the Project, recognition, in terms and in a form and manner satisfactory to Canada, are given to Canada's financial assistance to the Project.

D1.5 The Recipient agrees to display signs, plaques or symbols as Canada may provide in locations on its premises as Canada may designate. The Recipient agrees to recognize federal funding through the use of a digital sign or the Canada wordmark and the following wording, "This project is funded in part by the Government of Canada" or "This project is funded by the Government of Canada", when creating a website or webpage to promote or communicate progress on a funded Project or Projects.

D1.6 The Recipient shall cooperate with representatives of Canada during any official news release or in-person and virtual media events relating to the announcement of the Project.

SCHEDULE E – REDISTRIBUTION OF FUNDING TOWARDS SUB-PROJECTS

SCHEDULE E1: AGREEMENTS WITH SUB-AGREEMENT HOLDERS

E1.1 When the Recipient provides funding to a Sub-Agreement Holder to support the costs of a Sub-Project, the Recipient will ensure that there is a written agreement between it and the Sub-Agreement Holder that sets out the terms and conditions under which the Recipient is providing funding to the Sub-Agreement Holder.

E1.2 The Recipient will ensure that the Sub-Agreement is consistent with and no less favourable to Canada than this Agreement. Without limiting the generality of the foregoing, the Recipient agrees to include the following terms and conditions in all Sub-Agreements:

- i. an identification of the Sub-Agreement Holder (proper legal name and address);
- ii. the maximum amount payable and the costs of the Sub-Project eligible for reimbursement;
- iii. Paragraph 3.2 a) (Commitments by the Recipient)
- iv. Section 3.6 (Inability to Complete Project)
- v. Section 4 (Recipient Representations and Warranties)
- vi. Section 5 (Contract Procedures)
- vii. Section 6 (Environment and Impact Assessment)
- viii. Section 7 (Indigenous Consultation)
- ix. Section 10 (Audit, Evaluation and Monitoring for Compliance)
- x. Section 11 (Communications)
- xi. Section 14 (Default)
- xii. Section 15 (Limitation of Liability and Indemnification)
- xiii. Section 16 (Assets)
- xiv. Section 17.2 (Survival)
- xv. Section 17.3 (Accounting Principles)
- xvi. Section 17.7 (Members of the House of Commons and the Senate)
- xvii. Section 17.8 (Conflict of Interest)
- xviii. Section 17.9 (No Agency, Partnership, Joint Venture, etc.)
- xix. Section 17.10 (No Authority to Represent)
- xx. Section 17.17 (Compliance with Laws)
- xxi. Schedule B (The Project)



- xxii. Schedule C (Reporting Requirements):
 - a. The Sub-Agreement Holder will provide the Recipient with the information it requires to complete and deliver the reports described in Schedule C (Reporting Requirements), where applicable.
- xxiii. Schedule D (Communications Protocol)

SCHEDULE E2: AWARDING OF FUNDING TO SUB-AGREEMENT HOLDERS

E2.1 The Recipient will further distribute Canada's contribution to the Sub-Agreement Holder for Eligible Expenditures incurred by the Sub-Agreement Holder in accordance with the activities as described in Schedule B (The Project).

E2.2 The Recipient will not receive any product, payment, service or benefit from a Sub-Agreement Holder in return for the provision of such funding.

E2.3 The Recipient will not be acting as an agent of Canada in the provision of funding.

E2.4 The Recipient agrees to enforce the terms and conditions of the Sub-Agreement and agrees that no default under such agreement will constitute a defence to any default of the Recipient hereunder.

E2.5 The Recipient hereby confirms that it carried out a clear, transparent and open decision-making process regarding the Sub-Agreement Holder to be funded.

E2.6 The Recipient agrees that the failure by the Recipient to include the clauses set out in Schedule E1 of this Agreement in a Sub-Agreement will not constitute a defence to any default of the Recipient hereunder.

E2.7 If Canada determines that the Recipient has entered into a Sub-Agreement in a manner that is not in compliance with the foregoing or any other aspect of the Recipient's relationship with a Sub-Agreement Holder is not in compliance with the foregoing, upon notification to the Recipient, Canada may consider the expenditures associated with that Sub-Agreement to be ineligible

SCHEDULE E3: SUB-PROJECT SELECTION PROCESS

E3.1 The Recipient will put into place a process satisfactory to Canada for ensuring that proposals for Sub-Projects to be funded with Canada's contribution, including Sub-Projects implemented directly by the Recipient, are assessed and selected in an open, impartial and fair manner.

E3.2 The Recipient will also put into place written operational policies and procedures relating to its financial management of the Project and its administration of Sub-Projects, and will provide a copy of those policies and procedures to Canada, together with the names and positions of personnel within the Recipient's organization with responsibilities for the financial management and decision making in connection with the carrying out of the responsibilities of the Recipient under this Agreement. The Recipient will notify Canada promptly of any changes in such personnel that occur.

E3.3 A Sub-Project will not be funded under this Agreement unless the organization demonstrates that it applies sound financial management practices and respects the highest level of integrity.

E3.4 A Sub-Project will not be funded under this Agreement if a review, audit or investigation conducted by the federal government, the government of a province or a public body created under the law of a province concludes to irregularities in the organization's financial management practices or raises integrity issues.

E3.5 The restriction in subsection E3.4 does not apply if an organization demonstrates that the irregularities and issues have been resolved and that measures have been diligently put in place to prevent reoccurrence.

SCHEDULE E4: INTERNAL MEMORANDA OF UNDERSTANDING (MOU)



When the Recipient is implementing a Sub-Project directly, the Recipient will ensure that there is an internal memorandum of understanding (MOU) with the head of the branch or division of its organization responsible for implementing the Sub-Project, as if the head of the branch or division implementing the Sub-Project was a Sub-Agreement Holder, setting out terms and conditions of the funding modelled on the requirements of section E1, with such modifications as the circumstances may require.

SCHEDULE E5: PROVISION OF COPIES OF AGREEMENTS AND MOUS

Upon request, the Recipient will provide Canada with a copy of any or all agreements with Sub-Agreement Holders and MOUs referred to in sections E1 and E4, respectively.

SCHEDULE E6: MONITORING AND AUDIT OF SUB-PROJECTS

E6.1 The Recipient will exercise due diligence in the administration of its agreements with Sub-Agreement Holders and of its MOUs. Without limiting the generality of the foregoing, in exercising due diligence, the Recipient will take appropriate measures for ensuring compliance by Sub-Agreement Holders and, in the case of MOUs referred to in section E4, by the responsible branch or division head of the Recipient, with the terms and conditions of the agreement or MOU, as the case may be, including:

- a) monitoring the Sub-Project through, as appropriate, periodic visits to the Sub-Project site or other means such as telephone calls and questionnaires,
- b) undertaking periodic audits or inspections of financial records to verify that costs claimed under the agreement or MOU were actually incurred and were in accordance with the agreement or MOU, as the case may be,
- c) furnishing the Sub-Agreement Holder or the branch or division head of the Recipient, as the case may be, with necessary advice, support and training to assist it in carrying out the Sub-Project and in realizing the objectives and achieving the results of the Sub-Project,
- d) where there are breaches of the agreement or MOU, taking appropriate measures to resolve the situation, including, in the case of an agreement with a Sub-Agreement Holder, termination of the agreement with the Sub-Agreement Holder or legal action to enforce compliance with the agreement, and
- e) in the case of an agreement with a Sub-Agreement Holder, making all reasonable efforts to recover any overpayments under the agreement.

E6.2 The Recipient will provide to Canada, upon request, a report of any monitoring review or audit of a Sub-Project undertaken by the Recipient.

E6.3 Where Canada desires to exercise its right to audit the books and records of a Sub-Agreement Holder or to monitor and inspect its Sub-Project, Canada will notify the Recipient of its desire to do so. The Recipient will cooperate with Canada in obtaining access to the financial records and, if required by Canada, will take all necessary steps to enforce the Recipient's and Canada's right of access to the Sub-Agreement Holder's records, including taking legal proceedings against the Sub-Agreement Holder.

This Agreement with effect as of < _____, 20____. >

**VETERAN HOMELESSNESS PROGRAM (FEDERAL)
SUB-PROJECT FUNDING AGREEMENT**

BETWEEN

**THE CORPORATION OF THE CITY OF LONDON
("the City")**

-AND-

**<insert correct legal name of Sub-Agreement Holder, and corporate address>
(the "Sub-Agreement Holder"),**

individually referred to as a "Party" and collectively referred to as the "Parties".

RECITALS

WHEREAS His Majesty the King in Right of Canada, as represented by the Minister of Infrastructure and Communities ("Canada") has established the Veteran Homelessness Program to prevent and reduce Veteran homelessness by providing direct funding to communities across Canada to support their efforts in addressing the needs of Veterans experiencing or at risk of homelessness. The Veteran Homelessness Program supports a wide range of programs and services, including rent supplements; housing and homelessness case management services; and health and medical services. The Veteran Homelessness Program also aims to promote the development of partnerships and networks within the broader homeless-serving and Veteran-serving sectors to build knowledge and understanding of the social issues and challenges facing Veterans;

AND WHEREAS the City has entered into a Funding Agreement with Canada for the Veteran Homelessness Program, for funding to prevent and reduce veteran homelessness;

AND WHEREAS the City wishes to provide funding to the Sub-Agreement Holder to carry out the Sub-Project as defined herein;

NOW THEREFORE, the Parties agree as follows:

1. INTERPRETATION

1.1 DEFINITIONS

In addition to the terms defined in the recitals and elsewhere in this Agreement, a capitalized term has the meaning given to it in this Section.

"Advance Payment(s)" means payment(s) directly related to the Sub-Project's Eligible Expenditures that are made before the Eligible Expenditures have been incurred by the Sub-Agreement Holder.

"Agreement" means this agreement between the City and the Sub-Agreement Holder.

"Agreement End Date" means <Insert Date>, the date that the agreement terminates.

"Asset" means any real or personal property or immovable or movable asset acquired, purchased, constructed, rehabilitated or improved, in whole or in part, with funds contributed by Canada under the terms and conditions of this Agreement, including but not limited to any Non-owned Asset.

"Asset Disposal Period" means the period commencing from the Effective Date and ending six (6) years after the Agreement End Date.

"Capital Assets" means any Assets that has a purchase or lease value of more than \$1,000 (before taxes).

“Calendar Days” means consecutive days, inclusive of Saturdays, Sundays and statutory holidays.

“Effective Date” means the effective date set out on the first page of this Agreement.

“Eligible Expenditures” means those costs incurred that are directly related to the Sub-Project and which are considered eligible by Canada, and in compliance with the conditions governing the eligibility of expenditures as set out in Schedule A (Eligible and Ineligible Expenditures).

“Facilities” means any expenditure incurred by the Sub-Agreement Holder, in direct relation to a Sub-Project activity, towards the purchase of land or a building, construction or renovation of a building, or accomplishing any pre- development activities leading up to any of the latter ends.

“Final Claim Date” means the earlier of sixty (60) days after the Sub-Project End Date¹.

“Fiscal Year” means the period beginning April 1 of a year and ending March 31 of the following year.

“Homelessness” is defined as the situation of an individual or family who does not have a permanent address or residence, and does not have the immediate prospect, means, and ability of acquiring it. More specifically, experiences of homelessness can include time spent:

- in unsheltered locations or places not intended for human habitation (e.g., parks); In emergency shelters (permanent or overflow beds);
- staying temporarily with others (e.g., family or friends) without guarantee of continued residency (“couch surfing”); or,
- in short-term rentals with no security of tenure (e.g., paying for motels with income or savings).

“Immediate Family” means the father, mother, step-father, step mother, brother, sister, spouse (including common law partner), child, step-child (including child of common law partner), ward, father-in-law, mother-in-law or relative permanently residing in the household of the officer, director or employee.

“Imminent risk of homelessness” refers to a housing situation that will end in the near future (for example, within two weeks) where the household does not have the immediate prospect, means or ability of acquiring a subsequent residence.

“Non-owned Asset” means an Asset to which the Sub-Agreement Holder does not hold the title and ownership.

“Participant Costs” means any wages, mandatory employment related costs (as required by law) or benefits (as required by a collective agreement or company policy), and any support payments (for travel, emergencies, disability, living expenses, dependent care, materials, etc.), tuition fees, or program participation or completion bonuses paid by the Sub-Agreement Holder to, or on behalf of, Sub-Project Participants.

“Progress Payments” means payments to reimburse the Sub-Agreement Holder for Eligible Expenditures after they have been incurred.

“Reporting Period” means each Fiscal Year that falls within the Sub-Project Period or, if the Fiscal Year falls only partially within the Sub-Project Period, such portion thereof.

“Staff Wages” means any wages, mandatory employment related costs (as required by law) or benefits (as required by a collective agreement or company policy) paid by the Sub-Agreement Holder to, or on behalf of, an employee of the Sub-Agreement Holder working directly on the Sub-Project.

“Sub-Project” means the project as described in Schedule B (The Sub-Project).

“Sub-Project Costs” means any expenditure incurred by the Sub-Agreement Holder in direct relation to the Sub-Project activities that is not covered by any other cost category in the Sub-Project budget.

“Sub-Project End Date” means the date at which all funded activities of the Sub-Project under this Agreement have been completed.

“Sub-Project Period” means the period beginning on the Sub-Project Start Date specified in Schedule B and ending on the Sub-Project End Date specified in Schedule B.

“Sub-Project Start Date” means the date at which funded activities of the Sub-Project

under this Agreement start.

“Sub-Agreement Holder” means an entity other than the City, that receives funding from the City under this Agreement to carry out a Sub-Project in accordance with this Agreement.

“Sub-Project” means an activity eligible for financial support which is implemented by a Sub-Agreement Holder.

“Sub-Project Contract Costs” means any expenditure incurred by a Third Party in respect of a Sub-Project that does not meet the definition of expenditures included in the Sub-Project Administrative Costs cost category.

“Third Party” means any person or legal entity, other than a Party, who participates in the implementation of the Sub-Project by means of a Third Party Contract.

“Third Party Contract” means an agreement between the Sub-Agreement Holder and a Third Party whereby the Third Party agrees to supply a product or service to the Sub-Project in return for financial consideration.

“Total Financial Assistance” means funding from all sources towards Eligible Expenditures of the Sub-Project, including funding from the City and federal, provincial, territorial, and municipal governments as well as funding from all other sources, including in-kind contributions.

“Working Day” means Monday through Friday except statutory holidays.

1.2 ENTIRE AGREEMENT

This Agreement comprises the entire agreement between the Parties in relation to the subject of the Agreement. No prior document, negotiation, provision, undertaking or agreement has legal effect, unless incorporated by reference into this Agreement. No representation or warranty express, implied or otherwise, is made by Canada or by the City to the Sub-Agreement Holder except as expressly set out in this Agreement.

1.3 DURATION OF AGREEMENT

This Agreement will be effective as of the Effective Date and will terminate on the Agreement End Date subject to early termination in accordance with this Agreement.

1.4 SCHEDULES

The following schedules are attached to, and form part of this Agreement:

Schedule A – Eligible and Ineligible Expenditures

Schedule B – The Sub-Project

Schedule C – Reporting Requirements

Schedule D – Communications Protocol

Schedule E – Further Requirements - Funding towards Sub-Projects

In case of conflict between any provision in the main body of this Agreement and a provision in a schedule attached hereto, the provision in the main body of this Agreement shall take precedence.

2. PURPOSE OF AGREEMENT

The purpose of this Agreement is to establish the terms and conditions whereby the City will provide funding to the Sub-Agreement Holder for the Sub-Project. The funding will be used by the Sub-Agreement Holder solely for the purpose of paying the Eligible Expenditures.

3. OBLIGATION OF THE PARTIES

3.1 CONTRIBUTION BY THE CITY

- a) The City agrees to pay a contribution to the Sub-Agreement Holder of not more than one hundred percent (100%) of the total Eligible Expenditures for the Sub-Project but only up to a maximum of <written amount> dollars (\$, .00).
- b) The City will pay the contribution in accordance with the terms and conditions of this Agreement and the Fiscal Year breakdown in Schedule B.2 (Sub-Project Budget).
- c) If the City's total contribution towards the Sub-Project exceeds one hundred percent (100%) of the Sub-Project's total Eligible Expenditures or if the Total Financial

Assistance received or due in respect of the total Sub-Project costs exceeds one hundred percent (100%) thereof, the City may recover the excess from the Sub-Agreement Holder or reduce its contribution by an amount equal to the excess.

- d) The Parties acknowledge that Canada's role in the Project and Sub-Project is limited to making a financial contribution to the City and Sub-Agreement Holder for the Project and Sub-Project and that Canada will have no involvement in the implementation of the Project and Sub-Project or its operation. Canada is neither a decision-maker nor an administrator to the Sub-Project.

3.2 COMMITMENTS BY THE SUB-AGREEMENT HOLDER

- a) The Sub-Agreement Holder will ensure that the Sub-Project is completed in a diligent and timely manner, within the costs and deadlines specified in this Agreement and in accordance with the terms and conditions of this Agreement.
- b) The Sub-Agreement Holder will be responsible for all costs of the Sub-Project including cost overruns, if any.
- c) The Sub-Agreement Holder will inform the City promptly of the Total Financial Assistance received or due for the Sub-Project. Where there is a change to the Total Financial Assistance received, the Sub-Agreement Holder will promptly inform the City of such change and the City may, in its discretion, reduce the amount of its maximum contribution to the Sub-Project by such amount, not exceeding the amount of the change in assistance received, that it considers appropriate.
- d) The Sub-Agreement Holder will repay to the City any payment received for disallowed costs, unexpended contributions and overpayments made under and according to the terms and conditions of this Agreement.
- e) The Sub-Agreement Holder will ensure the ongoing operation, maintenance, and repair of any Asset in relation to the Sub-Project as per appropriate standards, during the Asset Disposal Period.
- f) The City may request that the Sub-Agreement Holder declare to Canada and the City any amounts owing to the federal Crown under legislation or contribution agreements that constitute an overdue debt. The Sub-Agreement Holder recognizes that any such amount owing is a debt due to the federal Crown and may be set-off by Canada in accordance with Section 17.6 (Set-off by Canada).
- g) The Sub-Agreement Holder will contact Veteran Affairs Canada (VAC) to obtain confirmation of Veteran service, whether or not the participant has provided proof of service. VAC will conduct service verification to confirm that program participants are either a former member of the Canadian Armed Forces (CAF) or the Royal Canadian Mounted Police (RCMP). In the interim period of waiting for confirmation of service from VAC officials, a self-attestation confirming the status of a former member of the CAF or RCMP will suffice to provide urgent services to support the individual.
- h) The Sub-Agreement Holder will obtain individual's consent to provide the following personal information to VAC prior to requesting confirmation of service:
- individual's full name;
 - date of birth; and
 - service number (if known).
- i) The Sub-Agreement Holder will inform the City immediately of any fact or event that could compromise wholly or in part the Sub-Project.
- j) Upon Canada's or the City's request, and throughout the term of the Agreement, the Sub-Agreement Holder will promptly provide Canada and the City with updates to the Sub-Project status and the sub-Project expenditures and forecasts set out in Schedule B (The Sub-Project).
- k) Upon request, the Sub-Agreement Holder will promptly provide Canada with a copy of this Agreement.

3.3 APPROPRIATIONS AND FUNDING LEVELS

- a) Notwithstanding the City's obligation to make any payment under this Agreement, this obligation is suspended if, at the time when a payment under this Agreement becomes due, the Municipal Council has not passed an appropriation that is sufficient and constitutes lawful authority for making the payment.
- b) Canada may reduce any payment under this Agreement in response to a reduction of appropriations or departmental funding levels in respect of transfer payments, the program under which this Agreement was made or otherwise, as evidenced by any appropriation act or the federal Crown's main or supplementary estimates expenditures. Canada is not liable for any direct, indirect, consequential, exemplary or punitive damages, regardless of the form of action, whether in contract, tort or otherwise, arising from any such funding reduction or termination of this Agreement. Similarly, the City may reduce any payment under this Agreement in response to a reduction of funding levels or other decision made by the municipal Council for the City with respect to its municipal budget, and the City is not liable for any direct, indirect, consequential, exemplary or punitive damages, regardless of the form of action, whether in contract, tort or otherwise, arising from any such funding reduction or termination of this Agreement.

3.4 FISCAL YEAR BUDGETING

- a) The amount of the contribution payable by the City for each Fiscal Year of the Sub-Project is set out in Schedule B.2 (Sub-Project Budget).
- b) If the actual amount payable by the City in respect of any Fiscal Year of the Sub-Project is less than the estimated amount in Schedule B.2 (Sub-Project Budget), the Sub-Agreement Holder may request that the City re-allocate the difference between the two amounts to a subsequent Fiscal Year. Subject to Section 3.3 (Appropriations and Funding Levels), the City agrees to make reasonable efforts to accommodate the Sub-Agreement Holder's request. The Sub-Agreement Holder acknowledges that requests for re-allocation of Sub-Project funding will require appropriation adjustments or federal Crown approvals, or approval by municipal Council of municipal budget amendments and changes.
- c) In the event that any requested re-allocation of Sub-Project funding is not approved, the amount of the City's contribution payable pursuant to Section 3.1 (Contribution by the City) may be reduced by the amount of the requested re-allocation. If the contribution payable by the City pursuant to Section 3.1 (Contribution by the City) is so reduced, the Parties agree to review the effects of such reduction on the overall implementation of the Sub-Project and to adjust the terms and conditions of this Agreement as appropriate.

3.5 CHANGES DURING THE LIFE OF THE SUB-PROJECT

- a) Where a change to this Agreement is contemplated, the Sub-Agreement Holder will submit to the City a written request for a change.
- b) Where the change is approved by the City, the Parties will execute the corresponding amendment to the Agreement in accordance with Section 17.14 (Amendments).

3.6 INABILITY TO COMPLETE PROJECT

- a) If, at any time during the term of this Agreement, one or all of the Parties determine that it will not be possible to complete the Sub-Project for any reason, the Party will immediately notify the other Party of that determination and the City may suspend its funding obligation.
- b) The Sub-Agreement Holder will, within twenty (20) Working Days of a request from the City, provide a summary of the measures that it proposes to remedy the situation. If the City is not satisfied that the measures proposed will be adequate to remedy the situation, then this will constitute an Event of Default under Section 14 (Default) and the City may declare a default pursuant to Section 14 (Default).

4. SUB-AGREEMENT HOLDER REPRESENTATIONS AND WARRANTIES

The Sub-Agreement Holder represents and warrants to the City that:

- a) the Sub-Agreement Holder has the capacity and authority to enter into and execute this Agreement as duly authorized by its Board;
- b) the Sub-Agreement Holder has the capacity and authority to carry out the Sub-Project;
- c) the Sub-Agreement Holder has the requisite power to own the Assets or it will secure all necessary rights, interest, and permissions to carry out the Sub-Project during the Asset Disposal Period;
- d) this Agreement constitutes a legally binding obligation of the Sub-Agreement Holder, enforceable against it in accordance with its terms and conditions;
- e) it has provided the City with a true and accurate list of all amounts owing to the Government of Canada under legislation or funding agreements which were past due and in arrears at the time of the Sub-Agreement Holder's application for funding under the Program named in this Agreement;
- f) all information submitted to the City as set out in this Agreement is true, accurate, and was prepared in good faith to the best of its ability, skill, and judgment;
- g) any individual, corporation or organization that the Sub-Agreement Holder has hired, for payment, who undertakes to speak to or correspond with any employee or other person representing Canada on the Sub-Agreement Holder's behalf, concerning any matter relating to the contribution under this Agreement or any benefit hereunder and who is required to be registered pursuant to the federal *Lobbying Act*, is registered pursuant to that Act;
- h) the Sub-Agreement Holder has not and will not make a payment or other compensation that is contingent upon or is calculated upon the contribution hereunder or the negotiation of the whole or any part of the terms and conditions of this Agreement to any individual, or corporation or organization with which that individual is engaged in doing business with, who is registered pursuant to the federal *Lobbying Act*;
- i) there are no actions, suits, investigations or other proceedings pending or, to the knowledge of the Sub-Agreement Holder, threatened and there is no order, judgment or decree of any court or governmental agency which could materially and adversely affect the Sub-Agreement Holder's ability to carry out the activities contemplated by this Agreement. The Sub-Agreement Holder will inform Canada and the City immediately if any such action or proceedings are threatened or brought during the term of this Agreement; and
- j) the Sub-Agreement Holder is in good standing under the laws of the jurisdiction in which it is required to be registered.

5. THIRD PARTY CONTRACT PROCEDURES

5.1 AWARDING OF THIRD PARTY CONTRACTS

- a) The Sub-Agreement Holder will ensure that Third Party Contracts are awarded in a way that is transparent, competitive, consistent with value-for-money principles, or in a manner otherwise acceptable to the City and Canada, and if applicable, in accordance with the Canadian Free Trade Agreement and international trade agreements.
- b) If the City or Canada determines that the Sub-Agreement Holder has awarded a Third Party Contract in a manner that is not in compliance with (a), upon notification to the Sub-Agreement Holder, the City or Canada may consider the expenditures associated with the Third Party Contract to be ineligible.
- c) In addition to any other remedy available to the City under this Agreement, if the City or Canada considers the expenditures associated with a Contract to be ineligible, the Sub-Agreement Holder will repay to the City or Canada (as the City may direct) any funds that have been paid for Eligible Expenditures in relation to the Third Party Contract, at the City's discretion.

5.2 CONTRACT PROVISIONS

- a) The Sub-Agreement Holder will ensure that all Third Party Contracts are consistent with, and incorporate, the relevant provisions of this Agreement. More specifically but without limiting the generality of the foregoing, the Sub-Agreement Holder agrees to include terms and conditions in all Third Party Contracts to ensure that:
 - i. the Third Party will keep proper and accurate financial accounts and records, including but not limited to its contracts, invoices, statements, receipts, and vouchers, in respect of the Sub-Project for at least six (6) years after the Agreement End Date and that the Sub-Agreement Holder or the City has the contractual right to audit them;
 - ii. all applicable labour, environmental, and human rights legislation are respected; and
 - iii. Canada, the Auditor General of Canada, and their designated representatives, to the extent permitted by law, will at all times be permitted to inspect the terms and conditions of the Third Party Contract and any records and accounts respecting the Sub-Project and will have free access to the Sub-Project sites and to any documentation relevant for the purpose of audit.
- b) The Sub-Agreement Holder will not subcontract the performance of any of its duties or responsibilities in managing the Sub-Project to another party without the prior written consent of the City, unless the Sub-Agreement Holder has already indicated in the approved Sub-Project Description attached to this Agreement that it intends to use a third party subcontractor or subcontractors to perform those duties or responsibilities.

6. ENVIRONMENTAL AND IMPACT ASSESSMENT

The Sub-Agreement Holder represents and warrants that there are no requirements under applicable federal environmental or impact assessment legislation for the Sub-Project.

7. INDIGENOUS CONSULTATION

The purpose of the Veteran Homelessness Program is to prevent and reduce veteran homelessness in Canada. Based on the program design, new capital construction and cost of purchasing land are ineligible activities. Given that the program is designed to deliver services and supports to veterans based on individual needs, Canada has determined that a Duty to Consult would not be triggered.

8. CLAIMS AND PAYMENTS

8.1 PAYMENT CONDITIONS

- a) The City will not pay interest for failing to make a payment under this Agreement.
- b) The City will not pay any claims submitted after the Final Claim Date, unless otherwise accepted by the City.
- c) The City will not pay any claims until the requirements under Schedule C (Reporting Requirements) are, in the City's opinion, satisfied to the extent possible at the time the claim is submitted to the City.
- d) All Eligible Expenditures must:
 - i. be reasonable in the opinion of the City and directly related to the Sub-Project, as determined by the City;
 - ii. be incurred between the date this Agreement comes into effect, and the Effective Date and the Agreement End Date.

8.2 TERMS OF PAYMENT

- a) The City will perform, prior to this Agreement and whenever needed, an assessment of the Sub-Agreement Holder's capacity to manage this Agreement and achieve results. The assessment produces a risk level which determines how the agreement will be managed.

- b) For this Agreement, the City will make payments of its contribution by way of Advance Payments. Each payment will cover a Quarterly period (hereinafter referred to as the "Payment Period") during the Sub-Project Period.
- c) Subject to article 8.2.a), the City may, at any time and in its sole discretion, change the basis of payments of its contribution to the Sub-Agreement Holder to Advance Payments or Progress Payments for any period during the Sub-Project Period.
- d) Subject to article 8.2.a), the City may, at any time and in its sole discretion, change the Payment Period to quarterly or annually based on the determined risk level associated with the Agreement.
- e) Where the City decides to make a payment change pursuant to article 8.2.c) or 8.2.d), the City will notify the Sub-Agreement Holder in writing of the change and of the period during which the change will be applicable.

8.3 ADVANCE PAYMENTS

- a) The City may, at the City's sole discretion, pay to the Sub-Agreement Holder the first Advance Payment subject to the following:
 - i. The Sub-Agreement Holder will submit to the City a written request for Advance Payment for the first Advance Payment, in the form required by the City, including a breakdown of cash flow requirements, to the City's satisfaction.
- b) The City may, at the City's sole discretion, pay to the Sub-Agreement Holder subsequent Advance Payments subject to the following:
- c) The Sub-Agreement Holder will submit to the City a request for Advance Payment, which must include the following, to the City's satisfaction:
 - i. a breakdown of the Eligible Expenditures of the Sub-Project incurred and paid, for the period starting from the end of the last cash flow received by the Sub-Agreement Holder, in the form set out by the City;
 - ii. an updated forecast of Sub-Project expenditures;
 - iii. an activity report describing the work completed on the Sub-Project during the Payment Period;
 - iv. supporting documentation for Eligible Expenditures incurred and paid, if requested by the City;
 - v. any reporting due in accordance with Schedule C (Reporting Requirements);
- d) If the amount of Advance Payments paid exceeds the actual cumulative amount of Eligible Expenditures incurred and paid by the Sub-Agreement Holder at the time of the request for the subsequent Advance Payment, the City will treat the excess as an overpayment in accordance with Section 3.2 (d) (Commitments by the Sub-Agreement Holder).
- e) Each advance will cover the Sub-Agreement Holder's estimated financial requirements for each Payment Period. Such estimate will be based upon a cash flow forecast that, in the opinion of the City, is reliable and up-to-date.
- f) If there is interest earned on the Advance Payments, such interest is deemed to be part payment of the City's contribution and will be taken into account in the calculation of the final payment by the City, or repayment by the Sub-Agreement Holder, as may be appropriate in the circumstances.
- g) The City may withhold any Advance Payment due to the Sub-Agreement Holder under this Agreement if
 - i. the Sub-Agreement Holder has failed to submit when due any document required by the City under this Agreement; or
 - ii. pending the completion of an audit of the Sub-Agreement Holder's books and records, should the City or Canada decide to undertake such an audit.

8.4 PROGRESS PAYMENTS

- a) Where the City makes payments of its contribution to the Sub-Agreement Holder by way of Progress Payments, each Progress Payment will cover the Sub-Agreement Holder's actual Eligible Expenditures incurred during the Payment Period as approved by the City following submission by the Sub-Agreement Holder of the progress claim.
- b) Within thirty (30) Calendar Days following the end of each Payment Period, the Sub-Agreement Holder will submit progress claims to the City covering the Sub-Agreement Holder's Eligible Expenditures in a form acceptable to the City. Each progress claim must include the following:
 - i. a breakdown of Eligible Expenditures claimed, in accordance with Schedule B.2 (Sub-Project Budget) and a listing of invoices or supporting documentation for Eligible Expenditures being claimed, in the form set out by the City;
 - ii. an updated forecast of Sub-Project expenditures;
 - iii. an activity report describing the work completed on the Sub-Project during the Payment Period; and
 - iv. any reporting due in accordance with Schedule C (Reporting Requirements);
 - v. a report identifying all Contracts with Third Parties;
 - vi. upon request by the City, any other documentation in support of Eligible Expenditures claimed.
- c) The City will make a payment upon review and acceptance of a progress claim, subject to the terms and conditions of the Agreement.

8.5 FINAL CLAIM AND FINAL ADJUSTMENTS

- a) The Sub-Agreement Holder will submit a final claim to the City by the Final Claim Date covering the Sub-Agreement Holder's Eligible Expenditures in a form acceptable to the City. The final claim must include the following:
 - i. a breakdown of Eligible Expenditures claimed, in accordance with Schedule B.2 (Sub-Project Budget) and a listing of invoices or supporting documentation for Eligible Expenditures being claimed, in the form set out by the City;
 - ii. confirmation of the Total Financial Assistance in accordance with Section 3.2 c) (Commitments by the Sub-Agreement Holder).
 - iii. an activity report describing the work completed on the Sub-Project during the Sub-Project Period; and
 - iv. any reporting due in accordance with Schedule C (Reporting Requirements);
 - v. a report identifying all Contracts with Third Parties;
 - vi. upon request by the City, any other documentation in support of Eligible Expenditures claimed.
- b) Upon receipt of the final claim, but before issuing the final payment, the Parties will jointly carry out a final reconciliation of all claims and payments in respect of the Sub-Project and make any adjustments required in the circumstances.

8.6 WITHHOLDING OF CONTRIBUTION

- a) The City may retain a holdback of an amount up to 10% of its maximum contribution pending:
 - i. receipt and verification by the City of a final claim for the last Payment Period where advances have been made,
 - ii. receipt and acceptance by the City of the final report for the Sub-Project that the Sub-Agreement Holder is required to submit to the City under the terms of this Agreement, and
 - iii. receipt of any other Sub-Project-related record e.g. reporting requirements that may be required by the City.
- b) Any amount withheld by the City will be released when the final adjustments have been completed under Section 8.5 (Final Claim and Final Adjustments) and the Sub-Agreement Holder fulfils all its obligations under this Agreement.

9. REPORTING

- a) Any Sub-Project and performance reporting requirements will be undertaken and completed in accordance with Schedule C (Reporting Requirements).
- b) The Sub-Agreement Holder will provide the following information one year after the Agreement End Date:
 - i. Whether the veteran remained housed at 12 months following housing placement or housing loss prevention intervention;
 - ii. Whether the veteran did not maintain housing (and reason) at 12 months following housing placement or housing loss prevention intervention.

10. AUDIT, EVALUATION, AND MONITORING FOR COMPLIANCE

10.1 SUB-AGREEMENT HOLDER AUDIT

The City or Canada may, at their discretion, conduct a Sub-Agreement Holder audit related to this Agreement during the term of this Agreement and up to six (6) years after the Agreement End Date, in accordance with the Canadian Auditing Standards and Section 17.3 (Accounting Principles).

10.2 INTENTIONALLY OMITTED

10.3 EVALUATION

- a) The Sub-Agreement Holder agrees to cooperate with the City in the conduct of any evaluation of the Sub-Project and/or the Program named in this Agreement that the City or Canada may carry out during the Sub-Project Period or within a period of three (3) years after the term of this Agreement.
- b) The Sub-Agreement Holder will provide the City or Canada with the contact information of an authorized project official or project participant, if requested by the City or Canada to do so for the purpose of conducting an evaluation.
- c) The Sub-Agreement Holder will provide the City or Canada with the contact information of a person referred to in paragraph b) only if the person has given their written consent to the release of the information to Canada and the City. The Sub-Agreement Holder agrees to make all reasonable efforts to secure such consent during the Sub-Project Period and thereafter. When providing a person's contact information to Canada or the City, the Sub-Agreement Holder will provide Canada or the City with an accompanying written statement certifying that the person has given their consent to the sharing of their contact information with Canada and the City.
- d) All evaluation results will be made available to the public, subject to all applicable laws and policy requirements.

10.4 CORRECTIVE ACTION

The Sub-Agreement Holder agrees to ensure that prompt and timely corrective action is taken in response of any audit findings and recommendations conducted in accordance with this Agreement.

10.5 RECORD KEEPING

- a) The Sub-Agreement Holder will keep proper and accurate financial accounts and records, including but not limited to this Agreement and amending agreements, Third Party Contracts, invoices, statements, receipts, and vouchers, in respect of the Sub-Project, for at least six (6) years after the Agreement End Date.
- b) The Sub-Agreement Holder will keep proper records of all Sub-Project-related activity including but not limited to Sub-Project details, Sub-Project results, progress and evaluation reports and reports of Sub-Project reviews or audits carried out by, or on behalf of, the Sub-Agreement Holder for at least six (6) years after the Agreement End Date.

10.6 ACCESS

The Sub-Agreement Holder will provide the City (and its designated representatives) and Canada (and its designated representatives) with reasonable and timely access, at

no cost, to the Sub-Project sites, facilities, and any documentation for the purposes of audit, evaluation, inspection and monitoring compliance with this Agreement.

11. COMMUNICATIONS

11.1 COMMUNICATIONS PROTOCOL

The Parties will comply with Schedule D (Communications Protocol).

11.2 RECOGNITION OF CANADA'S AND THE CITY'S CONTRIBUTION

The Sub-Agreement Holder will acknowledge Canada's and the City's contribution in all signage and public communication produced as part of the Sub-Project or Agreement, in a manner acceptable to Canada, unless Canada communicates in writing to the Sub-Agreement Holder that this acknowledgement is not required.

11.3 PUBLIC INFORMATION

The Sub-Agreement Holder acknowledges that the following may be made publicly available by Canada or the City:

- i. its name;
- ii. where its head office is located or where it carries on business;
- iii. the Agreement and the purpose of the Agreement;
- iv. the Effective Date of the Agreement;
- v. the amount awarded by Canada or the City;
- vi. the project results; and
- vii. any evaluation or audit report and other reviews related to this Agreement.

11.4 OFFICIAL LANGUAGES

Where the Sub-Project is to be delivered to members of either language community, the Sub-Agreement Holder will:

- a) make any announcements to the public concerning the project in both official languages;
- b) actively offer Sub-Project related services to members of the public in both official languages;
- c) make available in both official languages any documents or other information for the general public relating to the Sub-Project;
- d) encourage members of both official language communities to participate in the Sub-Project; and,
- e) provide its services, when appropriate, in such a manner as to accommodate the specific needs of both official language communities.

12. INTELLECTUAL PROPERTY

- a) All intellectual property that arises in the course of the Sub-Project will vest in the Sub-Agreement Holder.
- b) The Sub-Agreement Holder will obtain the necessary authorizations, as needed, for the implementation of the Sub-Project, from third parties who may own the intellectual property rights or other rights in respect of the Sub-Project. Canada and the City will assume no liability in respect of claims from any third party in relation to such rights and to the Agreement.
- c) The Sub-Agreement Holder hereby grants to Canada and to the City a free of charge, non-exclusive, royalty-free, perpetual, worldwide and irrevocable license to exercise the intellectual property rights including to collect, retain, use, reproduce, communicate, modify, disclose, translate, publish, and distribute, in whole or in part, information related to the Sub-Project including reports, photos and videos provided by the Sub-Agreement Holder, for promotional, informational and reporting purposes, in relation to this Agreement, in any form and by any medium, for any purpose directly or indirectly related to the Sub-Program or any other future program administered by Canada or the City.

- d) The license granted under section 12(c) will be for the duration of the copyright and will include:
 - i. the right to sub-license the use of the work to any contractor engaged by Canada or the City solely for the purpose of performing contracts with Canada or the City; and
 - ii. the right to distribute the work outside the City's Housing Stability Services area, and outside Canada's Department of Housing, Infrastructure and Communities, as long as the distribution does not undermine any commercial use of the work intended by the Sub-Agreement Holder.
- e) The Sub-Agreement Holder agrees to execute any acknowledgements, agreements, assurances or other documents deemed necessary by the City or Canada to establish or confirm the license granted under section 12(c).
- f) Additionally, with respect to any work licensed under section 12.c), the Sub-Agreement Holder:
 - i. warrants that the work will not infringe on the copyrights of others;
 - ii. agrees to indemnify and save harmless Canada and the City from all costs, expenses and damages arising from any breach of any such warranty; and
 - iii. will include an acknowledgment, in a manner satisfactory to Canada, on any work which is produced by it with funds contributed by Canada under this Agreement, acknowledging that the work was produced with funds contributed by Canada and identifying the Sub-Agreement Holder as being solely responsible for the content of such work.
- g) The Sub-Agreement Holder will include in the final report for the Sub-Project, which the Sub-Agreement Holder is required to submit to the City under the terms of this Agreement, a copy of any work licensed under section 12(c).

13. DISPUTE RESOLUTION

- a) The Parties will keep each other informed of any issue that could be contentious by exchanging information and will, in good faith and reasonably, attempt to resolve potential disputes.
- b) Where the Parties cannot agree on a resolution, the Parties may explore any alternative dispute resolution mechanisms available to them to resolve the issue.
- c) Any payments related to the issue in dispute will be suspended, together with the obligations related to such issue, pending resolution.
- d) The Parties agree that nothing in this section will affect, alter or modify the rights of the City to terminate this Agreement.

14. DEFAULT

14.1 EVENTS OF DEFAULT

The following events constitute Events of Default under this Agreement:

- a) the Sub-Agreement Holder has not complied with one or more of the terms and conditions of this Agreement;
- b) the Sub-Agreement Holder has not completed the Sub-Project in accordance with the terms and conditions of this Agreement;
- c) the Sub-Agreement Holder has submitted false or misleading information to the City or made a false or misleading representation in respect of the Sub-Project or in this Agreement, except for an error in good faith, demonstration of which is incumbent on the Sub-Agreement Holder, to the City's satisfaction;
- d) the Sub-Agreement Holder has neglected or failed to pay the City any amount due in accordance with this Agreement;

- e) in the opinion of the City, there is a material adverse change in risk in the Sub-Agreement Holder's ability to complete the Sub-Project or to achieve the expected results of the Sub-Project.

14.2 DECLARATION OF DEFAULT

- a) The City may declare a default if:
 - i. in the City's opinion, one or more of the Events of Default occurs;
 - ii. the City gave notice to the Sub-Agreement Holder of the event which constitutes an Event of Default; and
 - iii. the Sub-Agreement Holder has failed, within thirty (30) Working days of receipt of the notice from the City, either to remedy the Event of Default or to notify the City and demonstrate, to the satisfaction of the City, that it has taken such steps as are necessary to remedy the Event of Default.

14.3 REMEDIES ON DEFAULT

In the event that the City declares a default under Section 14.2 (Declaration of Default), the City may exercise one or more of the following remedies, without limiting any remedy available to it at law:

- a) suspend any obligation by the City to contribute or continue to contribute funding to the Sub-Project, including any obligation to pay an amount owing prior to the date of such suspension;
- b) terminate any obligation of the City to contribute or continue to contribute funding to the Sub-Project, including any obligation to pay any amount owing prior to the date of such termination;
- c) require the Sub-Agreement Holder to reimburse the City all or part of the contribution paid by the City to the Sub-Agreement Holder;
- d) terminate the Agreement.

15. LIMITATION OF LIABILITY AND INDEMNIFICATION

15.1 DEFINITION OF PERSON

In this section, "Person" includes, without limitation, a person, the Sub-Agreement Holder, a Third Party, a corporation, or any other legal entity, and their officers, servants, employees or agents.

15.2 LIMITATION OF LIABILITY

- a) In no event will the City, its councillors, officers, servants, employees or agents be held liable for any damages in contract, tort (including negligence) or otherwise, for:
 - i. any injury to any Person, including, but not limited to, death, economic loss or infringement of rights;
 - ii. any damage to or loss or destruction of property of any Person; or
 - iii. any obligation of any Person, including, but not limited to, any obligation arising from a loan, capital lease or other long term obligation; in relation to this Agreement or the Sub-Project.
- b) The management and supervision of the Sub-Project are the sole and absolute responsibility of the Sub-Agreement Holder. The City's responsibility is limited to providing financial assistance to the Sub-Agreement Holder towards the Eligible Expenditures. The parties hereto declare that nothing in this agreement will be construed as creating a partnership, an employer-employee, or agency relationship between them. The Sub-Agreement Holder will not represent itself as an agent, employee or partner of the City.

