Community and Protective Services Committee

Report

7th Meeting of the Community and Protective Services Committee
June 17, 2019

PRESENT:	Councillors M. Cassidy (Chair), S. Lewis, M. Salih, E. Peloza, S. Hillier
ABSENT:	Mayor E. Holder
ALSO PRESENT:	Councillor M. van Holst; G. Barrett, D. Baxter, J. Bunn, D. Calderwood-Smith, S. Datars Bere, K. Dickins, L. Hamer, A. Macpherson, J.P. McGonigle, K. Oldham, S. Oldham, L. Quinlan, M. Ribera, C. Smith, S. Stafford, B. Westlake-Power, R. Wilcox

1. Disclosures of Pecuniary Interest

Councillor M. Salih discloses pecuniary interests in Items 4.1 and 4.2 of this Report, having to do with the Impact of Social Assistance Changes on the Community and the City of London Budget and the Impact of Cuts to Legal Aid on the Community and the City of London Budget, respectively, by indicating that he works for the federal government.

2. Consent

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

That Items 2.4, 2.6, 2.7 and 2.8 BE APPROVED.

Yeas: (5): M. Cassidy, S. Lewis, M. Salih, E. Peloza, and S. Hillier

Absent: (1): E. Holder

Motion Passed (5 to 0)

2.4 Community Homelessness Prevention Initiative - Amended By-law

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

That, on the recommendation of the Managing Director of Housing, Social Services and Dearness Home, the proposed by-law, as appended to the staff report dated June 17, 2019, BE INTRODUCED at the Municipal Council meeting to be held on June 25, 2019, to amend By-law No. A.-6955-156 being “A By-law with respect to a standard form Purchase of Service Agreement for the City of London Homelessness Initiatives” by deleting reference to the position “”Managing Director, Neighbourhood, Children & Fire Services” and by replacing it with the position “Managing Director, Housing, Social Services and Dearness Home” to reflect a change in Service Area responsibility for Homelessness Initiatives. (2019-S14/P01)

Motion Passed

2.6 Award of Consultancy Services for Comprehensive Risk Assessment and Fire Master Plan

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

That, on the recommendation of the Fire Chief, London Fire Department and the Managing Director of Neighbourhood, Children and Fire Services, the following actions be taken with respect to the Award of Consultancy Services for Comprehensive Risk Assessment and Fire Master Plan:

a) the overview of the London Fire Department's proposed Comprehensive Community Risk Assessment and Fire Master Plan project BE RECEIVED;

b) the submission by Emergency Management & Training Inc., 65 Cedar Pointe Drive, Suite 144, Barrie, Ontario, L4N 9R3, to provide consulting services for Comprehensive Risk Assessment and Fire Master Plan for $150,374.00, (excluding HST), BE ACCEPTED in accordance with Section 12 of the City of London's Procurement of Goods and Services Policy;

c) the financing for this project BE APPROVED as set out in the Source of Financing Report, as appended to the staff report dated June 17, 2019; and,

d) the Civic Administration BE AUTHORIZED to undertake all administrative acts which are necessary in relation to this project. (2019-P03)

Motion Passed

2.7 Administrative Monetary Penalty By-law

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

That, on the recommendation of the Managing Director, Development and Compliance Services and Chief Building Official, the proposed by-law, as appended to the staff report dated June 17, 2019, BE INTRODUCED at the Municipal Council meeting to be held on June 25, 2019, to amend by-law No. A.-54, being "A by-law to implement an Administrative Monetary Penalty System in London" to implement an Administrative Monetary Penalty System for parking and by-law infractions, by amending the effective date set out in section 12.1 of the by-law from May 1, 2019 to November 1, 2019. (2019-P01)

Motion Passed

2.8 5th Report of the Community Safety and Crime Prevention Advisory Committee

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

That the following actions be taken with respect to the 5th Report of the Community Safety and Crime Prevention Advisory Committee, from its meeting held on May 23, 2019:

a) the Civic Administration BE ADVISED that the Community Safety and Crime Prevention Advisory Committee (CSCP) expressed its support for the potential implementation of automated speed enforcement in community safety zones and school zones; it being noted that the CSCP heard a verbal presentation from S. Maguire, Division Manager, Roadway Lighting & Traffic Control, with respect to this matter;

b) Councillors P. van Meerbergen and M. van Holst; and G. Tucker, Communications Specialist, BE THANKED for their support of the

Community Safety and Crime Prevention Advisory Committee Community Safety Week that was held May 6 to 11, 2019; and,

c) clauses 1.1, 3.1 and 5.2, BE RECEIVED.

Motion Passed

2.1 Canada-Ontario Community Housing Initiative (CHOCI) and Ontario Priorities Housing Initiative (OPHI) Approval of Ontario Transfer Payment Agreement

Moved by: S. Lewis
Seconded by: S. Hillier

That, on the recommendation of the Managing Director, Housing, Social Services and Dearness Home, the following actions be taken with respect to the Canada-Ontario Community Housing Initiative (CHOCI) and Ontario Priorities Housing Initiative (OPHI) Approval of Ontario Transfer Payment Agreement:

a) the proposed by-law, as appended to the staff report dated June 17, 2019 as Appendix A, BE INTRODUCED at the Municipal Council meeting to be held on June 25, 2019, to:

i) approve the Ontario Transfer Payment Agreement, as appended to the above-noted by-law and satisfactory to the City Solicitor, between Her Majesty the Queen in the Right of Ontario, as represented by the Ministry of Municipal Affairs and Housing, and The Corporation of the City of London;

ii) authorize the Mayor and the City Clerk to execute the above-noted Agreement;

iii) approve the Canada-Ontario Community Housing Initiative (CHOCI) and Ontario Priority Housing Initiative (OPHI) Housing Provider Contribution Agreement, satisfactory to the City Solicitor, between The Corporation of the City of London and the Housing Provider;

iv) authorize the Managing Director, Housing, Social Services and Dearness Home, or designate, to execute the above-noted Housing Provider Contribution Agreement; and,

v) authorize the Managing Director, Housing, Social Services and Dearness Home, or designate, to execute the Investment Plan and/or any other document and report in furtherance of the above-noted Agreement; and,

b) the revised attached proposed by-law, Appendix B, BE INTRODUCED at the Municipal Council meeting to be held on June 25, 2019, to delegate to the Housing Development Corporation, London the duties of the City as the Service Manager contained in Schedule “A” of the Ontario Transfer Payment Agreement for the Ontario Priorities Housing Initiatives between The Corporation of the City of London and the Ministry of Municipal Affairs and Housing, as it relates to the administrative and development activities for capital development within the “Rental Housing Component”;

it being noted that the City, as Service Manager, will retain responsibilities for ongoing operational compliance following construction and initial rent-up of the housing projects. (2019-S11/F11)