15.3 INDEMNIFICATION

The Sub-Agreement Holder will at all times indemnify and save harmless the City, its councillors, officers, servants, employees or agents, from and against all actions, claims, demands, losses, costs, damages, suits or other proceedings, whether in contract, tort (including negligence) or otherwise, by whomsoever brought or prosecuted in any

manner based upon or occasioned by:

- a) any injury to any Person, including, but not limited to, death, economic loss or any infringement of rights;
- b) any damage to or loss or destruction of property of any Person; or
- c) any obligation of any Person, including, but not limited to, any obligation arising from a loan, capital lease or other long term obligation;

in relation to this Agreement or Sub-Project, except to the extent to which such actions, claims, demands, losses, costs, damages, suits or other proceedings are caused by the negligence or breach of the Agreement by a councillor, officer, servant, employee or agent of the City in the performance of his or her duties.

16. ASSETS

- a) Assets acquired, purchased, constructed, rehabilitated or improved, in whole or in part, through the course of the Sub-Project will be the responsibility and remain the property of the Sub-Agreement Holder.
- b) The Sub-Agreement Holder will ensure that any Asset will be preserved, maintained, and used for the purposes of the Sub-Project, and that no Asset will be sold, leased, encumbered or otherwise disposed of, directly or indirectly, during the Asset Disposal Period, unless the Sub-Agreement Holder notifies the City in advance and in writing, and the City consents in advance and in writing to such Asset disposal.
- c) Upon alternate use or disposal of any Asset, which includes selling, leasing and encumbering, or otherwise disposing of, directly or indirectly, during the Asset Disposal Period, the Sub-Agreement Holder will reimburse the City, at the City's discretion, all or part of the contribution paid under this Agreement by the City to the Sub-Agreement Holder.
- d) At the end of the Sub-Project Period, or upon termination of this Agreement, if earlier, the City reserves the right to direct the Sub-Agreement Holder to dispose of any Capital Asset and applying the funds from the sale to offset project costs by:
 - i. selling it at fair market value and applying the funds realized from such sale to offset the City's contribution to the Eligible Expenditures;
 - ii. turning it over to another organization or to an individual designated or approved by the City; or
 - iii. disposing of it in such other manner as may be determined by the City.

17. GENERAL

17.1 PUBLIC BENEFIT

The Parties acknowledge that their contributions to the Sub-Project are meant to accrue to the public benefit.

17.2 SURVIVAL

The Parties' rights and obligations which, by their nature, extend beyond the termination of this Agreement, will survive any termination of this Agreement.

17.3 ACCOUNTING PRINCIPLES

All accounting terms will have the meanings assigned to them, all calculations will be made and all financial data to be submitted will be prepared, in accordance with the Generally Accepted Accounting Principles (GAAP) in effect in Canada as defined in the Chartered Professional Accountants (CPA) Canada Handbook - Accounting or, where applicable, the CPA Canada Public Sector Accounting Handbook.

17.4 DEBTS DUE TO THE MUNICIPALITY

Any amount owed to the City under this Agreement by the Sub-Agreement Holder will constitute a debt due to the City, which the Sub-Agreement Holder will pay to the City forthwith on demand.

17.5 INTEREST ON DEBTS DUE TO THE MUNICIPALITY

Debts due to the City by the Sub-Agreement Holder will accrue reasonable interest as determined by the City's Treasurer.

17.6 SET-OFF BY THE CITY

Any debt due to the City by the Sub-Agreement Holder may be set off against any amounts payable by the City to the Sub-Agreement Holder under this Agreement.

17.7 MEMBERS OF CITY COUNCIL

No member of the City's Council will be admitted to any share or part of this Sub-Agreement, or to any benefit arising from it that is not otherwise available to the public. The Sub-Agreement Holder will promptly inform the City should it become aware of the existence of any such situation.

17.8 CONFLICT OF INTEREST

No current or former City employee or City councillor to whom any post-employment, ethics and conflict of interest legislation, guidelines, codes or policies of the City applies will derive direct benefit from this Agreement unless the provision or receipt of such benefits is in compliance with such legislation, guidelines, policies or codes. The Sub-Agreement Holder will promptly inform the City should it become aware of the existence of any such situation.

17.9 NO AGENCY, PARTNERSHIP, JOINT VENTURE, ETC.

- a) No provision of this Agreement and no action by the Parties will establish or be deemed to establish a partnership, joint venture, principal-agent relationship or employer-employee relationship in any way or for any purpose whatsoever between the City and the Sub-Agreement Holder or between the City and a Third Party.
- b) The Sub-Agreement Holder will not represent itself, including in any agreement with a Third Party, as a partner, employee or agent of the City.

17.10 NO AUTHORITY TO REPRESENT

Nothing in this Agreement is to be construed as authorizing any person, including a Third Party, to contract for or to incur any obligation on behalf of the City or Canada, or to act as an agent for the City or Canada. The Sub-Agreement Holder will take the necessary action to ensure that any Third Party Contract between the Sub-Agreement Holder and any Third Party contains a provision to that effect.

17.11 ASSIGNMENT

The Sub-Agreement Holder will not transfer or assign its rights or obligations under this Agreement without the prior written consent of the City. Any attempt by the Sub-Agreement Holder to assign any of the rights, duties or obligations of this Agreement without the City's express written consent is void.

17.12 COUNTERPART SIGNATURE

This Agreement and all documents contemplated by or delivered under or in connection with this Agreement may be executed and delivered in any number of counterparts (including by electronic signature, facsimile or other means of electronic transmission, such as by electronic mail in "PDF" form), with the same effect as if all Parties had signed and delivered the same document, and all counterparts will together constitute one and the same original document.

17.13 SEVERABILITY

If for any reason a provision of this Agreement that is not a fundamental term of this Agreement between the Parties is found to be or becomes invalid or unenforceable, in whole or in part, and if both Parties agree, it will be deemed to be severable and will be deleted from this Agreement, but all the other terms and conditions of this Agreement will continue to be valid and enforceable.

17.14 AMENDMENTS

This Agreement, including its schedules, can only be amended in writing by the Parties.

17.15 WAIVER

A Party may waive any of its rights under this Agreement only in writing. Any tolerance or indulgence demonstrated by the Party will not constitute a waiver.

17.16 NOTICE

- a) Any notice, information or required documentation provided for under this Agreement must be delivered in person or sent by mail, email, messenger or facsimile to the identified representatives of the Parties at the following coordinates, unless otherwise specified by the City:

The City:

Deputy City Manager – Social Health and Development
 The Corporation of the City of London
 355 Wellington St
 London, Ontario
 N6A 3N7
 Email: kdickins@London.ca

Sub-Agreement Holder:

{insert Position}
 {Insert service area}
 {insert address for notice}
 London, Ontario {insert postal code}
 Email: {insert email}

- b) Such notice will be deemed to have been received:
 - i. in person, when delivered;
 - ii. if sent by mail, email or facsimile, when receipt is acknowledged by the other Party; or
 - iii. if sent by messenger or registered mail, when the receiving Party has signed the acknowledgment of reception.
- c) If a Party changes its representative or the coordinates for that representative, it will advise the other Party as soon as possible.

17.17 COMPLIANCE WITH LAWS

The Sub-Agreement Holder will comply with all applicable laws and regulations and all requirements of regulatory bodies having jurisdiction over the subject matter of the Sub-Project. The Sub-Agreement Holder will obtain, prior to the commencement of the Sub-Project, all permits, licenses, consents and other authorizations that are necessary to the carrying out of the Sub-Project.

17.18 GOVERNING LAW AND FORUM

This Agreement is governed by, and is to be interpreted in accordance with, the applicable federal laws of Canada and the laws in force in Ontario. The Parties attorn to the jurisdiction of the Courts of Ontario, sitting in London Ontario, and all courts competent to hear appeals from the Courts of Ontario.

17.19 SUCCESSORS AND ASSIGNS

This Agreement is binding upon the Parties and their respective successors and assigns.

17.20 INDEPENDENT LEGAL ADVICE

The Parties acknowledge and agree that they have been given full opportunity to seek independent legal advice and if they chose to avail themselves of said opportunity, had independent legal advice to the full extent deemed necessary by each of them, and that they have not acted under any duress or undue influence in the negotiating, preparation and execution of this Agreement.

SIGNATURES

This Agreement has been executed on behalf of the City and on behalf of the Sub-Agreement Holder.

THE CORPORATION OF THE CITY OF LONDON

Signature

Print Name

Date of Signature

<INSERT CORPORATE NAME OF SUB-AGREEMENT HOLDER>

Signature*

Print Name, Position

Date of Signature

*I have the authority to bind the corporation.

Signature*

Print Name, Position

Date of Signature

*I have the authority to bind the corporation.

SCHEDULE A1: ELIGIBLE AND INELIGIBLE EXPENDITURES

Eligible and ineligible activities, expenditures, and program expectations are outlined in the Veteran Homelessness Program Directives, listed on the Canada website. The City will notify the Sub-Agreement Holder in writing of any changes to the Veteran Homelessness Program Directives and of the period during which the change will be applicable.

Eligible Expenditures must:

- be reasonable and directly related to the Sub-Project, as determined by the City or Canada; and
- be incurred between [Insert date] – [Insert Date]

Eligible Expenditures can be cash-equivalent expenditures associated with In-Kind Contributions. These expenditures may be reimbursed so long as the following three criteria are met:

1. The associated costs are deemed as Eligible Expenditures and have been approved by the City;
2. The associated costs are not a donation received from a third party; and
3. The associated costs are related to goods, services or other support that would otherwise be purchased and paid for by the Sub-Agreement Holder as essential for the Sub-Project.

In-Kind Contributions received from a third party are considered donations and may form part of the total Eligible Expenditures of the Sub-Project, but are not reimbursable.

SCHEDULE B – THE SUB-PROJECT

SCHEDULE B1: SUB-PROJECT DESCRIPTION

Sub-Project Start Date	Sub-Project End Date
[Insert Date]	[Insert Date]

Agreement Start Date	Agreement End Date
[Insert Date]	[Insert Date]

B1.1 Veteran Homelessness Program Description

The Government of Canada and the City are committed to preventing and reducing Veteran homelessness in Canada and in London / Middlesex. Veterans have served our country courageously and they deserve a safe and affordable place to call home.

In taking action to address the fact that there is an estimated more than 2,000 Veterans experiencing homelessness every year, the Government of Canada is launching a dedicated Veteran Homelessness Program.

The purpose of the Veteran Homelessness Program is to prevent and reduce Veteran homelessness in Canada. The program delivers contributions funding through two streams: the Services and Supports Stream and the Capacity Building Stream. The Services and Supports Stream focuses on the delivery of rent supplements and wrap-around services (such as counselling and addiction treatment) to Veterans experiencing or at imminent risk of homelessness. The Capacity Building Stream focuses on research and improved data collection on Veteran homelessness, as well as increased capacity of organizations to deliver tailored initiatives to address the needs of Veterans experiencing or at risk of homelessness.

B1.2 Sub-Project Description

{insert description of the Sub-Agreement Holder's Sub-Project }. The Sub-Project is designed to...

B1.3 Sub-Project Objective(s)

From [Insert Date] – [Insert Date] the Sub-Agreement Holder will ...

In addition, the Sub-Agreement Holder will be responsible for ensuring data collection processes are in place to enable the capture and reporting of the performance indicators used to measure the achievement of Sub-Project outcomes.

B1.4 Activities

The Sub-Agreement Holder will engage in the following activities:

{insert Activities of the Sub-Agreement Holder's Sub-Project }

- Implement Veteran identification within Coordinated Access intake, ensuring all individuals entering the system through shelters, outreach, or CA intake are screened for Veteran status, with self-disclosures verified through Veterans Affairs Canada (VAC) to ensure accuracy and appropriate prioritization.

B1.5 Expected Results

a) Sub-Project Outcomes

In order to illustrate how the Sub-Project will contribute to reducing veteran homelessness, the Veteran Homelessness Program (Federal) Sub-Program Agreement Template

Sub-Agreement Holder will collect performance data and report on the following performance indicators that the Sub-Project will contribute to:

- Number of Veterans experiencing homelessness who receive rent supplements;
- Number of Veterans at risk of homelessness receive rent supplements;
- Percentage of Veterans who remained housed or successfully exited the Program 12 months following receipt of a rent supplement.

This data is collected only for the purpose of performance measurement and reporting to Canadians.

b) Reporting, Deliverables, and Timelines

The Sub-Project will run from [Insert Date] – [Insert Date]. During this period, the following will be shared with HICC representatives in accordance with the Articles of agreement and Schedules:

Within 30 calendar days of the effective date:

- A written request for Advance payment and Cashflow.

Within 30 calendar days following the end of each Payment Period:

- A progress claim covering the eligible expenditures in a form acceptable to HICC.

Within 30 calendar days following the end of each Reporting Period:

- A annual financial report containing a statement of revenue and expenditures *and if applicable*, a report identifying all Sub-Agreement Holders and MOUs approved.
- A annual results report for each Project and/or sub-project in a manner prescribed by Canada.

The earlier of 60 days after the project end date:

- A Final Report outlining the project including the results and achievements of the project against project objectives over the course of the Agreement will be provided.

SCHEDULE B2: SUBPROJECT BUDGET

B2.1 Sub-Project Budget

[Insert Budget]

SCHEDULE B3: BUDGET FLEXIBILITY

B3.1 The Sub-Agreement Holder may, except in cases specified in section B3.2, make adjustments to its allocation of funds between any of the cost categories identified in the Sub-Project Budget. However, where the Sub-Agreement Holder makes an adjustment, it shall notify the City promptly in writing of the adjustment.

B3.2 The Sub-Agreement Holder will obtain the City’s written approval prior to making an adjustment to the Sub-Project Budget that increases or decreases the subtotal amount budgeted for:

- a) any cost category identified with an asterisk (*) by any amount, or
- b) any other cost category by more than 10%.

B3.3 Written approval by the City of adjustments made under section B3.2 may be required to be documented by way of a formal amending agreement signed by both parties.

SCHEDULE B4: REPORTING AND CLAIM SCHEDULES

B4.1 Reporting Schedule for Advance Payments

Payment Period	Required Documents	Document Due Date	Payment Date
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Advance Payment 1	A written request for Advance Payment and Cashflow (as described in section 8.3)	Within thirty (30) calendar days of the effective date	Within thirty (30) calendar days of approval of requested documents by the City
Subsequent Payments	Request for Advance Payment (as described in section 8.3)	On or before April 30 th July 31 st October 31 st January 31 st	Within thirty (30) calendar days of approval of requested documents by the City
Holdback Payment	(As described in section 8.6)	Within sixty (60) calendar days of project completion	Within thirty (30) calendar days of approval of requested documents by the City

B4.2 Claim Frequency

Payment Period	Required Documents	Frequency	Payment Date
First Claim	Progress claim (as described in section 8.4)	Within thirty (30) calendar days of the end of the first Payment Period	Within thirty (30) calendar days of approval of requested documents by the City
Subsequent Claims	Progress claim (as described in section 8.4)	Within thirty (30) calendar days following the end of each Payment Period	Within thirty (30) calendar days of approval of requested documents by the City
Final Claim	Final Claim (As described in section 8.5)	Final Claim Date May 30, 2028 after the Project End Date	Within thirty (30) calendar days of approval of requested documents by the City

SCHEDULE C – REPORTING REQUIREMENTS

SCHEDULE C1: ANNUAL FINANCIAL REPORTS

C1.1 Within one hundred (100) calendar days following the end of each Reporting Period during the Sub-Project Period, the Sub-Agreement Holder will provide to the City, in a manner prescribed by the City, a financial report containing,

- a) a statement setting out
 - i. the total amount received from the City under this Agreement during the Reporting Period,
 - ii. the total revenue received from other sources for the Sub-Project during the Reporting Period, including cash and the value of in-kind contributions,
 - iii. the total amount of GST/HST rebates and interest earned by the Sub-Agreement Holder during the Reporting Period on advances of the City's contribution if the amount of interest earned is in excess of one hundred dollars (\$100), and
 - iv. the amounts realized during the Reporting Period from the disposition of any Capital Assets that had been originally purchased with funds from the City's contribution under this Agreement, and
- b) an itemized statement setting out, by expenditure category as per the Sub-Project Budget, the total amount of the expenditures incurred during the Reporting Period in relation to the Sub-Project.
- c) a report identifying all Contracts with Third Parties and MOUs approved by the Sub-Agreement Holder to date.

C1.2 Failure on the part of the Sub-Agreement Holder to submit financial reports within the time period set out in **C1.1** may result in the City withholding payment of an advance or Progress Payment in accordance with section 8.3 or withholding payment of any holdback retained by the City in accordance with section 8.6.

C1.3 The Sub-Agreement Holder is required to provide to the City an audited annual financial report for the final Fiscal Year, at the end of the Sub-Project Period.

SCHEDULE C2: RESULTS REPORT

C2.1 Within thirty (30) Calendar days following the end of each Reporting Period during the Sub-Project Period, the Sub-Agreement Holder will provide to the City a results report for each Sub-Project, in a manner prescribed by the City. The results report must include the following information:

- a) Data on performance indicators listed in Schedule B.1 (Sub-Project Description) compared to the start of the Sub-Project.
- b) Sub-Project results data anonymized for each unique Veteran including:
 - i. Number of Veterans served
 - ii. Whether the Veteran was placed into housing
 - iii. Whether the Veteran was at risk of housing loss and maintained housing
 - iv. Whether the Veteran remained housed at 12 months following housing placement or housing loss prevention intervention
 - v. Whether the Veteran did not maintain housing (and reason) at 12 months following housing placement or housing loss prevention intervention
 - vi. Whether the Veteran received rental assistance
 - a. Total dollar amount received of rental assistance
 - b. Period of rental assistance (number of months)
 - vii. Geographic location / Client location
 - viii. Whether the Veteran identifies under the following demographics (based on voluntary disclosure):
 - a. Gender
 - b. 2SLGBTQI+ identity

- c. Age
 - d. Indigenous Status
 - e. Person with disabilities
 - f. Racialized minorities
 - ix. Whether the Veteran received the following wrap around services:
 - a. Housing Placement and set-up
 - b. Prevention and/or shelter diversion
 - c. Health and medical service
 - d. Economic Integration supports (i.e. job training, education etc.)
 - e. Social and community integration services
 - x. Whether any of the wrap around services were: Indigenous-specific supports
 - xi. Whether the Veteran served in Canadian Armed Forces and/or RCMP
 - xii. Whether the Veteran was referred to Veterans Affairs Canada services
 - xiii. Whether the Veteran is already an existing Veterans Affairs Canada client.
- c) The Sub-Agreement Holder will ensure that appropriate data collection processes are in place to enable the capture and reporting of the performance indicators and results used to measure the achievement of Sub-Project outcomes.
- d) Failure on the part of the Sub-Agreement Holder to submit results reports within the thirty (30) Calendar days following the end of each Reporting Period may result in the City withholding payment of an advance or Progress Payment in accordance with section 8.3 or withholding payment of any holdback retained by the City in accordance with section 8.6.

SCHEDULE C3: FINAL REPORT

C3.1 The Sub-Agreement Holder will submit a final report to the City with the final claim. The final report will include:

- a) a general description of the Sub-Project's major achievements, including any variations to the original activities and timelines;
- b) updated data on performance indicators listed in Schedule B.1 (Sub-Project Description) compared to the start of the Sub-Project. The Sub-Agreement Holder will ensure that appropriate data collection processes are in place to enable the capture and reporting of the performance indicators used to measure the achievement of Sub-Project outcomes; and
- c) lessons learned about how issues were addressed or solutions were found.

SCHEDULE D – COMMUNICATIONS PROTOCOL

SCHEDULE D1: COMMUNICATIONS PROTOCOL

D1.1 The Sub-Agreement Holder hereby agrees that a public announcement with respect to this Agreement and subsequent communication opportunities (e.g. funding announcement) may be made by Canada, the City, or delegates in the form of a press release, press conference or otherwise and that all reasonable and necessary assistance in the organization of the public announcement, as the City or Canada sees fit, shall be provided.

D1.2 The Sub-Agreement Holder shall notify the City twenty (20) working days in advance of initial and subsequent official ceremonies or event related to the announcement of the funding of the Sub-Project. The City and Canada reserve the right to approve the time, place and agenda of the ceremony as well as the participation of the City's Mayor and/or Federal Minister or delegate to the ceremony or event.

D1.3 The Sub-Agreement Holder shall notify the City and Canada fifteen (15) working days in advance of publications, advertising and press releases planned by the Sub-Agreement Holder or by a Third Party with whom it has an agreement relating to the Sub-Project. The City and Canada and Sub-Agreement Holder joint publication material needs to be approved by Canada and the City prior to the release.

D1.4 The Sub-Agreement Holder shall ensure that in any and all communication activities, publications, advertising and press releases regarding the Sub-Project, recognition, in terms and in a form and manner satisfactory to Canada and the City, are given to Canada's financial assistance to the Sub-Project.

D1.5 The Sub-Agreement Holder agrees to display signs, plaques or symbols as Canada or the City may provide in locations on their premises as Canada or the City may respectively designate. The Sub-Agreement Holder agrees to recognize federal funding through the use of a digital sign or the Canada wordmark and the following wording, "This project is funded in part by the Government of Canada" or "This project is funded by the Government of Canada", when creating a website or webpage to promote or communicate progress on a funded Sub-Project or Sub-Projects.

D1.6 The Sub-Agreement Holder shall cooperate with representatives of the City or Canada during any official news release or in-person and virtual media events relating to the announcement of the Sub-Project.

SCHEDULE E – REDISTRIBUTION OF FUNDING TOWARDS SUB-PROJECTS

SCHEDULE E1: CONTRACTS WITH THIRD PARTIES

E1.1 When the Sub-Agreement Holder provides funding to a Third Party to support the costs of a Sub-Project, the Sub-Agreement Holder will ensure that there is a written Third Party Contract between it and the Third Party that sets out the terms and conditions under which the Sub-Agreement Holder is providing funding to the Third Party.

E1.2 The Sub-Agreement Holder will ensure that the Third Party Contract is consistent with and no less favourable to Canada and the City than this Agreement. Without limiting the generality of the foregoing, the Sub-Agreement Holder agrees to include the following terms and conditions in all Third Party Contracts with Third Parties:

- i. an identification of the Third Party (proper legal name and address);
- ii. the maximum amount payable and the costs of the Sub-Project eligible for reimbursement;
- iii. Paragraph 3.2 a) (Commitments by the Sub-Agreement Holder)
- iv. Section 3.6 (Inability to Complete Project)
- v. Section 4 (Sub-Agreement Holder Representations and Warranties)
- vi. Section 5 (Contract Procedures)
- vii. Section 6 (Environment and Impact Assessment)
- viii. Section 7 (Indigenous Consultation)
- ix. Section 10 (Audit, Evaluation and Monitoring for Compliance)
- x. Section 11 (Communications)
- xi. Section 14 (Default)
- xii. Section 15 (Limitation of Liability and Indemnification)
- xiii. Section 16 (Assets)
- xiv. Section 17.2 (Survival)
- xv. Section 17.3 (Accounting Principles)
- xvi. Section 17.7 (Members of the House of Commons and the Senate)
- xvii. Section 17.8 (Conflict of Interest)
- xviii. Section 17.9 (No Agency, Partnership, Joint Venture, etc.)
- xix. Section 17.10 (No Authority to Represent)
- xx. Section 17.17 (Compliance with Laws)
- xxi. Schedule B (The Project)
- xxii. Schedule C (Reporting Requirements):
 - a. The Sub-Agreement Holder will provide the City with the information it requires to complete and deliver the reports described in Schedule C (Reporting Requirements), where applicable.
- xxiii. Schedule D (Communications Protocol)

SCHEDULE E2: AWARDING OF FUNDING TO THIRD PARTIES

E2.1 The Sub-Agreement Holder will further distribute the City's contribution to the Third Party for Eligible Expenditures incurred by the Third Party in accordance with the activities as described in Schedule B (The Sub-Project).

E2.2 The Sub-Agreement Holder will not receive any product, payment, service or benefit from a Third Party in return for the provision of such funding.

E2.3 The Sub-Agreement Holder will not be acting as an agent of Canada or the City in the provision of funding.

E2.4 The Sub-Agreement Holder agrees to enforce the terms and conditions of the Third Party Contract and agrees that no default under such agreement will constitute a defence to any default of the Sub-Agreement Holder hereunder.

E2.5 The Sub-Agreement Holder hereby confirms that it carried out a clear, transparent and open decision-making process regarding the Third Party to be funded.

E2.6 The Sub-Agreement Holder agrees that the failure by the Sub-Agreement Holder to include the clauses set out in Schedule E1 of this Agreement in a Third Party Contract will not constitute a defence to any default of the Sub-Agreement Holder hereunder.

E2.7 If Canada or the City determines that the Sub-Agreement Holder has entered into a Third

Party Contract in a manner that is not in compliance with the foregoing or any other aspect of the Sub-Agreement Holder's relationship with a Third Party is not in compliance with the foregoing, upon notification to the Sub-Agreement Holder, the City may consider the expenditures associated with that Third Party Contract to be ineligible

SCHEDULE E3: SUB-PROJECT SELECTION PROCESS

E3.1 The Sub-Agreement Holder will put into place a process satisfactory to the City for ensuring that proposals for Sub-Projects to be funded with Canada's contribution, including Sub-Projects implemented directly by the Sub-Agreement Holder, are assessed and selected in an open, impartial and fair manner.

E3.2 The Sub-Agreement Holder will also put into place written operational policies and procedures relating to its financial management of the Sub-Project and its administration of Sub-Projects, and will provide a copy of those policies and procedures to the City, together with the names and positions of personnel within the Sub-Agreement Holder's organization with responsibilities for the financial management and decision making in connection with the carrying out of the responsibilities of the Sub-Agreement Holder under this Agreement. The Sub-Agreement Holder will notify Canada promptly of any changes in such personnel that occur.

E3.3 A Sub-Project will not be funded under this Agreement unless the organization demonstrates that it applies sound financial management practices and respects the highest level of integrity.

E3.4 A Sub-Project will not be funded under this Agreement if a review, audit or investigation conducted by the federal government, the government of a province, or a public body created under the law of a province (including the municipality) concludes to irregularities in the organization's financial management practices or raises integrity issues.

E3.5 The restriction in subsection E3.4 does not apply if an organization demonstrates that the irregularities and issues have been resolved and that measures have been diligently put in place to prevent reoccurrence.

SCHEDULE E4:

[Intentionally Left Blank]

SCHEDULE E5: PROVISION OF COPIES OF CONTRACTS

Upon request, the Sub-Agreement Holder will provide the City with a copy of any or all Third Party Contracts with Third Parties.

SCHEDULE E6: MONITORING AND AUDIT OF SUB-PROJECTS

E6.1 The Sub-Agreement Holder will exercise due diligence in the administration of its Third Party Contracts with Third Parties. Without limiting the generality of the foregoing, in exercising due diligence, the Sub-Agreement Holder will take appropriate measures for ensuring compliance by Third Parties and, with the terms and conditions of the Third Party Contract including:

- a) monitoring the Sub-Project through, as appropriate, periodic visits to the Sub-Project site or other means such as telephone calls and questionnaires,
- b) undertaking periodic audits or inspections of financial records to verify that costs claimed under the Third Party Contract were actually incurred and were in accordance with the Third Party Contract,
- c) furnishing the Sub-Agreement Holder with necessary advice, support and training to assist it in carrying out the Sub-Project and in realizing the objectives and achieving the results of the Sub-Project,
- d) where there are breaches of the Third Party Contract, taking appropriate measures to resolve the situation, including termination of the Third Party Contract with the Third Party or legal action to enforce compliance with the Third Party Contract, and
- e) in the case of a Third Party Contract with a Third Party, making all reasonable efforts to recover any overpayments under the Third Party Contract.

E6.2 The Sub-Agreement Holder will provide to the City, upon request, a report of any monitoring review or audit of a Sub-Project undertaken by the Sub-Agreement Holder.

E6.3 Where the City desires to exercise its right to audit the books and records of a Third Party or to monitor and inspect its Sub-Project, the City will notify the Sub-Agreement Holder of its desire to do so. The Sub-Agreement Holder will cooperate with the City in obtaining access to the Third Party's financial records and, if required by the City, will take all necessary steps to enforce the Sub-Agreement Holder's and Canada's and the City's right of access to the Third Party's records, including taking legal proceedings against the Third Party.

Report to Community and Protective Services Committee

To: Chair and Members
Community and Protective Services Committee

From: Scott Mathers MPA, P. Eng.
Deputy City Manager, Housing and Community Growth

Subject: Roadmap to 3,000 Affordable Units Update:
Section 37 Bonused Affordable Unit Impacts

Date: April 13, 2026

Recommendation

That, on the recommendation of the Deputy City Manager, Housing and Community Growth, the following actions **BE TAKEN** with respect to Roadmap to 3,000 Affordable Units Update: Section 37 Bonused Affordable Unit Impacts:

- a) That affordable units included in bonus zones that are constructed and meet the eligibility requirements under the Affordable Housing Community Improvement Plan (Dollars to Doors program), **BE APPROVED** for an incentive under the existing Roadmap program; and
- b) That Civic Administration **BE DIRECTED** to work with the local development industry and report back at a future Community and Protective Services Committee meeting on a financial contribution model to offset the loss of affordable units included in bonus zones.

Executive Summary

The elimination of Section 37 bonusing in Ontario has significantly impacted the City of London's ability to secure affordable housing units through development approvals. Under the previous framework, developers could be granted increased building height or density in exchange for providing public benefits such as affordable housing. This tool was instrumental in securing affordable units in several developments across the city, at no extra cost to the municipality.

With the removal of this mechanism from the *Planning Act* in 2022, landowners and developers are no longer obligated to provide the bonused elements if they undertake a change of zoning. As a result, some developments that had previously committed to affordable units are now being rezoned or sold without guarantees that those units will be delivered.

The City's heights review and recent City-wide amendments to the Zoning By-law more broadly permits greater height and density as-of-right in Downtown, Transit Village, and Rapid Transit Corridor Place Types. However, these expanded permissions cannot require the inclusion of affordable housing, in accordance with the *Planning Act*. Consequently, if a developer applies to remove a former "bonus zone" under the new system, there is ability to retain affordability. To preserve or secure affordable housing in these cases, the City would need to proactively offer incentives through utilizing the City's Roadmap to 3,000 Units funding.

Linkage to the Corporate Strategic Plan

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

Housing and Homelessness

Outcome 1 - The City of London demonstrates leadership and builds partnerships to increase quality, affordable, and supportive housing options.

Expected Result 1.1 - Increased access to a range of quality, affordable and supportive housing options that meet the unique needs of Londoners.

Strategy

(a) Increase the supply, range, and depth of affordability of quality housing options where people feel safe.

Analysis

1.0 Background Information

1.1 Previous Reports Related to this Matter:

- [2025 Annual Development Report](#) (PEC: February 18, 2026)
- [Affordable and Community Housing Update](#) (CPSC: February 17, 2026)
- [Update to the Roadmap to 3,000 Affordable Units: “Roadmap 2.0”](#) (CPSC: July 15, 2024)
- [Community Improvement Plans Review for Increasing Affordable Housing](#) (PEC: June 11, 2024)
- [Bill 108 – More Homes, More Choice Act, 2019](#) (PEC: May 27, 2019)

1.2 Section 37 Bonusing

Under the *Planning Act*, Section 37 previously granted municipalities the ability to “bonus zone” lands through an applicant-initiated Zoning By-law amendment. This tool allowed municipalities to approve developments with additional height and density beyond what was contemplated in the official plan, in exchange for a variety of facilities, services, and matters which would benefit the community and are not typical requirements of the development process. Such facilities, services, and matters included exceptional building and site design, public art, underground parking, electric vehicle charging stations, cultural heritage preservation or commemoration, Leadership in Energy and Environmental Design (LEED) certification, and affordable housing units.

The practice of bonusing was discontinued by the Province of Ontario with the passing of the *More Homes, More Choice Act, 2019* and the *COVID-19 Economic Recovery Act, 2020* which amended the *Planning Act* remove the opportunity for bonusing provisions. Through the removal of bonusing as a planning tool, existing bonus zones remain in effect, but new zones cannot be established. Where a new zoning by-law amendment is passed, which deletes an existing bonus zone, the bonus provisions are consequently not carried forward and the previously secured facilities, matters, and services are no longer required through development.

1.3 Bonus Unit Status

Of the 95 bonus zones outlined in Section 4: General Provisions, of the Z.-1 Zoning By-law, 33 include affordable units as one of their bonused elements as of 2025, to a total of 497 affordable units. This total is the result of all bonused affordable units currently identified in Section 4 – General Provisions of the Z.-1 Zoning By-law in-force bonus zones and zones which were in effect in Q2 2025.

36 units were lost with the repeal of B-40 at 801 Sarnia Road through OZ-25017, and the development of 1140 Sunningdale Road (B-83) and 689 Oxford Street W (15 Capulet Lane) through the varied base zone. These units are included in the table below as “lost” units to contribute to an overall unit count of 497. Previous bonus zones have been

removed where amendments have occurred prior to 2025 and are not included in this total.

Of these bonus units, 133 have been constructed and are occupied. 56 either have Site Plan Control approval (and are pending a building permit) or are currently active (meaning recent site plan activity). 202 units are inactive, meaning the developers of the units have submitted Site Plan applications but there has been no activity on them in over a year. 70 bonused units are pending a submission to the City for a Site Plan application. Lastly, 36 bonused units were lost as the developments utilized base zoning not requiring the bonused elements or were removed via a zoning by-law amendment.

Table 1: Affordable units approved through Bonusing

Affordable Units Approved through S.37 Bonusing	
133	Constructed
202	Inactive (no site plan activity within 1 year)
70	No site plan application received
36	Developed without bonus zone or zone removed
56	Active/Approved
497	Total Bonus Units

The affordability of the approved bonus affordable units is also variable. Through each bonus zone, different rent calculations and length of affordability terms were applied on a case-by-case basis. They range between 70% to 95% of Average Market Rent (AMR) and terms of 10 to 50 years.

The current standard requirement to access Roadmap funding for affordable units is a maximum of 80% AMR for 25 years.

2.0 Discussion and Considerations

2.1 Roadmap Alignment

The approved bonus units have been included in the overall Roadmap calculation of affordable units as “In Planning” since they have all received a *Planning Act* approval (i.e. the approval of the Zoning By-law Amendment which created the bonus zones).

Many of these bonused affordable units remain in the planning approvals stage as they have not received final Site Plan Approval or a building permit to begin construction. The oldest of these bonus units received zoning approval in 2018, and the most recent from 2022, which are still in Planning, or Inactive, as noted in the table above. This inactivity is on the part of developers who have either not submitted applications for Site Plan Approval, have not resubmitted drawings for final approval or finalized the development agreement.

At the time of their approval, these affordable units were to be provided as a community benefit to allow for the overall development to achieve additional height and density than was otherwise permitted by the Zoning By-law at the time. Therefore, bonus units were not incentivized through municipal funding, but rather through planning permissions.

Table 2: Community and Affordable Housing Update Report (February 17th CPSC)

Road Map Programs	Units Complete	Units in Progress	Units in Planning	Total Units Tracked
1. Affordable Rental				
City-led Shovel Ready Developments	103	100	682	885
Community-led Developments	394 (133)	373 (7)	462 (304)	1,229 (444)
2. Affordable Ownership				
City-led Shovel Ready Developments	0	0	101	101
Community-led Developments	0	14 (4)	0	14 (4)
3. Highly Supportive Housing				
City-led Shovel Ready Developments	44	0	0	44
Community-led Developments	0	188	115	303
Total Roadmap (City-Funded)	541	675	1,360	2,576
Non-City-Funded Affordable Rental	693	0	0	693
Non-City-Funded Highly Supportive Housing	75	0	0	75
Total Units Tracked	1,309 (133)	675 (11)	1,360 (304)	3,344 (448)

Note:

Numbers in brackets represent the bonus unit count in the respective data point.

2.2 Bonused Affordable Units Eligible Under the Roadmap

If a proponent is interested in applying for the \$45,000 incentive offered through the Dollars to Doors CIP, funded by the Roadmap to 3,000, there are a number of standard eligibility requirements they must meet, including:

- Commitment to a 25-year period of affordability.
- A minimum of 80% of the Average Market Rent per unit must be provided.
- Units filled from the waitlist.
- More than 5 affordable units in the development.

The bonus zones approved with affordable units have varied depths and periods of affordability. In some cases, a 90% AMR was agreed to, in others a period of 50 years. The work to secure these units was largely completed by the staff in the former Housing Development Corporation at a time when there were no Roadmap incentives available. City and HDC staff would negotiate with the applicant as part of the re-zoning process to include the lower rent units.

Table 5 below outlines the potential number of units that would be considered eligible if each property with a bonus zone applied for the \$45,000 incentive.

Table 3: Bonus Units that Meet Eligibility Criteria for Dollars to Doors

Bonused Units	Status	Units at 80% AMR (or less)	25-years (or more)	Eligible for Roadmap Incentive
133	Constructed	18	12	0
202	Inactive (no site plan activity within 1 year)	131	151	87
70	No site plan application received	31	70	31
36	Developed without bonus zone or zone removed	36	36	30
56	Active/Approved	48	56	43
497	Total Bonused Affordable Units	264	325	191

Developers that have sites with a bonus zone have the option of increasing the depth of affordability or extending the period to meet Roadmap eligibility requirements. For example, a site with a 50-year, 90% minimum AMR bonus zone, could sign an agreement with the City to provide 80% AMR units for 50 years. By doing this, they will be eligible for the \$45,000 incentive.

The financial impact is outlined in Section 3.0 of this report.

2.3 Amending Bonus Zones – Impact to Roadmap Unit Count

Following the changes to the *Planning Act*, new bonus zones cannot be created, and existing zones lose their bonus features (including committed affordable units) if rezoned. This could potentially reduce the units In Planning from Roadmap tracking by 308 – being the total of inactive, unapplied for, and “lost” units, bringing the total down from 1,360 to 1,052.

The Dollars to Doors Programs in the Affordable Housing CIP will help maintain these units by providing incentives. However, each development project has its own feasibility indicators for success, considering both capital and operating budgets.

City staff will continue to utilize tools, such as minor variances through the Committee of Adjustment, for developers willing to maintain affordable units while seeking increases in height and density. However, significant changes that do not align with The London Plan, in particular, the heights framework, will be more challenging in scenarios where the developer wishes to maintain the affordable units of the bonus.

2.4 Development Industry Engagement

Since the approval of the Dollars to Doors CIP in February 2025, City-staff have been approached by a number of developers with existing bonus zones interested in the program for their bonused units. Some have requested changes to the CIP to consider different periods of affordability, but generally the requests are focused on receiving the incentive for the construction an 80% AMR affordable unit.

In support of these conversations with individual developers, Civic Administration met with the executive directors of the London Development Institute and London Home Builders Association in 2025 to discuss the potential change. There was general support, but an understanding that Council direction is required prior to the commencement of the “new” incentives. Although there have been exploratory conversations with specific developers, there has not been a significant number of projects coming forward for building permits with bonused units in the zone since the approval of the CIP.

As discussed throughout this report, with the new as-of-right zoning rules and additional height and density permitted, the original bonus zones are at risk. The approach outlined in this report where the City will provide an incentive for the bonused units introduces a cost that was not originally considered in the Roadmap to 3,000.

Although there is an impact to the overall Roadmap program funding, the community value created through the retention of these units is significant and will help ensure the units are constructed and maintained at the lower rental values for 25-years.

Assuming Council endorses the approach outlined in recommendation (b) of this report, the next stages of the engagement with the development industry will involve reviewing options for a financial contribution model to offset the potential loss of the 308 bonused units.

3.0 Financial Impact/Considerations

3.1 Financial Impact of Roadmap Incentives for Eligible Bonused Units

The Roadmap to 3000 units included target of 300 units of affordable rental and ownership from bonusing / inclusionary zoning (private developers) to be provided at no cost to the City. To date 133 units have been constructed. Given the currently incentive value of \$45,000 the value of remaining units as compared to the roadmap plan target would be \$7,515,000.

Although the potential loss in bonus units could have a significant community impact, when observing the changes in the marketplace from when the original Roadmap to 3,000 was approved, a target number of secondary suites was established at 300 for the period of the plan. A \$20,000 incentive was identified to support these new units. In 2025, there were 487 building permits issued for the construction of secondary suites across the city. Of these, only 8 were counted in the Roadmap to 3,000 update in the February 17th, CPSC report.

3.2 Per Unit Construction Cost

In the Community Improvement Plan Review Report completed by Tim Welch Consultants and Parcel Economics and brought to Planning and Environment Committee on June 11, 2024, a financial analysis was completed and included as an appendix in the report to identify the funding “gap” between the cost of development and construction and a baseline financial return for both market and non-profit developers. Table 5 below identifies the approximate cost per unit from the Roadmap and the economic analysis undertaken in 2024 in support of the Community Improvement Plans.

Table 4 - Typical Per Unit Cost - 2021 to 2024 Comparison

CIP Review (2024)			Roadmap to 3,000 (2021)	
Funding per Unit (80-unit building)	Downtown Building	Outside of Downtown Building	Funding per Unit (40-unit building)	Typical Building
Cost per Unit	\$422,000	\$402,000	Cost Per Unit	\$391,000

(source: Roadmap 2.0, July 15, 2024 CPSC)

For City to undertake the development of the unapplied for, inactive, and “lost” affordable bonus units it would need to create 308 new affordable units. Based on the costing analysis above and assuming a best-case scenario where the land is already City-owned, the cost to construct the same number of units between and \$123 Million and \$130 Million.

3.3 Affordability Loss

In considering the financial implications of the approved affordable bonus units going undeveloped, there is an overall loss of affordability based on the terms established through the zones.

With the exception of two bonus zones (which have already been constructed and occupied), all affordable units required as part of a bonus zone are at a set percentage of Average Market Rent (AMR) ranging between 70% to 95% for a specified time-period of

between 10 and 50 years. The current 1- bedroom AMR designated by CMHC in October of 2025 is \$1,371 per month.

The loss of 308 bonus units equates to the loss of over \$39 million in affordability. This means 308 households would each pay on average an additional \$211 per month more in rent for the next 50 years than they would if these affordable units were available. This value considers the variation in depth of affordability across all the bonus zones and provides an average rental savings.

3.4 Community Value - Rental Unit Savings

Although difficult to provide a precise dollar figure due to the variability in costs from project to project, to assist Council in identifying the value that bonusing provides to the community the impacts are outlined below. The difference between the 100% and 80% average market rent will change year over year and need to be reassessed annually.

Bonused Unit Assumptions:

100-unit building
\$422,000 per unit construction cost
30% of units are affordable
80% of Average Market Rent (1-bedroom)
25-year affordability period
\$45,000 in forgivable loan from the City

Inputs to Determine Community Value:

30 units at 80% of AMR for 25-years
\$1,371 (100% AMR) - \$1,096 (80% AMR) = \$275 / month

Therefore, for a 100-unit building, providing 30% of the units at 80% of AMR for 25 years, the total loss of affordability in the community is:

$$30 \text{ units} \times \$275 \times 12 \text{ months} \times 25 \text{ years} = \$2,475,000$$

This could mean that the \$275 per unit must be rebalanced into the 70 market units to make up the loss in value to the developer. That equates to approximately \$120 additional monthly rent on the market units for the 25-year period.

This is compared to the equivalent contribution from the City to incent the construction of new affordable units:

$$30 \text{ units} \times \$45,000 = \$1,350,000$$

NOTE: Compared to the aggregate of the 308 bonused units, the community value may be significantly less when the negotiated AMR is only 95% for 25-years.

Bonused Unit Replacement Value

If a true cost of construction were to be considered as opposed to a community value, each unit that is lost would be calculated against the cost to construct that unit elsewhere in the city using the \$402,000 - \$422,000 value.

4.0 Next Steps and Implementation

4.1 Approach to Retain Bonused Units

The Roadmap contemplates a partnership model to achieve the 3,000-unit target, and the City's approach thus far has been to provide capital funding and support development activities or prepare shovel-ready lands.

Assuming that the units meet or exceed the eligibility requirements, these units will be considered through the Dollars to Doors Program in the Affordable Housing CIP, which offers developers up to \$45,000 per unit. No changes are required to the existing CIP to allow this.