Yeas: (5): M. Cassidy, S. Lewis, M. Salih, E. Peloza, and S. Hillier

Absent: (1): E. Holder

Motion Passed (5 to 0)

2.2 Homeless Prevention and Housing Plan - 5 Year Review and Update Process

Moved by: S. Lewis
Seconded by: S. Hillier

That, on the recommendation of the Managing Director, Housing, Social Services and Dearness Home, the following actions be taken with respect to the Homeless Prevention and Housing Plan 5 Year Review and Update:

a) the staff report, dated June 17, 2019, BE RECEIVED with respect to this matter;

b) the above-noted staff report BE CIRCULATED to stakeholders, agencies, and community groups including, but not limited to: the London Housing Advisory Committee, London Middlesex Community Housing; London Homeless Coalition and Housing Development Corporation, London; and,

c) the Civic Administration BE REQUESTED to report back at the next meeting of the Community and Protective Services Committee on the backlog of vacant unit repairs, with a financial cost and possible sources of funding to complete all repairs prior to the end of the calendar year;

it being noted that staff are currently consulting with the community with respect to the Homeless Prevention and Housing Plan update and the Civic Administration will return to Municipal Council with results of the engagement and a draft of the City's new Plan in fall of 2019. (2019-S14)

Yeas: (5): M. Cassidy, S. Lewis, M. Salih, E. Peloza, and S. Hillier

Absent: (1): E. Holder

Motion Passed (5 to 0)

2.3 Employment Ontario Transformation - Service System Manager Competition

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

That, on the recommendation of the Managing Director, Housing, Social Services and Dearness Home, the following actions be taken with respect to the staff report dated June 17, 2019 related to the Employment Ontario Service Transformation and Service System Manager Competition:

a) the Managing Director, Housing, Social Services, and Dearness Home or their designates BE AUTHORIZED to take any steps that may be required for the City of London to participate in the selection process should the London Economic Region be selected as a prototype location as part of the Service System Manager for Employment Ontario competitive process; and,

b) the Civic Administration BE DIRECTED to provide appropriate reports and updates to Municipal Council regarding the Ontario Works – Employment Ontario Transformation, as information becomes available. (2019-S17)

Yeas: (5): M. Cassidy, S. Lewis, M. Salih, E. Peloza, and S. Hillier

Absent: (1): E. Holder

Motion Passed (5 to 0)

2.5 London Strengthening Neighbourhoods Strategy - Neighbourhood Decision Making Program

That the Civic Administration BE DIRECTED to make the following changes to the Neighbourhood Decision Making (NDM) Program for 2019:

a) an idea cannot be submitted for the same address in back to back years; and,

b) a cap on funding to an individual project at $30,000;

it being noted that a staff report dated June 17, 2019, from the Managing Director, Neighbourhood, Children and Fire Services, with respect to this matter, was received.

Motion Passed

Voting Record:

Moved by: M. Salih
Seconded by: S. Hillier

Motion to approve that London be split up into 10 geographic areas for the NDM program.

Yeas: (2): M. Salih, and S. Hillier

Nays: (3): M. Cassidy, S. Lewis, and E. Peloza

Absent: (1): E. Holder

Motion Failed (2 to 3)

Moved by: S. Lewis
Seconded by: S. Hillier

Motion to approve that an idea cannot be submitted for the same address for NDM program funding in back to back years.

Yeas: (3): S. Lewis, M. Salih, and S. Hillier

Nays: (2): M. Cassidy, and E. Peloza

Absent: (1): E. Holder

Motion Passed (3 to 2)

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

Motion to approve a cap on NDM funding to an individual project at $30,000.

Yeas: (3): S. Lewis, E. Peloza, and S. Hillier

Nays: (2): M. Cassidy, and M. Salih

Absent: (1): E. Holder

Motion Passed (3 to 2)

3. Scheduled Items

3.1 M. Wills - Homelessness Crisis in London

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

That the attached presentation and handout from M. Wills, Crouch Neighbourhood Resource Centre, with respect to the Homelessness Crisis in London, BE RECEIVED.

Yeas: (5): M. Cassidy, S. Lewis, M. Salih, E. Peloza, and S. Hillier

Absent: (1): E. Holder

Motion Passed (5 to 0)

3.2 London For All Update

That the following actions be taken with respect to the London for All Update:

a) Members of Municipal Council BE APPOINTED to participate in discussions with representatives from London For All and local First Nations leaders and Indigenous-led organizations to discuss the "Strengthen relationships and increase partnerships between municipal leaders, Indigenous peoples and community partners to create an Indigenous poverty strategy" set out in the "London For All - A Roadmap to End Poverty"; and,

b) the London for All update document and presentation, as appended to the agenda, submitted by R. Riddell, United Way Elgin Middlesex, as well as verbal delegations from R. Riddell, E. Todd, D. Peckham, M. Easton and K. Ziegner, London for All, BE RECEIVED. (2019-S12)

Motion Passed

Voting Record:

Moved by: M. Cassidy
Seconded by: E. Peloza

Motion to approve part a).

Yeas: (5): M. Cassidy, S. Lewis, M. Salih, E. Peloza, and S. Hillier

Absent: (1): E. Holder

Motion Passed (5 to 0)

Moved by: S. Lewis
Seconded by: M. Salih

Motion to approve part b).

Yeas: (5): M. Cassidy, S. Lewis, M. Salih, E. Peloza, and S. Hillier

Absent: (1): E. Holder

Motion Passed (5 to 0)

3.3 Parks and Recreation Master Plan Update

Moved by: M. Salih
Seconded by: S. Lewis

That, on the recommendation of the Managing Directors of Parks and Recreation and Neighbourhood, Children and Fire Services, the following actions be taken with respect to the Draft Parks and Recreation Master Plan:

a) the above-noted Plan BE ADOPTED;

b) the Civic Administration BE DIRECTED to proceed with implementation of the Plan; it being noted that any/all implementation will be subject to funding through the multi-year budget process; and,

c) the Civic Administration BE DIRECTED to continue to consult with the Environmental and Ecological Planning Advisory Committee (EEPAC) and the Accessibility Advisory Committee (ACCAC) as the above-noted plan is implemented;

it being noted that the Civic Administration will undertake to provide a glossary of terms for use and inclusion in future iterations of the Master Plan;

it being further noted that verbal delegations from S. Levin, EEPAC and J. Madden, ACCAC, with respect to this matter, were received. (2019-R04)

Yeas: (5): M. Cassidy, S. Lewis, M. Salih, E. Peloza, and S. Hillier

Absent: (1): E. Holder

Motion Passed (5 to 0)

4. Items for Direction

4.1 Impact of Social Assistance Changes on the Community and the City of London Budget

That the following actions be taken with respect to a request for delegation status from M. Laliberte, Neighbourhood Legal Services, related to the Impact of Social Assistance Changes on the Community and the City of London Budget:

a) the delegation request from M. Laliberte, Neighbourhood Legal Services, BE APPROVED;

b) the Mayor BE REQUESTED to advise the Premier of Ontario and the Minister of Children, Community and Social Services of the City of London’s request that the Province review and rescind the decision to change the definition of disability in the Ontario Disability Support Program Act; and,

c) the Mayor BE REQUESTED to advise the Federal Government, the Premier of Ontario and the Minister of Children, Community and Social Services of the City of London’s request that the Province review the decision to eliminate the Transition Child Benefit;

it being noted that communications from M. Laliberte, Neighbourhood Legal Services and A. Oudshoorn, London Homeless Coalition, as well as the attached presentation from M. Laliberte, with respect to this matter, were received in addition to the above-noted delegation. (2019-S04/F11)

Motion Passed

Voting Record:

Moved by: M. Salih
Seconded by: S. Hillier

Motion to approve the delegation request from M. Laliberte, Neighbourhood Legal Services.

Yeas: (5): M. Cassidy, S. Lewis, M. Salih, E. Peloza, and S. Hillier

Absent: (1): E. Holder

Motion Passed (5 to 0)

Moved by: S. Lewis
Seconded by: S. Hillier

Motion to approve part b).

Yeas: (4): M. Cassidy, S. Lewis, E. Peloza, and S. Hillier

Recuse: (1): M. Salih

Absent: (1): E. Holder

Motion Passed (4 to 0)

Moved by: M. Cassidy
Seconded by: E. Peloza

Motion to approve part c).

Yeas: (4): M. Cassidy, S. Lewis, E. Peloza, and S. Hillier

Recuse: (1): M. Salih

Absent: (1): E. Holder

Motion Passed (4 to 0)

4.2 Impact of Cuts to Legal Aid on the Community and the City of London Budget

That the following actions be taken with respect to a request for delegation status from L. Burns and C. McMullan, Neighbourhood Legal Services, related to the Impact of Cuts to Legal Aid on the Community and the City of London Budget:

a) the delegation request from L. Burns and C. McMullan, Neighbourhood Legal Services, BE APPROVED; and,

b) the Mayor BE REQUESTED to advise the Premier of Ontario and the Attorney General of Ontario of the City of London's request that the Province:

i) promote access to justice by ensuring front-line services are not decreased; and,

ii) review the time-frame and targets for implementing reductions to Legal Aid;

it being noted that it would not be possible to maintain current services with additional reductions;

it being further noted that a communication and delegation from L. Burns and C. McMullan, Neighbourhood Legal Services, with respect to this matter, were received. (2019-F11)

Motion Passed

Voting Record:

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

Motion to approve the delegation request from L. Burns and C. McMullan, Neighbourhood Legal Services.

Yeas: (5): M. Cassidy, S. Lewis, M. Salih, E. Peloza, and S. Hillier

Absent: (1): E. Holder

Motion Passed (5 to 0)

Moved by: E. Peloza
Seconded by: M. Cassidy

Motion to approve part b).

Yeas: (4): M. Cassidy, S. Lewis, E. Peloza, and S. Hillier

Recuse: (1): M. Salih

Absent: (1): E. Holder

Motion Passed (4 to 0)

4.3 Affordable Housing – People's Forum on Housing

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

That the communication from C. Stroud, People's Forum on Housing (London, Ontario), with respect to affordable housing, BE RECEIVED;

it being noted that the above-noted submission, dated June 4, 2019 with respect to this matter, included a petition of support with 122 signatures.

Yeas: (5): M. Cassidy, S. Lewis, M. Salih, E. Peloza, and S. Hillier

Absent: (1): E. Holder

Motion Passed (5 to 0)

5. Deferred Matters/Additional Business

5.1 Deferred Matters List

That the following actions be taken with respect to the Deferred Matters List for the Community and Protective Services Committee (CPSC), as at June 10, 2019:

a) the Civic Administration BE DIRECTED to provide an update on Item 9 on the Deferred Matters List, having to do with a Towing Services Review, at the next meeting of the CPSC; and,

b) the above-noted Deferred Matters List BE RECEIVED.