4.2 Approach to Replace “Lost” Units

When a re-zoning application requests the removal of an existing bonus zone, there will be a “loss” in affordable units counted toward our overall goals. From an incentive perspective the current value of these units are at \$45,000 each at a minimum. To support the loss of these units, City-staff can enter into negotiations with any owner that wishes to voluntarily exit their current bonussing obligations. The funding would be used to support other housing providers willing to provide affordable housing in London. There is no way to compel an owner to enter into an agreement. An estimate of the value of the affordable lost units will be included in any future rezoning report looking to eliminate affordable housing bonussing obligations.

Conclusion

The removal of the former Section 37 of *The Planning Act* has significantly impacted the City of London’s ability to secure affordable housing. What was once a neutral cost to the community has become potential financial and policy challenge. While 497 bonus units were approved, many remain undeveloped through inactivity or zone changes supported by policy updates, thus creating potential replacement costs or risk of not achieving affordability goals in the city.

Through the Dollars to Doors Community Improvement Plan, the City has an existing tool to help preserve these units. Success will require collaboration with builders and developers to mitigate against affordability loss through further deletion of bonus zones, in exchange for grants through existing City programs.

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Appendix ‘A’ – Status of Properties with Affordable Units in Bonus Zones

Appendix 'A' – Status of Properties with Affordable Units in Bonus Zones

Zone	Year	Address	Approved AH Units	Rents	Term	SP App	Constructed	Status
B-17	2012	1461 Huron St	25	N/A		SP12-022939	25	Constructed
B-32	2022	725, 729 735, 737 Dundas, 389, 391, 393 Hewitt	13	80% AMR	30 years	SPA22-057	0	Active app in progress - recent DA progress
B-40	2022	801 Sarnia Rd	4	80% AMR	50 years	SPA22-003	0	Rezoned to remove approved AH units
B-52	2018	147-149 Wellington St, 253-257 Grey	10	95% AMR	20 years	SPA23-057	0	Inactive
B-54	2018	809 Dundas	25	95% AMR	25 years	SPA20-019	0	Inactive
B-58	2019	440 Clarke Rd	65	N/A	N/A	SPA20-069	65	Constructed
B-59	2019	462, 468, 470, 472 Springbank	8	95% AMR	25 years	SPA20-006	0	Approved - bonus agreement registered, not constructed
B-61	2019	475 Edgevalley	4	85% AMR	15 years	SPA19-059	4	Constructed
B-63	2019	1339-1347 Commissioners Rd W	3	85% AMR	15 years	SPA19-116	3	Constructed
B-64	2019	676-700 Beaverbrook	20	90% AMR	20 years	SPA22-047	20	Inactive
B-65	2020	1018-1028 Gainsborough	18	6 @ 90% AMR 12 @ 75% AMR	10 years 20 years	SPA21-018	0	Inactive
B-67	2020	754-760 Base Line Rd E	1	85% AMR	25 years	SPA20-088	0	No App
B-69	2020	122 Base Line Rd W	18	70% AMR	20 years	SPA21-005	18	Constructed
B-70	2020	1150 Fanshawe Park Rd E	6	90% AMR	20 years	SPA21-050	6	Constructed
B-71	2021	1761 Wonderland Rd N	12	85% AMR	50 years	SPA21-040	12	Under Construction
B-74	2021	3080 Bostwick, Site 6	30	85% AMR	30 years	N/A	0	No App
B-75	2021	611-615 Third St	4	80% AMR	30 years	SPA22-016	0	Inactive
B-76	2021	1634-1656 Hyde Park, 1480 North Routledge	5	80% AMR	50 years	SPA21-079	0	Active
B-77	2021	435-451 Ridout	12	80% AMR	50 years	N/A	0	No App
B-78	2021	400 Southdale Rd E	4	Condos	N/A	SPA21-118	0	Inactive
B-79	2021	1047-1055 Dearness	4	85% AMR	50 years	N/A	0	No App
B-80	2021	250-272 Springbank	28	85% AMR (for 2021)	50 years	SPA22-007	0	Inactive
B-81	2021	1 Commissioners Rd E	7	80% AMR	50 years	N/A	0	No App

Appendix 'A' – Status of Properties with Affordable Units in Bonus Zones

B-82	2021	560, 562 Wellington St	12	70% AMR	25 years	SPA24-082	0	Active app in progress
B-83	2022	1140 Sunningdale	2	80% AMR	50 years	SPA23-078	0	Developed without bonus zone
B-84	2022	517-525 Fanshawe Park Rd E	4	80% AMR	50 years	SPA22-107	0	Inactive
B-85	2022	520 Sarnia	2	80% AMR	50 years	SPA22-027	0	Inactive
B-86	2022	84-86 St George St, 175-197 Ann St	13	80% AMR	50 years	N/A	0	Active App in progress
B-87	2022	599-601 Richmond	4	85% AMR	50 years	N/A	0	No App
B-88	2022	689 Oxford St W	30	80% AMR	50 years	SPA24-060	0	Developed without bonus zone
B-89	2022	2009 Wharncliffe Rd S	3	80% AMR	50 years	SPA23-013	0	Active app in progress
B-91	2022	604 Beaverbrook	2	80% AMR	50 years	SPA23-002	0	Under construction
B-92	2022	712 Base Line Rd E	12	80% AMR	50 years	N/A	0	No App
B-93	2022	1737 Richmond	22	80% AMR	50 years	SPA24-022	0	Inactive (comments issued Oct 24)
B-95	2022	1067, 1069, 1071 Wellington Rd	65	80% AMR	35 years	SPA22-116	0	Inactive
34 Sites			497				133	Constructed
							202	Inactive (no site plan activity within 1 year)
							70	No site plan application received
							36	Developed without bonus zone or zone removed
							56	Active/Approved

Report to Community and Protective Services Committee

To: Chair and Members
Community and Protective Services Committee

From: Scott Mathers, MPA, P.Eng.
Deputy City Manager, Housing and Community Growth

Subject: Renovictions: Rental Unit Repair Licensing Program One Year Update

Date: April 13, 2026

Recommendation

That, on the recommendation of the Deputy City Manager, Housing and Community Growth, the following actions be taken:

- a) the attached proposed by-law amendments (Appendix "A") **BE INTRODUCED** at the April 28, 2026, meeting of Municipal Council, to amend By-law No. L.-131-16, Schedule 23 - Rental Unit Repair Licence;
- b) that the Mayor and City Clerk **BE REQUESTED** to send a letter on behalf of Council to the Chair of Tribunals Ontario requesting:
 - quarterly reporting of N13 and N12 application volumes for London, disaggregated by application type, geographic area, building size, and outcome; and,
 - i. timely Freedom of Information responses to municipal requests for eviction data needed to support program evaluation;
 - Civic Administration **BE DIRECTED** to continue monitoring N13 application volumes, tenant return rates, and RTA compensation compliance, and report back to the Community and Protective Services Committee in one year (Q1 2027) with updated data and analysis;

IT BEING NOTED that the Licence Manager will update the Tenant Information Package with detailed information about RTA Section 54 compensation requirements, calculation methods, and warning signs of informal settlement tactics.

Executive Summary

On March 1, 2025, the City of London implemented Schedule 23 of the Business Licensing By-law, requiring landlords to obtain a Rental Unit Repair Licence when issuing an N13 Notice to tenants ending their tenancy for extensive renovations. After one year of operation, Civic Administration is making recommendations to strengthen the by-law, improve education and outreach, and increase data sharing.

Lack of data in relation to the number of N13 notices issued in prior years presented a major hurdle in evaluating the effectiveness of the by-law in reducing unlawful evictions. Establishing a process whereby staff receive current records of N12 and N13 filings from the Chair of Tribunals will be a meaningful step in advancing informed program evaluation.

This report also recommends amendments to strengthen Schedule 23 of the by-law and increase tenant support. The proposed amendments focus on two areas: requiring landlords to demonstrate RTA compliance through sworn affidavits before licence issuance and changing the Licence validation period from 180 days to one year

Additionally, the Licence Manager will be making improvements to the Tenant Information Package to address informal pressure tactics and provide clear compensation calculation guidance. These updates will maintain London's information-

based approach to education while improving outreach and resources for tenants facing bad-faith renovations.

Linkage to the Corporate Strategic Plan

The Rental Unit Repair Licence program advances the Housing and Homelessness Strategic Area of Focus by demonstrating leadership and building partnerships to increase the quality and affordability of rental housing as well as providing support for those facing eviction. The Rental Unit Repair Licence program helps keep individuals and families housed by protecting them from displacement through bad-faith renovation evictions.

The proposed improvements also align with the Wellbeing and Safety Strategic Area of Focus by ensuring tenants understand their rights and have access to information about compensation requirements. By requiring verification of RTA compliance, the proposed amendments will help to keep London affordable by ensuring displaced tenants receive the financial protections to which they are entitled under provincial law.

Analysis

1.0 Background Information

1.1 Previous Reports and Resolutions Related to this Matter

- [Community & Protective Services Committee - March 18, 2024 - Renovictions - Initial Research Report](#)
- [Community & Protective Services Committee - June 10, 2024 - Renovictions: Renovation License and Relocation By-law Changes](#)
- [Community & Protective Services Committee - September 9, 2024 - Renovictions: Amendments to the Business Licensing By-law to Introduce a Rental Unit Repair Licence](#)

1.2 Context

The Rental Unit Repair Licence By-law came into effect on March 1, 2025. The by-law was developed following a review of approaches used in Hamilton and the British Columbia municipalities of New Westminster and Burnaby. In developing London's approach, consideration was given to measures such as compensation and alternate accommodation requirements. Factors including the low vacancy rate and resulting difficulty in securing temporary accommodation as well as the existing compensation requirements under the Residential Tenancies Act were contemplated. As a result, the City's framework focused on proactive education and process transparency.

1.3 Residential Tenancies Act (RTA) 2006

The *Residential Tenancies Act, 2006* (RTA) is the provincial law in Ontario that governs the rights and responsibilities of landlords and tenants, including when and how a tenancy may legally be terminated. Under the RTA, there are several core eviction notices that a landlord must select from to serve on a tenant if they want to end their tenancy. The two that have historically been most misused resulting in bad-faith evictions are N12s (eviction for the landlord's own use) and N13s. A Form N13 is the required Notice a landlord must give to terminate a tenancy when they intend to demolish, convert, or perform extensive repairs or renovations requiring the unit to be vacant. There are several clearly defined obligations that must be met by the landlord to ensure they comply with the legislation. Included amongst the requirements are compensation or comparable accommodation considerations and the requirement to offer the tenant the right of first refusal at the existing lease rate. London's by-law only pertains to N13 Notice's issued under Section 50(1)(C) of the RTA- eviction for renovation or repair.

1.4 Provincial Legislation

Provincial Bill 97 (*Helping Homebuyers, Protecting Tenants Act, 2023*) proposed amendments to the RTA (and other legislation) aimed at strengthening tenant protections, including requiring a professional report confirming that renovations require vacant possession and doubling fines for bad-faith evictions. However, as of March 2026, the provisions in the Act that amend the RTA have yet to come into effect.

2.0 Discussion and Considerations

Since the Rental Unit Repair Licence By-law came into effect on March 1, 2025, the City has received 7 applications and, through these applications, is aware of seven (7) issued N13 notices to end tenancy for reason of renovation in London. Throughout the first full year of implementation, Civic Administration has closely monitored uptake of the by-law to assess its effectiveness. This work has included efforts to obtain and analyze current eviction data, consultations with municipal counterparts in Toronto and Hamilton to understand their approaches and program uptake, and engagement through the Landlord and Tenant Forum, including discussions with representatives from ACORN, other tenant advocacy groups, tenants, and landlords. Staff have also monitored licenced renovations occurring in London during the first year to identify trends, operational challenges, and compliance outcomes.

At first glance, receiving only 7 applications may suggest that fewer N13 renovations are occurring in London. One possible conclusion is that the new application process may be deterring landlords from proceeding in bad-faith. However, given the limitations of the N13 data currently available in Ontario, it is not possible to draw firm conclusions about the program's effect on renovation activity at this time. Anecdotally, staff have received a small number of calls from tenants and landlords with questions about the by-law however, there have been no investigations conducted in relation to an unlicensed renovation occurring during the first year of the by-law. There have been formal complaints in relation to attempted bad-faith evictions related to N13s issued for reason of demolition or conversion however these were referred to tenant advocacy groups for assistance with contesting the eviction application in front of the Landlord and Tenant Board.

The following section provides further detail on the challenges of assessing current rates of bad-faith renovation evictions in Ontario, which makes it difficult to evaluate the overall effectiveness of municipal renovation programs. However, Civic Administration has engaged with advocacy partners and based on this feedback and analysis of the available data, has identified targeted improvements, including updates to the Tenant Information Package and recommended amendments to the by-law to enhance clarity, effectiveness, and tenant protection outcomes.

2.1 Data Analysis and Limitations

Having access to accurate and up-to-date data on N13 Notice filings in London is crucial to understanding and reducing the occurrence of bad-faith renovation evictions in London. Civic Administration has made repeated attempts through Request for Records to obtain data on N13 Notices in London from Tribunals Ontario, which obtains the data from the Tribunals Ontario Landlord and Tenant Board. So far these Request for Records have been unsuccessful and counterparts in other Ontario municipalities have expressed having similar experiences.

This represents a gap in the City's ability to assess program effectiveness. A primary improvement for the City in addressing the issue is to establish a data-sharing relationship with the Landlord Tenant Board. As such, Civic Administration is requesting that Municipal Council write a letter to the Chair of Tribunals Ontario requesting;

- quarterly reporting of N13 and N12 application volumes for London, disaggregated by application type (N13 reason: renovation, demolition, or conversion; N12), geographic location (postal code or ward), building size (number of units affected), and outcome (granted, denied, withdrawn, settled); and,

- timely Freedom of Information responses to municipal requests for eviction data, recognizing that municipalities with tenant protection by-laws require current data for program evaluation.

Although limited, it is still possible to examine the impact of the Rental Unit Repair Licence program by comparing the number of Licenses issued since the by-law's enactment, and comparing it to 2017-2022 data obtained from *ACORN Canada's Ontario Renoviction Report 2024* which is the most current aggregation of N13 filing data for Ontario Municipalities.

Table 1: N13 Filings: According to ACORN Canada's Ontario Renoviction Report

Year	Number of N13 Filings
2017	15
2018	11
2019	15
2020	15
2021	40
2022	45

From March 1, 2025, to March 1, 2026, the City of London received seven (7) Rental Unit Repair Licence applications, all for a single multi-unit residential property undergoing extensive renovations. A licence was issued for each, though, most certainly, more N13s were issued for reasons of demolition or conversion. It should be noted that the Rental Unit Repair Licence program only pertains to N13 Notice's issued under Section 50(1)(C) of the RTA and so that is the quantitative data staff had to rely upon.

While this is potential evidence that the Rental Unit Repair Licence program has been effective in reducing renovation related evictions, more complete and current data would allow for a better analysis of the program's effect on N13 filing trends in London.

2.2 Comparative Analysis of Renoviction By-laws in Ontario

A small number of municipalities in Ontario have introduced by-laws that go beyond provincial requirements to address tenant displacement resulting from major renovations. These approaches are designed to strengthen tenant protections and support the preservation of affordable housing by placing additional obligations on landlords undertaking significant renovation work.

In Toronto, the municipality has implemented a licensing framework that requires landlords to secure approval prior to undertaking renovations that displace tenants. The by-law emphasizes financial accountability, including compensation for displaced tenants, support for temporary relocation, and mechanisms to address rent increases during the renovation period. It also incorporates administrative controls such as defined licence terms, compliance tools, and public transparency measures.

Similarly, Hamilton has adopted a by-law that requires landlords to either provide comparable temporary accommodation or financial compensation to tenants during renovation periods. The framework establishes expectations around maintaining housing stability for affected tenants, while also including administrative processes that allow for exemptions in certain circumstances.

London's [Rental Unit Repair By-law](#) differs from both Toronto and Hamilton in that it does not mandate landlord-funded compensation beyond what is already required by the RTA. This approach was deliberate, reflecting Council's September 2024 decision to focus on proactive education and transparency rather than creating new compensation requirements or exemption processes that would increase administrative burden and require additional staff resources.

Based on staff's review and discussions with municipal counterparts, no jurisdiction is currently positioned to determine effectiveness, and continued monitoring will be required before any conclusions can be drawn.

In fact, since each municipality enacted its by-law, general uptake has been similar. The City of Toronto has had 6 applications since the by-law came into force on July 31, 2025, and the City of Hamilton has had 7 applications since their by-law came into force on January 1, 2025.

Overall, these municipal approaches reflect a more proactive and interventionist model aimed at mitigating the impacts of renovation-related evictions through a by-law. However, such frameworks remain uncommon. Across Ontario, and more broadly in Canada, few municipalities have implemented comparable by-laws, with most continuing to rely primarily on provincial legislation to govern landlord and tenant relationships.

See Appendix B for a table summary of London, Toronto, and Hamilton's Renovation Eviction By-laws.

3.0 Recommendations and Implementation

3.1 Tenant Information Package

Civic Administration has maintained ongoing dialogue with tenant advocacy organizations including *Neighbourhood Legal Services London and Middlesex* and *ACORN Canada*. These organizations have expressed concerns about landlord tactics that may occur outside the formal licensing process. Of particular concern are informal settlement arrangements where landlords may offer tenants one-time payments in exchange for vacating immediately and waiving their right-of-first refusal. These informal settlement arrangements are commonly referred to as "Cash for Keys" offers. Such offers are also not tracked and therefore do not show up in official data.

London's Tenant Information Package explains the Rental Unit Repair Licence process, defines key terms, outlines the right-of-first refusal, and provides information about the RTA's Section 54 compensation requirements. The package also includes contact information for external support agencies including *Neighbourhood Legal Services London and Middlesex*, *ACORN Canada*, and other community organizations.

While the current Tenant Information Package does explain that compensation may be required under the RTA, it does not provide detailed calculation methods or specific dollar amount examples. The package appropriately clarifies that compensation is "not part of the Rental Unit Repair Licence process and is not something that the City of London can assist with," reinforcing that this is a provincial matter under the jurisdiction of the Residential Tenancies Act.

Feedback from tenant advocacy organizations indicates that the current Tenant Information Package, while helpful, does not adequately address the specific tactics that landlords may use to pressure tenants into waiving their rights. Therefore, the Licence Manager will be updating the Tenant Information Package to include:

- Detailed explanation of Section 54 of the RTA compensation requirements, with specific dollar amount examples based on unit size and building type;
- Clear guidance on how to calculate compensation amounts, including step-by-step examples;
- Warning signs of informal settlement tactics, including the fact that accepting payments may require waiving the right to return;
- Clear statement that tenants are not required to accept any settlement offer and have the right to maintain their right of first refusal;
- Updated contact information for free legal resources, community legal clinics, and tenant advocacy organizations that can provide advice;
- Step-by-step explanation of the Landlord and Tenant Board process if tenants wish to dispute an eviction or claim compensation.

Civic Administration will continue to work with *Neighbourhood Legal Services London and Middlesex*, *ACORN Canada*, and other tenant advocacy organizations to develop

updated content that addresses the specific concerns that have been identified through their work with affected tenants.

3.2 Recommended By-law Amendments

Based on what has been learned during the first year of the Rental Unit Repair Licence program, Civic Administration is recommending two key changes to Schedule 23 of the Business Licensing By-law.

3.2.1 Section 54 Compliance

A gap in the current by-law is the absence of any mechanism to verify that landlords are fulfilling their compensation obligations under the RTA Section 54. While the RTA requires compensation in certain circumstances, there is no enforcement mechanism at the provincial level, and the municipal licensing process currently does not verify compliance.

As such, Civic Administration is recommending an amendment to Schedule 23 of the Business Licensing By-law (the Rental Unit Repair Licence program) requiring a sworn affidavit that the tenant has been appropriately compensated in accordance with Section 54 of the RTA. This proposed amendment would not create new compensation requirements or impose costs on the City, rather it would require landlords to document their compliance with existing provincial law as a condition of holding a municipal licence. The requirement for an affidavit creates accountability and potential penalties under the Criminal Code for providing false information and is intended to be a stronger deterrent than unsigned declarations.

3.2.2 Extended Licence Term

London's current 180-day licence term is shorter than both Toronto's (12 months) and Hamilton's (12 months or completion, whichever is earlier). The September 2024 report justified the shorter term based on alignment with Building Code Act provisions regarding commencement of construction and RTA provisions regarding reasonableness of displacement periods.

However, the current licence term may not be sufficient if the tenant does not vacate after the required 120-day notice period and the landlord has to go to the Tribunal, requiring the landlord to pay a renewal fee before the renovations can lawfully commence. This may inadvertently incentivize Landlords to begin renovations before they are permitted. The requirement to renew the Licence every 180-days also creates administrative burden for both landlords and city staff without providing a clear benefit to tenants.

Civic Administration recommends extending the licence term to one year, matching both Toronto's and Hamilton's licence term. This approach would reduce administrative burden while maintaining accountability through the renewal process for projects extending beyond one year. The renewal provisions in Sections 4.2 and 4.3 of the Rental Unit Repair Licence By-law, which require evidence of why renovations are not complete, are intended to provide safeguards against indefinite displacement.

See Appendix A for the full By-law Amendment.

3.2.3 Implementation

If Council approves the proposed amendments to Schedule 23 of the Business Licensing By-law L.-131-16, Civic Administration will undertake the following steps:

- Develop standardized affidavit forms for RTA Section 54 compensation verification, with clear instructions and examples;
- Update application forms and procedures to incorporate the sworn affidavit requirement;
- Conduct outreach to landlords and property managers to communicate changes and clarify RTA obligations;
- Continue efforts to obtain updated N13 and N12 data from Tribunals Ontario through Freedom of Information requests;

- Update the Tenant Information Package in consultation with tenant advocacy organizations and as detailed in Section 3.1 of this report;
- Monitor application volumes, compliance rates, and tenant return rates over the next 12 months; and,
- Report back to the Community and Protective Services Committee in Q2 2027 with updated data, analysis of amendment effectiveness, and any additional recommendations.

4.0 Financial Impact/Considerations

There are no anticipated financial impacts at this time. The proposed amendments can be implemented using existing staff resources as they represent small changes to the existing process.

Conclusion

The first year of the City of London’s Rental Unit Repair Licence program under Schedule 23 of the Business Licensing By-law suggests that London's licensing regime is creating transparency and accountability in the renovation eviction process. The requirement for professional reports, building permits, and delivery of the Tenant Information Package help verify that N13 Notices are being used for legitimate renovation purposes. However, obtaining comprehensive, up-to-date data on N12 and N13 Notices from the Ontario Tribunals Landlord and Tenant Board has proven difficult. As such, a letter from the Mayor and City Clerk, on behalf of Municipal Council, to the Chair of Tribunals Ontario requesting a data sharing relationship will be beneficial for Civic Administration’s efforts to obtain accurate data and make well informed improvements.

Despite lacking up-to-date N13 data, there are still ways the Rental Unit Repair Licence program can be updated to improve support for displaced tenants and dissuade bad-faith renovation evictions. Currently, the licensing process creates transparency about when N13s are issued but does not verify that tenants' RTA rights are being respected throughout the displacement process. By requiring a sworn affidavit regarding RTA Section 54 compensation, improving tenant information about RTA compensation and warning signs of pressure tactics, and extending the licence term to align with Toronto and Hamilton, the City can strengthen protections for tenants while supporting a more transparent and accountable licensing process.

The recommended amendments and updates to the Tenant Information Package maintain London's approach of avoiding direct municipal compensation obligations while strengthening enforcement of landlords' existing RTA obligations. Ongoing monitoring and data collection will be essential to assessing whether these amendments achieve their intended objectives. Civic Administration will continue collaborating with tenant advocacy organizations, landlord associations, and other municipalities to share best practices and refine London's approach. With provincial amendments to the RTA under Bill 97 still not in force, municipal licensing programs remain a key tool for protecting tenants from bad-faith renovation evictions and ensuring that Ontario's rental housing stock is maintained without unnecessary displacement of vulnerable residents.

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CC: Lynn Marshall, Legal Counsel II, City Solicitor's Office

Appendix A: By-law Amendment to Schedule 23 "Rental Unit Repair" of the Business Licensing By-law - L.-131-16

Appendix B: Ontario Renovation Eviction By-laws – Comparative Analysis

Bill No. ##

By-law No. L.-131-16-

A by-law to amend By-law L.-131-16 being "A by-law to licence and regulate various businesses in the City of London." with respect to Schedule 23, - Rental Unit Repair.

WHEREAS subsection 5(3) of the *Municipal Act, 2001* provides that a municipal power shall be exercised by by-law.

AND WHEREAS section 8 of the *Municipal Act, 2001* states that the powers of a municipality shall be interpreted broadly so as to confer broad authority on the municipality to enable the municipality to govern its affairs as it considers appropriate and to enhance the municipality's ability to respond to municipal issues;

AND WHEREAS section 151(1) of the *Municipal Act, 2001* authorizes a municipality to impose conditions as a requirement of obtaining, continuing to hold, or renewing a licence;

AND WHEREAS the Municipal Council of The Corporation of the City of London enacted By-law L.-131-16, including Schedule 23 - Rental Unit Repair Licence, which came into force on March 1, 2025;

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

1. Schedule 23 is amended by **adding** the following new section after Section 4.4:

4.5 Conditions to Hold a Licence

In addition to all of the requirements set out in this By-law, every holder of a Rental Unit Repair Licence is subject to the following conditions of continuing to hold a licence:

(a) where the Landlord is required to provide compensation to a Tenant pursuant to Section 54 of the Residential Tenancies Act, 2006, the Landlord shall, within 5 days of the triggering of such requirement, provide the Licence Manager with a sworn affidavit from the Landlord in the form prescribed by the Licence Manager setting out:

(1) the specific subsection of Section 54 of the Residential Tenancies Act, 2006 that applies to the tenancy;

(2) the amount and type of compensation required under the applicable subsection (monetary payment and/or offer of alternate rental unit);

(3) whether the required compensation has been paid, offered, or arranged, including all of the following:

i) if monetary payment is required, the date(s) payment was made or will be made, the amount(s), and the method of payment;

ii) if an alternate rental unit has been offered, the address of the alternate unit, the rent amount, the number of bedrooms, and written confirmation from the Tenant that the alternate unit is acceptable;

iii) if the required compensation has not yet been provided at the time of application, a statement of when the compensation will be provided and acknowledgment that the Licence may be subject to conditions requiring proof of compensation before the Tenant vacates the Rental Unit;

iv) a declaration that all information provided is true and accurate, acknowledging that providing false information in a sworn affidavit may result in penalties under the Criminal Code of Canada in addition to penalties under this By-law.

2. Section 5.9 - Licence Expiration - of Schedule 23 is amended by **deleting** the existing section and replacing it with the following:

A licence issued under this By-law shall be valid for a period of one year from the date of issuance. If after one year the Rental Unit is not ready for occupancy, the licence expires. The Landlord may apply for a licence renewal in accordance with Section 4.0 of this By-law.

3. Schedule 23 is amended by **adding** the following new section after Section 6.8:

6.9 Failure to Provide Required RTA Compensation

No Landlord who holds a Rental Unit Repair Licence shall fail to provide the compensation required under Section 54 of the Residential Tenancies Act, 2006, as set out in the sworn affidavit submitted with the licence application.

4. This by-law comes into force and effect on the day it is passed, subject to the provisions of PART VI.1 of the *Municipal Act, 2001*.

PASSED in Open Council on [DATE], 2026, subject to the provisions of PART VI.1 of the *Municipal Act, 2001*.

Josh Morgan Mayor

Michael Schulthess City Clerk

First Reading – April 28, 2026

Second Reading – April 28, 2026

Third Reading – April 28, 2026

Appendix B:

Regulatory Element	London	Toronto	Hamilton
Application Timeline	7 days after N13 issuance	7 days after N13 issuance	7 days after N13 issuance
Professional Report Required	Yes - Licensed Architect or Engineer	Yes - Qualified Person	Yes - Engineer or qualified person
Building Permit Required	Yes - before application	Yes - before application	Yes - before application
Tenant Information Delivery	Required with N13	Posted on unit door	Required with N13
Moving Expense Compensation	No municipal requirement	\$1,500 (\leq 1BR) / \$2,500 (2+BR)	Not specified in by-law
Monthly Rent Gap Payment	No municipal requirement	Yes - current vs market rent	Yes, OR temporary accommodation
Lump Sum if Not Returning	No municipal requirement	3 month rent gap	Not specified
Temporary Accommodation	No municipal requirement	Required OR compensation	Required OR compensation
Licence Term	180 days	12 months	One year or completion
Licence Renewal Process	Evidence of delay required	New application	New application
Posted Notice Requirements	Application + Licence	Information Notice + Licence	Application + Licence
First Offence Fine (Individual)	\$1,000-\$2,500 AMPS	\$100,000 maximum	\$10,000 maximum
Corporate Penalty	Same as individual	\$100,000 + daily fines	\$50,000-\$100,000
Public Registry	No	Yes - Building Application Status Tool	No
Bylaw Into Force	March 3, 2025	July 31, 2025	January 1, 2025
Licence Applications	7	6	7

Report to Community and Protective Services Committee

To: Chair and Members
Community and Protective Services Committee

From: Scott Mathers, MPA, P.Eng.
Deputy City Manager, Housing and Community Growth

Subject: Approval of Service Agreement with Whiteoak Heritage Housing Co-operative Inc.

Date: April 13, 2026

Recommendation

That, on the recommendation of the Deputy City Manager, Housing and Community Growth, the proposed by-law, attached as Appendix “A”, **BE INTRODUCED** at Municipal Council on April 28, 2026 to:

- i. **APPROVE** the Service Agreement between The Corporation of the City of London and Whiteoak Heritage Housing Co-operative Inc. attached as Schedule “1” (the “Service Agreement”);
- ii. **AUTHORIZE** the Mayor and City Clerk to execute the Service Agreement;
- iii. **AUTHORIZE** the Deputy City Manager, Housing and Community Growth, or their written designate to approve and execute any future amending agreements to the Service Agreement;

Executive Summary

Following Council’s endorsement of the End of Mortgage/End of Agreement (EOM/EOA) strategic framework and funding model, staff began working with various housing providers to determine project specific needs for operational and capital funding. The Service Agreement in this report reflect the outcome of each negotiation.

The proposed Service Agreement for Whiteoak Heritage Housing Co-operative Inc. (Whiteoak Heritage) reflects a financial subsidy commitment that is comparable to the level of subsidy that the housing provider would have received prior to their End of Mortgage. The actual subsidy commitment is directly tied to the level of Rent-Geared-to-Income (RGI) households served, up to a maximum of 37 households. The proposed Service Agreement is a 20-year term with a commitment to continue filling any vacant RGI units from the centralized waitlist.

The townhouse complex managed by the Whiteoak Heritage Housing Co-Op was built in 1986. It is located at 1414 Ernest Ave in London, and provides 75 affordable units, of which 37 are RGI units. To support the aging infrastructure, the agreement also requires the housing provider to re-direct at least 95% of annual surpluses to the capital reserve. The particulars of this agreement are the outcome of many meetings with Housing Provider’s Board of Directors and administrative staff.

Linkage to the Corporate Strategic Plan

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

- Housing and Homelessness
- Well-Run City

Housing and Homelessness Strategic Area of Focus:

The following strategies are intended to “Increase access to a range of quality, affordable, and supportive housing options that meet the unique needs of Londoners”:

- Align policies and programs recognizing the broad range of factors that contribute to accessing and maintaining transitional, supportive, community, affordable and market housing.

The following strategies are intended to decrease the number of Londoners at risk of or experiencing homelessness:

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

Well-Run City Strategic Area of Focus:

The following strategies are intended for Londoners to have trust and confidence in their municipal government:

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

Analysis

1.0 Background Information

1.1 Previous Reports Related to this Matter

- [End of Mortgage/End of Agreement Strategic Framework and Funding Model for Social Housing](#) (CPSC January 6, 2025)
- [End of Mortgage/End of Agreement Service Agreement Template](#) (CPSC January 6, 2025)

1.2 Background

Service Agreement

A Service Agreement is a contract negotiated between the housing provider and the Service Manager for the provision of community housing under Part VII.1 of the Housing Services Act that stipulates terms regarding operations, administration, and funding arrangements. The regulations for Service Agreements outlines various minimum requirements, one of them is for the Service Manager to continue funding for rent-geared-to-income units. This means funding the gap between 30% of the household’s income and the unit’s rent. Note that this new funding approach replaces the previous Housing Services Act funding formula set out in O. Reg 369/11.

Progress Update

Following council approval of the EOM/EOA Strategic Framework and Funding model in January 2025, City staff have been actioning the framework activities, many of which will be ongoing as housing providers migrate to a Service Agreement operating model. The following activities have been completed or in progress:

- Developed and implemented a housing provider engagement plan for those who have reached their end of mortgage date,
- Developed, in partnership with a third party, board training materials and a plan to deliver in-person sessions for Q4 2025 and Q1 2026,
- Developed, in partnership with a third party, capital training sessions for Housing Boards and property managers,
- Completed several building condition assessments, with more anticipated in 2026,

- Completed detailed financial viability analysis, provider risk assessment, and capital plan analysis for those providers that are ready to enter into a Service Agreement,
- Developed standardized reporting templates for annual reporting for post Service Agreement operations.

1.3 Current Social Housing Inventory

A priority for the EOM/EOA Framework is to protect the current social housing inventory and the corresponding rent-geared-to-income units. Table 1 reflects the current state of social housing for London and Middlesex County. With the exception of London Middlesex Community Housing (LMCH), all provincial reform and federal housing providers are in scope for Service Agreement negotiations under this framework.

Table 1: Breakdown of Providers and Community Housing Unit Offering

	# of Providers	# of Building Assets	Rent-Geared-to-Income Units	Low-End Market Rent Units	Total Community Units
Provincial	40	50	2,272	542	2,814
Federal	21	24	159	1,126	1,285
New Subsidy Agreements¹	3	3	81	72	153
Sub Total	64	77	2,512	1,740	4,252
LMCH	1	48	3,282	0	3,282
Total	65	125	5,794	1,740	7,534

NOTE:

1. New subsidy agreements refer to the two Service Agreements and the Exit Agreement that have been executed with 3 different providers as of December 31, 2025. These agreements provide ongoing support to non-profit housing providers that offer deeply affordable rents.

1.4 Guiding Principles

In addition to protecting existing RGI and affordable units, several terms and conditions of the Service Agreement also support the remaining guiding principles that shape the City uses the following principles to guide decision making:

1. Protect existing affordable and rent-geared-to-income units,
2. Optimize the impact of municipal investment,
3. Support capital needs to support development and redevelopment,
4. Support a sustainable financial model, and
5. Support a mixed community approach.

2.0 Discussions and Considerations

2.1 Provider Assessment for Whiteoak Heritage Housing Co-operative Inc.

Whiteoak Heritage Housing Co-operative Inc. (Whiteoak Heritage) is structured as a Non-Profit Co-operative Housing Provider located in London.

As part of the development of the Service Agreement, an operational review was completed at Whiteoak Heritage. The purpose of the review is to examine the effectiveness of administration and governance, building asset management, and financial management of the corporation. The housing provider is also assessed for alignment to related legislation, regulations, and local rules. Below are some key attributes of the Housing Provider.

Table 2: Key Attributes for Whiteoak Heritage

Attribute	
Date Built	1986
End of Mortgage Date	July 1, 2022
Total # of Units	75 (100%)
# of RGI Units	37 (49%)
# of Market Units (Deeply Affordable)	38 (51%)

Whiteoak Heritage is a 40-year-old townhouse complex that was built in 1986. The capital plan shows a 10-year cumulative need of \$2.5 M for major components. The property is in generally good condition, with capital needs associated with the roofs, siding and attics of the townhouse blocks which will be addressed through a Provincial funding program. With the roofs and attic work completed, projected capital needs over the following 10 years are anticipated to be manageable within the new subsidy framework.

Overall, Whiteoak Heritage is meeting legislative requirements by operating with good governance and financial due diligence. The audited financial statements from fiscal year-end 2024 shows a healthy operating reserve balance of just over \$500 K and capital reserve balance of \$325 K. The mortgage was fully paid off by July 1, 2022. The organization is financially stable and can meet all current and long-term debt obligations.

2.2 Key Terms in Service Agreement

The proposed Service Agreement is attached as Schedule “1”. Below are the key terms of the Agreement:

- 20-year Term
- Agreement registered on title
- Rent-Geared-to-Income households subject to Service Manager’s waitlist system and selection and eligibility rules
- Minimum of 95% of annual operating surpluses directed to Capital Reserve
- Subsidy funding equivalent to the difference between rent-geared-to-income paid by the household and the approved market rent for RGI units
- Rental increases for RGI units are aligned to annual allowable increases published through the Residential Tenancies Act (RTA)
- The housing provider to submit reports, documents, and information as required to support performance reporting and compliance to the Agreement

2.3 Limits of Delegation

Further, the limits of authority delegated by Council for Civic Administration to make amendments to the Contribution Agreement are proposed to be limited to:

- The amendment does not materially alter the intent, deliverables, or obligations established in the original Council approved agreement.
- The change is required to correct a clerical error or reconcile language between related agreements.
- The amendment is necessary to comply with updated legislation or regulatory requirements that do not alter the operational scope approved by Council.
- The change supports project continuity when delaying approval to a future Council meeting would cause avoidable disruptions to construction schedules, grant compliance, or service delivery timelines.
- The amendment relates to extending a deadline or administrative milestone and the extension does not alter approved commitments.
- The amendment has minimal to no financial implications and remains fully within the Council approved budget.

Civic Administration have been in active conversations with the Co-Op Housing Federation, Canada about some minor amendments to language in the template

agreement to suit the co-op housing model. For example, the co-op model does not use the terms “rent” or “tenant”, instead the residents of the properties pay “housing charges” and are considered “members” of the non-profit. These changes are still in the process of being finalized in discussion with City’s legal counsel, but the execution of the agreement and confirmation of the subsidy is needed to ensure the financial stability of the property. If appropriate, the amendments to the service agreement language will be made for all co-ops, and included in future agreements to be reviewed and approved by Council.

Any amendments to agreements will be completed with the support and advice of Legal Services in alignment with the approved delegation and limits of authority noted above. These agreements and any subsequent amendments will be made available to the public upon completion of the public webpage which is expected by Q2 2026.

3.0 Financial Impact/Considerations

3.1 Summary of 5-year Financial Plan

The 5-year Financial Plan was reviewed with the provider and ensures the long-term financial stability of the property. Under the new funding model, unit rent (housing charges) for RGI units is pegged at 60% of the current year’s Average Market Rent (AMR) which equates to an estimated annual Service Manager subsidy of \$268,000 in year 1. The total subsidy over the next 5 years averages about 31% of total Revenues, which is comparable to about 30% prior to End of Mortgage.

Under the new funding model, the Housing Provider can meet annual operating expenses while contributing an estimated average of \$395,000 annually to their capital reserves over the 5-year forecast period. These amounts will contribute to supporting the \$2.5 Million capital investment needed over the next 10 years. The contribution to capital reserves represents a significant shift to capital investments, which is critical to protecting the current social housing inventory.

Table 3: Estimates of the Service Agreement Funding

	Pre-EOM 3-Yr Average	Y1	Y2	Y3	Y4	Y5
Rental Revenue (000’s)	\$546	\$587	\$608	\$620	\$626	\$640
Service Manager Subsidy (000’s)	\$231	\$268	\$267	\$276	\$293	\$303
Total Revenue including Subsidy (000’s)	\$782	\$869	\$889	\$910	\$934	\$957
Subsidy as % of Revenue	30%	31%	30%	30%	31%	32%
Net Surplus/(Deficit) (000’s)	\$14	\$14	\$15	\$17	\$15	\$15
Contribution to Capital Reserve (000’s)	\$58	\$378	\$385	\$393	\$405	\$415

3.2 Impact to 2024 – 2027 Multi-Year Budget

The projected financial commitment can be managed within the current Multi-Year Budget for housing subsidies.

Whiteoak Heritage is one of many properties currently operating under the Housing Services Act and subsidized through the social housing budget. The budget for social housing subsidies over the current multi-year budget cycle is \$18 M annually. The funding commitment for Whiteoak Heritage under the Service Agreement averages 1.6% of the total subsidy budget compared to 1.3% pre-End of Mortgage. The actual subsidy amount, and corresponding contribution to capital, will vary based on actual RGI units delivered. Whiteoak Heritage is currently delivering 28 RGI units and their target is 37 RGI units.

Conclusion

Upon Council Approval of the Service Agreement for Whiteoak Heritage Housing Co-operative Inc., staff will secure an executed Service Agreement contract. A formal communication will also be provided to the Ministry of Municipal Affairs and Housing confirming a Service Agreement under Part VII.1 of the Housing Services Act. Staff will continue working with the provider to help them transition into the new Service Agreement operating framework.

Prepared by: Kate Lawrence, MBA, CPA, CMA
Manager, Housing Systems and Administration

Submitted by: Matt Feldberg, MPA, C.E.T
Director, Municipal Housing and Industrial Development

Recommended by: Scott Mathers, MPA, P.Eng.
Deputy City Manager, Housing and Community Growth

cc: Kevin Dickins
Deputy City Manager, Social and Health Development

Appendix "A" – By-Law
Schedule "1" - Part VII.1 Service Agreement

Appendix “A”

Bill no.
2025

By-law No. A.-

A by-law to approve a Service Agreement between Whiteoak Heritage Housing Co-operative Inc. and The Corporation of the City of London

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

AND WHEREAS section 9 of the *Municipal Act, 2001* provides that a municipality has the capacity, rights, powers and privileges of a natural person for the purpose of exercising its authority under this or any other Act;

AND WHEREAS s. 101.2(1) of the *Housing Services Act, 2011* authorizes the service manager to enter into an agreement with a housing project to become a Part VII.1 housing project on a date determined in accordance with O.Reg 367/11;

AND WHEREAS the City, as service manager under the *Housing Services Act, 2011*, wishes to enter into a service agreement with Whiteoak Heritage Housing Co-operative Inc. for the housing project located at 1414 Ernest Avenue, London, Ontario;

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

1. The Service Agreement between The Corporation of the City of London and Whiteoak Heritage Housing Co-operative Inc. attached as Schedule “1” to this bylaw (the “Service Agreement”) is hereby authorized and approved.
2. The Deputy City Manager, Community and Housing Growth is delegated authority to approve amendments to the Service Agreement.
3. The Mayor and Clerk are authorized to execute the Service Agreement, as amended by the Deputy City Manager, Community and Housing Growth pursuant to their delegated authority under section 2 of this bylaw.
4. The Deputy City Manager, Community and Housing Growth, or their written designate, is authorized to approve and execute amending agreements to the Service Agreement.
5. This bylaw comes into effect on the day it is passed subject to the provisions of Part VI.1 of the *Municipal Act, 2001*.

Passed in Open Council on April 28, 2026 subject to the provisions of Part VI.1 of the *Municipal Act, 2001*.

Josh Morgan
Mayor

Michael Schulthess
City Clerk

First Reading – April 28, 2026
Second Reading – April 28, 2026
Third Reading – April 28, 2026

SERVICE AGREEMENT

B E T W E E N:

Whiteoak Heritage Co-operative Inc.
(Hereinafter called the "Housing Provider")

- and -

The Corporation of the City of London
(Hereinafter called the "The City" or "Service Manager")

WHEREAS:

WHEREAS the Housing Provider operates a housing project, which is a designated housing project under the *Housing Services Act, 2011*;

AND WHEREAS the Project is not subject to a pre-reform operating agreement that remains in effect and is not subject to a mortgage guaranteed by the Province of Ontario that relates to a transferred housing program;

AND WHEREAS the Project is operated by a Housing Provider, which is a Co-operative to which Part 20 of the Canada Co-operatives Act or the *Cooperative Corporations Act*, R.S.O. 1990 c. C.35, whichever applies;

AND WHEREAS the Housing Provider and the Service Manager wish to enter into a Part VII.1 services agreement pursuant to section 101.2(1) of the Act in order for the designated housing project to become a Part VII.1 housing project;

NOW THEREFORE in consideration of the mutual covenants and agreements contained in the Agreement and for other good and valuable consideration, the receipt and sufficiency are expressly acknowledged, The Housing Provider and the Service Manager agree as follows:

1. INTENTION TO HAVE PROJECT BE GOVERNED BY PART VII.I HOUSING SERVICES ACT, 2011 AS MAY BE AMENDED

- 1.1 By entering into this Agreement, the Service Manager and Housing Provider confirm their intent for the Project to be governed by Part VII.1 of the Act and cease to be a designated housing project under the Act. The Service Manager and Housing Provider agree that they shall continue to comply with the applicable terms of the Act.