Motion Passed

Voting Record:

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

Motion to approve part a).

Yeas: (5): M. Cassidy, S. Lewis, M. Salih, E. Peloza, and S. Hillier

Absent: (1): E. Holder

Motion Passed (5 to 0)

Moved by: S. Lewis
Seconded by: S. Hillier

Motion to approve part b).

Yeas: (5): M. Cassidy, S. Lewis, M. Salih, E. Peloza, and S. Hillier

Absent: (1): E. Holder

Motion Passed (5 to 0)

6. Confidential

6.1 Solicitor-Client Privilege - Litigation/Potential Litigation

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

That the Community and Protective Services Committee convene In Closed Session for the purpose of considering the following:

6.1 Solicitor-Client Privilege - Litigation/Potential Litigation

A matter pertaining to advice that is subject to solicitor-client privilege, including communications necessary for that purpose, litigation or potential litigation, and directions and instructions to officers and employees or agents of the municipality with respect to the 449 Hill Street Demolition Project.

Yeas: (5): M. Cassidy, S. Lewis, M. Salih, E. Peloza, and S. Hillier

Motion Passed (5 to 0)

The Community and Protective Services Committee convened In Closed Session from 3:24 PM to 3:37 PM.

7. Adjournment

The meeting adjourned at 3:37 PM.

TO:	**CHAIR AND MEMBERS COMMUNITY AND PROTECTIVE SERVICES COMMITTEE MEETING ON JUNE 17, 2019**
FROM:	**SANDRA DATARS BERE MANAGING DIRECTOR, HOUSING, SOCIAL SERVICES AND DEARNESS HOME**
SUBJECT:	**CANADA-ONTARIO COMMUNITY HOUSING INITIATIVE (CHOCI) AND ONTARIO PRIORITIES HOUSING INITIATIVE (OPHI) APPROVAL OF ONTARIO TRANSFER PAYMENT AGREEMENT**

RECOMMENDATION

That, on the recommendation of the Managing Director, Housing, Social Services and Dearness Home:

1) The attached proposed by-law (Appendix “A”) BE INTRODUCED at the Municipal Council meeting to be held on June 25, 2019 to:

   a) Authorize and approve an Agreement between The Corporation of the City of London and Her Majesty the Queen in right of Ontario as represented by The Ministry of Municipal Affairs and Housing substantially in the form attached as (Schedule “1” to the by-law) and satisfactory to the City Solicitor, for the purpose of approving the Ontario Transfer Payment Agreement for the Canada-Ontario Community Housing Initiative and Ontario Priorities Housing Initiative;

   b) Authorize the Mayor and the City Clerk to execute the Agreement authorized and approved in part a), above;

   c) Authorize the Managing Director, Housing, Social Services and Dearness Home, or delegate, to execute the Investment Plan and any other document and report in furtherance of this Agreement, as required;

   d) Authorize and approve a Housing Provider Contribution Agreement, in a form satisfactory to the City Solicitor, between the Corporation of the City of London and Housing Providers;

   e) Authorize the Managing Director of Housing, Social Services and Dearness Home, or designate, to execute the Housing Provider Contribution Agreements authorized and approved in part d), above.

2) The attached proposed by-law (Appendix “B”) BE INTRODUCED at the Municipal Council meeting to be held on June 25, 2019 to:

   a) Delegate to the Housing Development Corporation, London (HDC) the duties and responsibilities of the City as the Service Manager contained in Schedule “A” General Terms and Conditions of the Ontario Transfer Payment Agreement for the Capital “Rental Housing Component” of the Ontario Priorities Housing Initiative (OPHI), as defined in Schedule “D”, Appendix “D-1” of the Agreement between the City and the Ministry of Municipal Affairs and Housing approved in section 1.a) above.

   It being noted that the City as Service Manager will retain responsibilities for ongoing operational compliance following construction and initial rent-up of the housing projects.

PREVIOUS REPORTS PERTINENT TO THIS MATTER

- Community & Neighbourhoods Committee – October 18, 2011 – Investment in Affordable Housing for Ontario, Approval of Administration Agreement.

- Community & Protective Services Committee – August 24, 2014 – Recommendations for Proposals Under Investment in Affordable Housing (IAH) Program Year 4 and IAH (2014 Extension).

- Community & Protective Services Committee – September 22, 2104 – Investment in Affordable Housing for Ontario (2014 Extension), Approval of Administration Agreement.

- Community & Protective Services Committee – September 22, 2015 – Assignment of Rental Component of Administration Agreement for the Investment in Affordable Housing for Ontario (2014 Extension) to the Housing Development Corporation, London.

- Community & Protective Services Committee – July 19, 2016 – Approval of Service Manager Administration Agreement for the 2016 Social Infrastructure Fund (SIF) and Pending Assignment to HDC.

- Community & Protective Services Committee – July 18, 2017 – Delegation of the Rental Housing Component of the Provincial Service Manager Administration Agreements for the Development of Affordable Housing to the Housing Development Corporation, London (HDC)

BACKGROUND

Link to Corporate Strategic Plan

Administering the Canada-Ontario Community Housing Initiative (COCHI) and Ontario Priorities Housing Initiative (OPHI) Agreement links to the Corporate Strategic Plan's key area of focus of Strengthening our Community, specifically:

- Increase Affordable and Quality Housing Options; and

- Reduce the Number of Individuals and Families Experiencing Chronic Homelessness or At Risk of Becoming Homeless

Intent of this Report

1. Provide background on CHOCI and OPHI;

2. Request approval of the Transfer Payment Agreement between the City and the Ministry of Municipal Affairs and Housing to administer funding for the CHOCI and OPHI agreement;

3. Request approval of a Housing Provider Contribution Agreement between the City and Housing Providers to administer allocated funding under the Ontario Transfer Payment Agreement;

4. Request approval for the Managing Director, Housing, Social Services and Dearness or delegate to execute the required Investment Plan; and

5. Request approval to continue the delegation of Service Manager responsibilities to the HDC for the capital "Rental Housing Component" of the Agreement.

Background

The Ontario Transfer Payment Agreement provides flexibility, with accountability, to municipal Service Managers to delivery housing assistance and supports to better meet the community needs, provide safer and well-maintained buildings, assist in finding housing more easily, and providing more opportunities to participate in the economy and their community. The City of London is the Service Manager for the city as well as for Middlesex County. The Ministry of Municipal Affairs and Housing provides the guidelines for the various components and program requirements under the COCHI and OPHI programs for the Service Managers.

Both COCHI and OPHI emerged from the Bilateral Agreement signed between the Province of Ontario and the Government of Canada through the Canada Mortgage and Housing Corporation (CMHC) as part of the National Housing Strategy (NHS) released in November 2017. These programs are successor to existing cost shared programs and currently extend for the first three (3) year phase of the NHS that extends to 2029.

Service Managers have been provided with their confirmed COCHI and OPHI funding allocation for Year 1 and planned allocations for Years 2 and 3 to allow for planning and program implementation.

The City of London's funding allocations are summarized in the table below:

Program	2019-20 Confirmed Allocation	2020-21 Planned Allocation	2021-22 Planned Allocation
Canada-Ontario Community Housing Initiative	$670,097	$1,486,750	$1,958,512
Ontario Priorities Housing Initiative	$3,927,100	$2,034,500	$3,167,300

Role of the Service Manager

The City of London, as Service manager for London and the County of Middlesex is currently undertaking the updating of the local Homeless Prevention and Housing Plan. This updated plan will guide the focused work over the next 5 years and the required resources to implement.

Service Managers are responsible for:

- Entering into a Transfer Payment Agreement with the province;
- Completing and updating an Investment Plan outlining how their confirmed and planning funding allocations will be used under COCHI and OPHI;
- Developing application processes for COCHI and OPHI, if applicable;
- Selecting, recommending, and where applicable, approving projects;
- Entering into funding agreements with housing providers/proponents/landlords/service providers/recipients;
- Advancing payments to proponents, housing providers, service providers or recipients based on agreed upon payment schedules;
- Monitoring projects to ensure timely completion and occupancy;
- Fulfilling reporting requirements as per the Transfer Payment Agreement;
- Adhering to indemnification provisions as per the Transfer Payment Agreement;
- Preventing and resolving issues for projects that encounter difficulties; and
- Participating in communication events pertaining to the National Housing Strategy as per the Communications Protocol Requirements outlined in Schedule F of the Transfer Payment Agreement.

Program Components

Although COCHI and OPHI are separate programs under the Ontario Transfer Payment Agreement, they are designed to share as many common elements as possible and are similar to previous agreements: Rental Housing, Homeownership, Rent Supplement, Housing Allowances, and Ontario Renovates. New elements include: Repairs, Transitional Operating Support and Housing Support Services.

COCHI

COCHI funding represents a re-investment of federal funding that has been declining under the Canada-Ontario Social Housing Agreement. It provides an opportunity for Service Managers and housing providers to protect tenants in projects reaching the end of their operating agreements and/or mortgage maturity and to begin stabilizing the supply of community housing through repairs, renovations and operating support. COCHI funding is intended to support social housing providers that can demonstrate their potential for long-term sustainability.

Consistent with the goals of Ontario's Community Housing Renewal Strategy, COCHI has been designed to provide a flexible approach to help Service Managers address these issues and modernize the community housing system to move towards greater housing provider sustainability and self-sufficiency.

Capital program considerations under COCHI permit funding of social and public housing repairs as well as adding new public housing supply.

Housing providers/projects that receive funding under COCHI Capital Component must remain affordable for a ten-year period after the completion of the funded retrofit work, including a minimum of five (5) years during which it will operate as social housing under the Housing Services Act, 2011. This requirement applies regardless of any operating agreements or mortgage obligations or agreements between a Service Manager and eligible housing provider.

The components of COCHI include:

Repair

Capital repair and renovation project eligibility criteria supports both community housing providers and Local Housing Corporations.

Service Managers are encouraged to utilize COCHI funding for strategic capital repairs which preserve and extend the functional lifespan of the social housing supply, such as investments based on capital needs identified in current building condition audits and that help support ongoing housing provider sustainability.

Eligible work could include:

- Replacing and/or repairing core building systems, and sub-systems (e.g. heating and/or cooling, leaking roof systems, water issues, structural repairs, etc.); and
- Carrying out health and safety repairs (e.g., accessibility renovations).

Rent Supplements

A rent supplement is a subsidy paid to the landlord on behalf of a household in need of rental assistance.

Providing rent supplements is intended to promote housing stability for tenants who would otherwise face affordability challenges.

Transitional Operating Funding

COCHI funding may also be used as a short-term transitional operating subsidy. The expectation is that housing providers would use this funding to address immediate areas of concern with the clear objective of reaching an operational and financial status that does not require an ongoing government subsidy but could transition to a rent subsidy agreement that is not an ongoing subsidy.

OPHI

OPHI focuses on addressing local housing priorities, including affordability, repair and new construction. It is modelled after similar, previous affordable housing programs, with the most recent being the Investment in Affordable Housing Program Extension (IAH-E). There are a number of additional features in this program, including the addition of a support services component and the eligibility of social housing under Ontario Renovates.

The components of OPHI include:

Rental

Project eligibility criteria includes new construction, including additions and renovations; acquisitions and rehabilitation of existing residential buildings and conversion of non-residential buildings or units into purpose-built rental buildings/units. Construction of new rental housing for Social housing redevelopment is also eligible.

Units must be modest in size and amenities relative to other housing in the community. Units are expected to be self-contained. Proponents who wish to develop congregate living buildings (rooms with shared living spaces) for supportive housing may be eligible for program funding and should provide a rationale in order to receive funding.