2. INTERPRETATION

- 2.1 In this Agreement, including its Schedules unless the context requires otherwise:

"Act" means *Housing Services Act, 2011*, S.O. 2011, c. 6, Sched. 1 and its regulations, as amended to from time-to-time or replacement of successor legislation;

“Agreement” means this agreement entered into between The Corporation of the City of London herein described as the “Service Manager”, and Whiteoak Heritage Housing Co-operative Inc., herein described as the Housing Provider, and includes all of the schedules listed;

“Alternative Assistance” means alternate housing assistance through a program under Schedule 4.2 of Ontario Regulation 367/11;

“Project” means the housing project titled Whiteoak Heritage Housing Co-operative Inc. on the Subject Lands municipally known as 1414 Ernest Ave, London, ON N6E 3C3;

“HSA” means the *Housing Services Act, 2011*, S.O. 2011, c. 6, Sched. 1 and its regulations, as amended to from time-to-time or replacement of successor legislation;

“Market Unit” means a unit in the Project that is not an RGI Unit.

“MFIPPA” means the *Municipal Freedom of Information and Protective of Privacy Act, 1990* and its regulation, as amended to from time-to-time;

“Minister” means the Minister of Municipal Affairs and Housing;

“Personal Information” means personal information as defined under MFIPPA;

“PIPEDA” means the *Personal Information Protection and Electronic Documents Act*, S.C. 2000, c. 5;

“PIPEDA Protected Information” means any “Personal Information” or “Personal Health Information”, as defined in PIPEDA;

“Member” means an individual who has been admitted into membership of the Co-operative in accordance with its by-laws and is entitled to occupy a unit;

“RGI” means rent geared-to-income assistance;

“RGI Unit” means a unit designated under this agreement which will be occupied by a household receiving rent-geared-to-income assistance;

“RTA” or “*Residential Tenancies Act*” means the *Residential Tenancies Act, 2006*, S.O. 2006, c. 17 and its regulations, as amended to from time-to-time;

“Subject Lands” means the lands described in Schedule “B”;

2.2 All definitions in the Agreement have the same meaning as set out in the Act unless otherwise defined in the Agreement.

2.3 Where a non-profit housing co-operative is the Housing Provider under this Agreement, all references to “rent” refer to housing charges paid by members of non-profit housing co-operatives.

3. TERM

3.1 The term of the Agreement shall be for twenty (20) years commencing on July 1, 2026 ending on June 30, 2046. The Project shall become a Part VII.1 housing project on July 1, 2026 (the “Effective Date of the Agreement”), provided the requirements of the Act and its regulations are satisfied.

3.2 The Agreement shall remain in effect after the end of term until:

- a) The agreement is replaced by a new service agreement, or
- b) The Service Manager and Housing Provider enter into an exit agreement and the exit agreement takes effect.

- 3.3 The City and Housing Provider shall jointly provide a written notice to the Minister of their intention that the designated housing project be a Part VII.1 housing project. The notice shall conform with the requirements of the Act and its regulations. The joint notice shall be signed by one (1) representative of the Service Manager and one (1) representative of the Housing Provider. The joint notice shall be given to the Minister at least thirty (30) days prior to the Effective Date of the Agreement.

4. PROJECT

- 4.1 The Housing Provider confirms that the Project is not subject to a pre-reform operating agreement that remains in effect and is not subject to a mortgage guaranteed by the Province of Ontario that relates to a transferred housing program.

5. REGISTRATION OF AGREEMENTS ON TITLE

- 5.1 The Housing Provider shall register on title at its expense:
- i. This Agreement in the Land Registry Division or Land Titles Division of the appropriate Land Registry Office in respect of the lands described in Schedule “B”:
 - ii. A restriction, pursuant to section 118 of the *Land Titles Act*, R.S.O. 1990, c.L.5, that no transfer of the fee simple interest or leasehold interest be made unless the consent of the Service Manager is given.
 - iii. The Housing Provider’s solicitor shall provide written confirmation to the Service Manager that the Agreement and restriction described above have been registered on title within fifteen (15) days of the commencement of the Agreement.

6. MANDATE

- 6.1 The Mandate of the Housing Provider is to provide safe affordable housing for low to moderate income families and individuals (the “Mandate”).
- 6.2 The Mandate may be amended, terminated, or replaced by written agreement between the Service Manager and the Housing Provider.
- 6.3 The Mandate shall be treated in the same manner as a mandate under section 76 of the Act for the purpose of selecting households using the service manager’s selection system under section 47 of the Act.

7. RENT-GEARED TO- INCOME UNITS

- 7.1 The Housing Provider agrees to provide thirty-seven (**37**) RGI units in the Project where households shall receive rent-geared-to-income assistance subject to the eligibility rules and household selection rules outlined in this Agreement, the Act or as established by the Service Manager.
- 7.2 All households in the Project that are in receipt of rent-geared-to-income assistance, under Part V of the Act, as of the date immediately before the Effective Date of the Agreement shall continue to receive such assistance in accordance with section 147.1 of Ontario Reg 367/11 until such time as they cease to qualify for such assistance.

- 7.3 All households in the Project that are in receipt of rent-geared-to-income-assistance other than under Part V of the Act in the Project as of the date immediately before the Effective Date of the Agreement shall continue to receive rent-geared-to-income assistance in accordance with their existing rights until such time as they cease to qualify for such assistance.

8. CITY'S SELECTION SYSTEM PURSUANT TO SECTION 47 OF THE HOUSING SERVICES ACT, 2011

The Housing Provider will select households to occupy the RGI units in the Project from the Service Manager's centralized waiting list, in accordance with the Act, prescribed provincial and Service Manager rules, including priority rules, and following all protocols and policies established by the Service Manager from time to time, at the Service Manager's sole discretion. The Service Manager acknowledges that the Mandate of the Housing Provider set out in section 6.1. The Housing Provider may refuse a wait list applicant that does not meet its Mandate.

9. RGI CALCULATION

- 9.1 The Housing Provider shall calculate the geared-to-income rent in the manner prescribed under section 50 the Act and in accordance with policies and procedures established by the Service Manager, at the Service Manager's sole discretion.
- 9.2 The Housing Provider shall periodically, as determined by the Service Manager, review the geared-to-income rent payable by households in a designated housing project in accordance with Section 52 of the Act and shall determine whether the rent should be reduced, be increased or remain the same.

10. COMPLIANCE WITH THE HOUSING SERVICES ACT

- 10.1 The Housing Provider must ensure that all RGI units are occupied by eligible households in accordance with section 42 of the Act and the policies established by the Service Manager from time to time, at the Service Manager's sole discretion.

11. FUNDING

- 11.1 The Service Manager and Housing Provider confirm that they have mutually agreed to the financial plan included in Schedule "A" of this Agreement (the "**Financial Plan**"). The financial plan shall be reviewed at least once every five (5) years or at such earlier frequency determined by the Service Manager at its sole discretion.

The Service Manager shall provide operating funding to the Housing Provider for RGI units and capital funding for capital works which the Service Manager shall approve at its sole discretion. This estimated funding will be included in the Financial Plan and will be the difference between the rent-geared-to-income paid by a household and the approved rent for RGI Units. The agreed upon estimated funding is set out in Schedule A to the Agreement. The Service Manager shall not provide funding for RGI units exceeding the targeted number of RGI units in the Agreement.

- 11.2 For clarity, the Service Manager operating funding, which is identified as the Service Manager Subsidy in the Financial Plan is subject to change; the Service Manager agrees to pay the difference between the rent agreed to for the RGI unit type identified in Schedule "C" and the geared-to-income rent. The operating funding shall be subject to annual RGI subsidy reconciliations.

- 11.3 If an RGI unit has been vacated or abandoned by a tenant, the Housing Provider shall diligently make every reasonable effort to lease the vacated unit; provided the Housing Provider has made every reasonable effort to lease the vacated unit, the Housing Provider may request funding for the RGI unit from the operational funding provided by the Service Manager for two months following the vacancy.
- 11.4 Any in-year operating surplus with respect to the Project will be used by the Housing Provider for the operational and capital needs of the Project in accordance with this Agreement. The Housing Provider is permitted to use 25% of the in-year operating surplus for operating costs until the Housing Provider is no longer reporting an accumulated operating deficit. The Housing Provider shall contribute the remaining 75% of the in-year operating surplus to a capital reserve fund. If no accumulated operating deficit exists, the Housing Provider shall retain up to 5% of rental revenue as operating surplus and contribute the remaining 95% in-year operating surplus to its capital reserve fund.
- 11.5 The City shall provide the Housing Provider with additional one-time funding of \$0 in order to reduce or defray the rent of households in Market Units or to maintain the housing project in a satisfactory state of repair fit for occupancy.

12. CONFLICT OF INTEREST

- 12.1 The Housing Provider shall have a Conflict of Interest By-law that contains, at minimum, the requirements of the local standard including background and definitions along with a clear set of rules and business practices relating to avoiding conflict of interest, Board procedures and promoting fair and objective business practices. The Conflict of Interest By-law shall comply with Housing Division Notice 2013-188, as may be amended and replaced from time to time.

13. RENT INCREASES

- 13.1 The Housing Provider may adjust the rent payable with respect to an RGI Unit in the Project, if at least twelve (12) months have elapsed:
- a) since the day the lease commenced with respect to the unit; or
 - b) since the day of the last rent increase with respect to the unit, if there has been an increase
- 13.2 by no more than the prevailing rent increase guideline established each calendar year pursuant to the RTA or any successor legislation, to an amount not to exceed Average Market Rent. The Housing Provider acknowledges that, if the rent increase guideline of the RTA does not apply to the Project, the Housing Provider agrees that the rent increase guideline applies by virtue of the contractual terms of this Agreement. For clarity, no rent increase above the rent increase permitted under this agreement is permissible on vacancy of the RGI Unit.

14. RENT FOR MARKET UNITS

- 14.1 The Proponent shall set the rent for a Market Unit in accordance with their mandate to provide affordable and social housing.

15. RESERVES

- 15.1 The Housing Provider shall establish and fund annually a capital reserve fund for the Project in such an amount adequate or as directed by the Service Manager based on the financial plan to address necessary future capital expenditure needs and the Housing Provider shall participate in the system of pooling capital

reserves for investment purposes as established by the Housing Services Corporation and the Act. Income derived from the investment of capital reserves for the Project must be retained in the capital reserve fund.

- 15.2 The Housing Provider shall use the capital reserve fund for replacement of capital expenditures to keep the project in a good state of repair, clean and fit for habitation which shall be consistent with the Housing Provider's obligations under the Residential Tenancies Act, 2006 and in compliance with applicable legal standards, including but not limited to requirements under the Building Code and Fire Code.

16. GENERAL OBLIGATIONS OF THE HOUSING PROVIDER

- 16.1 The Housing Provider shall operate the Project in accordance with the financial plan attached as Schedule A.
- 16.2 The Housing Provider agrees to observe and comply with the Act, its regulations, and all policies, guidelines, procedures, directives and local policies established by the Service Manager as they relate to requirements of Part VII.1 of the Act.
- 16.3 The Housing Provider shall comply with all applicable federal and provincial laws, regulations and municipal bylaws.
- 16.4 The Housing Provider shall notify the Service Manager forthwith of any legal proceeding alleging non-compliance by the Housing Provider in respect of any laws, bylaws, rules, regulations, codes or order relating to the operation of the Project.
- 16.5 The Housing Provider shall not undertake any of the following activities without prior written consent of the Service Manager:
- a) Alter, supersede, or cancel its articles of incorporation or letters patent;
 - b) sell, transfer or otherwise dispose of any interest in the Project;
 - c) demolish any buildings or conduct any renovation that has the effect of reducing the number of RGI Units;
 - d) mortgage, refinance or encumber the Project;
 - e) develop or re-develop the Project; and/or
 - f) re-organize, amalgamate, merge, consolidate or otherwise enter into any other form of business combination with any other person.
- 16.6 The Housing provider shall maintain its corporate status and meet the legislative requirements applicable to the Housing Provider's corporate status.

17. REPORTING

- 17.1 The Housing Provider shall provide such reports, documents and information as may be required by the Service Manager in order to meet any reporting requirements of the Service Manager.
- 17.2 The Housing Provider shall keep proper books of account and records of the financial management of the Project, in accordance with generally accepted business and accounting principles.
- 17.3 The Housing Provider shall retain all books, accounts, records (including records related to rent collection and occupant income and eligibility verification), receipts, vouchers and other documents, that pertain to the Project for a period of not less than seven (7) years from the end of each fiscal year of the Project to which the records relate.

- 17.4 The Housing Provider shall provide the Service Manager with current rent rolls, within fifteen (15) days when requested for the building(s) in which an RGI Unit is located.
- 17.5 In each year, not later than five (5) months following the Housing Provider's fiscal year-end, the Housing Provider shall submit to the Service Manager:
- a) its audited financial statement for the preceding year;
 - b) information on the household income and household composition of the RGI Units in the Project rented to households during the preceding year;
 - c) an Annual Report in the form approved by the Service Manager;
 - d) management reports in the form approved by the Service Manager;
 - e) an annual subsidy reconciliation for the Project;
 - f) a statement of capital reserve investments for the Project; and
 - g) such other information or documentation as the Service Manager may request from time to time.

18. AUDIT AND ACCOUNTS

- 18.1 The Housing Provider shall maintain its books and accounts in a form and manner acceptable to the Service Manager.
- 18.2 Upon forty-eight (48) hours' prior written notice from the Service Manager, the Housing Provider shall give the Service Manager or its representative(s) unrestricted access to documents, books, records and accounts for the purpose of verifying compliance with this Agreement. Such review may be completed by the Service Manager or by a third party appointed by the service manager. The Housing Provider shall permit the Service Manager or their third-party representative(s) to make copies of any materials reviewed. The Housing Provider agrees that it shall cooperate with the Service Manager and/or their third-party representative(s) in the performance of any such review. Upon one-weeks' notice from the Service Manager, the Housing Provider shall give the Service Manager access to the building on the Subject Lands, including access to RGI Units.

19. INDEMNIFICATION

- 19.1 The Housing Provider undertakes and agrees to defend and indemnify the Service Manager and hold the Service Manager, its elected officials, officers, employees, volunteers, agents, contractors, and administrators, harmless, at the Housing Provider's sole expense, from any and all losses, damages (including, but not limited to, incidental, indirect, special and consequential damages, or any loss of use, revenue or profit by any person, organization or entity), fines, penalties and surcharges, liabilities (including, but not limited to, any and all liability for damages to property and injury to persons, including death), judgments, claims, demands, causes of action, contracts, suits, actions or other proceedings of any kind (including, but not limited to, proceedings of a criminal, administrative or quasi-criminal nature) and expenses (including, but not limited to, legal fees on a solicitor and client basis) which the indemnified persons or person may suffer or incur, howsoever caused, arising out of or in connection with, in any way related to, or as a result of acts or omissions, whether negligent or otherwise, of the Housing Provider, its employees, sub-contractors, agents and permitted successors and assigns in the performance of the services required by or to be carried out under this Agreement.

20. INSURANCE

- 20.1 The Housing Provider shall, at its own expense, obtain and maintain insurance until the termination of this Agreement. The Housing Provider agrees to carry the following coverage:
- i. Comprehensive general liability insurance on an occurrence basis for an amount not less than five million (\$5,000,000.00) dollars and includes the City as an additional insured with respect to the Housing Provider's operations, acts and omissions relating to its obligations under this Agreement, such policy to include non-owned automobile liability, personal injury, broad form property damage, contractual liability, owners' and contractor's protective products and completed operations, contingent employers liability, cross liability and severability of interest clauses; and
 - ii. Professional liability insurance covering the work and services described in the Agreement, such policy to provide coverage for an amount not less than two million (\$2,000,000) dollars and shall continue for twelve (12) months following completion of work.
- 20.2 The Housing Provider agrees that coverage of the required policies will not be cancelled or permitted to lapse unless the insurer notifies the Service Manager, in writing, at least thirty (30) days prior to the effective date of cancellation or expiry.
- 20.3 The Housing Provider agrees that it shall not commence work until such time satisfactory evidence of insurance has been filed with and approved by the City's Risk Management Division. The Housing Provider agrees to further provide that evidence of the continuance of said insurance is filed at each policy renewal date of the duration of this Agreement.
- 20.4 The Housing Provider reserves the right to request such higher limits of insurance or other types of insurance as it may reasonably require from time to time; failure to procure and maintain said insurance shall constitute a default under this Agreement.
- 20.5 The Housing Provider must be registered as an employer or independent operator (as the case may be) with the Workplace Safety and Insurance Board ("WSIB"). The Housing Provider shall be required to enroll in the WSIB e-Clearance service, must maintain their account with the WSIB in good standing throughout the duration of the Agreement, and shall ensure that its e-Clearance is automatically renewed prior to its expiry. At no time may services proceed or continue under the Agreement in the absence of a current Clearance Certificate Number from the WSIB.

21. EVENT OF DEFAULT

- 21.1 Any of the following events will constitute an event of default (each an "**Event of Default**") by the Housing Provider under this Agreement:
- a) the Housing Provider fails to observe or comply with any term of this Agreement, in whole or in part;
 - b) the Housing Provider fails to remain in good corporate standing;
 - c) the Housing Provider is in breach of or fails to comply with any applicable law, regulation, license, permit or Service Manager policy;
 - d) any representation or warranty made by the Housing Provider under this Agreement is found to be untrue or incorrect;
 - e) if the Housing Provider knew or ought to have known any information, statement, certificate, report or other document provided by, or on behalf of, the Housing Provider pursuant to, or as a result of this Agreement, is untrue or incorrect;

- f) the Housing Provider incurs an expenditure or an accumulated deficit that is, in the opinion of the Service Manager, substantial and excessive;
- g) in the opinion of the Service Manager, acting reasonably, the Housing Provider has failed to operate the Project properly; or
- h) if applicable, the Housing Provider contravenes a lease under which it has a leasehold interest in the Project or in land where the Project is located.

22. NOTICE OF DEFAULT AND CURE PERIOD

- 22.1 On the occurrence of an Event of Default, the Service Manager will provide written notice to the Housing Provider which sets out the nature of the default, what, if anything, the Housing Provider must do or refrain from doing to rectify the default and the date by which the breach must be rectified (the “**Cure Period**”). The Cure Period shall be a minimum of thirty (30) days from the date of delivery of the notice of default.

23. MATERIAL DEFAULT

- 23.1 Any of the following events will constitute a material default (each a “**Material Default**”) by the Housing Provider under this Agreement:
- a) the Housing Provider becomes bankrupt or insolvent, takes the benefit of any statute for bankrupt or insolvent debtors or makes any proposal, assignment or arrangement with its creditors;
 - b) steps are taken or proceedings are commenced by any person to dissolve or wind up the Housing Provider;
 - c) the Housing Provider ceases or threatens to cease to carry on business in the normal course;
 - d) a trustee receiver, receiver and manager or similar person is appointed with respect to the business or assets of the Housing Provider;
 - e) any assets of the housing provider are seized under execution or attachment;
 - f) the Housing Provider is unable to fulfil its obligations; or
 - g) the Housing Provider is unable or unwilling to cure an Event of Default; or
 - h) the housing provider has operated the Project in a way that has resulted in significant physical deterioration of the Project affecting its structural integrity or danger to the health or safety of the residents of the Project.

24. REMEDIES

- 24.1 In the event that a Material Default has occurred, or the Housing Provider fails to remedy an Event of Default before the expiry of the applicable Cure Period, the Service Manager may, without prejudice to the Service Manager obtaining any other remedy they may be entitled to:
- a) reduce, suspend or discontinue payment of any subsidy or contribution that would otherwise be payable by the Service Manager to the Housing Provider under this Agreement;
 - b) remedy such Event of Default or Material Default on behalf of the Housing Provider;
 - c) appoint an operational advisor for the Project;
 - d) appoint an interim receiver and/or property manager for the Housing Provider to assume operation of the Project;
 - e) seek appointment by a court of competent jurisdiction of a receiver or receiver and manager for the Housing Provider; and
 - f) appoint directors to the Housing Provider’s board of directors where permitted under the Housing Provider’s constating documents and applicable law
 - g) any additional remedy available to the Service manager at law or in equity.

- 24.2 For the purposes of this Section, the Housing Provider will be found to have remedied the default if, for the purposes of Section 16 and 18, the Housing Provider submits a plan satisfactory to the Service Manager, acting reasonably.
- 24.3 The Housing Provider acknowledges that the Service Manager's remedies are cumulative and not mutually exclusive.
- 24.4 No consent or waiver, expressed or implied, by the Service Manager of any default by the Housing Provider in observing or performing its obligations under this Agreement is effective unless given in writing, nor is it a consent or waiver of any other default. Failure of the Service Manager to complain of any act or failure to act by the Housing Provider or to declare the Housing Provider in default, irrespective of how long that failure continues, is not a waiver by the Service Manager of its rights under this Agreement.

25. CO-OPERATION

- 25.1 In the event that the Service Manager appoints an operational advisor, interim receiver and/or property manager in pursuing its remedies under this Agreement, the Housing Provider shall co-operate with the Service Manager and such appointee as they carry out their duties with respect to the Project.

26. EXPENSES OF SERVICE MANAGER

- 26.1 Should the Service Manager incur any expenses in exercising their remedies under this Agreement, the Service Manager may bill the Housing Provider for expenses incurred and the Housing Provider shall reimburse the Service Manager. The parties agree that the Service Manager may elect to recover such debt by reducing the amount of any payment that would otherwise be payable by the Service Manager to the Housing Provider pursuant to this Agreement.

27. NO LIABILITY RE: THIRD PARTIES

- 27.1 The Housing Provider acknowledges that the Service Manager will be under no liability to the Housing Provider for any act or omission of any receiver, property manager or operational advisor appointed in connection with the Service Manager exercising its remedies under this Agreement.

28. INDEPENDENT CONTRACTOR

- 28.1 The Housing Provider acknowledges and agrees that this Agreement shall in no way be deemed or construed to be an agreement of employment. Specifically, the parties agree that it is not intended by the Agreement that the Housing Provider nor any person employed or associated with the Housing Provider is an employee of, or has an employment relationship of any kind with the Service Manager or is any way entitled to employment benefits of any kind whatsoever from the Service Manager whether under internal policies or programs of the Service Manager, the *Income Tax Act*, R.S.C. 1985 c.1 (1st Supp); the *Canada Pension Act*, R.S.C. 1985, c.C-8; the *Employment Insurance Act*, S.O. 1996, c.23; the *Workplace Safety and Insurance Act*, 1997 S.O. 1997, c.26 (Appendix "A"); the *Occupational Health and Safety Act*, R.S.O. 1990, c.o.1; the *Pay Equity Act*, R. S. O. 1990, c.P.7; the *Health Insurance Act*, R.S.O. 1990, c.H.6; or any other employment related legislation, all as may be amended from time to time, or otherwise.

29. EXIT AGREEMENT

29.1 In the event that the Housing Provider fails to remedy an Event of Default before the expiry of the applicable Cure Period or a Material Default, the parties agree that the Service Manager, at its sole discretion, may request that the parties negotiate an exit agreement, as such term is defined in the Act, and the parties agree to negotiate in good faith and use commercial best efforts to enter an exit agreement upon the expiration or earlier termination of this Agreement.

30. DISPUTE RESOLUTION

30.1 The parties shall, in good faith, use their reasonable efforts to co-operate and work together to preserve the intentions and mutual benefits contemplated by this Agreement, and to ensure the effective and efficient performance of this Agreement's terms and conditions.

30.2 In the event that a dispute arises between the parties out of or in connection with this Agreement, the parties agree to use the following dispute resolution process:

- a) Either party may provide written notice to the other party, notifying them of the nature of the dispute and requesting that the parties negotiate a resolution. On receipt of such notice, the parties shall make every reasonable effort to resolve the dispute through negotiation. A meeting will be held promptly between the parties, attended by individuals with decision-making authority regarding the dispute, to attempt in good faith to achieve a resolution to the dispute.
- b) If within thirty (30) days after delivery of notice in accordance with this section, or such further period agreed to by the parties in writing, the parties have not resolved the dispute, the parties agree to submit the matter to arbitration. The arbitration shall be conducted under the following parameters:
 - i. The parties shall refer the dispute to a single arbitrator.
 - ii. If the parties cannot agree on an arbitrator, then an arbitrator shall be appointed pursuant to the *Arbitration Act, 1991*, S.O. 1991, c.17.
 - iii. The arbitration shall be conducted in accordance with the *Arbitration Act, 1991*, S.O. 1991, c.17, as may be amended or replaced from time to time.

30.3 Each party shall bear its own costs and half of the fees and expenses of the arbitrator unless the arbitrator determines otherwise.

31. CONFIDENTIALITY

31.1 All information relating to rent-geared-to-income tenants that is provided to, collected or maintained by the City, is subject to the provisions of the Municipal Freedom of Information and Protection of Privacy Act, (hereinafter referred to as "MFIPPA"). The Housing Provider agrees to keep all personal information, as defined by MFIPPA, provided to the Housing Provider by the Service Manager confidential and use it only for the purpose of administering the Agreement. Personal information shall only be disclosed to employees of the Housing Provider on a "need to know" basis in order to carry out its obligations under the Agreement. The Housing Provider shall not disclose any personal information to a third party without the Service Manager's consent.

31.2 The Housing Provider shall ensure it complies with PIPEDA.

32. REPRESENTATIONS OF THE HOUSING PROVIDER

- 32.1 The Housing Provider hereby represents and warrants to the Service Manager that:
- a) The Housing Provider is duly incorporated, organized and validly existing under the laws of the Province of Ontario and has full capacity, power and authority to own all its property and to carry on its business as now conducted and as contemplated under this Agreement and all other agreements contemplated thereunder, and is duly qualified and in good standing in each jurisdiction in which the character of the property owned or leased or the nature of the business carried on by it makes such qualification necessary or desirable.
 - b) The Housing Provider has full corporate power, legal right and authority to enter into this Agreement and to do all acts and things as are required or contemplated hereunder to be done, observed or performed by it.
 - c) All financial statements and other financial information provided to the Service Manager relating to this Agreement are accurate and complete and no statement or information made by the Housing Provider is untrue, misleading or omits to state a necessary fact.

33. NOTICE

- 33.1 All notices required by this Agreement shall be in writing and shall be delivered in person or by prepaid courier or mailed by certified or registered mail, return receipt requested, with postage prepaid.

Notice to the Service Manager shall be addressed to:

The City Clerk
The Corporation of the City of London
300 Dufferin Avenue, P.O. Box 5035
London, ON
N6A 4L9

Notice to the Housing Provider shall be addressed to:

ATTN: Board of Directors
Whiteoak Heritage Housing Co-operative Inc.
1414 Ernest Ave,
London, ON
N6E 3C3

- 33.2 All notices so sent shall be deemed to have been received by the Housing Provider on the date of delivery or on the second business day following the mailing thereof, whichever is applicable. For the purposes of notice, "business day" means every day except Saturdays, Sundays and statutory holidays in the Province of Ontario.
- 33.3 The above address of either the Service Manager or the Housing Provider may be changed by giving the other party written notice of the new address.
- 33.4 If postal service is interrupted, or threatened to be interrupted, or is substantially delayed, any notice shall only be sent by facsimile transmission or delivered by courier.

34. ENTIRE AGREEMENT

- 34.1 This Agreement constitutes the entire agreement between the parties pertaining to the subject-matter hereof and supersedes all prior agreements, arrangements

(interim or otherwise), letters of intent, understandings, negotiations and discussions, whether oral or written, of the parties pertaining to such subject-matter. There are no promises, guarantees, statements, claims, warranties, representations or other agreements between the parties with respect to the subject-matter hereof except those specifically set out herein. The execution of this Agreement has not been induced by, nor do any of the parties rely upon or regard as material, any representations not included in this Agreement.

35. PARTIAL SEVERABILITY

35.1 If any part of this Agreement is rendered invalid or illegal, the remainder of this Agreement continues to apply.

36. HEADINGS

36.1 The headings in this Agreement are for convenience only and shall not in any way limit or be deemed to construe or interpret the terms and provisions of this Agreement.

37. AMENDMENTS

37.1 No subsequent alteration, amendment, change or addition to this Agreement shall be binding on the Service Manager or the Housing Provider unless in writing signed by each of them.

38. ENUREMENT

38.1 This Agreement shall enure to the benefit of and be binding on the parties and their respective heirs, executors, successors and assigns.

39. GOVERNING LAW

39.1 This Agreement shall be governed and interpreted in accordance with the laws of Ontario and Canada applicable to this Agreement, and shall be treated in all respects as an Ontario contract. The Housing Provider and the City specifically submit to the exclusive jurisdiction of the courts of Ontario.

40. JOINT AND SEVERAL OBLIGATIONS

40.1 The duties, obligations, liabilities and responsibilities of the Housing Provider and any subcontractor under this agreement shall be both joint and several.

41. EXECUTION

41.1 The Housing Provider acknowledges that it has read this Agreement, understands it and agrees to be bound by its terms and conditions.

42. SURVIVAL

42.1 The provisions relating to, indemnity shall survive termination or expiry of this Agreement.

43. SCHEDULES

43.1 The following Schedules are attached to and form part of this Agreement:

- Schedule "A" Financial Plan
- Schedule "B" Subject Lands
- Schedule "C" Service Agreement Unit Rent for RGI Units

In Witness Whereof the parties hereto have executed this Agreement.

Signed this _____ of _____, 20____

Witness Signature _____ Print name _____	Housing Provider Signature _____ Print name _____ I have the authority to bind the Corporation
Witness Signature _____ Print name _____	Housing Provider Signature _____ Print name _____ I have the authority to bind the Corporation

The Corporation of the City of London

Per: _____

Per: _____

SCHEDULE "A"

5-Year Financial Plan – Excel Spreadsheet Attached

SCHEDULE "B"

Subject Lands

Number of Units: 37 RGI Units and 38 affordable market units

Property Address: 1414 Ernest Ave, London, ON N6E 3C3

Description: PARCEL O-4, SECTION M3 PT BLK O PLAN M3, PTS 1, 2, 3, 4, 5, 8 & 9 33R6978; S/T LT1290 & LT86347 PARTIALLY DELETED BY LT110219; S/T EASE OVER PARTS 1, 2, 3, 4, 5, 8 & 9, 33R-6978 AS IN LT410975; S/T EASE OVER PTS 1, 2, 3, 4, 5, 8 & 9 PLAN 33R-6978 AS IN LT500535, LONDON/WESTMINSTER

SCHEDULE "C"

Service Agreement Rent for RGI Units

Unit Type	# of Units ¹	CMHC Average Market Rent (AMR) 2025	RGI Unit Rent (Housing Charge) % of CMHC AMR	Service Agreement Unit Rent (Housing Charge)
2 bedroom	up to 37	\$1,508	60%	\$904.80
3 bedroom	up to 37	\$1,820	60%	\$1,092.00
4 bedroom	up to 37	\$1,893	60%	\$1,135.68

Note

1. Target RGI units is 37 for the entire project. Any combination of unit sizes can be used for RGI as long as it totals up to no more than 37 units.

Report to Community & Protective Services Committee

To: Chair and Members
Community & Protective Services Committee

From: Kelly Scherr, P. Eng., MBA, FEC
Deputy City Manager, Environment and Infrastructure
Cheryl Smith, Deputy City Manager, Neighbourhood and
Community-Wide Services

Subject: Parks and Recreation Master Plan – 2026 Update –
Preliminary Findings

Date: April 13, 2026

Recommendation

That, on the recommendation of the Deputy City Manager, Environment and Infrastructure and the Deputy City Manager, Neighbourhood and Community-Wide Services, the following actions **BE TAKEN**:

- a) the report with respect to the preliminary findings of the Parks and Recreation Master Plan – 2026 Update **BE RECEIVED** for information; and
- b) staff **BE DIRECTED** to undertake further community engagement on the preliminary findings.

Executive Summary

The Parks and Recreation Master Plan, approved by City Council on June 25, 2019, assists with the planning, design, funding, building and maintenance of London's parks and recreation system and established provision targets based on population forecasts for various sport, recreation, and park amenities.

The rapid growth of London's population in recent years and updated growth forecast scenarios have greatly increased in numbers compared to what was originally planned in 2019. A scoped update of the Master Plan with a focus on park-related matters was endorsed by Council in November 2024. Monteith Brown Planning Consultants was selected to work with staff on this update.

The 2026 Parks and Recreation Master Plan Update includes a review of:

- Planning context and Background;
- Public engagement – “What We Heard”; and,
- Needs and Strategies.

Together, these three reports will form the foundation of the Master Plan update. The update also aligns provisional targets with City Council's approved population growth projections informing the 2028 Development Charge Background Study's growth-related parks and recreation capital infrastructure needs.

This report provides Council with a summary of the preliminary findings prior to further public engagement. Additional engagement will be conducted in the coming weeks, prior to finalizing the 2026 Parks and Recreation Master Plan Update. The final plan will be presented to Council for adoption in Q3 2026.

Linkage to the Corporate Strategic Plan

The Parks and Recreation Master Plan is aligned with the following Strategic Areas of Focus and outcomes in the City of London's 2023-2027 Strategic Plan:

- Reconciliation, Equity, Accessibility, and Inclusion – The City of London is a leader in becoming an equitable and inclusive community.
- Wellbeing and Safety – London has safe, vibrant, and healthy neighbourhoods and communities.
- Climate Action and Sustainable Growth – London’s infrastructure and systems are built, maintained, and operated to meet the long-term needs of the community.

Analysis

1.0 Background Information

1.1 Previous Reports Related to this Matter

- Community and Protective Services Committee – June 17, 2019 – Parks and Recreation Master Plan Update
- Strategic Priorities and Policy Committee – December 6, 2022 – City of London Corporate Growth Projections 2021-2051
- Community and Protective Services Committee – March 29, 2022 – Parks and Recreation Master Plan Annual Report
- Community and Protective Services Committee – January 31, 2023 – Parks and Recreation Master Plan Annual Report
- Community and Protective Services Committee – March 18, 2024 – Parks and Recreation Master Plan Annual Report
- Community and Protective Services Committee – November 11, 2024 – Parks and Recreation Master Plan Update
- Community and Protective Services Committee – February 18, 2025 – Parks and Recreation Master Plan Annual Report
- Community and Protective Services Committee – April 7, 2025 – Request for Proposal 2025-389 – Consulting Services for the Parks and Recreation Master Plan Update
- Community and Protective Services Committee – February 17, 2026 – Parks and Recreation Master Plan Annual Report

1.2 Parks and Recreation Master Plan Update – Council Direction

On November 26, 2024, Council resolved the following:

That, on the recommendation of the Deputy City Manager, Environment and Infrastructure and the Deputy City Manager, Neighbourhood and Community-Wide Services, the following actions be taken with respect to the Parks and Recreation Master Plan update:

*a) the following report **BE RECEIVED** for information and the project milestones and timelines identified in Section 2.4 **BE ENDORSED**;*

*b) the following matters **BE ENDORSED** for review with the update:*

- I. projected city-wide population growth and the geographic distribution of future users of park and recreation services;*
- II. a forecast of parkland needs;*
- III. park types, definitions and servicing areas;*
- IV. equity and inclusion strategies and opportunities;*
- V. strategies and standards to provide mitigation and adaptation to Climate Change;*

- VI. *municipal park infrastructure provision best practices (demographics, trends, types of amenities, etc.);*
- VII. *quality and quantity standards for parkland and park amenities;*
- VIII. *quality and quantity standards for pathways, park system linkages and open space lands;*
- IX. *the confirmation of provision targets and service standards for pickleball, cricket, community gardens, dog parks, community gathering spaces, public washrooms, and the provision of potable water;*
- X. *infrastructure requirements for parks located near intensified growth areas;*
- XI. *opportunities for service provision partnerships, including school boards and businesses;*
- XII. *identification of policies, strategies and action plans to guide Master Plan implementation; and,*
- XIII. *a 15-year forecast of park infrastructure needs to inform updates to the capital budget and growth needs for the 2027 Development Charges Background Study.*

It being noted that operational service delivery standards and detailed lifecycle renewal needs are outside of the scope of the Parks and Recreation Master Plan.

The project scope of the Parks and Recreation Master Plan – 2026 Update principally focuses on parkland needs and associated amenities. Recreation and sporting needs have been assessed based on updated population and demographic projections, as well as participation trends. In response to Council’s direction, the items identified in the November 26, 2024 resolution have been reviewed and have informed the analysis and directions of the 2026 Update.

This update is also required to align future servicing needs with City Council’s approved population growth projections and inform the 2028 Development Charges Background Study. The 2026 Update meets the adopted 5-year Parks and Recreation Master Plan update cycle.

2.0 Discussion and Considerations

2.1 Draft Parks and Recreation Master Plan Update

The consultants retained for this project, Monteith Brown Planning Consultants, are specialized in strategic planning in terms of recreation, municipal parks, communications and municipal finance. They also have knowledge of municipal best practices and have received input and local context from staff experience.

Since May 2025, the consultant team has been working with staff to prepare an update to the Parks and Recreation Master Plan, informed by three background reports:

- Planning Context and Background;
- Public Engagement – What We Heard; and
- Needs and Strategies.

Together, these reports will form the foundation of the Master Plan Update.

2.2 Planning Context and Background Report

This report investigated the Planning Context and Background applicable to Parks and Recreation in London. Research topics include:

- Progress since the 2019 Master Plan
- Policy context and alignment
- Funding review
- Community profile and growth outlook
- London’s parks and recreation system
- Trends review
- Benefits, vision and goals

It should be noted that the current vision and goals of the 2019 Parks and Recreation Master Plan remain unchanged as part of this update.

Vision: In London, all residents – regardless of age, ability, culture, gender, income, or where they live – have the opportunity to participate and share in meaningful and accessible parks, recreation, and sport experiences.

The five goals are:

1. Active living
2. Inclusion and access
3. Connecting people and nature
4. Supportive environments
5. Recreation capacity

2.3 Public Engagement – What We Heard Report

From mid-August to the end of October 2025, the City promoted the Parks and Recreation Master Plan update through its ‘Let’s Talk Park’ campaign to engage with the community and discuss the future of London’s parks and open spaces.

Over 2,200 people participated in the online survey available on the Get Involved website. Londoners also provided comments through additional engagement opportunities organized by the project team, such as open houses, pop-ups in the community, and through direct outreach and meetings.

The main objectives of these engagement opportunities were to assess community satisfaction with parks and associated amenities, identify service gaps and unmet needs, and uncover ideas to improve and enhance these spaces.

Feedback themes that were heard during the public engagement in 2025 generally involved:

- Community gathering and event spaces
- Emerging recreational activities such as pickleball, cricket, community gardens, and dog off-leash areas
- Equity, inclusion, and accessibility including accessible spaces, park washrooms and drinking fountains
- Creative strategies for supplying parks and recreation in a growing City
- Opportunities for supporting climate resilience and environmental sustainability

The comments received during this consultation period were reviewed and summarized into key highlights, including:

- Parks are considered important to the quality of life of Londoners
- Perception of park safety and inclusion are mixed
- Neighbourhood parks are the most used park category
- Washrooms, drinking fountains and comfort amenities have the largest gap between satisfaction (low) and importance (high)
- Barriers exist with accessing washrooms
- Desire for year-round park use
- Need for parks designed for all ages and abilities
- Support for the environmental benefits of natural areas and Environmentally Significant Areas
- Interest in partnerships that can enhance public access to park from school boards and conservation authorities

This consultation builds upon the extensive community engagement that was completed in 2019, which informed the 2019 Parks and Recreation Master Plan. Many of these findings remain relevant and continue to be implemented.

A summary of what we've heard so far has been posted to the project's Get Involved website, getinvolved.london.ca/talk-parks, as part of our next phase of public engagement.

2.4 Needs and Strategies report

This technical report builds upon the research and community input contained in the first two reports, while providing analysis of items related to park planning. The planning horizon used extends until 2042, in line with the 2028 Development Charges study. It is estimated that an additional 104,000 people will live in London between 2028 and 2042. Provision targets for the various parks and recreation amenities have been created or modified to support this growth and resulting needs in terms of parks and recreation. Topics studied include:

- Park and open space classification structure review
- Parkland needs assessment and estimated parkland forecast
- Park design standards review (equity and inclusion, climate change, natural heritage, parkland and pathway quality and quantity standards)
- Park amenities assessment (such as community gardens, dog off-leash areas, cricket, pickleball, community gathering and event spaces, park washrooms, fieldhouses, potable water in parks, as well as other existing outdoor and indoor recreation amenities)
- Financial strategy and implementation

The Needs and Strategy report also looks at geographic distribution of parks and amenities across the city. It provides a list of recommendations that includes a blend of retained or updated directions from the 2019 Parks and Recreation Master Plan and new recommendations for the 2026 Update that emerged based on research, analysis, and public input.

2.5 Park and Recreation Master Plan – 2026 Update Report

The detailed findings of the three background reports will be consolidated and synthesized into the Parks and Recreation Master Plan – 2026 Update report. The 2026 Update report will present an overview of the process, supporting analysis, and proposed recommendations organized around four (4) emerging themes:

- A. Modernizing Parkland Policies & Standards
- B. Designing Inclusive, Sustainable & Adaptable Parks
- C. Focusing on our Parks & Recreation Amenity Priorities
- D. Leveraging Partnerships & Funding Solutions

The recommendations will reflect a combination of updated direction from the 2019 Parks and Recreation Master Plan and new directions identified through the 2026 Update process. The report will highlight areas where the City has made strong progress in implementing the 2019 recommendations and where continued efforts are warranted, while also identifying new and emerging priorities to guide future planning and investment.

Highlights from the background reports, along with preliminary findings for each of the four emerging themes, have been compiled in the attached presentation (Appendix A). Ongoing public engagement will further inform the refinement of these directions and the development of the final recommendations.

Staff are working to consolidate the background analysis and engagement feedback into a comprehensive final report, which is anticipated to be presented to Council for consideration in Q3 2026.

2.6 Further Community Engagement on Preliminary Findings

Staff are now reengaging Londoners about the plan with a second round of public engagement. This phase focuses on sharing preliminary findings and inviting residents

to review them and share their comments with us. This engagement is intended to refine and strengthen the emerging directions, including identifying any gaps or considerations that may have been missed.

Residents will have the opportunity to participate once again during a four-week engagement period this spring. The public engagement includes:

- an online webinar;
- a public open house; and
- collecting comments through the project’s Get Involved webpage.

Residents can register for the webinar, learn details about the open house, or share feedback online at getinvolved.london.ca/talk-parks

This engagement opportunity is being promoted through the City’s webpages, social media posts, email newsletters, a media release, and direct outreach including to First Nations. The project team has also been reengaging Community Advisory Committees about the plan.

Feedback from this second round of engagement will help inform the final 2026 Parks and Recreation Master Plan Update Report.

3.0 Financial Impact/Considerations

Works identified in this Master Plan Update will inform the 2028 Development Charges Background Study for the Parks and Recreation Services.

Financial and implementation plans identified in the 2026 Update will be input into the next multi-year budget cycle including, 10-year capital plan adjustments, and future operational budgets where necessary.

4.0 Next Steps

The proposed project timeline and milestones for the remainder of the project are identified below in Table 1. It is anticipated that some project components and milestones will have overlapping timelines.

Table 1: Parks and Recreation Master Plan Update – Timeline and Milestones

Item	Timeline	Milestone
Public consultation on PRMP Preliminary Findings	March – April 2026	Community open houses, social media postings and Get Involved website
Finalize Master Plan update	Early summer 2026	Revised Master Plan update document
Submission of final Master Plan update for Council approval	Late summer 2026	Adopted Parks and Recreation Master Plan update

A second phase of engagement for the Let’s Talk Parks campaign is being conducted this spring, and includes an in-person open house, a virtual webinar, direct outreach and collecting community feedback through the webpage getinvolved.london.ca/talk-parks.