Projects must start within 120 days of signing a Municipal Contribution Agreement and municipalities are required to reduce the property tax rate for rental housing projects at a rate equivalent to or below the single residential rate for the area or provide a grant in lieu of the property tax reduction.

Homeownership

The Homeownership component aims to assist low to moderate income renter households to purchase affordable homes by providing down payment assistance in the form of a forgivable loan.

Specific objectives are:

- To provide renter households with an opportunity to move into homeownership;
- To ease the demand for rental housing by assisting renter households to purchase affordable homes; and
- To encourage non-profit affordable homeownership developers to build affordable ownership units.

Ontario Renovates

The Ontario Renovates component provides financial assistance to renovate and/or rehabilitate affordable ownership and rental properties including community housing.

The objectives of Ontario Renovates are**:**

- To improve the living conditions of households in need through financial assistance to repair deficiencies in affordable ownership and rental properties including community housing;
- To foster independent living of seniors and persons with disabilities by providing financial assistance to support modifications and renovations to increase accessibility of affordable rental and ownership properties; and
- To increase the supply of affordable rental housing by providing assistance to create secondary suites in existing single-family homes.

Rental Assistance

The objective of the Rental Assistance component is to address affordability issues of households in rental units across the province.

The Rental Assistance component consists of three streams:

- Rent Supplement;
- Housing Allowance Direct Delivery; and
- Housing Allowance Shared Delivery.

A Rent Supplement is a subsidy paid to the landlord on behalf of a household in need of rental assistance. A Housing Allowance is a subsidy paid directly to a household in need of rental assistance. Housing Allowance payments may be made directly to landlords where the recipient has chosen this approach and provided written direction and consent.

Housing allowances or rent supplements are intended to promote housing stability for tenants who would otherwise face affordability challenges and potential homelessness.

Housing Support Services

The objective of the Housing Support Services component is to ensure housing retention, greater self-reliance and social inclusion for tenants.

Support services are an important component to tenants who may need extra support, either temporary or permanent, to achieve housing stability. Housing stability translates in to improved health outcomes, less reliance on other emergency services, while promoting social inclusion.

Service Managers may not exceed five percent (5%) of the three-year funding allocation for the Housing Support Services component.

Administrative Funding

Service Managers may use up to 5% of their total funding allocation to assist with administration of the COCHI and OPHI program as established within the Investment Plan.

Summary of Available Use of Funding

Capital Expenditures	COCHI	OPHI
New Supply	✓ Social Housing	✓ • Affordable Rental New Construction • Affordable Rental Acquisition and/or Rehabilitation • Affordable Rental Conversion • Social Housing • Affordable Homeownership
Repair	✓ Social Housing	✓ • Affordable Ownership Housing • Affordable Rental Housing • Social Housing
Homeownership Down Payment Assistance	✗	✓
Operating Expenditures		
Rent Supplements	✓	✓
Housing Allowances	✗	✓
Support Services*	✗	✓
Transitional Operating Funding for Housing Providers	✓	✗

Investment Plan

Each Service Manager is required to develop and submit an Investment Plan that outlines how the funding allocations will be used over the first three-year funding period (2019-20 to 2021-22) of the program. The Ministry requires the Investment Plan to support the objectives and key outcomes of the program. The Investment Plan is intended to outline the broad activities to be taken, the amount of funding to be used, and the amount requested for administration.

In addition to the Implementation Plan, there is a COCHI Sustainability Plan to illustrate how Housing Providers that receive COCHI funding will support the Community Housing Renewal objective of COCHI. Service Managers are required to list the specific projects they intend to fund with their COCHI allocation to ensure that only housing providers that demonstrate long-term sustainability receive this funding.

The initial 3 Year Investment Plan for 2019-20 to 2021-22 (for COCHI and OPHI) must be submitted to the Ministry for review no later than September 15, 2019. Annual adjustments to the Investment Plan for 2020-21 and 2021-22 must be submitted to the Ministry for review no later than February 15, 2020 and February 15, 2021 respectively.

Proposed Allocation of COCHI and OPHI Funding

The proposed Investment Plan focuses on responding to the housing pressures in the community and within the current housing systems. The Investment Plan allocations are designed to specifically address:

- The lack of affordable housing units;
- Supporting Social Housing Providers that are approaching their end of operating agreements;
- The need for repairs and investments in social housing;
- The need for home modifications and repair for those at risk of losing their existing homes; and
- Support services needed by individuals and families housed or waiting to be housed within Community Housing

The proposed Investment Plan is designed to address these know priority areas. The 2020-21 and 2021-22 proposed allocations are draft as Service Managers have the opportunity to revise and re-allocate funding based emerging local needs.

As the Service Manager, the proposed Investment Plan will be reviewed annual by Housing Services, Homeless Prevention and other stakeholders to ensure alignment with the Homeless Prevention and Housing Plan and other local plans.

The following represents the proposed Investment Plan to support the access to new units and housing stability initiatives:

COCHI Component	Year 1	Year 2	Year 3
Repair	586,592	962,412	1,360,586
Housing Supplements	0	0	150,000
Transitional Operating (EOA Support)	50,000	450,000	350,000
Administration (5% Max)	33,505	74,338	97,926
Total	**670,097**	**1,486,750**	**1,958,512**

OPHI Component	Year 1	Year 2	Year 3
Rental	3,680,745	1,304,552	2,380,712
Ontario Renovates	50,000	200,000	200,000
Housing Supplements	0	200,000	200,000
Housing Support Services (5% Max)	0	228,223	228,223
Administration (5% Max)	196,355	101,725	158,365
Total	**3,927,100**	**2,034,500**	**3,167,300**

Delegation to HDC

In 2015, the City incorporated the HDC to oversee and manage local initiatives to advance affordable housing development, including the administration of related federal and provincial programs and funding. The City has delegated local program authority and funding to HDC to deliver housing development programs.

HDC is a mechanism to enhance and better utilize both municipal incentives and federal, provincial, municipal and investor funding. It brings together governance tools, existing resources and knowledge to support sustainable development.

On September 29, 2015, Municipal Council delegated authority to HDC for municipal programs and agreements related to affordable housing development.

On July 26, 2017, Municipal Council delegated to the HDC the duties and responsibilities of Service Manager for the 2016 Social Infrastructure Fund and the Investment in Affordable Housing for Ontario 2014 Extension related to affordable housing development.

This attached by-law extends these Service Manager delegations for the Rental Housing Component under the Ontario Transfer Payment Agreement to the HDC. This includes the determination of viable projects, authorizing agreements, determining the appropriate financial tools to secure the projects, overseeing the associated rental housing development projects to completion, and other general business including acting on behalf of the Service Manager in these areas.

The City of London's Housing Services will continue to deliver other affordable housing programs and will continue to oversee the annual and ongoing compliance processes defined within the Rental Housing Component upon the completion of the capital component of the project.

Civic Administration received the attached as Schedule "2" May 16, 2019 resolution of the HDC Board requesting continuance of this relationship within the Service Manager functions. Civic Administration will work with HDC on the associated resolutions shared by the HDC Board.

The proposed allocation continues the relationship between Municipal Council (as Service Manager), Civic Administration and HDC noting that the independent Review of Service Delivery for Housing continues and will be presented to Municipal Council in the coming months.

Risk Management

Although Risk Management has identified the indemnity provisions within the Ministry of Housing Transfer Payment Agreement exposes the Corporation to unlimited liability, Risk Management concludes that the indemnity clause should not prevent the City of London from entering in to the Transfer Payment Agreement as the benefit of the funds outweigh the associated risk from the indemnity provision.

More clearly, the City of London will mitigate risks associated with the Transfer Payment Agreement by using the optimum level of oversight and control, enabling the City of London to manage risk and ensure objectives are met. This will be done using clearly defined expectations of the objectives, functions, eligibility criteria, and obligations for all activities that are supported by this program.

FINANCIAL IMPACT

Funding for COCHI and OPHI is funded 100% by the Province and is not subject to any cost sharing requirements by the City.

New funding under COCHI and OPHI are required to be used for the year intended (ie. ‘use it or lose’).

COCHI funding cannot be used to offset municipal social housing subsidies. COCHI funding must be in addition to existing municipal social housing subsidies.

Service Managers may use up to 5% of their full year confirmed allocation in each Funding Year to assist with the administration cost of the program.

PREPARED BY:	**RECOMMENDED BY:**
DAVE PURDY **MANAGER, HOUSING SERVICES** **HOUSING, SOCIAL SERVICES AND DEARNESS HOME**	**SANDRA DATARS BERE** **MANAGING DIRECTOR, HOUSING, SOCIAL SERVICES AND DEARNESS HOME**

C: David Mounteer, Solicitor II
Bryan Baar, Senior Financial Business Administrator
Jason Wills, Manager III, Risk Management
Stephen Giustizia, CEO, Housing Development Corporation, London

APPENDIX A

Bill No.
2019

By-law No.

A by-law to approve the Transfer Payment Agreement for the Canada-Ontario Community Housing Initiative (CHOCI) and the Ontario Priorities Housing Initiative (OPHI) with the Ministry of Municipal Affairs and Housing; to authorize the Mayor and the City Clerk to execute the agreement; to authorize the Managing Director, Housing, Social Services and Dearness Home to execute the Canada-Ontario Community Housing Initiative (CHOCI) and the Ontario Priorities Housing Initiative (OPHI) Housing Provider Contribution Agreement and to authorize the Managing Director, Housing, Social Services and Dearness Home, or designate, to execute the Investment Plan and any other document and report in furtherance of this Agreement.

WHEREAS section 2 of the Municipal Act, 2001, S.O. 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;

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

AND WHEREAS section 9 of the *Municipal Act, 2001* 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 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;

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

1. The Transfer Payment Agreement substantially in the form attached as Schedule A to this by-law and satisfactory to the City Solicitor, between Her Majesty the Queen in the Right of Ontario as represented by the Ministry of Municipal Affairs and Housing and The Corporation of the City of London, is hereby approved.

2. The Mayor and City Clerk are authorized to execute the agreement approved in section 1 above.

3. The Canada-Ontario Community Housing Initiative (CHOCI) and Ontario Priority Housing Initiative (OPHI) Housing Provider Contribution Agreement satisfactory to the City Solicitor, between The Corporation of the City of London and the Housing Provider, is hereby approved.

4. The Managing Director of Housing, Social Services and Dearness Home or his/her designate be delegated the authority to execute the Housing Provider Contribution Agreement approved in section 3, above.

5. The Managing Director, Housing, Social Services and Dearness Home, or his/her designate, are authorized to execute the Investment Plan and or any other document and report in furtherance of this Agreement.

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

PASSED in Open Council , 2019

Ed Holder
Mayor

Catharine Saunders
City Clerk

First reading -
Second reading -
Third reading -

APPENDIX B

Bill No.
2019

By-law No.

A by-law to delegate the responsibilities of the City contained in Schedule "A" of the Ontario Transfer Payment Agreement for the Ontario Priorities Housing Initiative (OPHI) between the Corporation of the City of London and the Ministry of Municipal Affairs and Housing as it relates to the administrative and development activities for capital development within the Rental Housing Component, to the Housing Development Corporation, London.