This input will be included into the final Parks and Recreation Master Plan, to be presented to Council for adoption in the summer of 2026.

Conclusion

The Parks and Recreation Master Plan – 2026 Update is required to respond to population growth and ensure the City’s parkland and recreation system continues to meet community needs. The preliminary findings reflect updated analysis, community

input, and alignment with Council’s growth projections, and will inform a mix of continued and new directions for parks planning and investment.

Further public engagement is underway to refine these directions. Staff will incorporate this feedback into a final Parks and Recreation Master Plan – 2026 Update, to be presented to Council for consideration in Q3 2026.

Prepared by: Julie Michaud, Landscape Architect, Parks Long Range Planning & Design

Stephanie Page, Manager, Parks Long Range Planning & Design

Submitted by: Jennie A. Dann,
P.Eng., Acting Director, Parks & Forestry and Director,
Construction & Infrastructure Services

Paul Yeoman, RPP, PLE, Director, Parks and Forestry

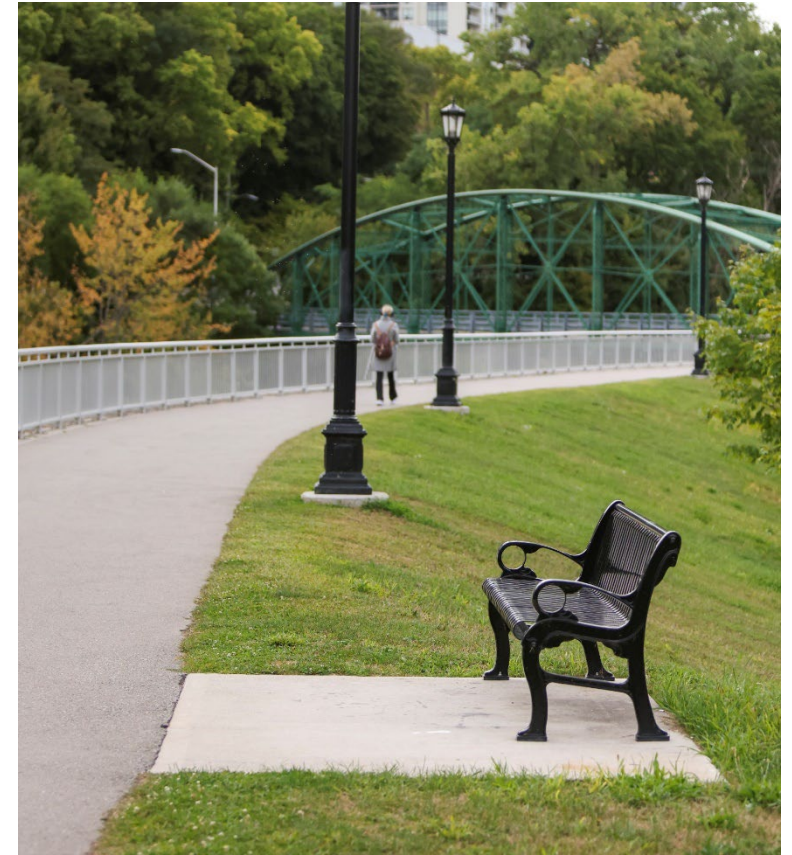
Jon-Paul McGonigle, Director, Recreation and Sports

Kristen Pawelec, Director, Community Development and Grants

Recommended by: Kelly Scherr, P. Eng., MBA, FEC, Deputy City Manager,
Environment & Infrastructure

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

Appendix A: Presentation: Parks and Recreation Master Plan Update - Preliminary Findings



Parks and Recreation Master Plan Update

Community and Protective Services Committee (CPSC) – April 13, 2026



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Project Overview

- The City of London last updated its Parks and Recreation Master Plan in 2019.
- Due to recent provincial policy changes, population growth, and community desires for green space, a **“scoped” Master Plan Update** is needed provide direction for the next 15 years.
- The project also includes a **financial planning strategy** to inform the City’s next Multi-Year Budget and 2028 Development Charges Background Study.





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2019 PRMP Goals

Vision:

In London, all residents – regardless of age, ability, culture, gender, income, or where they live – have the opportunity to participate and share in meaningful and accessible parks, recreation, and sport experiences.



The vision and goals are to remain with this update, with a specific **focus on Supportive Environments**.

Project Timeline

- We are currently in Phase 5 of the project and are working to finalize the PRMP Update
- This Phase includes several engagement opportunities to ensure the final plan reflects the community's interests



“Let’s talk parks”

Community Engagement so far

2,210
completed
surveys

60
open house
attendees

+ other
engagement
tactics

Outreach Methods



Get Involved
London Webpage



Billboards, Posters &
Postcards



Email Blasts



Social Media

Engagement Tactics



Community Survey



Advisory Committees



Public Open Houses



Public Agencies



Community Connector
Pop-Ups



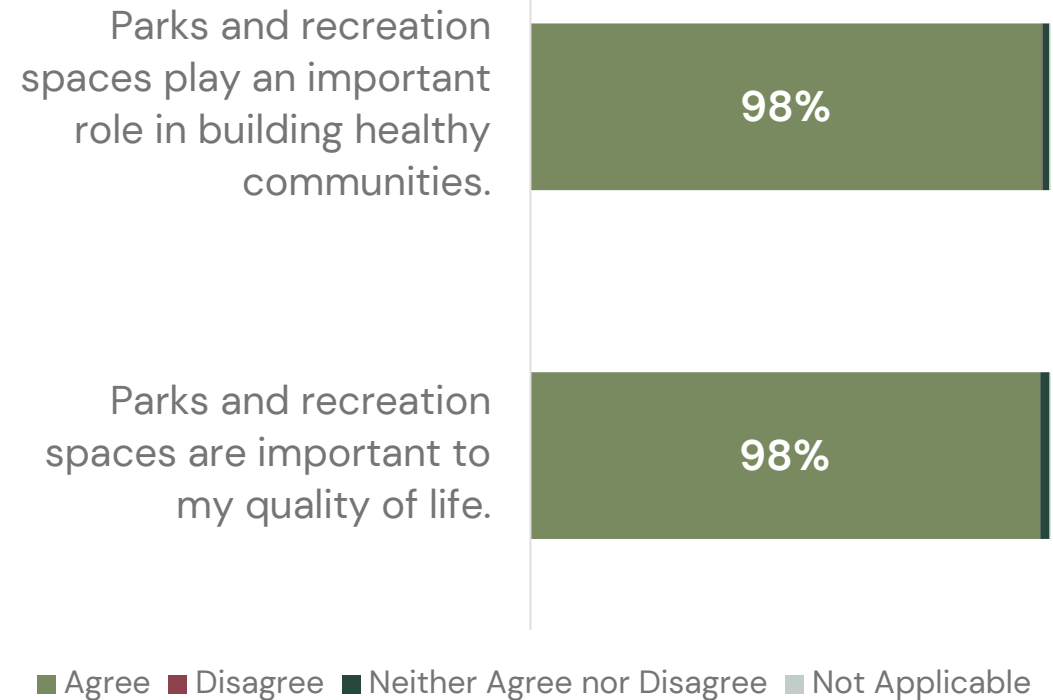
Short Questionnaire

“Let’s talk parks” Highlights

1. Nearly all residents agree that London’s parks, recreation trails, and pathways are **important to their quality of life.**

2. **Perceptions of park safety and inclusion are mixed.** 65% of survey respondents agreed that London’s parks are safe, welcoming and inclusive.
 - Suggested safety/inclusion improvements included increased maintenance, addressing encampments, and increased surveillance/enforcement of by-laws.

Value of Parks & Recreation Spaces

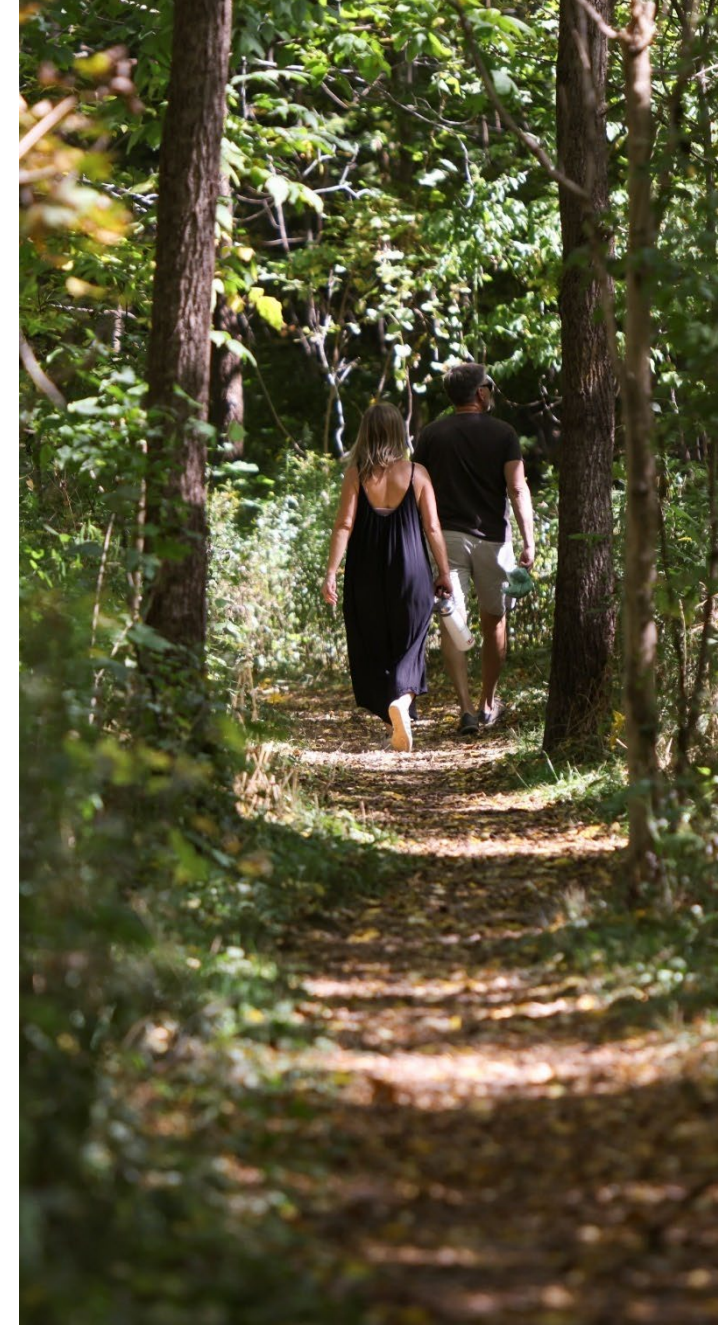


“Let’s talk parks” Highlights

3. **Local or neighbourhood parks** are the most used park type, suggesting residents primarily use parks that are nearby, convenient, and walkable.
4. **Washrooms, drinking fountains, and comfort amenities** had the largest gaps between satisfaction and importance in the survey, indicating they are top priorities for improvement.
5. Residents identified **barriers with accessing washrooms**, such as locked facilities, as well as safety and sanitary concerns. Adding gender neutral and universal washroom facilities to parks was a suggested strategy to improve the inclusivity of these spaces.
6. To support **year-round park use**, users would like to see increased maintenance of paths and access to waste receptacles during the colder months of the year.

“Let’s talk parks” Highlights

7. Improvements are desired to make parks more accessible and inclusive for people of **all ages and abilities**.
 - People are seeking playgrounds with accessible surfaces and structures for people with disabilities, as well as equipment that can entertain young children, teenagers, and adults.
8. Residents expressed support for the **environmental benefits of natural areas and Environmentally Significant Areas** and did not want to see these areas compromised by non-sensitive recreation uses.
9. School Boards and Conservation Authorities lent support for **partnerships that can enhance public access** to parks and green spaces.



Emerging Directions (Draft)

The Master Plan Update will introduce guidelines relevant to **Goal 4 Supportive Environments**. These are organized around the following themes:

- A. **Modernizing Parkland Policies & Standards**
- B. **Designing Inclusive, Sustainable & Adaptable Parks**
- C. **Focusing on our Parks & Recreation Facility Priorities**
- D. **Leveraging Partnerships & Funding Solutions**



A. Modernizing Parkland Policies & Standards

Possible directions include (subject to change):

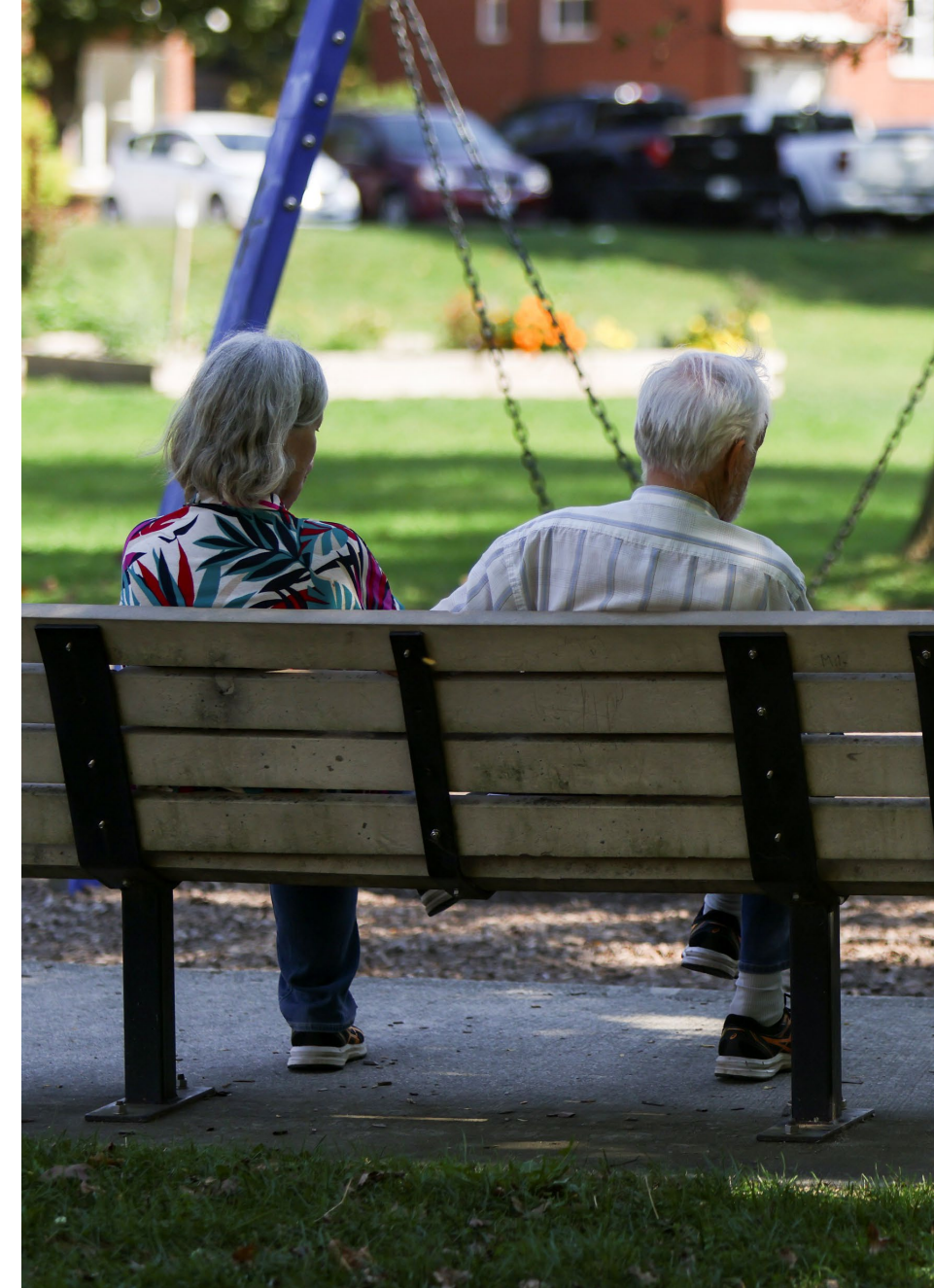
1. Updating how the City classifies and manages different types of parks to better reflect their roles in the community.
2. Exploring opportunities to maximize parkland acquisition.
3. Continuing to create connected and integrated parks, open space, and pathway networks.



B. Designing Inclusive, Sustainable & Adaptable Parks

Possible directions include (subject to change):

1. Designing parks to serve diverse users and abilities, prioritizing equity and access for underserved communities.
2. Continue pursuing environmental sustainability and climate resilience initiatives in alignment with municipal objectives.
3. Keep engaging communities in park design and stewardship.



C. Focusing on our Parks & Recreation Facility Priorities

Possible directions include (subject to change):

1. Maintaining service levels in pace with population growth, prioritizing geographic gaps and demonstrated demand.
2. Investing in unprogrammed and community-activated park spaces that support wide use by residents of all ages and backgrounds.
3. Planning proactively for emerging and specialized facilities.
4. Expanding recreation facility capacity strategically across the city.



D. Leveraging Partnerships & Funding Solutions

Possible directions include (subject to change):

1. Collaborating with school boards, public agencies, and the private sector to increase public access to parks, open space, and recreation and sport facilities.
2. Maximizing funding tools to keep pace with park and facility renewal and growth-related needs.



Next Steps

1. **April/May**
Public Engagement
 - Get Involved website
 - Open houses and more
2. **July 13**
Final PRMP Update to CPSC



The background features decorative wavy lines in a light green color. These lines are concentrated in the top-left and bottom-right corners, creating a sense of movement and depth. The rest of the background is a solid, light green color.

Thank you!

Dear Committee Members,

I am writing to formally request to be placed on the agenda as a delegation for the April 13 CPSC meeting: related to the Parks and Recreation Master Plan 2026 Update, item 4.1 on the April 13 CPSC agenda.

The purpose of the delegation is to speak to the West Lions Skatepark project, with a focus on community engagement best practices - specifically, how to ensure that consultation processes are representative, credible, and meaningfully reflective of the community they are intended to serve.

We believe that broader, more representative participation strengthens outcomes, and would welcome the opportunity to help bring additional, underrepresented voices meaningfully into the process.

For context on scale, we understand that approximately 2,200 inputs were gathered through the City's process. In parallel, our community-led outreach has engaged over 1,900 inputs, alongside direct feedback from skatepark users - including several who have since expressed a desire to withdraw or clarify their original input to the city.

Taken together, these inputs point not to a lack of city engagement, nor to any shortcoming of effort, but to a gap in how community knowledge and lived expertise are carried forward at critical stages of the process. They also reflect a community that is highly motivated to engage in meaningful ways, but is currently constrained by how that engagement is captured and interpreted.

Our proposed solution - a volunteer Urban Art & Action Sports Advisory Team - is intended as a constructive, precedent-based way to bridge this gap while keeping the broader project fully intact.

Please let me know if any additional materials or steps are required to confirm placement on the agenda. I'm also happy to coordinate availability with Nicole for a meeting in the coming days.

We appreciate your openness to this conversation, and look forward to connecting with you!

Sincerely,

Ken Galloway

Executive Director,



CJ's Skatepark Foundation +

The Summit Changemakers Foundation

Report to Community and Protective Services Committee

To: Chair and Members, Community and Protective Services Committee Meeting
From: Kevin Dickins, Deputy City Manager, Social and Health Development
Subject: Report Back: Basic Needs and Pathway Options Feasibility of Contract Extension – 519Pursuit Umbrella Relief Programs Inc.
Date: April 13th, 2026

Recommendation

That, on the recommendation of the Deputy City Manager Social and Health Development the following actions be taken with respect to the service delivery model regarding the Municipal Council Referral for the report: System Area Update: Supports for Those Living Unsheltered: Basic Needs and Pathway Options. Feasibility of Contract Extension – 519Pursuit Umbrella Relief Programs inc. Report:

- a) The report outlining service delivery options and associated financial implications **BE RECEIVED**;
- b) That Council **PROVIDE DIRECTION** by selecting Option 1, 2, or 3 for the preferred service delivery model, and **DIRECT** Civic Administration to implement the selected option to inform upcoming contract negotiations, within the upset amount of \$341,049 (excluding HST), to be funded from the Social Services Reserve Fund;
 - i. Option 1 – Full-Service Continuation (\$341,049): Continuation of the existing full-service model, subject to securing alternative food supply partnerships to maintain current service levels;
 - ii. Option 2 – Reduced Service Model (\$253,225): Implementation of a reduced service model aligned with confirmed and reliable meal resources;
 - iii. Option 3 – Phased Approach: Reduced Service with Scaling (\$253,225 – \$341,049): Adoption of an initial reduced service model based on confirmed meal resources, with a strategic approach to secure partnerships and scale operations toward the full-service model as outlined in Option 1;
- c) The Civic Administration **BE DIRECTED** to proceed with contract negotiations in accordance with Council’s selected option and report back, as required, on the executed agreement, as well as on implementation and partnership outcomes, and;
- d) **DELEGATE** to the Deputy City Manager Social and Health Development, or their written designate, authority to undertake all the administrative acts that are necessary in connection with 519Pursuit Umbrella Relief Programs Inc. for the provision of outreach supports for outdoor basic needs for the period April 1, 2026 to March 31, 2027.

Executive Summary

At the Municipal Council, meeting held on February 10, 2026, it was resolved:

That, the staff report dated January 26, 2026 with respect to the System Area Update: Supports for Those Living Unsheltered: Basic Needs and Pathway Options, BE REFERRED to a future meeting of the Community and Protective

Services Committee for Civic Administration to provide a report back on the feasibility of negotiating a contract extension with 519Pursuit Umbrella Relief Programs Inc. for the provision of outreach supports for outdoor basic needs for the period of April 1, 2026, to March 31, 2027 at an upset amount of \$341,049 (excluding HST), to be funded from the Social Services Reserve Fund;

519Pursuit has indicated that they typically see an increase in demand for their services as the warmer weather arrives and individuals who perhaps experienced hidden homelessness (couch surfing during extreme cold etc.) or had temporary measures in place return to areas across the City, often again experiencing unsheltered homelessness. 519Pursuit has enhanced existing outreach services for the past year utilizing Emergency Treatment Funding through a one-time grant from the Federal Government administered by the City of London. The organization did this by addressing service gaps, particularly through flexible, community-based engagement outside of traditional service hours and locations. 519Pursuit is able to connect with individuals who may be disengaged from, or underserved by other systems, building trust over time and facilitating warm transfers to existing supports across the City. In doing so, the program complements and strengthens the broader outreach system by increasing overall reach, responsiveness, and continuity of care. Civic Administration has confirmed that entering into a new agreement is administratively feasible within funding available through the Social Services Reserve Fund.

It is being noted that the current service model is not fully replicable due to the expiry of the Unsheltered Homelessness and Encampment Initiative (UHEI) and Emergency Treatment Fund (ETF) on March 31, 2026. As such, three service delivery options have been developed with 519Pursuit and are being presented as part of this report:

- A full-service continuation model, which maintains current service levels but relies on securing new, unconfirmed food supply partnerships;
- A reduced service model, which aligns with confirmed resources but delivers a lower level of service; and
- A phased and flexible approach, which begins at a sustainable service level aligned with confirmed resources, with the opportunity to scale up toward full-service delivery as partnerships are secured.

Council direction is required to determine the acceptable balance between service level, financial sustainability, and operational risk.

Linkage to the Corporate Strategic Plan

This report aligns with several strategic areas of focus in Council's 2023-2027 Strategic Plan.

Housing and Homelessness

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

Wellbeing and Safety

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

Analysis

1.0 Background Information

Previous Reports Related to this Matter

- i. [Provision of Outdoor Basic Needs \(CPSC March 17, 2025\)](#)
- ii. [Good Neighbour Agreements \(CPSC January 26, 2026\)](#)
- iii. [Housing Stability Services Procurement Framework \(CPSC December 1, 2025\)](#)

519Pursuit currently delivers weekday outreach supports for individuals living unsheltered, including:

- Distribution of food, water, and basic needs supplies
- Encampment engagement
- Harm reduction* and wellness checks
- Connection to housing and social supports

The current service model has been supported through time-limited external funding (UHEI/ETF), which will not continue beyond March 31, 2026.

****519Pursuit does not provide safe use supplies, they do distribute Naloxone.*

2.0 Discussion and Considerations

2.1 Funding and Service Context

The current 519Pursuit service model was developed and scaled in the context of time-limited external funding (UHEI/ETF), which supported both the intensity of outreach operations and the volume of food and basic needs distributed. The need for these services remains significant, with approximately 300 individuals currently self identifying as experiencing unsheltered homelessness based on the City's By-Name List data.

With the conclusion of this funding on March 31, 2026, the City is no longer able to rely on the same level of external resources to sustain the existing model. As a result, there are several key considerations:

- **Service Scale:** The current volume of daily food distribution and outreach presence cannot be assumed without replacement funding or in-kind contributions;
- **Operational Capacity:** Staffing levels and deployment models must be reassessed to align with available funding;
- **Program Sustainability:** The continuation of the current model, without confirmed new partnerships, introduces risk where it is dependent on external partners or donations that are not guaranteed over the full term of the agreement;
- **System Impacts:** Any reduction in service levels may result in increased demand on other parts of the homelessness response system, including shelters, health services, and community agencies.

Accordingly, Civic Administration has worked with 519Pursuit to identify service delivery approaches that can be achieved within historical funding allocations that are ending while clearly outlining associated risks and trade-offs.

2.2 Service Delivery Options

Civic Administration, in consultation with 519Pursuit, has identified three service delivery options for Council's consideration.

Option 1 – Full-Service Delivery Continuation (\$341,049)

This option maintains the current service model, including:

- Weekday outreach (Monday to Friday), including holidays.
- Mobile depot-style service delivery.
- Distribution of food, water, and basic needs at current service levels.
- Ongoing encampment engagement, neighbourhood response, and system navigation support.

It is being noted that the identified source of funding is through the Social Services Reserve Fund, as no external source of funding has been identified to support any services post March 31, 2026.

Staffing levels support the organization and operationalization of meal delivery in conjunction with volunteers.

To support this model in the absence of UHEI/ETF funding for ongoing meal provision, 519Pursuit has identified potential partnerships pathways through various faith-based organizations to provide a portion of the required meals. The intent of seeking these partnerships is to maintain current service standards, with an expectation that the meals are provided in-kind to 519Pursuit to offset the loss of externally funded food supply.

Considerations and Risks:

- **Reliance on External Partnership:** The continuation of current service levels is dependent on the availability and stability of third-party food supply arrangements over the duration of the contract which have not been finalized.
- **Lack of Sustainable Funding:** As this option relies on reserve funding, it does not provide a stable or ongoing funding solution and may not be viable beyond the short term.
- **Service Continuity Risk:** Should the partnership not be sustained, the service model may require adjustment mid-term.
- **Operational Pressure:** Maintaining the current scale of service within a constrained funding envelope may limit flexibility to respond to changing needs.

Assessment:

This option maintains service continuity and minimizes disruption for individuals currently accessing support; however, it introduces ongoing operational and delivery risk due to reliance on factors outside of the City's direct control.

Option 2 – Reduced Service Model (\$253,225) This option reflects a scaled service model aligned with currently available, one-time funding sources, which would be drawn from reserve funds and are not sustainable long-term.

The model includes:

- Distribution of meals supported through existing partnerships (e.g., RBC Place).
- Reduced staffing complement.

- Elimination of the mobile depot component.
- Continued, but more limited, outreach presence and engagement.

Considerations and Risks:

- **Misalignment with Program Intent:** This option does not align with the original intent of the ETF/UHEI programs, which were designed to support enhanced and responsive outreach services. The reduced model represents a contraction of service rather than an enhancement.
- **Lack of Sustainable Funding:** As this option relies on reserve funding, it does not provide a stable or ongoing funding solution and may not be viable beyond the short term.
- **Reduced Service Levels:** Fewer individuals will be served daily, and the volume of food and basic needs distributed will decrease.
- **Reduced System Responsiveness:** A smaller outreach footprint may impact the ability to respond to encampments and those living rough.
- **Increased System Pressure:** Reduced supports may result in increased reliance on emergency services, and other community providers.

Assessment:

This option provides a more sustainable and deliverable service model, but at a reduced level of service and system impact.

Option 3 – Phased Approach Reduced Service and Potential Scale Up (\$253,225-\$341,049)

This option provides a phased service delivery model, beginning with the reduced service model (Option 2) with the intent of scaling toward full-service delivery (Option 1) over time, subject to the successful development of community partnerships.

Description:

- Initial implementation of the reduced service model, including:
 - Distribution of meals is supported through existing confirmed partnerships (e.g., RBC Place).
 - Reduced staffing complement.
 - Elimination of the mobile depot component.
- Concurrent efforts by 519Pursuit to secure additional in-kind food partnerships to expand service capacity.
- Gradual scaling of service levels (e.g., increased number of meals, days of service, or geographic reach) as partnerships are confirmed.

Considerations and Risks:

- **Misalignment with Program Intent:** Similar to Option 2, this approach does not fully align with the original intent of the ETF/UHEI programs, which were designed to deliver immediate, enhanced, and stable outreach services. This option introduces a phased and uncertain approach to service delivery.

- **Lack of Sustainable Funding:** As this option relies on reserve funding, it does not provide a stable or ongoing funding solution and may not be viable beyond the short term.
- **Uncertain Timeline:** The timing and extent of service expansion is dependent on securing external partnerships and/or additional funding, which cannot be guaranteed.
- **Service Variability:** Service levels may fluctuate over the contract term based on the availability of funding and partnership contributions, resulting in inconsistent service delivery.
- **Monitoring Requirement:** Ongoing oversight will be required to assess progress toward scaling service levels and to ensure accountability as additional resources are secured.
- **Expectation Management:** Clear communication will be required with community stakeholders regarding phased and potentially fluctuating service levels, particularly where anticipated enhancements may be delayed or not realized.

Advantages:

- **Balanced Approach:** Maintains a stable, deliverable baseline service while creating opportunities to expand.
- **Reduced Immediate Risk:** Avoids reliance on unconfirmed partnerships at the outset of the contract.
- **Flexibility:** Allows the program to respond to emerging partnership opportunities without overcommitting resources.

Assessment:

This option provides a measured and adaptable approach, balancing service continuity with operational prudence. It enables immediate service delivery within confirmed resources while allowing for potential enhancement of service levels over time.

Reporting Back:

Should Council select this option, Civic Administration will report back to the Community and Protective Services Committee on the feasibility of achieving full-service delivery (Option 1), including confirmed partnerships, service levels, and associated risks, within Q1 the 2026–2027 term.

3.0 Financial Impact/Considerations

Consultation with finance has determined that there is an available balance within the Social Services Reserve Fund. The balance in this fund is \$4,425,668 and other council commitments from this fund include:

Housing Stability Services

- Temporary Warming Centre – Local Agencies
- Temporary Warming Centre – Tier 3 surge Response (CPSC January 26, 2026)

The available balance after these commitments is \$2,527,919.

The proposed agreement with 519 Pursuit Umbrella Relief Programs Inc. has been assessed in accordance with the City of London’s Procurement of Goods and Services Policy and is classified as a Social and Health Service under Schedule B (k), as it delivers direct outreach supports, food security, and basic needs services to individuals experiencing unsheltered homelessness.

In accordance with Schedule B of the Policy, this category of service is excluded from the standard competitive procurement requirements, including open or invitational competitive processes.

The applicability of this exclusion has been reviewed in consultation with Finance Support, Procurement and Supply, and Legal Services, and is subject to confirmation by the City Treasurer (or delegate) and the Senior Manager, Procurement and Supply (or delegate), in accordance with the Policy.

While exempt from competitive procurement processes, the City will maintain appropriate governance and oversight through a formal service agreement that defines scope, deliverables, performance expectations, and reporting requirements. The agreement will be subject to legal review by the City Solicitor's Office and ongoing contract management in accordance with the Procurement Policy and corporate practices.

Funding for this agreement has been confirmed through the Social Services Reserve Fund. The current available balance and committed allocations have been reviewed by Financial Services, and sufficient funding is available within the approved funding envelope to support the proposed service delivery options.

This approach reflects the nature of the service as a community-based social support program, where continuity of care, established relationships, and system integration are critical to effective service delivery, while ensuring appropriate financial, legal, and governance controls are maintained.

As Council previously directed staff to report back on this matter and recognizing that this report is returning to the Community and Protective Services Committee (CPSC) in April, 519Pursuit has confirmed its ability to continue to sustain nearly the same service delivery level, albeit on a temporary and limited basis. This continuation would be funded through its internal reserve fund for a limited duration, anticipated to be up to approximately two months and no later than June.

Conclusion

A contract with 519Pursuit for the provision of outreach supports for outdoor basic needs is feasible within the Council-approved funding envelope. However, the level of service that can be delivered, and the associated risks, vary significantly between the options presented. This report and the associated options have been reviewed by Financial Services and Procurement to ensure alignment with funding availability and contracting requirements.

Option 1 enables the continuation of the current service model and maintains existing service levels for individuals living unsheltered; however, it introduces ongoing operational risk due to reliance on external partnerships that are not within the City's control.

Option 2 provides a stable and sustainable service model aligned with confirmed resources, but results in a reduction in service levels, with potential downstream impacts on individuals and the broader homelessness response system.

Option 3 provides a phased and flexible approach, allowing service delivery to begin at a sustainable baseline while creating the opportunity to scale toward full-service levels as partnerships are secured. This option balances service continuity, operational stability, and future growth, but introduces variability in service levels over the contract term and requires ongoing monitoring and reporting.

As such, the decision before Council is not whether a contract is feasible, but rather which option of service is directed, recognizing that funding would be drawn from the Social Services Reserve Fund, and whether a phased approach is appropriate to manage both immediate needs and longer-term service objectives.

Civic Administration is seeking Council direction to inform contract negotiations and finalize the service delivery model for the 2026–2027 term.

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, Financial 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**



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

London
CANADA

April 10, 2026

Dear Colleagues,

Given the federal government's announcement on April 1, 2026, that \$125 million will be released in continued funding through the Unsheltered Homelessness and Encampments Initiative (UHEI), we can anticipate that the City of London will receive an allocation.

I am seeking your support to provide direction to City staff to provide a portion of the funding requested for April 1, 2026, through March 31, 2027, to previous UHEI recipients of the 519Pursuit Umbrella Relief Program Inc. and Ark Aid Mission. As outlined in the press release, the funding will be used to address short-term work while we continue our shared goal of reducing homelessness in our community. The funding supports:

- Transitional and supportive housing
- Shelter transformation initiatives
- Case management and support services, including the requirement that all funded organizations be trained in and actively utilize HIFIS

Accordingly, I intend to move an amendment to include interim support for both 519Pursuit (at an upward limit of \$25,000 a month) and Ark Aid Mission Services (at an upward limit of \$60,000 a month) until such time as UHEI funding or other funding from the Provincial, or Federal, government is realized. Ark Aid has indicated they would utilize the continued service to provide four hours per day, seven days per week, of daytime drop-in services at their location.

With respect to 519Pursuit, efforts are being made to partner with groups to provide food; and this is why I am putting forward Option 3. This also takes into account, the recent reduction in encampment numbers alongside the opening of the Micro-Modular Shelter spaces.

The funding provided, as noted in the report, would be for an "up to limit" of \$350,000 and would be a drawdown from the social service reserve fund. It is my expectation that any UHEI, or other dollars ultimately received by the City, would be retroactively applied and used to reimburse the City for expenditures incurred during the period outlined above. I understand that at the time of this letter, funding is not 100% guaranteed and an application process might be necessary. Considering the need in the community and the balance of the reserve fund, I do believe that this is a necessary expenditure that can be justified from a fund intended to address the need and uncontrollable costs.

I look forward to further discussion as we work together to ensure a coordinated, compassionate, and effective response to unsheltered homelessness in our community.

Sincerely,

Corrine Rahman
Councillor, Ward 7

Josh Morgan
Mayor



April, 5th, 2026

Dear Members of London City Council (CPSC Committee),

I am writing in my capacity as the Executive Director of 519Pursuit working within London's Whole of Community Response to homelessness to express my strong call for a contract extension for 519Pursuit for the year forward to ensure there is consistent support at street level and in encampments.

I want to first take the time to thank, acknowledge and applaud the hard work that has gone into making the Micro Modular Shelters a reality creating pathways for individuals with less barriers in our community. We have had the opportunity to celebrate and support the transition from encampment to shelter with many of our friends. This has been an incredibly exciting opportunity and we have seen many people move from encampment to shelter. We commend the hard work that took place making these spaces.

The reality however, is that as those units opened up many emergency shelter beds across our community closed down. With the cold weather response coming to a completion and the loss of the federal funding we are hearing and seeing the effect it is having on the community.

Over the past several years, I have witnessed firsthand the dedication, consistency, and impact of our (519Pursuit's) outreach work. The team shows up—day in and day out—on the front lines, building trust with individuals facing homelessness and extreme poverty, often in the most complex and challenging environments. This consistent presence is not only meaningful, it is essential - it is at street level.

519Pursuit plays a critical role within the broader system of care. By providing food security, care packages, survival gear, and system navigation, we are often the first point of contact for individuals who are not yet connected—or who have become disconnected—from traditional services. Our work creates a bridge into the system and strengthens the effectiveness of other services operating within it.

Without this level of proactive, street-level outreach, we can expect to see increased strain across multiple sectors. Emergency Medical Services will continue to respond to preventable, crisis-level situations that could otherwise be mitigated through early engagement. Food programs will experience increased demand without the decentralized distribution that 519Pursuit provides directly in encampments and across the community. Shelters and other supports will feel the pressure of individuals entering the system later, with more complex and urgent needs - if there is capacity to support indoors.



In contrast, 519Pursuit helps to stabilize individuals earlier—meeting basic needs, building trust, and supporting navigation into appropriate services. This not only improves outcomes for individuals but reduces pressure on emergency and downstream systems.

Equally important is our ability to create pathways forward. Behind the scenes our model is supporting individuals into a different form of stability and care. Individuals are going from receiving outreach support to becoming volunteers and, in some cases, employees. This approach builds capacity within the system, strengthens peer-led engagement, and contributes to long-term community resilience.

The Whole of Community Response relies on coordination, trust, and consistency across all partners. 519Pursuit is a key contributor to that ecosystem. Our absence would not only leave a gap—it would create a ripple effect that impacts the entire system and, ultimately, the broader community.

519Pursuit may have started as a grassroots effort however, over the past several years 519Pursuit has been part of the City of London's Homeless Response. Due to the nature of having a grassroots effort our operations are cost effective, our staffing is minimal as we are supported by volunteers each day, our meals are donated through incredible community partnerships and our operation costs are low as we work from storage lockers and focus our efforts in community - street level.

For these reasons, I strongly urge the Committee and the whole City Council to consider a contract extension for 519Pursuit. Option #3 of the staff report would be the favourable path forward for a contract extension to ensure that operations continue and give capacity to source practical and supportive partnerships for food security. Continued investment in this work is not only compassionate—it is practical, preventative, and necessary for the health and stability of our community as a whole.

Thank you for your leadership and your commitment to addressing homelessness in London.

Sincerely,

Allison DeBlair

Executive Director

519Pursuit

allison@519pursuit.ca

April 8th, 2026

Dear Members of London City Council - CPSC,

I am writing to express my strong support for the extension of 519Pursuit's contract as a vital component of London's Whole of Community Response to homelessness.

Over the past several years, 519Pursuit has established itself as a consistent, trusted presence for individuals facing homelessness and extreme poverty in our city. Through street-level outreach, the team provides essential support including food security, care packages, survival gear, and system navigation—meeting people where they are, often in encampments or in moments of urgent need.

What makes 519Pursuit uniquely impactful is not only what they provide, but how they provide it. Their approach is rooted in dignity, relationship-building, and trust. These relationships are often the first step in connecting individuals to broader systems of care, including housing, healthcare, and social services.

As part of the Whole of Community Response, 519Pursuit fills a critical gap. They operate on the front lines, often reaching individuals who are not yet connected—or no longer connected—to formal systems of support. Without this consistent outreach presence, many of our most vulnerable community members risk being left behind, and the broader system loses an essential entry point for engagement.

In addition, 519Pursuit's model fosters long-term impact by creating pathways for individuals to move from being supported to becoming contributors—many eventually volunteering and even working within outreach efforts themselves. This cycle of support and empowerment strengthens not only individual outcomes but the resilience of our community as a whole. I know this because I have successfully used this pathway to stability celebrating recovery, employment and independence.

Approximately five years ago, I was living on the streets of London, where I experienced homelessness for over three years while struggling with intravenous substance use and a profound sense of isolation. During that time, I had lost hope and any sense of belonging. I was surviving day-to-day, often sleeping outdoors in unsafe and inhumane conditions, including on a heat grate in the downtown core where I had, in many ways, become invisible to those around me.

It was during this period that I first connected with 519Pursuit. Through consistent, compassionate outreach, I was met not with judgment, but with genuine kindness, dignity, and friendship. What stood out most was not just the immediate support—such as clothing, food, and care—but the unwavering commitment to showing up. Day after day, I was met with reliability, patience, and a willingness to listen, even in my most difficult moments.

That consistency began to change how I saw myself. For the first time in a long time, I felt seen and valued, and it gave me the strength to believe that I was worth fighting for. With their support, I made the decision to seek detox and begin my recovery journey. Throughout that process, 519Pursuit remained alongside me—meeting me where I was at every step, offering encouragement, and continuing to build a relationship grounded in trust.

Today, I am proud to be sober and in a position to give back. I began volunteering with 519Pursuit and, through continued commitment, was eventually offered employment with the organization. To now be part of the outreach team—supporting others in the same way I was once supported—is deeply meaningful. It represents not only personal growth and stability, but a full-circle moment of purpose.

This experience is a testament to the power of consistent, relationship-based outreach. 519Pursuit did not just meet my immediate needs—they helped transform my life, now I am in a position to transform others.

I respectfully urge the City Council to approve a contract extension for 519Pursuit, ensuring that this essential work continues uninterrupted. Supporting 519Pursuit is not only an investment in individuals experiencing homelessness—it is an investment in the health, safety, and well-being of our entire community.

Thank you for your time, leadership, and continued commitment to addressing homelessness in London.

Sincerely,

Michelle Boissonneault

michelle@519pursuit.ca

To the Members of London City Council,

I am writing to you as a volunteer with 519 Pursuit, but more importantly, as someone who has witnessed firsthand what happens when people are left without support in our city.

London currently has over 2,000 unhoused individuals, and across Canada, more than 235,000 people experience homelessness each year. These numbers are not just statistics—they represent real people who are struggling to survive in conditions most of us could not imagine. Rising housing costs, combined with inadequate social assistance from programs like Ontario Works and the Ontario Disability Support Program (ODSP), have made it nearly impossible for many individuals to secure even the most basic housing. For some, living in a tent or a car is not a choice, it is the only option left.

Through outreach, we meet people who are elderly and sleeping in vehicles, individuals who are paralyzed and exposed to the elements, and far too many who have suffered amputations due to untreated frostbite due to lack of resources available to them. These are extreme, preventable outcomes that continue to happen because the system is overwhelmed and under-resourced.

519 Pursuit fills a critical gap. Our volunteers are out every single day, in all conditions—extreme heat, pouring rain, and freezing temperatures to deliver food, water, clothing, tents, and blankets. We also provide wellness checks and connect individuals to urgent medical care, often before it is too late. This kind of proactive outreach reduces reliance on emergency services, hospital admissions, and crisis interventions, ultimately saving public resources while saving lives.

But beyond the statistics and services, there is a human reality that cannot be ignored.

Two years ago, while delivering supplies, a friend and I heard a man crying for help from an encampment. We found him trapped inside a collapsed tent, in excruciating pain. His feet were completely frozen, and the smell of decaying tissue was overwhelming. No one else had come. No one had checked on him. He was completely alone.

We called for help, and emergency responders, along with London Cares, arrived. I firmly believe that if we had not been there at that moment, he would have died. Sometimes, one small act is the reason someone survives.

That is what outreach does—it reaches people before they become another statistic.

Now imagine that moment never happened.

Without outreach, there is no one walking through the encampment areas, no one finding people before infection turns fatal, before hunger turns desperate, before hope disappears completely. Programs like 519 Pursuit are not optional, they are paramount.

Many individuals we (519 Pursuit) serve have experienced years of stigma and rejection. They are often treated as if they are invisible or undeserving of care. Yet something as small as a kind conversation or a handmade bracelet can remind them that they matter and people do care. These moments build trust, and that trust is what allows us to support people in so many meaningful ways.

Shelters alone cannot meet the need. They are frequently at capacity, and when there are no available beds, people are turned back outside into unsafe and often life-threatening conditions. Without outreach programs like 519 Pursuit, there is no consistent safety net.

If funding for 519 Pursuit is withdrawn, the consequences will be immediate and severe. There will be fewer wellness checks, fewer interventions, and more people suffering without support. Emergency services will face increased strain, and preventable medical crises will rise. Most importantly, lives will be lost, quietly and unnecessarily.

This is not simply a budget decision. It is a decision about what kind of city London chooses to be.

Do we accept a reality where people freeze, go untreated, unfed, and die alone? Or do we choose to support the organizations that are actively preventing that outcome every single day?

519 Pursuit is not an optional service, it is a vital service for people who have nowhere else to turn.

And I ask you to sit with this for a moment: if that man in the collapsed tent had been your father, your brother, your friend—would you have wanted someone to walk past him, or someone to stop? Because that is the choice in front of you now. Funding 519 Pursuit means choosing to stop. Choosing to see. Choosing to save lives. Please, do not look away.

City Council, this is a direct plea: approve the one-year contract extension through the reserved social service funds. Removing this indispensable service will not just create gaps, it will cost lives. People will go unseen, untreated, unfed. They will suffer, and some will die, alone and unnoticed. The cost of losing this funding will be measured not just in dollars, but in human lives.

You have the power to prevent that.

Please choose to extend funding for the lives that depend on this decision.

In service of dignity and human life,

Michelle Ferguson

To whom it may concern,

I am writing you concerning funding for 519pursuit. I would like to recommend the city continue funding for 519pursuit. Their consistent support for those experiencing homelessness has made a life changing difference to many. They show up everyday to tents, and in community, bringing not only food and clothing, but friendship, narcan and a working phone, for times when ems or support services need to be called.

They also provide care, above and beyond what London cares, can offer, to some of the most vulnerable people, whose needs are so extreme they fall through the cracks of the system.

Some of the people are in wheelchairs, living in tents or on the street, without psw support.

519pursuit is not only an outreach organization, they are a pathway for many to survive living unhoused, and then rebuild a sense of self worth and purpose while transitioning into a housed lifestyle.

519pursuit offers unhoused and previously unhoused people, the opportunity to serve the community that they have struggled with to survive.

Every person who is helped, becomes someone who can help others.

The cheif of police has stated that homelessness is not a problem we can police our way out of. The city needs alternative supports. 519pursuit has displayed its efficacy, even to the point where officers from LPS have said to 519pursuit outreach staff "I'd like to be able to call you when I need help."

It would be a great detriment to the city to lose 519pursuit, please fund them.

Thank you

Sean Horrell

Please email me back to confirm receipt of my letter, and it's addition to the council agenda.

I give explicit written consent for my letter to be included in the public agenda.

I also request to delegate time to speak on this matter in the meeting April 13.

Thank you

Sean Horrell

I would like to speak at Monday's meeting to item 2.3 - funding for 519Pursuit outreach services.

Melanie Riley, CFRE (she/her)

VP, Fund Development & Member Services | Pillar Nonprofit Network



April 2, 2026

City of London
Community and Protective Services Committee
300 Dufferin Avenue
London, ON

Dear Chair and Members of the Community and Protective Services Committee,

Re: Outreach Services Funding and Continuity of Care

I am writing on behalf of Pillar Nonprofit Network (Pillar) to express our strong support for sustained and adequate funding for outreach services in London, including the request currently before you regarding 519Pursuit.

Pillar is a nonprofit network that connects, supports, and advocates for organizations working to strengthen our community. We work across the sector to build capacity, reduce barriers, and elevate issues that affect both nonprofit organizations and the people they serve. In this role, we are speaking to the importance of maintaining a coordinated, well-resourced outreach system in our city.

Outreach services are a critical part of London's Whole of Community System Response to homelessness and poverty. Organizations such as 519Pursuit, London Cares, Ark Aid Mission, Regional HIV/AIDS Connection London, and others working at the street level provide essential frontline supports including food, water, basic necessities, and survival supplies. These are not peripheral supports - they are foundational to health, safety, and dignity.

Over the past nine years, 519Pursuit has evolved from a grassroots initiative into a critical contributor within this system, particularly at the street level and within encampments. Their consistent presence and approach have helped to build trust with individuals who are often disconnected from traditional systems of care. They also play an important role in identifying gaps in service utilization, reducing stigma, and strengthening pathways between individuals and broader community supports. This is one example of how outreach organizations contribute not only to individual wellbeing, but to the overall functioning and cohesion of our community.

Across the sector, outreach providers collectively help reduce strain on emergency services, support safer and more coordinated responses, and create pathways for individuals to access longer-term supports. This is not work that can be paused, scaled back, or delivered inconsistently without consequence.

As of March 31, 2026, there is currently no clear contingency plan to ensure the continuity of outreach services at the level required. Continued reliance on short-term, uncertain, or precarious funding creates instability - not only for the organizations delivering these services, but for the broader system that depends on them.

This is not solely an issue for those experiencing homelessness. The impacts of underfunded or disrupted outreach services are felt across the community - increased pressure on emergency and health systems, heightened community tensions, and missed opportunities to respond early and effectively to complex needs. A well-supported outreach system benefits all Londoners.

While the item before you relates specifically to 519Pursuit, we encourage the Committee and Council to consider this decision within the broader context of the outreach ecosystem. Ensuring adequate, stable funding for all organizations providing street-level outreach is essential to maintaining a coordinated and effective response.

At Pillar, we see firsthand the critical role these organizations play and the challenges they face in sustaining this work. We urge you to support the continuation and strengthening of outreach services in London through stable and sufficient funding.

Thank you for your leadership and for your consideration of this important matter.

Sincerely,

A handwritten signature in black ink, appearing to read 'Maureen Cassidy', written in a cursive style.

Maureen Cassidy (she/her)

CEO | Pillar Nonprofit Network

mcassidy@pillarnonprofit.ca | 519-433-7876

Members of London City Council;

Choosing to volunteer with 519 Pursuit was about recognizing the need to help the vulnerable people. It is about human connection and justice. I felt a gap in the system and a call to step in, even in a small way. I noticed our friends on the streets, the increase in encampments, the increased drug use in open and public places. A cry for help. I witnessed their attempt to survive in a city where behavior against our fellow human beings was heartbreaking.

For our team its about respect for fellow human beings and letting them know that they matter. We see them. Learning about their stories, trying to offer solutions, connecting them with agencies, or even with places they can go to get something to eat, a place to get warm for a while.

There are so many experiences that stay with me; finding a gentlemen in a collapsed tent freezing to death. People in doorways crying because they are so cold, with no shelters open as it is **only** -15 c. Friends constantly being moved from one place to another, because residents don't want them living in their neighborhoods or in the surrounding area.

Consistent outreach for the individuals we serve, help them with needs that are currently unmet. Food, hygiene, warmth and safety are a daily struggle for them. Some feel isolated and alone. Taking time to connect with them and let them know we are here goes a long way to help those with depression, mental illness or maybe just loneliness. We develop a connection with them and they with us. They need to know we care.

I encourage you to join us on one of our routes to witness first hand the environment they are living in and the atrocity that we continue to let go on in our city.

Our work at 519 Pursuit needs to continue because without it, many people will have nothing to fall back on. This will increase Emergency services as basic care, wellness checks, etc.. Early intervention will go unnoticed. Minor health problems will become major. Police services will increase as there will likely an increase in crime because their need for food, clothing and resources will not be provided for them.

A healthy society is measured by how it treats its most vulnerable. How do we treat ours?

Please consider a one-year contract extension through the reserve social services fund. Our friends depend on it. Our city has an obligation to our community for all our citizens.

For my friends who don't have a voice, I will speak for them.

Thank you for your attention:

Margaret Smith

Dear Members of London City Council,

On behalf of the Board of Directors of 519Pursuit, we are writing to strongly and unequivocally advocate for the extension of the organization's contract as an essential partner within London's Whole of Community Response to homelessness. This extension is not optional—it is necessary to maintain stability, continuity, and safety within our community.

519Pursuit began as a grassroots initiative rooted in compassion, community, and a commitment to showing up for individuals who are too often overlooked. Today, it has become one of the most trusted and effective outreach partners in London's homelessness response. Its evolution has strengthened not only the organization itself, but the entire system of care. Removing or interrupting this contribution would create an immediate and measurable gap in service delivery.

As a Board, we have seen firsthand the organization's intentional growth, professionalization, and increasing capacity. 519Pursuit's outreach model—grounded in relationship-building, consistent presence, and meeting immediate needs through food security, care packages, survival gear, and system navigation—has proven indispensable. This work reaches individuals who are disconnected from traditional services and provides a critical entry point into the broader system. Without this engagement, many of these individuals simply will not be reached.

The requested contract extension is a pivotal investment in the stability and sustainability of this work. It will allow 519Pursuit to move into its first year of formalized fundraising with the security required to build long-term independence and reduce reliance on municipal funding. Denying or delaying this extension would undermine that progress and jeopardize the organization's ability to secure diversified funding in the future.

We are also entering a period when outreach is most urgently needed. Spring and summer bring increased visibility of homelessness, more encampments, and heightened demand for food, water, and survival supports. Without 519Pursuit's consistent presence during these months, London will face a significant and avoidable gap in front-line services.

The consequences of that gap are not theoretical. They are predictable and serious: increased strain on emergency services, greater pressure on food programs, reduced system coordination, and more individuals left without basic supports. The absence of 519Pursuit's outreach would reverberate across the entire community.

519Pursuit is not simply another service provider. It is a stabilizing force, a connector, and a trusted presence for some of the most marginalized members of our community. Its work strengthens the entire system and contributes directly to safer, healthier outcomes for everyone in London.

For these reasons, we strongly urge the approval of this contract extension. The cost of losing this service far outweighs the investment required to sustain it.

As a Board, we are confident in the organization's vision, leadership, and long-term sustainability plan. We have seen the strategic groundwork laid for responsible growth, diversified funding, and continued excellence in service delivery. For these reasons, we strongly and respectfully urge City Council to approve this contract extension—recognizing not only the immediate need it addresses, but the significant future opportunity it represents for a more stable, coordinated, and effective homelessness response in London.

Thank you for your time, your leadership, and your continued commitment to addressing homelessness in our community. Your decision in this matter will have a direct and meaningful impact on the safety, wellbeing, and dignity of some of London's most vulnerable residents.

Sincerely,

Janet
Member of the Board of Directors
519Pursuit

March 27-2026

Community of Protective Services Committee

Corrine Rahman, Jerry Pribil, Sam Trosow , David Ferreira

London, City Hall.

Re- Extension of Funding for 519 Pursuit

Dear City Council members Corrine, Jerry, Sam and David,

I am a resident of Ward 10 and writing to formally request that the funding for 519 Pursuit be extended for at least another year.

Here is my story and the reason for my request for your support.

I was watching the news one night when I saw an interview with Allison the co-founder of 519 Pursuit and Glen Pearson which caught my attention. In follow up I reached out to Allison and after hearing her story I was hooked and have been volunteering with this organization for the last four years.

When I started I knew very little about homelessness and all the issues that go with it. From my experiences in doing outreach I have learned a tremendous amount about the homeless community and our friends on the street.

As an outreach volunteer I visit numerous encampments throughout the city providing hot meals, water, clothing, and a human connection. In many cases if it were not for these daily visits these friends on the street would not have access to these basic necessities. They count on us to be there for them. Imagine yourself in the dead of winter, huddled in a tent and bundled up in blankets and your only connection to the outside world and the things you need most are the 519 Pursuit volunteers.

In visiting the encampments and seeing friends on a weekly basis I have come to know their stories and learn more about them and their lives on the street, many of which are quite heart wrenching. I have witnessed frost bite and assisted in getting people medical attention. I have seen people in wheel chairs living in tents or worse yet and have been cared for by Sean and other volunteers. I have witnessed the emotions of homeless friends after having all their belongings stolen and then the relief and gratification that come from having clothing and other necessities replaced by 519 Pursuit. I have experienced the sadness and fear that comes to people who have just spent their first night on the street and have seen the relief that comes from just being able to tell their story to a compassionate volunteer.

In my years as a volunteer I have met many homeless friends that I don't know well but at least know them on a first name basis and enjoy having conversation with them .There is one who in particular who is very unique .I have come to know him very well through his story which he has shared with me .It has helped me understand the ways of the homeless and see them in a very different light. He has managed to turn his life around and is now off the streets. This would not have happened without his association with 519 Pursuit and it's volunteers. I continue to visit him every Thursday to see how he is doing.

I think the human connection the staff and volunteers have with these folks is as important as the meals and clothing that they provide.

As a volunteer I have witnessed and felt the pain that the homeless people experience. I have learned so much about the causes of homelessness, the fears and anxiety, the trials and tribulations and so much more. What I have witnessed and my experiences with 519 Pursuit and the friends on the street have made me a better person.

I have been a volunteer for over 20 years with different organizations and can honestly say that volunteering with 519 Pursuit has provided me with some of my most rewarding experiences.

Our friends on the street have come to recognize the 519 Pursuit vans and know that they can count on them for meals, clothing, moral support and so much more. It would be a real hardship and huge disappointment for them if the outreach services they provide were no longer available.

If you truly want to see firsthand the good work and service that 519 Pursuit, it's staff and volunteers do contact Sean at 519 Pursuit and arrange to spend a few hours in the van doing outreach with him.

In closing I ask for your support in extending the contract for funding and thank you for your time, consideration and service to the city of London.

Sincerely,

Pete Mosey

Dear Members of London City Council

I am writing to express my strong support for the extension of 519Pursuit's contract as a vital component of London's Whole of Community Response to homelessness.

Over the past several years, 519Pursuit has established itself as a consistent, trusted presence for individuals facing homelessness and extreme poverty in our city. Through street-level outreach, the team provides essential supports including food security, care packages, survival gear, and system navigation—meeting people where they are, often in encampments or in moments of urgent need.

What sets 519Pursuit apart is not only the immediacy of these supports, but the intentional focus on building relationships rooted in dignity and trust. These connections often become the first step toward stability—opening the door to housing, healthcare, and other critical services.

A defining strength of 519Pursuit's work is the pathway it creates for individuals to move forward in their journey. Many who are initially supported through outreach go on to volunteer with the organization, using their lived experience to connect with others in similar situations. In time, some of these individuals transition into employment within 519Pursuit itself.

This progression—from being supported, to giving back, to becoming a member of the outreach team—is more than a program outcome; it is a powerful example of restoration, purpose, and belonging. For those who now work with 519Pursuit after experiencing homelessness, it represents an opportunity to rebuild identity, regain stability, and be part of meaningful, community-driven change. It also strengthens the outreach model, as those with lived experience bring unmatched empathy, credibility, and understanding to the work.

After my journey with addiction and homelessness, I became a volunteer, then employee of 519Pursuit.

I've witnessed many vulnerable people secure housing through the help of 519Pursuit. These people are now giving back to the community by volunteering with us. It has been an amazing process to witness and be a part of.

As part of the Whole of Community Response, 519Pursuit plays a critical role at the front lines. The team consistently reaches individuals who may not yet be connected—or may have become disconnected—from traditional systems of care. Without this trusted presence, many of our most vulnerable community members risk being left behind, and the broader system loses a vital entry point for engagement.

At a time when the need for coordinated, compassionate, and consistent outreach has never been greater, it is essential that we continue to invest in organizations that not only meet immediate needs, but also create long-term pathways toward independence and stability.

I respectfully urge City Council to approve a contract extension for 519Pursuit, ensuring that this essential work continues uninterrupted. Supporting 519Pursuit is an investment in people, in possibility, and in a stronger, more connected community for all.

Thank you for your time, leadership, and continued commitment to addressing homelessness in London.

Sincerely,

Patty O'Neill

Outreach Worker - 519Pursuit

To the members of CPSC,

I am writing in regards to Item 4.2 of the agenda for CPSC April 13, 2026 – options for a contract extension with 519Pursuit. In particular, I would like to note the importance of considering Option 1, full funding, given the availability of funds within the Social Services Reserve Fund, the anticipated level of need for outreach through the period of requested funding, and the alignment with the encampment outreach component of the Whole of Community Response.

- 1) In regards to funding, the report notes funds within the Social Services Reserve Fund after existing commitments of \$2.5M. The Option 1 commitment would be \$0.34M. Therefore, there are currently available resources to meet this funding request.
- 2) In regards to anticipated service needs, per the Homeless Individuals dashboard, there are at least 12 active encampments. I have noted in particular the significant growth of tents within Evergreen Park that has appeared to triple in number since reductions at Watson Park. The number of unique individuals in the dashboard by-name-list has grown from 2100 this time last year to 2300. 519Pursuit has also noted that encampment outreach needs grow significantly with improved weather. Overall, we can anticipate that outreach needs will continue to grow for the foreseeable future.
- 3) In terms of strategic alignment, it is noted that 1 of 3 components of the Whole of Community Response is encampment outreach. This is noted as a vital, relationship-based approach to engagement into services of those with the most complex health and social needs. To be most effective, all 3 aspects of the Response need to be active and connected. Given the significant role that 519Pursuit plays in this component, and the expertise they have developed, it is strategic to continue to fund this component.

Thank you for your consideration. I give permission for this communication to be included in public agendas and minutes of Committee and Council.

Abe Oudshoorn, RN, PhD (he/him)

Dear Chair and Members of the Community and Protective Services Committee,

I was born in London in the mid-1980s, and like anyone who has lived here for decades, I have watched our city change. Over the years, the needs on our streets have grown and shifted, and many Londoners, myself included, have felt overwhelmed, unsure how to help, and at times helpless to make a meaningful difference.

519Pursuit has changed that.

I am writing to offer my wholehearted support for extending the outreach services contract with 519Pursuit for the 2026–2027 term.

Through my connection to 519Pursuit, I have had the privilege of meeting people of all ages and circumstances, who struggle daily to meet their most basic needs. I have heard stories of neglect, abuse, violence, and of living in a world that often feels indifferent to whether they survive. Hearing these stories changes a person. It certainly changed me, and it revealed the profound value of the work 519Pursuit does every single day.

This work is not only about keeping people safe and alive. It is about offering hope. It is about connection. It is about creating a bridge forward. When people are supported with food, water, and survival supplies, they can begin to focus on healing, stability, and next steps.

519Pursuit has grown from a grassroots initiative into a trusted and essential partner within London's Whole of

Community Response. The consistency of their outreach builds trust, and that trust is foundational to meaningful progress. Without a contingency plan for continued outreach, the absence of these services would be felt immediately and profoundly, not only by those who rely on them, but by our entire community. We are all watching and wanting change for those struggling in our city. For them, for the businesses that are most affected by this, and for the pride of our city.

I respectfully urge the Committee and Council to support the contract extension so that this critical work can continue uninterrupted.

Please accept this letter as a written submission and add it to the Council agenda in relation to the CPSC report. Please include this submission under Item 4.2: *Report Back: Basic Needs and Pathway Options Feasibility of Contract Extension – 519 Pursuit Umbrella Relief Programs Inc.*

I also provide explicit written consent for this letter to be included in the public agenda.

Please confirm receipt of this letter by email and confirm that it has been added to the Council agenda.

Thank you for your time and for your commitment to the wellbeing of all Londoners.

Sincerely,
Jenna Goodhand
Business Owner and Lifelong Londoner

Re: Support for Continued Funding of 519 Pursuit Outreach Services

I am writing today as a committed community member and an active outreach volunteer with 519 Pursuit for the past four years. I ask you to give serious and thoughtful consideration to continued funding for this essential frontline service.

Over the past four years, I have personally seen how much this outreach means to those we serve — not just for food and supplies, but for dignity, connection, and being seen.

Every weekday, 519 Pursuit staff and volunteers go directly into the places many never see — under bridges, in encampments, in fields, and on the streets — to meet some of London’s most vulnerable residents where they are. We provide fresh hot meals, clothing, hygiene supplies, and human connection. For many, this outreach is not simply support — it is survival.

These outreach vans are not symbolic—they are working lifelines.

Without sustained funding, the very services that prevent deeper crisis will be forced to shrink or disappear. When outreach disappears, suffering does not — it grows. Hunger grows. Illness grows. Emergency services become strained. Human dignity is lost. The cost to the city — financially and socially — becomes far greater than prevention.

519 Pursuit does not wait for people to come for help. We go to them — consistently, respectfully, and without judgment. This is the kind of proactive, compassionate care that reflects the values of a strong and responsible city.

I understand that difficult decisions must be made regarding limited funding. However, I urge Council to recognize that investing in frontline outreach is not optional — it is foundational. Supporting 519 Pursuit means supporting public health, community safety, and human dignity.

Please ensure that these outreach vans continue to run, that staff can continue their work, and that those who have the least are not left with nothing.

Thank you for your time and commitment to the people of London.

**Respectfully,
Debora Moes
London, Ontario**

Dear Members of London City Council,

I am writing to express my **strong support** for the extension of 519Pursuit's contract as a vital component of London's Whole of Community Response to homelessness.

Please add this submission to the CPSC report item number 4.2 Report Back: Basic Needs and Pathway Options Feasibility of Contract Extension - 519Pursuit Umbrella Relief Programs Inc. Additionally, if possible, please confirm receipt of my letter as well as confirmation that it will be included in the council agenda. Finally, I give permission for my letter to be included in the public agenda.

Over the past several years, 519Pursuit has established itself as a consistent, trusted presence for individuals facing homelessness and extreme poverty in our city. Through street-level outreach, the team provides essential support including food security, care packages, survival gear, and system navigation—meeting people where they are, often in encampments or in moments of urgent need.

What makes 519Pursuit uniquely impactful is not only what they provide, but *how they provide it*. Their approach is rooted in dignity, relationship-building, and trust. These relationships are often the first step in connecting individuals to broader systems of care, including housing, healthcare, and social services.

As part of the Whole of Community Response, *519Pursuit fills a critical gap*. They operate on the front lines, often reaching individuals who are not yet connected—or no longer connected—to formal systems of support. Without this consistent outreach presence, many of our most vulnerable community members risk being left behind, and the broader system loses an essential entry point for engagement.

In addition, *519Pursuit's model fosters long-term impact* by creating pathways for individuals to move from being supported to becoming contributors—many eventually volunteering and even working within outreach efforts themselves. This cycle of support and empowerment strengthens not only individual outcomes but the resilience of our community as a whole.

At a time when the need for coordinated, compassionate, and consistent outreach has never been greater, it is crucial that we continue to invest in organizations that are proven, trusted, and deeply embedded in the community. And 519Pursuit is just that - a trusted presence - one that could be *and should be* drawn upon to aid the City of London in achieving their short and long-term goals, particularly as they pertain to the Whole of Community Response. This is only possible if 519Pursuit can continue to carry out their meaningful, critical work with vulnerable people in our city.

For these reasons, I respectfully ***urge the City Council to approve a contract extension for 519Pursuit***, ensuring that this essential work continues uninterrupted. Supporting 519Pursuit is not only an investment in individuals experiencing homelessness—it is an investment in the health, safety, and well-being of our entire community.

Thank you for your time, leadership, and continued commitment to addressing homelessness in London.

Sincerely,
Jennifer Spinney

LETTER IN SUPPORT OF 519PURSUIT

I write this letter in support of the efforts of 519Pursuit.

I work as a volunteer in the program. I was drawn to it because it seemed to be a practical effort to care for marginalized members of our society. I like the philosophy of this program. It is committed to demonstrating care and compassion to a group of people who experience to little of this kind of behaviour.

The work of 519Pursuit is valuable. It has the potential to save lives. How do you measure the effect of a hot meal on someone in the dead of winter fighting to survive outdoors. By providing food, clothing and camping gear and other items, lives are potentially saved. By meeting members of a population that are struggling on the margins of London society with kindness and acceptance, lives are potentially altered.

By providing outreach service 519Pursuit meets people where they live. The population 519Pursuit serves is one that often has difficulty accepting care and charity in conventional ways and in conventional settings. By providing outreach care 519Pursuit can more successfully help those who need their services.

Please continue to support 519Pursuit.

Dr. Scott Houston
Retired family physician

Homelessness - London's Number 1 Issue

As the title states homelessness in our City is a tragedy of humanity and 519 Pursuit has been there to respond to this ever growing concern. 519 Pursuit is a feet on the ground group of volunteers and staff who provide essential life supports for the homeless known to us as our friends.

We pride ourselves on outreach. An ear is lent to hear our friend's concerns and insights. We encourage this dialogue and it is undertaken without judgement. This outreach can take many different directions from family, mental and physical health, housing, and addiction help. The supports we provided are life saving in some of the following ways:

- Wellness checks
- Warm coats
- Footwear
- Meals
- Tarps and tents

519 Pursuit works in partnership with The London FoodBank, RBC Place, and Y.O.U., as we all recognize the severity of our City's most basic community needs.

For 519 Pursuit to perform these critical services, funding is an absolute requirement. The past support of our City has been the key to the services outlined above. Without question, this funding continues to be a number 1 and it is trusted that these words will enable our Mayor and members of Council to strongly support the essential funding required for this key service.

My Personal Voluntary Experiences With 519 Pursuit

I joined 519 Pursuit as a volunteer October 2021, starting with the Saturday morning receipt and sorting of donations for our city's friends in need. With this involvement I became increasingly curious as to those who benefited from 519 Pursuit's support and in March of 2022 I joined the outreach volunteers in the community.

Looking back this was a natural step for me. When I retired I knew I wanted to help less fortunate people and made the commitment to assist voluntarily. This started with Meals On Wheels, then on to mentoring a homeless individual for 5 years, support for refugees to Canada, and currently volunteering with 519 Pursuit. A total of approximately 20 some years.

With 519 Pursuit we have enjoyed many successes and in each situation I do an internal jump for joy. Some examples:

"A" who successfully recovered income tax refunds years later and was able to leave homelessness behind. This was achieved through our outreach efforts and understanding his situation through a developing of trust with him. All he needed was a ride to Service Ontario and a trusted individual to protect his few assets while away.

"C and C" a married couple at the Watson Street encampment obtained shelter at Unity. This was a lengthy effort due to a fear of living with others (a significant concern among the homeless) which had to be addressed. In time we were successful in them choosing the shelter.

“S” had her debit card stolen and had to go to a specific bank branch which was not near her tent. We took her to the bank where she learned that an individual had accessed her account and was laundering dollars. As the account varied significantly the branch put a hold on her account. She advised that there should have been approximately \$900.00 in the account. The branch was able to determine that this was accurate, however, as there was a hold on the account, she still could not access funds. On behalf of 519 Pursuit, I was able to verify that “S” was indeed who she said she was. The bank branch then released \$800.00 in cash to “S”. Cash was the only route as the account remained on hold. It made my day and so too for “S”. Unfortunately, the lack of something as simple as ID is a roadblock for many.

These are a few examples of my personal involvement in outreach support. There are many others, but it is trusted that these situations illustrate the outreach commitment and humanity of the people involved with 519 Pursuit.

Larry Morrow



Attention: Committee Members
Community and Protective Services Committee
City of London
300 Dufferin Ave
London, ON

April 9, 2026

Dear Committee Members,

This letter is to provide a response to the staff report released April 8, 2026 regarding Tolpuddle Housing Co-Operative.

Housing stability is not just a policy issue, it is a human one. When systems begin to strain, it is people who feel the impact first and most deeply. With that in mind, I want to thank you for the opportunity to review and respond to the transition plan for Tolpuddle Co-operative.

As someone currently serving on the board, I take this responsibility seriously. I also know how difficult it has been to navigate the growing challenges at Tolpuddle without the level of support, clarity, or structure that is needed to govern effectively. I read this report not only through the lens of governance, but with a real awareness of what this means for the residents who live here and rely on us to make decisions that protect their homes and their safety.

What stands out to me is that this situation is not the result of a single failure. It is the result of many pressures building over time. Financial strain, growing operational challenges, increasing tenant needs, and a lack of adequate support have all compounded in a way that has intensified the pressure on the cooperative creating a difficult environment to manage. When these pressures are not aligned with the resources and guidance required to manage them, the situation becomes overwhelming for any board, no matter how committed its members may be.

Most people who step into board roles do so with good intentions and a genuine desire to support their community. I believe that deeply. But good intentions alone cannot carry the weight of a system that has grown more complex while the supports around it have not kept pace. Without timely guidance, clear communication, and the right tools, even the most dedicated board will struggle. What I see here is not a lack of effort, but a system that has not evolved to match the realities it is asking people to manage.

Housing has changed. The level of need is higher. Safety concerns are more frequent. Mental health and addiction challenges are more visible. Housing providers are being asked to manage situations

that extend far beyond traditional housing operations. Yet the funding models, support structures, and operational expectations have not shifted in a way that reflects this new reality. That disconnect puts strain on everything: finances, safety, governance, and the overall stability of the community.

It is also important to acknowledge that when concerns are raised early, especially around safety, funding, or governance support, there must be a clear and timely response. Oversight is not only about stepping in when things have deteriorated. It is about working in partnership to prevent situations from reaching that point.

With all of this in mind, I support the recommendation to move forward with the Project in Difficulty designation. It is a serious step, but it feels necessary to stabilize the situation and create a path forward. More importantly, it creates an opportunity to reset, rebuild, and put stronger supports in place.

The focus on strengthening governance and reintroducing mentorship is essential. Boards cannot succeed without support. When people are given the tools, information, and guidance they need, they are far better equipped to make sound decisions and lead effectively.

At the same time, this is a moment to look at the broader system. Housing providers cannot continue to operate in environments where the level of need keeps rising while the supports remain the same. There is a real need for integrated approaches that bring together housing, mental health, addiction support, and community safety in a way that reflects what is actually happening on the ground.

There is also an opportunity to strengthen the relationship between housing providers and the City. Clear communication, timely responses, and shared accountability can make a meaningful difference in how challenges are managed moving forward.

Overall, I support the direction of this transition plan and the City's role in stabilizing the situation. With the right balance of oversight, support, and accountability, there is an opportunity not only to improve conditions at Tolpuddle, but to strengthen how we respond to similar situations across the system.

Because at the end of the day, strong governance does not just protect buildings. It protects people. And that must remain at the center of every decision we make.

Sincerely,



Amanda Pettit



Dear Members of London City Council,
I am writing to share my personal experience and to strongly support the extension of 519Pursuit's contract as part of London's Whole of Community Response to homelessness.

I am currently on ODSP, and like many others, that support alone does not fully cover the cost of living. Through my part-time work with 519Pursuit, I have been given an opportunity that has changed my life in meaningful ways.

Working with 519Pursuit has provided me with a sense of independence that I did not have before. It allows me to contribute financially so I can afford groceries, cover basic needs, and take part in everyday life in a way that many people take for granted. Beyond that, it has given me something just as important—a sense of purpose and belonging.

Being part of the outreach team has opened the door to a social life and community connection. I am no longer isolated. I am part of a team that shows up for others, and in doing so, I feel seen, valued, and included. That feeling is incredibly important for someone trying to build stability and confidence.

What makes 519Pursuit truly special is that they create opportunities for people like me—people who have faced hardship—to be part of the solution. Many of us understand firsthand what it means to struggle, and that lived experience helps us connect with individuals currently facing homelessness in a real and meaningful way.

Through this work, I am not only supporting others, but I am also continuing my own journey toward stability and independence. Without opportunities like

this, it would be much harder to move forward.

519Pursuit is more than an outreach program—it is a bridge. It connects people to basic needs, to community, and to opportunities that can change the direction of their lives.

I respectfully ask City Council to support the extension of 519Pursuit's contract so that this work can continue. It is making a real difference—not just for those receiving support, but for those of us who are working to rebuild our lives and contribute to our community.

Thank you for taking the time to hear my story and for your continued commitment to our city.

Sincerely,

Gary Springman

What is the value of 519Pursuit? I am a volunteer with them for 5+ years. My other outreach volunteer experience was with Sister of St Joseph Soup Kitchen for 14 years and I am still active with The Society of Saint Vincent de Paul (SSVP) 30+ years. I have witnessed the relentless struggles of many with homelessness, addictions, abuse, generational social welfare recipients, mental health issues, employment skill deficiencies and so many other short comings. Sadly, the numbers of people struggling continues to grow with very few signs of improvement. Many of the well-intentioned past assistance programs over the past years simply have NOT worked...this can be a topic into itself as it must include submissions from City Departments Managers AND Outside Agencies with Detailed Budget Forecasts, Ongoing Benchmark Reporting and Accountability of funds used...but what does work...

My attraction to 519Pursuit is their Friendship Based approach. It mirrors the values of SSVP, where face to face contact is central to ALL interactions. Additionally, this contact embodies that Respect, Non-Judgemental, and Compassionate communications that take place. While material support with a hot meal, drinks, clothing, hygiene packs plus more are supplied, the value of Face-to-Face contact cannot be understated. We live in a world where virtually every contact now is 'on-line', very impersonal, very difficult to express yourself outside rigid controls. Many who suffer lack skills on how to communicate in this fashion as well their access and ability to this kind of communication format may not exist. The bottom line, many struggling persons are totally lost, their self esteem destroyed. They become more withdrawn from society; they see no future.

I have met several hundred struggling individuals. When I first approach them, they seldom make eye contact, they step back displaying many insecurities. As part of my interactions, I often ask if they are comfortable to share their circumstances How They Became Homeless. I listen intently to their story, I do not pass judgment, I let them freely speak. Once I hear their stories, the struggles they have experienced no longer are just stories. I see their emotions transform, they may smile, cry, relax, exhale...I have given them a reason to feel better about themselves at that moment. I have given them a reason to look beyond the moment. All interactions conclude with Sincere Thank You's, they can live for another day instead of just survive for another day.

The reality is homelessness will be with us for many years. Hopefully leaders at government AND social agencies accept the fact that past well intended efforts have largely failed. The problem has evolved over decades. There are multiple homeless avenues that must be addressed. Additionally, in this dialogue, there are other victims that need to be respected...Business Owners who have invested all their life savings trying to make a living for their families and employees risk losing everything because homelessness is on their doorsteps, hindering their ability to succeed. They do not blame the homeless, they critique the absence of attainable avenues to assist homeless to find shelter.

So, in the interim, how does 519Pursuit fit in. Interactions with homeless persons focus upon.... Giving them Hope, a Reason to Regain some Self Esteem, a Pathway to continue to survive/live daily until the much larger housing, mental health, addiction, employment and many more issues are better dealt with.

I welcome any requests for further information about my experiences.

Phil Bondy

CPSC Meeting
April 10th, 2026

Dear CPSC members,

My name is Leticia Mizon and I have been working on the frontlines in the social services sector for 9 years.

I am writing this letter to urge the committee to select option 1- Full Service Delivery Continuation for 519Pursuit.

In my time working the frontlines, and increasingly so in the last 4 years, I have sought out the support of 519Pursuit to assist clients experiencing chronic and short-term unsheltered homelessness obtaining the suite of services this group provides. Services including but not limited to- shelter, food security, clean clothing, peer support and connection, hydration, and recently coordination and transportation to the modular units.

519Pursuit is a trusted partner and service provider in the community, and many people living unsheltered in London trust them to be there to support them. Myself included. Many individuals who have been hesitant to trust, or reluctant to reach out, actively do so with 519Pursuit due to their conduct, response time, and valued relationships.

As you know, we are entering spring and summer and it is projected to be a very hot summer which will increase the need for trusted teams to be out in the community providing vital services such as access to hydration, support to get indoors, and support in encampments.

The city requires more support than ever and this is very evident given the public discourse. Back in December 2025, we observed a count of approximately 2,000 Londoners living unsheltered, along with the report that current services are incredibly overwhelmed. I fear that opting to cut or reduce 519Pursuit funding will widen the gap and further marginalize the individuals that they serve.

Again, I am encouraging the committee to opt in to option 1- Full Service Delivery Continuation for 519Pursuit.

Thank you,
Leticia Mizon

April 2, 2026

Re: 519 Pursuit

To: Community and Protective Services Committee

I am writing to you on behalf of 519 Pursuit, a not for profit organization working tirelessly in this community to give a hand, a little kindness, food, water, and clothing to those living without shelter in London, Ontario. I personally donate and I coordinate the Rotary Club of London to collect for them on a seasonal basis, because I believe what they specifically do on the ground in London is needed in a big way, and mostly with volunteers, just like Rotary.

In addition to having the city contribute financially by extending their contract, to help the unhoused, I would like to see more done to prevent homelessness. In that regard, let me know how we might help.

Kind regards,

Handwritten signatures of Stephen and Caren Knox. The signature on the left is 'Stephen Knox' and the signature on the right is 'Caren Knox'.

Stephen and Caren Knox

To Members of Council,

I am writing in strong support of continued funding and a contract extension for 519Pursuit and its outreach work in our community.

As someone who has volunteered directly with 519Pursuit, I have seen firsthand the critical role outreach plays in supporting some of the most vulnerable people in our city. Outreach is not an abstract service—it is real, immediate, and often life-saving. It connects people experiencing homelessness with basic necessities like food, clothing, and hygiene supplies, while also building trust and creating pathways to housing, healthcare, and long-term supports.

Many individuals living unsheltered do not access traditional services due to barriers such as past trauma, mental health challenges, or systemic gaps. Outreach meets people where they are—literally and figuratively. Without it, many would be left completely disconnected from the supports they need to survive.

Organizations like 519Pursuit also play a key role in reducing strain on emergency services. By addressing needs early and consistently, outreach helps prevent crises that would otherwise result in increased use of paramedics, emergency rooms, and policing resources. In this way, funding outreach is not only compassionate—it is also practical and cost-effective.

At a time when homelessness is increasing and becoming more visible in our community, reducing or destabilizing outreach services would be a step in the wrong direction. The need is growing, not shrinking. Stable, predictable funding allows outreach teams to plan effectively, build relationships, and deliver consistent support.

Investing in outreach is an investment in community well-being. It reflects a commitment to dignity, safety, and proactive solutions rather than reactive measures.

I urge Council to approve continued funding and a contract extension for 519Pursuit so that this essential work can continue without interruption.

Thank you,

--

Ben Fraraccio

Rachelle McCready, R.N. BScN

Professor of Nursing, Fanshawe College

1005 Chippewa Drive London, Ontario N5V 2T4

RE: CPSC Report Item 4.2:

I have lived my whole adult life in London. I was educated at Montcalm Secondary School then attended Western. I worked for 40 years as a nurse, mostly at LHSC before retiring. We own a home here and have raised our children here. I have found London to be a rather suburban city; my friends and I rarely ventured out of the suburbs, mostly to go to the Grand Theater on occasion. As I was busy working full-time and raising children, rarely leaving my northeastern suburb, I didn't spend much time thinking about social issues in our city, other than considering the various politician's platforms at election time. Along with volunteering with 519 Pursuit, I also work relief at Carepoint Consumption and Treatment Service, at a crucial time when that service is being defunded. I've never felt strongly enough about an issue to protest or get involved as an activist. This has recently changed as I've seen the terrible effect the toxic drug supply has had on our friends.

I've been volunteering with 519 Pursuit for 3 years now. I remember going on outreach when outreach was mostly volunteers. I love it and feel that our friendship-based approach along with meeting people where they are, forges strong connections with people experiencing homelessness. I strongly believe that "dead people can't recover", that the work that we do supporting those on the streets keeps them alive so there is a chance for recovery.

When 519 received funding from the city, some of the volunteers became employees with a consistent approach and mandate. The consistency that Sean, Michelle, Patty, Evan, Gary, and Bea bring to the depots as well as to the people that they routinely see every day has made a huge difference. I've seen people that I've known for years that we have supported, are now able to transition to microshelters or other housing. Of course, 519 is not alone in the city's efforts to help our most vulnerable. The biggest difference I've seen with 519's consistent team approach is that our friends count on the team to come by with much needed supplies and support. Because a consistent team sees our friends, they can see significant issues and our friends are more likely to be receptive to accessing other services. I strongly request that the city grant a one-year extension of funding to 519 Pursuit through reserved social service funds.

With regards,



Rachelle McCready

I'm writing in regard to item 4.2 Report Back: Basic Needs and Pathway Options Feasibility of Contract Extension - 519Pursuit Umbrella Relief Programs Inc., and ask that this Committee votes in favour of funding through March 31, 2027.

I resent that I have to spend time urging politicians and City employees to fund outreach teams, in the midst of a deepening homelessness crisis. I resent that I need to remind you all that at least 25 unhoused people have died in this city since November 2025, and none of you are mourning them. You know who mourns them? Outreach teams. You know who often finds folks dead or in need of life-saving care? Outreach teams. At 519 Pursuit, most of the team are volunteers. They see the need and want to help - they're not asking for any wages, they're definitely not asking for a 35% pay increase, like London City Council voted for themselves.

Outreach workers are under no illusion that they're saving lives out there - they are a witness and a support; a friendly face - sometimes the only people our unhoused people may speak with that day - providing one meal and one bottle of water for 24 hours. These staff & volunteers also provide connections for other services and resources, including making phone calls with folks living without a cell phone, and support our unhoused neighbours to help adhere to by-law notices. And, if you remove those witnesses and those supports, what happens?

It is shameful that 519 Pursuit and its supporters are begging for a few hundred thousand dollars when the City just assessed that it would receive \$20M in new taxes, and from that gave another \$3.7M to London Police Services. These choices show us clearly where your priorities are. You won't fund these crucial, band-aid solutions, never mind take real action to eliminate homelessness. I see that there is endless funding for criminalizing the poorest of our neighbours, while the provincial government has defunded overdose prevention sites, like CarePoint here in London - life-saving services. I see my city councillor trying to block the availability of needle exchange and clean, drug paraphernalia which is basic healthcare, backed by three decades of research, the elimination of which will kick-off a crisis of new HIV and Hepatitis C infections, which are costly and deadly. I understand that by eliminating budgets to provide basic healthcare, as well as defunding outreach teams who help our unhoused neighbours meet their basic needs - their human rights - it means these folks will be pushed to break the law to eat, to survive. The City of London is defunding shelters and outreach teams like 519 Pursuit - who help provide basic care - to replace them with CiR, who provide incarceration.

I see all levels of government defunding social services, and violating human rights, in order to fund new jails and to militarize local police forces. I see you, and I am disgusted.

I urge you to vote yes to item 4.2.

With all my heart,

Bernice

N5Y3V1

Dear, Council Members

Everyone has hopes and dreams. Life isn't about the big mistakes; it's about the little ones.

What outreach service tries to provide to someone, who is alone, beaten down, hungry, lost, frightened is an opportunity for tomorrow. Think what it might mean to you in a similar circumstance.

I have encountered people with no idea how or where to get help, or what resources are available to them. Some are literally lost, no idea of where The Ark is, or Queens and Adelaide, street names they are not familiar with. They have burns and wounds with no access to treatment because they don't know how. They search in garbage for food. They rely on street information that is frightening and incorrect. A recent example is if they went to the tiny homes they would be thrown in jail if they missed check in. Most do not have phones. We can make a phone call for them and connect them to someone with knowledge and resources. They are the walking wounded from family abuse, loss of a loved one, estrangements ,and bad decisions that have left them on a path they had no way of predicting.

I have witnessed joy for a pair of warm gloves to cover frost bite wounds, dry socks and in many cases a pair of shoes. What satisfaction to see someone gobble a meal down as soon as they receive it because they haven't eaten in so long! I have witnessed tears when I have just stopped and said how are today, and been able to give comfort and confidence that tomorrow can exist. How much better can we all think when our stomachs are satisfied and we have a safe place to sleep. What better options can we dream about when we have the knowledge on how to move forward, find a new path! Outreach services are one small stepping stone, not problem solvers but possibility makers. Not enabling but supporting, encouraging. A friendly face in a sea of scorn, shame, and in an enigmatic environment.

I respectfully request that continued funding be provided to these outreach services.

Sincerely

Patricia Burns-White

Dear Members of London City Council,

As a member of the Board of Directors of 519Pursuit, I am writing to express my full support for the extension of the organization's contract as a vital partner within London's Whole of Community Response to homelessness.

519Pursuit began as a grassroots initiative committed to showing up for individuals facing homelessness. Over the past several years, it has grown into a trusted, consistent and essential outreach partner within the broader system of care and has enhanced the collective impact of the Whole of Community Response.

As a Board, we have witnessed the organization's intentional growth and increasing capacity. 519Pursuit has developed a model rooted in relationship-building, consistent outreach, and meeting immediate needs through food security, care packages, survival gear, and system navigation. This work is foundational to engaging individuals who are often disconnected from traditional services and functions as a critical entry point into the system.

The requested contract extension represents a pivotal opportunity. It will provide the stability needed for 519Pursuit to transition into its first year of formalized fundraising efforts, with the goal of building long-term sustainability and reducing reliance on municipal funding in the future. This is not simply an extension—it is an investment in the organization's ability to strengthen its independence while continuing to deliver essential services.

We are also approaching a time of year when the need for outreach intensifies. In the spring and summer months, we see a rise in visible homelessness, increased encampment activity, and greater demand for food, water, and survival supports. Without the consistent presence of 519Pursuit during this period, there will be a significant gap in service at the street level.

The absence of this outreach will impact individuals experiencing homelessness and have implications for the community as a whole. Increased strain on emergency services, heightened pressure on food programs, and reduced system coordination are all likely outcomes if this critical front-line support is not maintained.

519Pursuit is more than a service provider; it is a connector, a stabilizer, and a trusted presence within our community. Its work strengthens the overall system and contributes to safer, healthier outcomes for everyone in London.

As a Board, we are confident in the organization's vision, leadership, and long-term sustainability plan. **We urge the City Council to approve this contract extension, recognizing both the immediate need and the future opportunity it represents.**

Thank you for your time, leadership, and continued commitment to addressing homelessness in our community.

Sincerely,

Anita Smith-Kelly

519Pursuit Board of Directors

April 1, 2026

Member of London City Council

300 Dufferin Ave, Rm 314
London, ON N6A 4L9

To our honourable members of council,

As a current member of the Board of Directors of 519Pursuit, I am writing to express my full support for the extension of the organization's contract as a vital partner within London's Whole of Community Response to homelessness.

519Pursuit began as a grassroots initiative—founded on compassion, community, and a commitment to showing up for individuals facing homelessness. Over the past several years, it has grown into a trusted and essential outreach partner within the broader system of care. This evolution has not only strengthened the organization itself, but has also enhanced the collective impact of the Whole of Community Response.

As a member of the Board, I have witnessed the organization's intentional growth and increasing capacity. 519Pursuit has developed a model rooted in relationship-building, consistent outreach, and meeting immediate needs through food security, care packages, survival gear, and system navigation. This work is foundational to engaging individuals who are often disconnected from traditional services and serves as a critical entry point into the system.

The requested contract extension represents a pivotal opportunity for the organization. The funding will provide stability needed for 519Pursuit to continue its transition into its first full year of formalized fundraising efforts, with the goal of building long-term sustainability and reducing reliance on municipal funding in the future. This is not simply an extension—it is an investment in the organization's ability to strengthen its independence while continuing to deliver essential services.

The organization is also approaching a time of year when the need for outreach intensifies. As we move into the spring and summer months, we see a rise in visible homelessness, increased encampment activity, and greater demand for food, water, and survival supports. Without the consistent presence of 519Pursuit during this period, there will be a significant gap in service delivery at the street level.

The absence of this outreach will not only impact individuals experiencing homelessness—it will have broader implications for the community as a whole. Increased strain on emergency services, heightened pressure on food programs, and reduced system coordination are all likely outcomes if this critical front-line support is not maintained.

519Pursuit is more than a service provider; it is a connector, a stabilizer, and a trusted presence within our community. Its work strengthens the overall system and contributes to safer, healthier outcomes for everyone in London.

As a Board member, I am confident in the organization's vision, leadership, and long-term sustainability plan. I respectfully urge the City Council to approve this contract extension, recognizing both the immediate need and the future opportunity it represents.

Thank you for your time, leadership, and continued commitment to addressing homelessness in our community.

Sincerely,

A handwritten signature in black ink, consisting of a stylized 'G' and 'R' followed by a long horizontal line extending to the right.

GLEN R. FARROW CPA, CA, MBA

Board Member

519 Pursuit

April 9th, 2026

Dear Members of London City Council,

On behalf of the Board of Directors of 519Pursuit, we are writing to express our full support for the extension of the organization's contract as a vital partner within London's Whole of Community Response to homelessness.

519Pursuit began as a grassroots initiative—founded on compassion, community, and a commitment to showing up for individuals facing homelessness. Over the past several years, it has grown into a trusted and essential outreach partner within the broader system of care. This evolution has not only strengthened the organization itself, but has also enhanced the collective impact of the Whole of Community Response.

As a Board, we have witnessed the organization's intentional growth and increasing capacity. 519Pursuit has developed a model rooted in relationship-building, consistent outreach, and meeting immediate needs through food security, care packages, survival gear, and system navigation. This work is foundational to engaging individuals who are often disconnected from traditional services and serves as a critical entry point into the system.

The requested contract extension represents a pivotal opportunity. It will provide the stability needed for 519Pursuit to transition into its first year of formalized fundraising efforts, with the goal of building long-term sustainability and reducing reliance on municipal funding in the future. This is not simply an extension—it is an investment in the organization's ability to strengthen its independence while continuing to deliver essential services.

We are also approaching a time of year when the need for outreach intensifies. As we move into the spring and summer months, we see a rise in visible homelessness, increased encampment activity, and greater demand for food, water, and survival supports. Without the consistent presence of 519Pursuit during this period, there will be a significant gap in service delivery at the street level.

The absence of this outreach will not only impact individuals experiencing homelessness—it will have broader implications for the community as a whole. Increased strain on emergency services, heightened pressure on food programs, and reduced system coordination are all likely outcomes if this critical front-line support is not maintained.

519Pursuit is more than a service provider; it is a connector, a stabilizer, and a trusted presence within our community. Its work strengthens the overall system and contributes to safer, healthier outcomes for everyone in London.

As a Board, we are confident in the organization's vision, leadership, and long-term sustainability plan. We respectfully urge the City Council to approve this contract extension, recognizing both the immediate need and the future opportunity it represents.

Thank you for your time, leadership, and continued commitment to addressing homelessness in our community.

Sincerely,

Breanne Cannon

Chair Board of Directors 519Pursuit

Members of London City Council,

I am writing to you today as an active volunteer and employee in the social service sector. For the last 6 years, I have worked as a community case worker, volunteered at the London Foodbank, volunteer with Business Cares, and volunteer with 519Pursuit. At 519pursuit, I joined the first day of their partnership with the London Foodbank where the homeless response to food security during the COVID-19 pandemic was taking off. I was a social service worker student at Fanshawe College and threw myself into volunteer work Monday-Saturday for 6 months before returning to school when the restrictions were lifted. I learned a great deal during this time about how to respond to individuals experiencing homelessness and the massive task it is to tackle it. The biggest component of keeping the efforts moving forward was the human connection and comradery. There is no question the other key component is funds. Moving out of an outreach and donation volunteer role with 519pursuit and into the board member role over the course of time both comradery and funding has never been so clear on the scales. What you find at 519pursuit is infectious- you feel the commitment and spirit of passion at every volunteer meeting and engagement. The community responds to our team in a way that restores my faith in humanity. Tackling homelessness is such a big task, and before I met 519pursuit I felt helpless. After 6 years with 519pursuit, I can't go to a group dinner or birthday party without leaving with a trunk full of donations. Community members feel motivated to contribute because it is within their means and know their donations are going somewhere that truly makes an impact. I hear time and time again, "I want to donate because I know it is immediately going to someone who needs it." Not only does it go to someone who needs it, it goes to someone our team specifically knows, likely by name. It's not just about giving someone a coat, it's about giving them a coat we know will make them feel like themselves. The more the team builds the friendship approach, the trust and confidence grows with it. There has been so much success in connecting our friends on the street with services to help support medical, housing, identification, pet care, etc., supporting the process of existing resources and decreasing the disconnection of individuals on the street further. 519pursuit does so much in their operations on so little. Their community backs them, their volunteers are loyal, their employees work tirelessly to adapt their roles and respond to new challenges. There is no lack of effort in recruiting and training new volunteers to ensure we can continue to operate. No lack of fundraising to try and sustain our work. No lack of promotion to try and engage in the community. 519pursuit does everything they can to help their community, we want to be out there doing what we can, we want to deliver the service and help provide feedback on what we learn. Nobody wants to live in the consequences of a community experiencing homelessness. It is scary, it is shocking, and it is not going anywhere right now. Right now, we need help, we need funding to keep going. We want to collaborate and help our city be safer for all that live here.

Breanne Cannon

City of London,

I am writing to you to provide awareness of the importance of the 519pursuit operations as it relates to my job as a community case worker in the Reintegration/Release from Custody Program at St. Leonard's. We saw an 87% rate of referrals in 2024, and 92% of referrals in 2025 reflect a status of no fixed address at the point of referral. We have connected these individuals to 519pursuit for outreach services to obtain basic needs and meal support. We are able to have the client sign consent and connect with us through a collaborative approach of passing messages when the 519pursuit outreach coordinator finds the individual in the community. 519pursuit has been a key role in care circles where they were able to take care of the daily food security in a complex case. With their support and commitment that individual had success getting out of homelessness and into a stable lifestyle. The reintegration of individuals leads to a safer and more vibrant community. Without teams like 519pursuit, more of my case management becomes dedicated to solving basic need, homeless response. With teams like 519pursuit, I am able to focus more energy on reintegration services that brings the individual behind moving simply out of homelessness, but rather into a productive, happy, contributing team member.

With respect,

Jasmine Dorey

April 9th, 2026

Mayor Josh Morgan & City Councillors

Subject: CPSC Report Item 4.2

Your Worship and Members of Council,

My name is Emma Richard. I am writing today as a resident of Ward 13 and active community member to draw attention to an item being brought forward from CPSC to council. The item in question is Item 4.2, "Basic Needs and Pathway Options Feasibility of Contract Extension - 519Pursuit Umbrella Relief Programs Inc."

Regarding this Item, I want to express my full support for extending the contract with 519Pursuit for outreach services from April 1, 2026, to March 31, 2027. I am saddened to hear that already this month 519Pursuit has had to shift from serving 200 meals a day to 120 meals a day on Mondays through Fridays. Without this extension of funding, that number could soon become zero.

As someone who has done volunteer encampment outreach, and someone who lives near an encampment, the work that 519Pursuit does is very close to my heart. I have witnessed the impact that this sort of outreach has in people's lives, both as a participant and as a neighbour. I am always glad to see the folks with 519Pursuit roll up and offer lifesaving resources like food and water, as well as personal connection.

All people have a right to food, and this funding will be able to help realize that right in a concrete way. With 519Pursuit's operations being largely volunteer-run, funding their work goes directly to supporting people's basic survival needs with food, water, and other essential supplies. Beyond that, it helps show the unhoused members of our community that they are just that - members of our community, who like all of us are worthy of care.

Thank you for your time.

Sincerely,
Emma Richard
Ward 13

Please accept the following letter as a written submission and added to the council agenda in relation to the CPSC report, item number 4.2 Report Back: Basic Needs and Pathway Options Feasibility of Contract Extension - 519Pursuit umbrella Relief Programs Inc.

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For decades I have been helping the poor in the core of London through The Society of St. Vincent de Paul. About five years ago, it became apparent that there had been a marked increase in the number of people we were not able to help effectively as they were homeless and living rough on the streets. Seeing people hungry and trying to shelter in doorways, under bridges and in flimsy tents by the river even on the coldest and wettest of nights is simply unacceptable in any civilized society.

At that time, 519Pursuit was being organized and this provided an opportunity to actually do something positive to help those in such desperate need. I quickly found out through the personal interaction with the homeless that was provided by 519, that those living on the street are not there because they want to be there. Every street person has his or her personal story recounting how they have ended up homeless. Sometimes they could be faulted for having made bad choices that have led to addiction, health problems or family estrangement, but never have I encountered any street person who "deserves" to be where they are. All need help to acquire the essentials to live-food, clothing, shelter and a degree of security. The quality of any society should be judged on how it treats people on its margins.

Consequently, I urge London City Council to use public money to fund the social services needed that will ensure that those most in need in this city can live safely and have the essentials of life. 519Pursuit provides a particularly effective way of helping those on the fringes.

Best regards.....Gerry McKeon (Volunteer with 519Pursuit)

Dear Members of Council,

I am writing to express my strong support for the continued funding of 519Pursuit. As a fifth-year Medical Sciences student at Western University, I have worked with 519Pursuit for the past two years. I began working with 519Pursuit as part of my fourth-year capstone project, which quickly became something much more meaningful to me. As such, I chose to continue volunteering beyond the course because of the impact I witnessed firsthand.

Through my work with 519Pursuit, I have come to understand that supporting unhoused individuals extends far beyond simply providing resources. Building trust, long-term relationships, and providing that sense of connection is just as essential, if not more, in creating meaningful and lasting support. 519Pursuit as an organization meets people where they are, without judgment, and creates space for these relationships to form over time. This approach is not only compassionate, but effective as many of the individuals we connected with were far more willing to engage with resources, accept support, and explore next steps because that foundation of trust had already been established.

From the perspective of a student, this experience has taught me much about our community, about interacting with others, and about the intention behind every interaction I have. It has also given me a deeper understanding of the challenges many members of our community face on a daily basis, and what it truly means to approach others with equity, compassion, and accessibility in mind. This is something that cannot simply be learned in a classroom, and I am deeply grateful to 519Pursuit for allowing me to have these experiences and learn these lessons firsthand. The understanding I have gained is a direct result of the way 519Pursuit engages with the community through consistent, relationship-driven support that would be difficult to replicate elsewhere.

The work that 519Pursuit does also fills critical gaps in the current system. Many individuals face barriers that prevent them from accessing traditional services, whether due to stigma, past experiences, or various other struggles. 519Pursuit's outreach model helps bridge these gaps by

bringing support directly into the community. Without organizations like this, many individuals would remain disconnected from the care and resources they need.

Continued support for 519Pursuit is essential not only for the organization itself, but for the individuals and communities who rely on it. The value of this work cannot be measured solely in numbers; it is reflected in the many lives they have positively impacted, in the trust they have built within the community through consistency, and in the small but meaningful steps individuals take toward stability.

I strongly urge Council to consider the broader impact of their decision and to support the continued funding of 519Pursuit. From both my academic perspective and my personal experience, I can say with certainty that their work is deeply meaningful and necessary.

Thank you for your time and consideration.

Sincerely,

A handwritten signature in black ink that reads "Jennifer Zhang". The signature is written in a cursive, flowing style.

Jennifer Zhang

Please add this written submission to the CPSC report item number 4.2 Report Back: Basic Needs and Pathway Options Feasibility of Contract Extension - 519Pursuit Umbrella Relief Programs Inc.

I am writing this letter to express my sincere gratitude for the services given to me and my service dog throughout a devastating time of our lives. I'm a senior of age 65, diagnosed with PTSD.

During our time unhoused, nearly 2 years, we found ourselves on the street, having to take with us no more than we could carry.

After cycling through friends, and staying in the only crash bed facility that accepted dogs, until it was closed down, we were then literally on the streets.

That is when we discovered the community outreach of 519 Pursuit.

Daily meals were always available, including food for my dog.

Clothing, tents, sleeping bags, and hygiene products were always supplied when needed.

One time when all our things were stolen, they were there to get us set up again, including purchasing a new service dog vest.

They were there to offer directions and assistance to services such as Ontario Works, housing, and ID replacement.

The Outreach Teams of 519 Pursuit know the challenges, and take pride in what they do. They sincerely care for all they are able to help, and I know they wish they could help more.

Allison, Michelle, Patty, Sean, and all their volunteers became our family, and we became part of theirs.

Me and Shadow have recently been housed, and I can't express enough the gratitude I have for all those caring people at 519 Pursuit. With their help we've been given a new beginning.

Sincerely,
John Spindler & Shadow

Please reply to this email to confirm the receipt of my letter and to confirm its addition to the council agenda.

I am giving my consent for this letter to be included in the public agenda.

WRITTEN SUBMISSION TO:

Community and Protective Services (CPS) Committee

City of London • Meeting of April 13, 2026

Re: Agenda Item 4.2 — Report Back: Basic Needs and Pathway Options Feasibility of Contract Extension – 519Pursuit Umbrella Relief Programs Inc.

Submitted by: **Sarah Campbell**, Executive Director, and the Board of Directors of Ark Aid Street Mission

Date of Submission: April 10, 2026

ON BEHALF OF ARK AID STREET MISSION AND OUR BOARD OF DIRECTORS

Ark Aid Street Mission respectfully submits this written delegation in response to Agenda Item 4.2 before the Community and Protective Services Committee on April 13, 2026. This submission is presented on behalf of Sarah Campbell, Executive Director, and the Board of Directors of Ark Aid Street Mission.

We write in strong support of a contract extension for 519Pursuit Umbrella Relief Programs Inc. and, more broadly, in support of a service continuity and stabilization framework that ensures all organizations previously funded through the Unsheltered Homelessness and Encampments Initiative (UHEI) can maintain operations during the transition period while new federal-municipal funding agreements are secured.

We do so as an organization that has itself navigated the direct consequences of UHEI funding expiry — having lost over \$1 million in core funding effective April 1, 2026 — and as a longstanding partner in London’s homelessness response system. We understand precisely what is at stake when these services are interrupted, and we are committed to working collaboratively across our sector to ensure that does not happen.

A CRITICAL AND TIMELY FEDERAL SIGNAL: THE UHEI RENEWAL

On **April 1, 2026** — the same day that UHEI funding expired for London’s front-line organizations — the Government of Canada announced a **\$125 million national extension of the Unsheltered Homelessness and Encampments Initiative (UHEI)**, administered by Housing, Infrastructure and Communities Canada under Minister Gregor Robertson.

“Far too many people in Canada are living without a safe and stable place to call home. With this funding, we are ensuring communities can continue to access the resources they need to expand housing options and help people move into safer, more stable housing.”—
The Honourable Gregor Robertson, Minister of Housing and Infrastructure, April 1, 2026

This announcement is not peripheral context. It is a direct and unambiguous federal statement that the services funded under UHEI — outreach, encampment engagement, basic needs provision, transitional housing support, and case management — are recognized as essential, effective, and worthy of sustained national investment.

The previous UHEI agreement between the Government of Canada and the City of London, signed December 2024, provided \$5 million in federal funding matched by \$6.4 million from the City over two years. That agreement supported \$6.8 million in services flowing to London organizations including 519Pursuit, Ark Aid, London Cares, Atlohsa, and others. That agreement has now expired.

A new London-specific agreement under the renewed UHEI must be negotiated and executed. That process takes time. **The people living unsheltered and unhoused in our city do not have time.** We are asking this Committee to act as the bridge.

WHAT IS AT STAKE: THE SERVICES THAT HOLD THE SYSTEM TOGETHER

The services provided by 519Pursuit and by UHEI-funded organizations and particularly Ark Aid Street Mission are not supplementary to the homelessness response system. They are its foundation. They provide:

- ❖ **Assessment and triage** — the critical first point of contact for individuals in crisis, identifying need and connecting people to the right pathway
- ❖ **Basic needs provision** — food, clothing, hygiene, and immediate relief delivered without barrier or condition
- ❖ **Stabilization and relationship building** — the sustained human connection that makes every other intervention possible
- ❖ **System diversion** — proactive engagement that redirects individuals away from emergency rooms, police interactions, and preventable crisis
- ❖ **System navigation** — active support helping individuals access health care, mental health services, addiction supports, income, and housing
- ❖ **Initiating a pathway towards home** — housing readiness, family reunification, return-to-community connections, and the work of transitioning people from unsheltered crisis to stability

When any one of these functions is interrupted, the consequences cascade through every other part of the system. Emergency departments absorb the overflow. Police and EMS respond without appropriate diversion resources. Encampments grow. People who were moving toward housing stability lose momentum and connection. Lives are lost.

The City of London's own data is unambiguous: approximately **2,000 people** are actively experiencing homelessness in London in 2025, with numbers expected to increase this spring. **44 per cent** require high levels of support to exit homelessness. More than **7,000 people** are on the community housing waitlist. Western University's Centre for Research on Health Equity and Social Inclusion estimates the annual cost of homelessness to the system at over **\$100,000 per person** — including emergency services, healthcare, and justice. Continuity of these services is not a charitable investment. It is a fiscally responsible one.

OUR ASK: SERVICE CONTINUITY WHILE AGREEMENTS ARE SECURED

Ark Aid Street Mission, on behalf of itself and in alignment with its partners across London's homelessness response sector, makes the following specific requests of the Community and Protective Services Committee:

- 1. Support the contract extension for 519Pursuit Umbrella Relief Programs Inc.** — as a direct, immediate investment in the continuity of UHEI-eligible services that are actively keeping people safe and connected to the pathway towards home.
- 2. Direct Civic Administration to develop and implement a service continuity and stabilization framework** — one that authorizes the flow of stabilization funds to all organizations previously funded through UHEI, maintaining essential services during the period

between the expiry of the previous agreement and the execution of a new federal-municipal UHEI agreement under the renewed \$125 million national initiative.

3. Engage proactively with the federal government — to expedite the negotiation and execution of a new London-specific UHEI agreement, so that sustained federal funding flows to London’s front-line organizations as quickly as possible and does not remain inaccessible to communities while agreements are processed.

We wish to be clear: this is not a request for new funding in the abstract. It is a request that the City of London use its existing authority, its demonstrated commitment to this work, and its established relationship with the federal government to prevent a service collapse that will cost more — in human suffering and downstream system costs — than the stabilization investment required to avoid it.

A CALL TO THE PROVINCE: MATCH THIS FEDERAL INVESTMENT

We would be remiss in this submission not to name directly the significant gap in provincial support for London’s homelessness response.

Ontario is one of **only two provinces in Canada** that did not match UHEI funding in the previous agreement cycle. While the provincial government has pointed to its \$21 million Homelessness Prevention Program allocation to London, front-line organizations and City Councillors have consistently noted that this funding does not replace the UHEI-funded services that have now expired.

The renewed federal commitment of \$125 million represents the clearest possible signal from the Government of Canada: this work matters, this model works, and communities need sustained support to deliver it. The Province of Ontario has an opportunity — and, we submit, an obligation — to match and exponentially expand the impact of this federal investment.

London’s homelessness crisis is not a London-made problem. It is the product of decades of insufficient investment in affordable housing, mental health and addiction services, and social supports at the provincial and federal levels. The organizations serving Londoners living unsheltered and unhoused are delivering life-saving services in the gap left by those systemic failures. They cannot continue to do so without provincial co-investment proportionate to the scale of the need.

We call on this Committee, and on London’s elected provincial representatives, to make explicit, public, and persistent representation to Queen’s Park — calling on the Province to match the federal UHEI renewal, to expedite the flow of those funds to London, and to recognize that the support of people living unsheltered and unhoused in their path to health, recovery, housing stability, and home is a provincial responsibility that cannot be downloaded to municipalities and community organizations alone.

OUR COMMITMENT: COLLABORATIVE, RESPONSIVE, LIFE-SAVING SERVICES

Ark Aid Street Mission is not stepping away from this work. We are actively planning a year-round, responsive model that includes expanded outreach and encampment support, housing stabilization programming, and the capacity to scale emergency services during periods of heightened need. We are committed to doing this work in alignment with our partners across London’s homelessness sector.

We have reached out to colleagues across the sector — to align our voices around the following shared commitments:

- ❖ **Collective support for the federal UHEI renewal** as a signal that must be acted upon quickly at the local level
- ❖ **Coordinated advocacy to City Council** for service continuity and stabilization funding while new agreements are executed
- ❖ **Unified advocacy to the Province of Ontario** to match and expedite UHEI funding in favour of those living unsheltered and unhoused
- ❖ **A shared commitment to adaptive, collaborative service delivery** that responds to the changing dynamics and challenges of homelessness in our community

The people we collectively serve — those living unsheltered and unhoused on London’s streets, in encampments, in hidden homelessness — are not abstractions. They are our neighbours, and they are depending on this system to hold while better solutions are built. We are asking this Committee to help it hold.

CLOSING

Ark Aid Street Mission and its Board of Directors are grateful for the opportunity to present this submission. We commend the work of 519Pursuit and the organizations who continue to serve London’s most vulnerable residents under extraordinarily difficult circumstances. We urge the Community and Protective Services Committee to recommend the contract extension and to direct Civic Administration to act swiftly on a service continuity and stabilization framework.

The federal government has made its position clear. We are asking London’s civic administration to meet that signal with the same urgency.

Mission: *“Serving with love to provide nourishment, foster hope, and work together to create the journey home.”*

Vision: *“All people are beheld, beloved, and belong.”*

Respectfully submitted on behalf of Ark Aid Street Mission and its Board of Directors,



Sarah Campbell
Executive Director
Ark Aid Street Mission
sarah@arkaidmission.ca
519-667-0322



On Behalf of the Board of Directors
Ark Aid Street Mission
London, Ontario

April 10, 2026

Dear Members of London City Council (CPSC Committee),

I am writing to express my strong support for extending the City's contract with 519Pursuit.

As a business owner, and community member in London for 10 years, I believe 519Pursuit provides a vital and much-needed service in our city. Their work reaches people directly on the ground, including those living in encampments and others who may not otherwise be consistently connected to care and support. In my view, this kind of outreach is essential to any effective response to homelessness in London.

Last year, I volunteered with 519Pursuit at a Valentine's Day outreach event where we distributed food and supplies to people living in an outdoor park encampment. Through that experience, I saw firsthand the level of care, compassion, and professionalism that 519Pursuit brings to this work. It was clear that the people they were serving appreciated the help, felt safe in their presence, and trusted them. What stood out to me most was not only that 519Pursuit was providing practical support, but that they were able to genuinely connect with people in a way that built trust and dignity.

I was also deeply impressed by the knowledge and experience of the organizers and volunteers. They understood how to engage people respectfully, how to meet urgent needs, and how to serve as a real bridge between vulnerable individuals and the broader support system. That kind of trust-based, street-level connection is incredibly difficult to build, and it is something our city should value and protect.

I believe 519Pursuit can continue to play a key role in helping administer needed services in London and in improving the wellbeing of the city as a whole. Supporting effective organizations like this is not only a compassionate choice, but also a practical one. It shows leadership, good judgment, and a real commitment to supporting approaches that genuinely help people and strengthen the community.

For these reasons, I respectfully urge the Council to support a contract extension for 519Pursuit. Their presence, relationships, and street-level outreach are too important to lose.

Thank you for your time, your service, and your consideration.

Sincerely,

William Wang

CEO and Founder
Zentein Nutrition Inc.
will@zentein.ca

To: Chair and Members, Community and Protective Services Committee
From: Blair Henry
Date: April 10, 2026
Re: Endorsement of 519Pursuit Umbrella Relief Programs Inc.

Dear Chair and Members,

I am writing to strongly endorse 519Pursuit Umbrella Relief Programs Inc. for the provision of outreach supports for outdoor basic needs in London, and to urge the Committee to adopt Option 3, the phased service approach.

I come to this not only as a resident, but as someone who has spent many years working alongside fellow Londoners who are unhoused. Through that experience, I have seen what works, what doesn't, and—most importantly—what builds trust and connection over time.

City staff have identified that 519Pursuit plays an important role within the broader outreach system by connecting with individuals who are often disengaged from traditional services, increasing system reach and enabling pathways into housing and supports. This ability to build trust and facilitate connection is not incidental—it is central to the effectiveness of the model.

At the same time, this decision comes at a critical moment. With the expiry of time-limited federal funding and increasing seasonal demand as more individuals return to unsheltered living conditions, the choice before Committee will directly impact the City's ability to maintain continuity of outreach services in the months ahead.

What I want to emphasize—based on direct observation over time—is how 519Pursuit has grown.

This organization did not begin as a fully scaled service. It started simply: bringing food to unhoused friends. Then came socks. Then small, thoughtful additions based on what people actually needed. At each step, their leadership made careful, grounded decisions—expanding only when they had the capacity, the relationships, and the logistical understanding to do so well.

That pattern demonstrates a disciplined approach to growth, risk, and capacity—an approach that is especially important in the current funding environment.

In reviewing the service delivery options before Committee, Option 3—the phased approach—most closely reflects this demonstrated model of leadership.

It allows service to begin at a sustainable level based on confirmed resources, while creating a structured pathway to scale as partnerships are secured. It balances immediate need with operational stability and reflects a measured, adaptable approach to service delivery.

While Option 3 introduces some variability in service levels as partnerships are developed, it avoids the greater risk of overcommitting to a model dependent on unconfirmed resources. It also allows for ongoing monitoring, adjustment, and accountability as the program evolves—ensuring that any expansion is both intentional and sustainable.

By contrast, a full-service model that relies heavily on unconfirmed partnerships introduces the risk of disruption if those partnerships do not materialize. A reduced model, while more stable, risks diminishing support at a time when need remains high and visible.

We also know that when outreach services are reduced, the need does not disappear—it is displaced into more acute and costly parts of the system, including shelters, healthcare, and emergency services. Maintaining a strong outreach presence is therefore both a compassionate and practical approach.

At a time when our community and our country are wealthier than in previous generations, it is deeply troubling that more people are being pushed into hardship, not less. Glen Pearson recently observed in the *London Free Press* that as we have become more prosperous, we have also too often forgotten our responsibilities to those in need.

If we expect a prosperous city to be a fair and just city, then we must ensure that people living unsheltered are not left to survive without consistent outreach, basic needs, and a pathway to support.

As Pearson reminds us, a society can measure growth in wealth while still failing in its duty to protect those who are most vulnerable.

Sincerely,
Blair Henry

London Citizen

April 9, 2026

Attention: Members of the Community and Protective Services Committee

Re: Agenda Item 4.2 – Report Back: Basic Needs and Pathway Options for 519Pursuit

Dear Members of Council,

I am writing to strongly urge you to support the continuation of funding for 519Pursuit. The staff report outlines three potential pathways forward and I respectfully ask that you endorse one of those options.

From a system-level perspective, 519Pursuit is not an ancillary service, it is a core component of our community's coordinated response to unsheltered homelessness. Their work delivering basic needs, conducting persistent and relationship-based outreach, and facilitating connections into health, housing, and social supports fills a critical role within our broader service continuum.

As you are aware, individuals experiencing unsheltered homelessness are often the most disconnected from formal systems of care. Outreach is the primary mechanism through which engagement begins. 519Pursuit's team operates at this essential front line, building trust over time, reducing barriers to service access, and supporting individuals to take initial steps toward stability. Without this function, the effectiveness of downstream services is significantly diminished.

Equally important is their role as a collaborative partner. 519Pursuit contributes to real-time system coordination by sharing information, aligning resources, and responding to emerging needs across the community. Their presence strengthens the overall responsiveness and cohesion of our homelessness response system.

Reduction in 519Pursuit's capacity would have immediate and measurable impacts. We would expect to see increased pressure on emergency services, reduced service engagement among unsheltered individuals, and greater challenges in moving people from homelessness into appropriate supports and housing.

At a time when the scale and complexity of homelessness in London continues to intensify, maintaining effective system infrastructure is essential. 519Pursuit represents a proven service that directly supports our shared objectives of engagement, stabilization, and housing outcomes.

Sincerely,



Chuck Lazenby
Executive Director
clazenby@unityproject.ca

Dear Members of the Community & Protective Services Committee,

London Cares Homeless Response Services is pleased to offer this letter of support for 519Pursuit and the important role they play within London’s homelessness response. We support the extension of the outreach services contract for 519Pursuit for the 2026–2027 term.

Having 519Pursuit engaging in friendship-based and basic needs–focused interactions allows our team to focus more on system-level coordination, connection, and housing documentation, while ensuring individuals continue to receive consistent, relational support in the community.

London Cares recognizes that supporting individuals experiencing homelessness requires diverse approaches that meet people where they are at. The range of needs present in our community highlights the value of organizations with different but complementary engagement models working alongside one another to ensure individuals receive meaningful, accessible support.

As an organization with a housing-focused mandate, London Cares supports individuals in securing housing while assisting with navigation to appropriate services and longer-term supports. This work is strengthened through collaboration with 519Pursuit, whose friendship-based outreach model prioritizes trust, presence, and responsiveness to immediate basic needs. Through consistent relationship-building, informal check-ins, and community-driven support, 519Pursuit creates opportunities for connection and engagement that may not otherwise occur.

London Cares values the collaborative spirit that 519Pursuit brings to this work. Their strong community presence and ability to mobilize public support enhances shared efforts, including the distribution of essential items and resources to meet frontline needs. This partnership creates additional pathways for individuals to feel supported, connected, and seen within their community.

We appreciate our ongoing collaboration with 519Pursuit and respect the important contribution they make through their relationship-centred, basic-needs outreach approach. We support their continued role in the community and recognize the value of sustained investment in friendship-based outreach services that complement housing-focused interventions.

With respect,
London Cares Homeless Response Services

This is a letter in support of 519Pusuit.
This letter can be included in the public agenda.
Please accept this letter as the written submission of Neala Kerridwen and Raymond Clancy.

"Our son has long-term mental health issues.
He decided shelter or mission life was not for him.

He camped by himself somewhat near our apartment building,
somewhat near other campers.
He learned that the volunteers from 519Pursuit helped those campers
and actively sought folk who were in need.

Our son came to learn 519Pursuit people supplied hot lunches or sandwiches five days
a week,
and also:
jugs of water
bags of socks
clothing including warm coats
footwear
blankets and warm bedding
clean-up garbage bags
personal hygiene packets
camping supplies like ground sheets and bed rolls
replacement tents

Sometimes when nothing was required 519Pursuit staff would simply check in to see if
our son was okay
To our son, this interest by people who weren't family meant the community had
members who valued him and who were looking out for him.

Since early November 2022, with brief exceptions, our son has constantly been in the
care of 519Pursuit.
They have saved his life.

Report to Community and Protective Services Committee

To: Chair and Members
Community and Protective Services Committee

From: Scott Mathers, MPA, P.Eng.
Deputy City Manager, Housing and Community Growth

Subject: Tolpuddle Co-operative Inc. Capital and Operational
Transition Plan

Date: April 13, 2026

Recommendation

That, on the recommendation of the Deputy City Manager, Housing and Community Growth, the following actions be taken with respect to Tolpuddle Co-operative Inc.:

- a) Acting in its capacity as Service Manager under the *Housing Services Act, 2011*, that Civic Administration's transition plan **BE RECEIVED** for information, and that Civic Administration, exercise any of the remedies available to the service manager under the *Housing Services Act, 2011* in connection with a triggering event and identify the transferred housing project located at 380 Adelaide Street and 652, 654 and 656 King Street operated by Tolpuddle Co-Operative Inc. as a Project in Difficulty;
- b) That, the Deputy City Manager, Housing and Community Growth, or their written designate, **BE AUTHORIZED** to undertake all the administrative acts that are required under the *Housing Services Act, 2011* in connection with the Transition Plan.
- c) That the financing for capital improvements associated with the Transition Plan, to an upset limit of \$785,439, in **BE APPROVED** as set out in the Sources of Financing Report attached hereto as Appendix 'A';
- d) That Civic Administration **BE DIRECTED** to work with the Tolpuddle Co-operative Inc., to develop a transitional security plan funded from the annual subsidy budget to address safety and security matters in the short-term, and
- e) That Civic Administration **BE DIRECTED** to report back to Municipal Council on progress of the Transition Plan in Q4 of 2026.

Executive Summary

The transferred community housing project operated by Tolpuddle Co-operative Inc. is experiencing significant operational, financial and governance challenges that have resulted in prolonged vacancies, financial instability, and service delivery concerns. Civic Administration is recommending an operational transition plan that includes activating the Housing Services Act "Project in Difficulty" provisions.

The transition plan outlined in the report is intended to stabilize operations, strengthen governance oversight, and improve service delivery for residents. Some of the immediate matters to be addressed will include capital improvements focused on safety and security, but also additional operational funding to support security at the site.

The report identifies \$735,000 in capital funding to address immediate building improvements and unit rehabilitation required to stabilize operations while the transition plan is implemented. This short-term amount will help address the municipal compliance and fire orders and repair some of the vacant units while the funding and scope of work is refined through the building condition assessment work. It also supports repairs to vacant units in support of the transition back to sustainable operations.

Linkage to the Corporate Strategic Plan

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

Outcome 1 - The City of London demonstrates leadership and builds partnerships to increase quality, affordable, and supportive housing options.

Expected Result 1.1 - Increased access to a range of quality, affordable and supportive housing options that meet the unique needs of Londoners.

Strategies:

- a) Increase the supply, range, and depth of affordability of quality housing options where people feel safe.
- b) Align policies and programs recognizing the broad range of factors that contribute to accessing and maintaining transitional, supportive, community, affordable and market housing.
- c) Address the specific needs of populations, including equity-denied groups, and prioritize housing initiatives that are affordable.

Analysis

1.0 Background Information

1.1 Previous Reports Related to this Matter:

- [Affordable and Community Housing Update](#) (CPSC: February 17, 2026)
- [2025-2028 Canada-Ontario Community Housing Initiative and Ontario Priorities Housing Initiative Approval of Ontario Transfer Payment Agreement and Investment Plan](#) (CPSC: August 11, 2025)

1.2 Background

Tolpuddle Housing Co-operative Inc. (Tolpuddle), located at 380 Adelaide St N. and 652-654-656 King St., operates 132-units of non-profit community housing in an apartment building and three townhouse blocks in London. There are 109 rent-geared-to-income units and 23 market units. Tolpuddle was incorporated under the Corporations Act (Ontario) as a non-profit, non-share corporation by Letters Patent dated June 29, 1989.

The Co-operative receives funding under the Housing Services Act, 2011 (HSA) and is governed by the HSA, applicable Local Housing Directives, and the Co-operative Corporations Act. As a designated housing project under the HSA, Tolpuddle forms part of the community housing system and is subject to funding, regulatory, and reporting requirements administered by the Service Manager.

1.3 Co-operative Governance Model

In Ontario housing co-ops that were developed under provincial programs and listed in the HSA are governed primarily by the HSA and the Co-operative Corporations Act.

The HSA provides the program rules and standards under which the provider operates within the community housing system. Typically, program rules and standards outline:

- The number and type of units to be provided, including rent geared to income units,
- Operating and capital funding arrangements,
- Service level requirements,
- Reporting and financial accountability requirements,
- Property management and maintenance expectations, and
- Rules related to asset management, redevelopment, or sale of properties.

The Co-operative Corporations Act governs the corporate structure, governance, membership, bylaws, and internal processes of all co-op. The Co-operative Corporations Act covers the following:

- How the co-op is run.
- How members vote and participate.
- How by-laws are created.
- How the board operates.

For housing projects under the HSA, both laws apply. One governs the corporation, the other governs the subsidy and rent-g geared-to-income program. All non-profit housing organizations under the Service Manager portfolio are run by volunteers who form housing boards for each corporation. There are some relevant differences to note between Non-Profit and Co-operative housing boards.

Table 1 – Governance Structure of Non-Profit vs Co-operative in Housing

Criteria	Co-operating Housing	Non-Profit Housing
Board Composition	Residents (members)	Community Volunteers (not tenants)
Strategic Decision Making	Members & Elected Board	Board & Management
Operational Model (i.e. property management)	Member participation Staff 3 rd party property management	3 rd Party Property Management Company
Resident Status	Members	Tenants
Monthly Cost of Housing	Housing Charges	Rent
Applicable Legislation	Housing Services Act, 2011 and Co-operative Corporations Act (CAA)	Housing Services Act, 2011 and Ontario Not-for-Profit Corporations Act (ONCA)

1.4 Fiduciary Responsibility of Boards

Housing Boards, whether they operate a Non-Profit or a Co-operative community housing have the same fiduciary responsibility for oversight and decision-making. Board Members must act in the best interest of the housing organization to protect its mission, corporate integrity, and physical assets.

Since the time of devolution in the year 2000, Service Managers administer programs and subsidies under the premise that housing boards carry out their legal and ethical obligations through Duty of Care, Duty of Loyalty, and Duty of Obedience. Below are some examples of what that entail:

- Monitor organization performance (i.e. vacancies, arrears, maintenance, etc.)
- Oversight of financial performance
- Ensuring safe and ethical housing operations
- Seeking expert advice when needed
- Refraining from using the board role for personal gain
- Avoiding actual or perceived conflicts of interest
- Safeguarding assets of the Co-operative

Nonprofit and Co-operative board members are responsible for ensuring the organization is well-governed, financially sound, and operating in the public interest.

1.5 Project in Difficulty under the Housing Services Act

When a housing provider is at risk of not meeting legislative requirements for ensuring that the housing project is well managed, the Service Manager has legislative authority to provide remedies.

Under Section 72(2) of the HSA, a Community Housing Provider may be designated as a Project in Difficulty (PID) if:

- (a) *the mortgage described in clause (1) (b) is in default;*
- (b) *the service manager is of the opinion that, because of the financial position or the projected financial position of the housing provider, either of the following is likely to happen within 12 months after the end of the current fiscal year of the housing provider,*
 - 1. *the mortgage described in clause (1) (b) will go into default, or*
 - 2. *the housing provider will fail to meet a substantial financial obligation; or*
- (c) *the service manager is of the opinion that the housing provider has failed to comply with a substantial obligation under this Act. 2011, c. 6, Sched. 1, s. 72 (2).*

Once a project is designated as a PID, the Service Manager may take corrective measures as outlined in section 85 of the HSA. This supports the Service Manager’s legal responsibility to ensure that housing projects are well managed, financially sound, and maintained in good repair.

1.6 Service Manager Authority and Rationale for Intervention at Tolpuddle

Civic Administration have identified a number of events since 2009 that have led to this intervention. Table 2, below, outlines a few of the events.

Table 2 – Events Impacting Operations

Year	Events Impacting Operations
2009	Project determined to be a Project in Difficulty under the <i>Housing Services Act</i>
2010	Interim board appointed
2016	Control returned to members
2018	Fire damages four units
2020	Fire damages two units
2021	Fire damages one unit
2023	Flood occurred impacting three units
2024	Fire damages one unit
2024	Board reduced to quorum and mentorship relationship dissolved.
Jan 2026	Flooding from burst pipe impacts at least four units
April 2026	PID & Operational transition plan (subject of this report)

The Housing Services Act, 2011 (HSA) establishes the legal framework for administering community housing and homelessness services in Ontario. The City of London is a designated Service Manager for London and Middlesex County. Under the HSA, the service manager is responsible for overseeing social housing providers, ensuring compliance with legislation and regulations. Service Managers are also required to fund housing providers according to the HSA funding formula.

Housing Providers designated under the HSA are required to operate the housing project in accordance with the HSA regulations and any local standards set out by the Service Manager. In particular, section 69 (2) of the HSA establishes that housing providers are responsible for ensuring that the housing project is well managed and maintained in a satisfactory state of repair and fit for occupancy.

Civic Administration has identified that failing to exercise appropriate oversight and intervention could expose the Service Manager to potential consequences under the Act, including potential suspension or reduction of federal housing funding or direction issued by the Province requiring corrective action. As a result, the Service Manager must monitor risks that may affect ongoing operation of housing projects and take appropriate steps where compliance or financial viability concerns arise.

In the case of Tolpuddle, there are several operational and governance concerns that increase risk to the long-term sustainability of the housing project, including prolonged vacancies, operational decision making and property management concerns impacting building operations.

Provided the City's legislative responsibility to oversee the community housing system and protect public investment in housing assets, Civic Administration will be implementing the operational transition plan outlined in Section 4.0 of this report. This approach is intended to stabilize operations, strengthen governance oversight, and ensure continued provision of safe and affordable housing for members.

1.7 Previous Designation as a Project in Difficulty (2009 – 2016)

A triggering event was identified and communicated to the Ministry of Municipal Affairs and Housing in 2009 for this property. Following this, the Housing Program was put into Project in Difficulty (PID) status and the Board was replaced with an interim board. To support the writing of this report, Civic Administration followed-up with MMAH staff to confirm the status of the property in 2026, and the PID was not present in the documentation on hand with the Province.

During the period between 2009 and 2016, and prior to turning operations over to a new Board in August 2016, the Service Manager supported the interim co-op Board to undertake a series of actions in an effort to improve operations at the property. These include:

- Support with balancing the budget through management of unpaid rents, vacancies and any discretionary spends.
- The development of a capital plan to support improvements to major building components.
- City funding was disbursed between 2011-2014 for building envelop and mold remediation.
- Provincial funding was disbursed for roof replacement and HVAC.

A mentorship program was established as part of the transition plan for the new co-op member Board in 2016. The mentors came with co-op and non-profit housing board experience to support decision making and good governance practices. The last mentor was a member from Co-operative Housing Federation of Canada (CHF) who was actively participating in board meetings until 2024.

The operational transition plan outlined in section 4.0 of this report is similar in scope to what was identified in 2009 but does include a further set of activities around improving the physical design to support great safety and security of the property.

2.0 Discussion and Considerations

2.1 Analysis of Financial and Operation Health

In an effort to align the reporting of Tolpuddle's financial challenges back to the February 17th update report at Community and Protective Services, and Council on March 3rd, the report card key performance indicators for the property are:

Table 1 - Key Performance Indicators

	Key Performance Indicators (2025)	Description
Liquidity Ratio	0.93	Is the housing provider able to generate and retain enough cash to pay short-term debts.
Accumulated Surplus / Deficit	(\$426,000)	Is the provider operating with a surplus or deficit.
Capital Reserves	\$467,000	How much is available in the capital reserve.
Vacancy Loss	15% ¹	Is the housing provider maintain a 3% vacancy rate, or less/

NOTE:

1. Information on vacancies in 2024 – 2025 fiscal year currently not unavailable. In lieu of this, data has been provided on current status.

Historical Financial Performance

The current financial situation where costs are greater than revenue is unsustainable.

The table below presents the Statement of Operations for the years 2022 through 2025, as reflected in the audited financial statements prepared by an independent accounting firm. The 2024 - 2025 unaudited information has been provided by property management and is shown to provide Council with further context on the challenges at this property.

Table 2 - Review of Operational Costs – Fiscal Year End July 31

	2021 - 2022	2022 - 2023	2023 - 2024	2024 - 2025
Total Revenue	1,477,000	1,489,000	1,637,000	1,691,000
Total Operating Expenses	1,528,000	1,494,000	1,746,000	1,824,000
Surplus / (Deficit)	(51,000)	(5,000)	(110,000)	(132,000)

As observed across the non-profit housing sector, although rental revenues may have increased in each fiscal year, operational costs have risen much faster. Increased costs for maintenance that includes security, cleaning, and building repairs. Other external factors such as insurance costs have also increased because of several past fire incidents at the property. Overall, expenses are growing faster than income

Unaudited financial information for the first six months of fiscal 2026 was obtained. At the current pace of spending, the projected deficit is expected to reach approximately \$260,000, which is added to the \$426,000. Expenditures are occurring at a rate that is materially misaligned with available revenues and cash flow, indicating a lack of effective financial controls and oversight. Intervention and corrective action are necessary to prevent further deterioration and to stabilize the organization.

Management of Unit Vacancies

Since 2023, a total of 15 units have been renovated using COCHI funding and/or Social Housing Reserve funds to address vacancy turnover and restore units to a rentable condition. These investments were intended to reduce vacancies and establish rental revenue streams.

Table 3 - Review of Vacant Units

Period	Property Manager	Total Units	Vacant Units (Avg.)	Vacancy Rate
2021-2022	Independent	132	3	2%
2022-2023	Independent	132	3	2%
2023-2024	Current Property Management Firm (Year 1)	132	9	7%
2024-2025	Current Property Management Firm (Year 2)	132	--	--
As of March 2026	Current Property Management Firm (Year 3)	132	20	15%

A review of unit turnover data summarized in Table 5, also indicates that some units have undergone multiple rounds of renovation and restoration over time. Despite this investment, the overall reduction in vacancies has been limited. In several instances, renovations have resulted in internal transfers, whereby existing households moved into newly renovated units, leaving their former units vacant. As a result, the net impact on vacancy levels has been minimal.

In certain cases, initial cosmetic upgrades were followed by more extensive rehabilitation in subsequent years. This phased approach has led to duplicated effort and increased capital expenditures. These repeated remediation activities highlight challenges in coordinating turnover repairs with broader capital rehabilitation planning. Rather than completing comprehensive unit restorations upfront, work has often been undertaken incrementally. Consequently, multiple investments have been required to bring some units to an occupiable condition, increasing overall costs and delaying the return of those units to the rental inventory.

Capital and Municipal Subsidy Investments 2022 – present

Between 2022 and 2026, the Service Manager has provided significant capital funding support to Tolpuddle Housing Co-operative to address priority building rehabilitation needs. These investments have supported a range of building improvements including unit restorations, window replacements, plumbing backflow upgrades, precast stair replacements, automatic door operators, kitchen replacements, and bathroom renovations. This funding was provided to improve building conditions, support vacancy turnovers, and maintain the long-term viability of the housing asset.

Capital funding during this period have been for various items including building envelope improvements, structural maintenance of stairwells, and various plumbing upgrades. The co-op has also used some of the funding to improve accessibility in the building and various units, as well as kitchen and bathroom restorations or other unit improvements following fires to put units back into service. The 2026 value includes the fire and security panel upgrades as well as the lien funding.

The subsidies for rent-geared to income are what is provided as base support to housing providers as legislated under the HSA. The additional subsidies have been disbursed across the sector using savings from end of mortgage. Other properties have also received additional subsidies, but significantly less funding.

Table 4 - Summary of Capital and Municipal Subsidy Investments

	2022	2023	2024	2025	2026¹	Total
Provincial & Federal (i.e. COCHI) Capital Funding	\$286,085	\$369,020	\$135,278	-	\$91,632	\$882,015
Municipal Capital Funding	-	\$7,952	\$64,455	-	-	\$72,407
Total Capital	\$286,085	\$376,972	\$199,733	-	\$91,632	\$954,422
Rent-Geared to Income Subsidy	\$878,739	\$898,995	\$1,001,666	\$1,068,366	\$585,564	\$4,433,330
EoM Savings – Additional Subsidy	-	-	\$193,600	\$193,600	-	\$387,200
Total Subsidies	\$878,739	\$898,995	\$1,195,266	\$1,261,966	\$585,564	\$4,820,530
Total Capital and Municipal Subsidy Funding	\$1,164,824	\$1,275,967	\$1,394,999	\$1,261,966	\$677,196	\$5,774,952

NOTE:

1. Values for 2026 are based on actuals existing commitments to-date. Any additional funding outlined in this report is not reflected in Table 5

Civic Administration note that Tolpuddle is one of the more heavily subsidized housing sites and that between 2022-2026, over \$4.8 million has been distributed as an operating subsidy.

2.2 Legal, Property Standards and Financial Pressures

Pending Legal Matters

Tolpuddle Co-operative is currently involved in two ongoing legal matters related to former employment and workplace conduct. These proceedings include claims associated with wrongful dismissal and allegations of assault. As these matters remain before the courts, the City has not taken an independent review of the circumstances and cannot comment on the merits of the claims. However, the existence of the proceedings present potential financial and operational risks to the Co-operative depending on outcome of cases.

Construction Lien

A construction lien in the amount of \$77,070.81 was registered against the property on September 10, 2025, by Red Cap Construction Services Ltd., a contractor who supplied materials and services to the Housing Provider between April 2024 and July 2025. The lien relates to repair and maintenance work completed at the property, including plumbing repairs, appliance purchases and ventilation improvements.

The registration of a construction lien indicates that payments related to the contracted services remain outstanding. While construction liens are a standard legal mechanism

available under the Construction Act, the presence of a lien against a social housing asset raises financial and governance considerations. As Service Manager under the Housing Services Act, the City has an interest in ensuring that housing providers maintain sound financial management practices and avoid encumbrances that may affect the housing asset.

Municipal Property Standards Orders

Fall 2025 Non-Compliance

In October 2025, a municipal compliance inspection identified that the property did not comply with the provisions of the City's Property Standards By-law related to the building security systems. An order was issued on November 3, 2025, requiring the housing provider to repair the voice communication system connecting dwelling units to the building entrance and security access controls.

These systems are required to support tenant safety and building access control. Addressing these deficiencies will be an important component of stabilizing building operations as part of the proposed transition plan.

Winter 2026 Non Compliance

On March 7, 2026, a municipal compliance inspection identified that the property was non-compliant with a number of items in the City's Property Standards bylaw. The compliance order outlined various missing lights, windows, doors and hardware. It also highlighted damaged walls, ceilings and floors. The order also noted that the security systems required repair, which was one of the 2025/2026 COCHI projects.

Civic Administration have provided verbal communication to the Board president and committed to providing financial or technical support in the resolution of these matters.

Orders from Fire Department

Following the inspection in early March, the Fire Chief identified a number of deficiencies and ordered the co-op to resolve them. A "fire watch" was instituted until the deficiencies were addressed. This has two main financial implications for the property:

1. Until the Fire Chief is satisfied with the state of the fire panel and other items, the co-op must patrol the site on a regular basis 24 hours a day to identify potential fire concerns. The contracted security on-site provides this service, although the final cost is currently not known by the City.
2. The money for repairs to the fire panel have been committed under the COCHI program funding but may not satisfy the Fire Chief. The final invoices have not been submitted to the City.

Although the costs are unknown at this point, Civic Administration have provided written communication to the Board and committed to providing financial or technical support in the resolution of these matters.

As of the submission of this report in early April, the "fire watch" at the property has been lifted.

Financial Auditors Observations

The independent financial audit summary for the fiscal year ending July 31, 2024, identified several financial management, governance, and operational concerns that may affect the long-term financial sustainability of the Co-operative. The audit noted significant housing charge arrears, bad debt that was considered unlikely to be collected, as well as a significant capital reserve deficiency. The auditors also identified vacancy rates that have increased and are negatively impacting the operating revenue and cash flow (as outlined in Table 3 and 4 of this report).

2.3 Crime Prevention Through Environmental Design Review

In 2025, the Service Manager retained an architect to undertake a Crime Prevention Through Environmental Design (CPTED) review of the property operated by the Tolpuddle Housing Co-operative. The objective of this work was to assess ongoing concerns related to vandalism, building access, site security, and to identify design-based interventions to improve resident safety and overall site control.

The CPTED review included a site visit, assessment of existing conditions, and preparation of security update concepts focused on access control and improved physical security measures. The resulting report and drawings provided recommendations such as enhanced security controls, including card readers, electric strikes and magnetic locking systems, controlled gate access, and improved site security infrastructure to support better oversight and reduce opportunities for unauthorized access. This work was completed to provide the co-op with basic and practical design options with a framework for future capital improvements intended to stabilize site conditions and improve safety for residents.

2.4 Property Manager and Board Work Together

The role of property management is to support boards with the day-to-day administration, financial oversight, and operational execution of their decisions. The oversight of the property and collection of rent is one of the key duties, with the Board providing strategic decision making and guidance on how to address various matters.

The current property manager has experienced challenges maintaining a staff presence at the property, which has added to the Board's frustrations in making decisions. In January 2026, the property management firm provided a notice to the board that they were terminating their contract effective Jan 21, 2026, however, the termination was rescinded and amendments were made to the agreement.

The amended property management agreement that has not yet been shared with the Service Manager.

3.0 Summary of Funding Request from Co-Op

On March 23, 2026, Civic Administration received a proposed business plan from the Property Manager on behalf of the Co-Op. The document outlines the numerous challenges experienced at the property, highlights some of issues with the funding formula in the Housing Service Act, and proposes a path forward that includes funding allocations to both the capital and operating expenses for the co-op.

Generally, the proposed business plan is aligned with the Transition Plan outlined in section 4.0 of this report. In summary, the business plan proposes:

Operating

- One time funding (\$200,000 to \$250,000) to reduce accounts payable, stabilize vendor relationship and restore basic liquidity.
- Subsidy adjustment of approximately \$260,000 to balance the 2026 / 2027 operating budget and eliminate the structural deficit.
- Funding of the vacancy loss across all unit types for 2025 and 2026 – both market and rent-geared-to-income units.

Capital

- Funding in the amount of \$1,000,000 to \$1,200,000 for:
 - Fire alarm system deficiencies and panel replacement, compliance with Fire order (estimated at up to \$70,000).
 - Building Security and Access systems replacement (estimated at up to \$240,00).
 - City of London Property standards compliance items (estimated at up to \$100,000).

- Building systems such as HVAC and elevator (estimated at up to \$125,000).
- Unit restoration and turnover work in 14 units (estimated at \$700,000).

Although not explicitly identified, the \$91,000 already committed through the 2025/2026 COCHI program is included in the operating and capital requests above.

Any of the costs outlined in the business plan have not been vetted or reviewed in detail to confirm accuracy. Through the transition plan work detailed below which includes the development of a building condition assessment plan, the costs will be further refined and confirmed based on need at the property.

4.0 Transition Plan

Civic Administration has identified an operational and capital improvement and transition plan to stabilize and address ongoing governance, operational, and financial challenges affecting the property.

At a high-level, the plan includes the following non-sequential steps:

- Re-establish the Project In Difficulty designation to enable additional oversight and support by the Service Manager.
- Re-introduce external governance support and mentorship for the Board of Directors.
- Explore, procure and implement temporary supportive housing property management.
- Implementation of a deficit reduction plan.
- Identify changes to the subsidy calculations to support sustainable operations.
- Short-term financial support for the municipal compliance and fire orders.
- Detailed capital planning, including an updated building condition assessment report that is aligned and optimizes the CPTED plan.
- Development of a construction phasing and implementation plan, including the hiring of a project manager.
- Development of a unit restoration plan.
- Long-term capital and operating support from the Service Manager.
- Track progress using a set of benchmarks.

Many of the activities outlined are similar to the regime put in place in 2009, with the exception of identifying a property manager that can provide support on site. The transition period is anticipated to occur over 12 to 24 months. During this time, Civic Administration will work with the housing provider to improve vacancy management, stabilize financial performance, address safety concerns and prioritize capital rehabilitation work.

Progress will be monitored through key performance indicators (section 4.5) including improved occupancy levels, strengthened governance practices, stabilized financial performance, and improved building operations. Civic administration will report back on the progress of the transition plan in Q4 of this year.

4.1 Re-activate Designation of Housing Project in Difficulty

To facilitate the process, the City will re-activate the Project in Difficulty designation. This enables the Service Manager to exercise the appropriate remedies available under the Act to stabilize operations, support improved governance and financial oversight, and ensure the continued operation of the housing project in accordance with legislative requirements. Reactivating this designation supports a higher level of attention from Civic Administration working with the housing provider to implement corrective measures and protect the long-term viability of the housing asset while ensuring that the City continues to meet its responsibilities as Service Manager under the Act.

Civic Administration will submit the necessary documentation to the Ministry of Municipal Affairs and Housing to notify them of a triggering event and the PID status at

this property. The *Housing Services Act, 2011* provides 60-days from the date of the letter for the official status to implement.

4.2 Coordination of Capital Needs into an Executable Plan

As noted in Section 3.0 of this report, the Co-Op has requested \$1.2 Million for capital repairs at the property. In the short term, Civic Administration will work with the Board to align a number of capital needs into a defined and executable plan. As of the writing of this report, an upset limit of \$785,439 (excluding HST) was estimated as the immediate capital needs for the property to address the orders and start on some of the capital items, for example, repairs to the elevators. The costs and splits between the City funded capital account and the COCHI program are further outlined in section 5.0.

This initial funding will come from a City capital program designed to assist community housing providers with this type of work. As scope and projects are defined, additional unit repairs will be included into the 2026/2027 COCHI program and the construction phased to ensure affordability and align with other work at the property.

Any final quotes and/or the approved costs against the capital account will be outlined in the Q4 report.

2025-2026 COCHI Transitional Funding

Civic Administration has provided transitional funding through the 2025-2026 Canada Ontario Community Housing Initiative (COCHI) to address several immediate operational and compliance risks at Tolpuddle Housing Co-operative. A total of \$91,632 was approved by the service manager to support these corrective actions.

The transitional funding supports the resolution of the Construction Lien filed against the property and address municipal by-law work orders related to the non-functioning building intercom / security system, and resolves deficiencies associated with the fire monitoring system that has resulted in the suspension of monthly fire monitoring services.

The housing provider remains responsible for procuring vendors and completing the necessary work to resolve these matters in accordance with municipal and provincial requirements, with oversight and support provided by the service manager.

Most Recent Municipal Compliance Work Orders and Fire Orders

In early March 2026, Municipal Compliance conducted a building inspection at Tolpuddle to identify potential infractions of applicable municipal by-laws. The London Fire Department was also engaged to perform a site review for compliance with fire and safety codes. The resulting findings will assist Civic Administration in identifying any immediate safety concerns requiring remediation. It is anticipated that any costs associated with compliance orders will be funded by the Service Manager.

In addition, and to support the long-term safety of the tenants (members) of the co-op, Civic Administration will work with the Board and the Fire Department to conduct either bi-annual or quarterly inspections on a proactive basis. As the property stabilizes, these inspections may be phased out.

Crime Prevention Through Environmental Design Implementation

In addition to addressing immediate operational risks, Civic Administration is prepared to work collaboratively with the housing provider to implement a holistic Crime Prevention Through Environmental Design (CPTED) strategy at the property. This approach would advance security-related capital improvements identified in the CPTED report, strengthening site control and overall safety. The objective is to reduce opportunities for criminal activity through enhanced building access controls, improved visibility and lighting, and consistent building management practices.

Building Condition Assessment Update

A successful transition plan will require significant investment in capital repairs. The Service Manager will undertake the process of obtaining an updated Building Condition Assessment (BCA) – the last one was completed in 2019 / 2020. Based on the findings of the updated BCA, staff will collaborate with the board and the property management firm to develop a comprehensive capital asset plan. This plan will prioritize life safety, structural integrity, regulatory compliance, and accessibility improvements.

Recommendations arising from the CPTED report that align with the BCA findings will also be prioritized for implementation. The Service Manager intends to seek funding for these capital investments through the next two cycles of the COCHI allocation (2026-2028).

The funding and projects will focus on the improvements necessary to address life safety and property standards matters in the earlier years of the plan, with more cosmetic items in the later years.

Project Manager to Support Efficient Implementation

Following Council's review of this report, Civic Administration will begin the detailed work of assisting the Co-Op with the identification of scope for the work, guidance on procurement and support through the planning and implementation of the building condition assessment improvements. Given the scope of work, Civic Administration will consider the requirement of a 3rd party project manager that is independent of property management, the City and the Board to support the efficient delivery of the capital work. Although the costs are currently budgeted through the City's capital program, the fees for a project manager are an eligible cost under COCHI and could be funded through that program in subsequent years following the development of the capital plan.

4.3 Property Management with Supportive Services

Civic Administration will undertake an Expression of Interest (EOI) to identify organizations that can provide property management services that include a level of support for tenants in finding employment, maintaining mental health and financial stability. This is not intended to be Highly Supportive Housing that would include 24-hour and 7-days per week of on-site supports. The Board will be a partner at the table and have an opportunity to support the procurement and review the responses to the EOI.

These services come with a higher cost and is expected to be in place for at least three years to stabilize tenancies and implement other measures to improve safety at the property. The estimated cost will be subject to discussions with firms that respond to the EOI, but based on experiences in other municipalities, property management with supports is expected to cost \$600,000-\$1,000,000 annually. There is some commercial space available in the building that could be repurposed for services that help tenants navigate the systems that support employment, mental health and financial stability.

Potential funding sources require further exploration, but under the current funding formula, these costs may be eligible for additional subsidy. Discussion with Provincial ministries, such as the Ministry of Health, may also be a potential source of funding.

4.4 Subsidy Estimate for Transition Plan

In section 3.0 of this report, additional subsidies are proposed by the Co-Op to resolve some outstanding financial debts and address monthly operating challenges. This request must be assessed in detail, and an amount has not been identified by Civic Administration as of the writing of this report. Vacancies are contributing to the annual losses, so these must also be resolved.

The annual subsidy estimate for this housing provider is calculated in accordance with the funding formula set out in the Housing Services Act (HSA). This formula is primarily based on provincially established benchmarks. Under the HSA, the Service Manager has the discretion to adjust subsidy levels to account for property-specific

circumstances, provided such adjustments remain within the approved annual operating budget.

Over the past two years, Tolpuddle has received additional subsidy funding of \$194,000 annually. This funding was administered by the Board to address identified operational challenges, including immediate expenditure pressures, the reduction of outstanding accounts payable, and the mitigation of accumulated operating deficits.

In recognition of ongoing financial pressures and security needs, an increase to the annual subsidy will be provided to Tolpuddle until the property reaches the end of its mortgage in August 2027. This funding will support increased insurance premiums, required security measures, and the backlog of routine maintenance expenses. The additional subsidy will be funded through mortgage savings realized across the sector and will have no impact on the municipal tax base. As the provider's mortgage matures in 2027, funding beyond this period will be reassessed and incorporated into any revised funding model established under the Service Agreement framework.

4.5 Performance Metrics

As part of the Transition Plan, the Service Manager will monitor operational performance over the next two to three years to assess improvements in governance, financial stability, and overall operational effectiveness. Achieving measurable progress in these areas will require the development and implementation of corrective actions by the newly established Board and the engaged property management firm. Performance will be evaluated against the following key operational metrics:

- Reduction of vacancies to normal operating levels (less than 3%).
- Improved arrears management through more proactive engagement with members.
- Reduction in bad debt expenses.
- Decrease in municipal compliance orders.
- Elimination of Fire Code violations.
- Decrease in security-related incidents.

The successful execution of the transition plan will depend on sustained oversight, strong governance, and effective collaboration between the Board, property management, and the Service Manager. Continuous monitoring of these key performance indicators will support accountability, drive corrective action where required, and help ensure the long-term financial and operational sustainability of the organization.

4.6 Update to Council in Q4

The current situation at Tolpuddle Co- Operative is complex and multi-layered, shaped by a convergence of interrelated challenges. Persistent community pressures linked to its geographical location have compounded internal difficulties, while board instability has hindered effective decision-making and strategic oversight. The subsidy funding formula can also present challenges as it fluctuates year-over-year based on benchmarks and changing operational inputs. These formula inputs impact how much funding a housing provider is eligible for. Together, these factors have created a set of circumstances that cannot be resolved through a single approach, but instead require coordinated responses tailored to the various areas of concern.

Addressing the complexity of the issues at Tolpuddle represents a significant and multifaceted undertaking for all parties involved. Substantial additional work, detailed analysis, and continued collaboration will be required to fully assess the challenges and identify sustainable solutions. Civic Administration will proceed with the implementation of the transition plan in a phased and deliberate manner.

A progress update on the transition plan will be brought back to Council by Q4 2026.

5.0 Financial Implications

A summary of the proposed financial support for the Tolpuddle co-operative is outlined below:

Item	Approximate Cost	SH2001A	COCHI
Project Manager	\$65,000	\$65,000	-
Construction lien	\$77,071	-	\$77,071
Fire and life safety system deficiencies	\$70,000	\$66,665	\$3,335
Building security and access systems	\$240,000	\$228,774	\$11,226
City of London property standards compliance	\$100,000	\$100,000	-
Building systems - HVAC and elevators	\$125,000	\$125,000	-
Unit restoration	\$200,000	\$200,000	-
TOTAL	\$877,071	\$785,439	\$91,632

Costs are only estimates at this time. Over the next few weeks and months, Civic Administration will work with the Co-Op and property management to formalize the costs and obtain quotes for the work.

Additional operating costs will also be assessed by reviewing the current financial statements and books to determine the gap and what is required to maintain liquidity. This review will assess any unpaid invoices and/or debts that exist, as well as any operational costs incurred as a result of the municipal compliance and fire orders.

Conclusion

Tolpuddle Housing Co-operative continues to provide an important source of affordable housing within the community housing system. The proposed operational transition plan is intended to provide the governance and property management supports necessary to stabilize the housing project. Through the introduction of external governance assistance and interim property management support, Civic Administration will work with the housing provider to improve operational performance, reduce vacancies, and address priority building issues.

This approach will help protect the City's investment in the housing asset while ensuring residents continue to have access to safe, stable, and well-managed affordable housing.

Prepared by: Kate Lawrence, MBA, CPA, CMA
Manager, Housing Systems and Administration

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

Recommended by: Scott Mathers, MPA, P.Eng.
Deputy City Manager, Housing and Community Growth

cc: Kevin Dickins, Deputy City Manager, Social and Health Development

Attachments:

Appendix 'A' – Source of Financing

Appendix "A"

#26049
April 13, 2026

Chair and Members
Community and Protective Services Committee

RE: Tolpuddle Co-operative Inc. Capital and Operational Transition Plan
(Subledger NT26GG02)
Capital Project SH2001A - Tolpuddle Co-Operative Inc
The Tolpuddle Co-operative Inc. \$785,439.00 (excluding HST)

Finance Supports Report on the Sources of Financing:

Finance Supports confirms that the cost of this project can be accommodated within the financing available for it in the Capital Budget and that, subject to the approval of the recommendation of the Deputy City Manager, Housing and Community Growth, the detailed source of financing is:

Estimated Expenditures	Approved Budget	Committed to Date	This Submission	Balance for Future Work
Capital Grants	796,749	0	796,749	0
Total Expenditures	\$796,749	\$0	\$796,749	\$0

Sources of Financing

Drawdown from Social Housing Reserve Fund	796,749	0	796,749	0
Total Financing	\$796,749	\$0	\$796,749	\$0

Financial Note:

Contract Price	\$785,439
Add: HST @13%	102,107
Total Project Cost Including Taxes	887,546
Less: HST Rebate	-90,797
Total Estimated Project Cost	\$796,749

Jason Davies
Manager, Financial Planning & Policy
mp

Good Morning

I am asking to speak on Monday April 13/26 at the CPSC meeting regarding Item 4.3 on the Agenda., Tolpuddle Cooperative.

Also, if you are able to help, how would I submit a written response to a Report for the Members to read?

Thank you in advance

Jo-Dee Phoenix

Tolpuddle Housing Co-operative

Board of Directors – Consolidated Response to Staff Report “Tolpuddle Housing Cooperative – Capital and Operational Transition Plan”

Community and Protective Services Committee (CPSC)

Prepared By: Jo-Dee Phoenix on behalf of the Board of Directors

City of London | April 2026

Executive Summary

The Board of Directors of Tolpuddle Housing Co-operative submits this consolidated response to the April 2026 staff report to provide critical context, correct the public record, and clearly articulate the systemic challenges underpinning the current situation.

The Board acknowledges the concerns raised and supports the City’s efforts toward short-term stabilization. However, it is the Board’s firm position that the issues identified are **not isolated, not new, and not attributable solely to governance or management practices**. Rather, they are the direct result of a **structural failure within the housing system**, where increasing member complexity has not been matched by corresponding funding, supports, or operational models.

Tolpuddle represents a **case study of system strain**, not system failure.

See **Appendix A** for additional information relating to the history of Tolpuddle Housing Co-operative and the Tolpuddle Martyrs

Purpose of this Response

This report has been prepared to:

- Clarify Tolpuddle’s operational and oversight status
 - Document actions taken by the Board and Property Manager
 - Outline the historical financial and operational context
 - Identify systemic funding and service delivery gaps
 - Advocate for a sustainable, integrated housing model
-

Clarification of Oversight and Governance Status

Tolpuddle was **never formally designated as a “Project in Difficulty”** under the legislated framework of the former Social Housing Reform Act.

Rather, it was identified under the City’s administrative designation of a **“Project Requiring Intervention (PRI)”**, a non-legislated, collaborative tool intended to enable early support and partnership-based stabilization.

This distinction is critical:

- The PRI designation reflects **early identification and proactive engagement**, not failure
- It demonstrates **transparency and willingness to work collaboratively**
- It aligns with the **modernized, partnership-focused approach under the Housing Services Act**

Assertions or implications of governance failure are, therefore, **mischaracterizations of the factual record**.

Historical Financial Context and Service Manager Role

Tolpuddle reported an accumulated deficit of **(\$95,631)** as of July 31, 2023, disclosed through the Annual Information Return and audited financial statements.

Under the **Housing Services Act**, this constitutes a triggering event and imposes a clear obligation on the Service Manager to:

- Monitor the situation
- Provide reasonable assistance
- Act proactively to prevent escalation

The Board formally notified the City multiple times and submitted requests for support, including safety-focused business cases in **April 2024 and April 2025**.

Despite these efforts:

- No timely or substantive intervention was provided
- Previously directed actions by CPSC were not implemented
- Meaningful response only occurred after public escalation

This lack of response materially contributed to the deterioration of operating conditions and represents a **failure of system accountability**.

Operating Environment and System Pressures

Tolpuddle operates within a housing system that has undergone a significant transformation.

The City's priority-based housing model has appropriately increased access for highly vulnerable individuals. However:

- Member acuity has risen significantly (mental health, addictions, safety risks)
- Placement practices do not align with cooperative housing capacity
- Supports, funding, and service models have **not evolved accordingly**

This has created a **structural mismatch** between:

What housing providers are expected to manage
and
What they are resourced to deliver

These pressures are **system-wide**, not unique to Tolpuddle.

Property Management Transition and Initial Conditions

The Property Manager was engaged in October 2023 to provide stabilization support.

At intake, the property was experiencing:

- Financial disorganization
- Major capital deficiencies and repeated flooding
- High vacancy levels
- Severe safety concerns, including criminal activity and vulnerable members
- Operational strain from years of under-resourcing

These conditions were **not newly created** but rather the culmination of systemic pressures and insufficient support.

Board and Management Actions

Despite operating in a high-risk, underfunded environment, the Board and Property Manager:

- Reconstructed financial systems and completed audits
- Restored governance practices and compliance
- Returned **21 units to occupancy**
- Reduced criminal activity and improved building safety
- Coordinated with City staff, police, and external partners
- Maintained continuous operations despite reduced staffing capacity

The Board also:

- Enforced arrears and eviction policies where necessary
- Removed problematic vendors and strengthened maintenance oversight
- Implemented security measures at significant financial strain
- Responded immediately to all inspection requirements

These actions demonstrate **diligence, accountability, and sustained effort—not negligence.**

See **Appendix B** for additional relevant background information specific to Governance

Funding Constraints and Structural Inequity

The operational challenges identified in the staff report are directly linked to **structural funding limitations**, including:

- Fixed funding levels disconnected from member complexity
- Reduced administrative and maintenance capacity (e.g., staffing reductions from 60 to 35 hours/week)
- No funding for security, supports, or enhanced operations

This is further compounded by **systemic inequity**:

- Larger providers (e.g., LMCH) receive significant subsidies, staffing, and integrated supports
- Tolpuddle operates on **property management fees without embedded infrastructure**
- Yet is expected to manage **equal or greater member complexity**

This imbalance is **unsustainable and fundamentally inequitable.**

Failure of Funding and Support Mechanisms

The current Housing Services Act funding framework:

- Relies on outdated benchmark assumptions
- Does not account for high-acuity member populations
- Provides no mechanism for:
 - Security funding
 - Enhanced staffing
 - Integrated supports
 - Damage recovery (often exceeding \$50,000 per unit)

Additionally:

- COCHI funding has been delayed due to unresolved administrative issues
- Approved directions (e.g., lien separation) have not been implemented
- Critical safety and capital needs remain unfunded

This represents a **breakdown in both funding delivery and oversight**.

System-Wide Nature of the Challenges

The issues at Tolpuddle are not isolated.

Comparable challenges are being observed across the system, including at larger providers with significantly greater resources. This demonstrates:

- The issue is **not provider-specific**
- The issue is **structural and system-wide**

Tolpuddle is therefore **an early indicator—not an exception**.

Need for Integrated Service Delivery

The Board would support the transition to an **integrated supported housing model**, including:

- Mental health and addictions services
- Community safety partnerships
- Embedded supports aligned with housing operations

This position has been consistently advocated by the Board and Property Manager and remains critical to long-term sustainability.

Without integration:

Housing providers are being asked to solve **health and social challenges without health and social resources**

Path Forward

The Board remains committed and welcomes meaningful support from the City to:

- Stabilize operations in the short term
- Implement appropriate governance and operational supports
- Advance integrated service delivery models
- Establish funding frameworks aligned with actual operating realities

Immediate priorities include:

- Release of approved funding (including COCHI)
 - Review of member placement practices, including pre-assessment of support needs and individual applicant support plans during the application process of RGI housing through the centralized waiting list to increase successful tenancies.
 - Targeted investment in safety and staffing
 - Strengthened accountability mechanisms
-

Conclusion – A Call for System-Level Action

The Board of Directors respectfully urges the Community and Protective Services Committee to recognize that Tolpuddle is not an isolated operational issue—it is a **clear and urgent signal that the community housing system is no longer aligned with the realities it is expected to serve.**

What is being experienced at Tolpuddle today will continue to emerge across the system tomorrow.

This is not a question of governance.
This is not a question of property management.

This is a question of **public policy, funding adequacy, and system design.**

Without decisive action:

- Providers will continue to be set up to fail
- Vulnerable members will continue to be placed in unstable environments
- Municipal resources will continue to be strained by reactive interventions

Tolpuddle presents a critical opportunity—not just to stabilize a property, but to **redefine the model.**

The Board calls on the City of London to:

- Move beyond short-term stabilization
- Demonstrate leadership at the municipal level
- Champion a modern, integrated, and adequately funded housing system

One that reflects the **true cost of housing vulnerability.**

The Board remains committed to working in partnership to achieve this outcome — for the benefit of its Members, the community, and the future of community housing in London.

APPENDIX A

The Tolpuddle Martyrs were six agricultural labourers from the village of Tolpuddle in Dorset, England, arrested and tried in 1834 for swearing a secret oath as members of a friendly society. Led by George Loveless, they formed the Friendly Society of Agricultural Labourers during a dispute over severe wage cuts that had reduced their income to near-starvation levels.

Although trade unions had been technically legal since 1825, the British government—fearful of organised labour—used the obscure Unlawful Oaths Act of 1797 to prosecute them. In the case of *R v Loveless and Others*, all six men were convicted and sentenced to seven years' penal transportation to Australia.

The events that led to their arrest were rooted in decades of hardship. Following the repeal of the Combination Acts in 1824, unions were legal but heavily restricted. In rural Dorset, wages remained extremely low, and by the early 19th century, many labourers depended on poor relief. Conditions worsened after the Napoleonic Wars, contributing to unrest such as the Swing Riots, which saw widespread protests across southern England.

By 1833, wages in Tolpuddle had fallen from ten shillings a week to as little as six. In response, the six men—James Brine, James Hammett, George Loveless, James Loveless, Thomas Standfield, and John Standfield—formed their society to resist further cuts and support one another. Like many such groups, they used symbolic rituals, including the swearing of secret oaths.

Their prosecution was driven by local magistrate James Frampton, who appealed to the Home Secretary Lord Melbourne. The trial, overseen by Judge Sir John Williams, resulted in all six men being found guilty.

The harsh sentence provoked widespread outrage. The Tolpuddle Martyrs quickly became symbols of injustice, inspiring one of the first mass political campaigns in Britain. Around 800,000 people signed petitions demanding their release, and large public demonstrations were held in support.

In 1836, following sustained public pressure and the intervention of Lord John Russell, the men were granted pardons. They returned to England between 1837 and 1839.

Later, most of the Martyrs emigrated to Upper Canada (modern-day Ontario), including settling in what is now London. Today, some are buried there, linking their legacy directly to Canadian history.

The Tolpuddle Martyrs became enduring icons of the labour movement. Their story is commemorated annually at the Tolpuddle Martyrs' Festival, organised by the Trades Union Congress, and remembered as a pivotal moment in the fight for workers' rights.

(Wikipedia, 2026)

The parallels between the 19th-century Tolpuddle Martyrs and the 21st-century Tolpuddle Board of Directors are both striking and deeply unsettling.

In 2026, the Tolpuddle Board of Directors stands with the same conviction for systemic change and equity. We continue to serve those marginalized by a system that is not only strained, but in many respects, failing. There is clear and growing public interest in addressing these inequities—and in ensuring meaningful, lasting reform.

For months, this Board has worked diligently and without compensation, making difficult and often complex decisions in the best interests of the Cooperative and its Members. The value of this work is not reflected in financial terms—indeed, it is less than the six shillings once fought over—but in the tangible progress achieved where others, over decades, have been unable to do so.

It is both discouraging and galvanizing that our efforts have been met, at times, with resistance and retribution rather than the support and collaboration that were both expected and warranted. Despite this, the impact of this Board has been significant—arguably the most meaningful progress seen at Tolpuddle in over 30 years.

Our mandate is clear. We are committed to safeguarding the well-being of our Members and protecting the integrity of affordable housing within this community. We are not the first to raise these deeply rooted, systemic concerns—but we are determined to ensure they are no longer dismissed, deferred, or ignored.

Respectfully and in Solidarity

Jo-Dee Phoenix
President
Tolpuddle Housing Cooperative

APPENDIX B

Additional Relevant Background Information Specific to Governance

Prepared by:

Jo-Dee Phoenix

On behalf of the Board of Directors

April 8, 2026

It is Tolpuddle Cooperative's clear and unequivocal understanding that *prior to any Triggering Event*, the Service Provider is obligated to make reasonable efforts to assist. This has not occurred. There is no evidence of meaningful support, intervention, or follow-through by the City despite repeated requests from the Board.

The Board of Directors has formally requested assistance from the City's Housing Division on multiple occasions. These requests have been consistently ignored or left without response. This pattern reflects a systemic failure in accountability and support.

Approximately 18 months ago, the Board requested a comprehensive Security Audit, outlining serious and ongoing safety risks to Members due to both the geographic location of the property and the presence of illegal drug activity within the community. The City advised that a broader audit was underway and that funding might be tied to its findings. To date, no report, no follow-up, and no funding have been provided. This inaction has directly contributed to the deterioration of safety conditions at Tolpuddle.

The Board also raised urgent concerns regarding the extensive damage to units caused by housing individuals requiring highly supportive living arrangements—needs that Tolpuddle is not equipped to meet. The Board was directed to pursue COCHI funding and was assured that Tolpuddle's unique circumstances would be considered. This assurance has proven to be without substance. No additional funding has been allocated, while unit rehabilitation costs now routinely exceed \$50,000 per unit—costs the Cooperative cannot sustainably absorb.

At the most recent CPSC meeting, clear direction was provided to City Staff to:

- Separate the outstanding lien from COCHI funding considerations
- Release COCHI funds to the Cooperative

City Staff has failed to act on this directive.

Staff have not undertaken even a basic review of the invoicing submitted by the lien holder, despite being informed that the Cooperative disputes the claim and intends to defend it. The Board has directed Apex Property Management to secure legal representation at no cost to the Cooperative and is currently awaiting progress. Meanwhile, City Staff have imposed conditions tying essential funding to the settlement of a disputed claim they have refused to review. This is unreasonable, procedurally unfair, and unacceptable.

The invoicing practices of the vendor in question are, in the Board’s view, unethical and potentially fraudulent. City Staff were made aware of these concerns yet declined to investigate. No follow-up inquiries have been made.

As a direct result of withheld funding, **Tolpuddle has been forced to deplete its Capital Reserve Fund** simply to meet basic financial obligations. This is not sustainable and places the long-term viability of the Cooperative at risk.

In Spring 2025, the Board proactively requested a meeting with John Sherratt of the Housing Division to explore options for governance and financial support under the Housing Services Act. The Board proposed the inclusion of external Board members while maintaining Member quorum. This initiative was acknowledged and praised at the time. However, no action or follow-up occurred.

This lack of response is consistent with numerous other requests made by the Board—all of which have been ignored.

Retaliatory Actions and Inspections

Following the Board’s appeal to CPSC, the Cooperative was subjected—within days—to extensive inspections by:

- The London Fire Department
- Property Standards By-Law Enforcement

The timing and intensity of these inspections raise serious concerns. It is the Board’s position that these actions were retaliatory in nature and intended to deflect from the City’s own failures.

Despite this, the Board fully cooperated. These inspections ultimately provided valuable clarity regarding property conditions. Inspectors can attest to the Board’s professionalism, responsiveness, and commitment to compliance. All identified issues have been addressed promptly and thoroughly.

Shane Maddox with Property Standards and Chris Rennie with the London Fire Department will assure you of the immediate and concise action taken by the Board to ensure compliance

Operational Pressures and Mismatch of Housing Mandate

Tolpuddle faces increasing pressure to accept individuals from the Housing Access List who are not suited to cooperative living and require levels of support beyond what the Cooperative can provide. This has resulted in:

- Significant property damage
- Increased arrears and evictions
- Heightened safety risks for Members

The City continues to insist on these placements despite clear evidence that this model is failing. Comparable challenges have been identified by the City at other properties, yet Tolpuddle is being required to absorb these same risks without adequate support or funding.

This approach is neither reasonable nor sustainable.

Correction of Inaccuracies in Staff Reporting

The Staff report contains factual inaccuracies that must be corrected:

- The Board has not been reduced to quorum.
- The Board mentorship transition was properly handled following the departure of Kim Ingram in 2022. Denise McGahan was duly appointed but ceased attending meetings independently.

The Board Mentor, Kim Ingram, left Tolpuddle in 2021 and was replaced, by a vote of the Directors, with Denise McGahan of CHF. Ms. McGahan unilaterally stopped attending meetings in this capacity and has recently asked to be invited back to meetings.

Ms. McGahan was voted in as Board Mentor to allow her to attend meetings without an official invitation. She stopped attending meetings in early 2025.

These misrepresentations undermine the credibility of the report and mischaracterize the governance of the Cooperative.

Escalating External Pressures

There has been a significant increase in unauthorized individuals accessing the property, many of whom are experiencing homelessness, mental health challenges, and substance use issues. This has led to:

- Increased vandalism and theft
- Safety risks to Members
- Ongoing property damage

The Board has repeatedly requested assistance from both the City and Police Services. No meaningful support has been provided.

Operational costs have risen sharply as a result. The Cooperative has been forced to retain on-site security personnel to ensure basic safety. Contrary to assumptions, measures such as lighting upgrades alone are insufficient, particularly when fixtures are repeatedly vandalized or stolen.

Requests for security funding have been denied or ignored.

Board Actions and Accountability

The Board categorically rejects any suggestion of negligence or mismanagement. On the contrary, the Board has taken decisive and responsible action under extremely constrained circumstances, including:

- Enforcing eviction processes for non-payment. All evicted Members were receiving an RGI from the Service Manager. Tolpuddle has reported these unfortunate circumstances many times to the Service Manager.
- Attempting to address criminal activity despite lack of enforcement support
- Terminating unethical vendor relationships
- Hiring competent maintenance leadership who is responsible for most of the tangible improvements at Tolpuddle.
- Implementing cost-saving measures without compromising quality
- Sourced out renovation materials at Habitat ReStore to be cost effective
- Maintaining consistent security presence. These individuals put themselves in harms way so that we can sleep at night.

- Addressing vandalism and hate speech promptly and repeatedly
- Reducing fire-related incidents significantly
- Enforcing trespass provisions under the Trespass to Property Act
- Seeking external support and collaboration at every opportunity

All Board decisions are made unanimously, **reflecting a disciplined and accountable governance model.**

Conclusion and Required Action

The Board welcomes meaningful support from the City. However, the pattern to date has been one of neglect followed by punitive oversight only after escalation to CPSC.

This is unacceptable.

The Board formally requests that CPSC:

1. Direct City Staff to provide a full accounting of their lack of response to repeated Board requests
2. Ensure immediate compliance with prior directives regarding COCHI funding
3. Require a report on the social and environmental impacts affecting Tolpuddle, particularly related to OEV and unsuitable housing placements
4. Support the inclusion of external Board members while preserving Member quorum, as previously proposed

Tolpuddle is operating under conditions that are both unsafe and unsustainable. The Cooperative has acted responsibly and proactively at every stage. The same standard must now be applied to the City.