WHEREAS section 2 of the Municipal Act, 2001, S.O. 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;

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

AND WHEREAS section 9 of the *Municipal Act, 2001* 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 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 it is deemed expedient for the City to delegate its duties contained in Schedule "A" of the Ontario Transfer Payment Agreement between The Corporation of the City of London and the Ministry of Municipal Affairs and Housing as it relates to the administrative and development activities for capital development with the "Rental Housing Component", to the Housing Development Corporation, London;

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

1. The duties of the City as Service Manager contained in Schedule "A" of the Ontario Transfer Payment Agreement for the Ontario Priorities Housing Initiatives between The Corporation of the City of London and the Ministry of Municipal Affairs and Housing, as it relates to the administrative and development activities for capital development within the "Rental Housing Component", are hereby delegated to the Housing Development Corporation, London, except

the following duties retained by the City associated with the ongoing operational compliance of proponents and their developments after rent-up of the affordable housing units including:

a. Ongoing compliance reviews and related requirements including the review and submission of any information reports to the Ministry of Municipal Affairs and Housing;
b. The completion of the “Proponents Annual Occupancy Report”
c. The ongoing review and updating of information in accordance to the “Rental Protocol”. The City retains the responsibilities associated with the annual review, updating of information, and compliance based on this protocol;
d. Establish and sign Contribution Agreement(s) on behalf of the City of London as the Service Manager; and
e. Advance payments and manage all related financial considerations of the associated Provincial Transfers with assistance with the City.

2. Scope of Power:
    a. The municipality may revoke any delegation under this by-law at any time without notice;
    b. Nothing in the delegation shall limit the municipality’s right to revoke the delegation beyond the term of council that made the delegation;
    c. Both the municipality and the delegate can exercise the powers delegated under this by-law; and
    d. Any delegation of a duty under this by-law results in the duty being the joint duty of the municipality and the delegate.

3. The delegation to the Housing Development Corporation, London is subject to the following condition:
    a. The Housing Development Corporation, London shall include within its annual report to the Strategic Priorities and Policy Committee information with respect to the fulfillment of the duties delegated to the Housing Development Corporation, London.

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

PASSED in Open Council , 2019

Ed Holder
Mayor

Catharine Saunders
City Clerk

First reading -
Second reading -
Third reading -

ONTARIO TRANSFER PAYMENT AGREEMENT

for COCHI/OPHI

Version: April 29, 2019

THE AGREEMENT, effective as of _____, 2019 (the **"Effective Date"**),

B E T W E E N:

Her Majesty the Queen in right of Ontario as represented by the Minister of Municipal Affairs and Housing

("Minister")

- and -

Corporation of the City of London

("Service Manager")

BACKGROUND

- Canada Mortgage and Housing Corporation ("CMHC") and Her Majesty the Queen in right of Ontario as represented by the Minister of Housing ("MHO") entered into a bilateral agreement under the 2017 National Housing Strategy made as of April 1, 2018 (the "CMHC-Ontario Bilateral Agreement under the 2017 National Housing Strategy").

- The Minister is now responsible for the CMHC-Ontario Bilateral Agreement under the 2017 National Housing Strategy signed by MHO.

- The Minister has established a Canada-Ontario Community Housing Initiative ("COCHI") and an Ontario Priorities Housing Initiative ("OPHI"), pursuant to which the Minister will provide the CMHC funding and Provincial funding as applicable.

- The Minister and the Service Manager have entered into this Agreement for the purpose of establishing the Service Manager's obligations with respect to the administration of the Program and the Minister's obligation to provide funding to the Service Manager for the Program.

CONSIDERATION

In consideration of the mutual covenants and agreements contained in this Agreement and for other good and valuable consideration, the receipt and sufficiency of which is expressly acknowledged, the Minister and the Service Manager (the "Parties") agree as follows:

1.0 ENTIRE AGREEMENT

1.1 This agreement (the "Agreement"), includes:

Schedule "A" - General Terms and Conditions;
Schedule "B" - Program Specific Information and Additional Provisions;
Schedule "C" - Canada-Ontario Community Housing Initiative (COCHI);

Schedule "D" - Ontario Priorities Housing Initiative (OPHI);
Schedule "E" - French Language Services;
Schedule "F" - Communications Protocol Requirements;
Schedule "G" - Program Guidelines;
Schedule "H" - Investment Plan; and,
Schedule "I" - Canada-Ontario Community Housing Initiative Sustainability Plan.

any amending agreement entered into as provided for below, and constitutes the entire agreement between the Parties with respect to the subject matter contained in this Agreement and supersedes all prior oral or written representations and agreements.

2.0 CONFLICT OR INCONSISTENCY

2.1 In the event of a conflict or inconsistency between the Additional Provisions and the provisions in Schedule "A", the following rules will apply:

(a) the Parties will interpret any Additional Provisions in so far as possible, in a way that preserves the intention of the Parties as expressed in Schedule "A"; and

(b) where it is not possible to interpret the Additional Provisions in a way that is consistent with the provisions in Schedule "A", the Additional Provisions will prevail over the provisions in Schedule "A" to the extent of the inconsistency.

3.0 COUNTERPARTS

3.1 The Agreement may be executed in any number of counterparts, each of which will be deemed an original, but all of which together will constitute one and the same instrument.

4.0 AMENDING THE AGREEMENT

4.1 The Agreement may only be amended by a written agreement duly executed by the Parties.

5.0 ACKNOWLEDGEMENT

5.1 The Service Manager acknowledges that:

(a) by receiving Funds it may become subject to legislation applicable to organizations that receive funding from the Government of Ontario, including the *Broader Public Sector Accountability Act, 2010* (Ontario), the *Public Sector Salary Disclosure Act, 1996* (Ontario), and the *Auditor General Act* (Ontario);

(b) Her Majesty the Queen in right of Ontario has issued expenses, perquisites, and procurement directives and guidelines pursuant to the *Broader Public Sector Accountability Act, 2010* (Ontario);

(c) the Funds are:
  (i) to assist the Recipient to carry out the Program and not to provide goods or services to the Minister;
  (ii) funding for the purposes of the *Public Sector Salary Disclosure Act, 1996* (Ontario);

(d) the Minister is not responsible for carrying out the Program;

(e) the Minister is bound by the *Freedom of Information and Protection of Privacy Act* (Ontario) and that any information provided to the Minister in connection with the

Program or otherwise in connection with the Agreement may be subject to disclosure in accordance with that Act;

(f) acknowledges that it has read and understands the provisions contained in the entire Agreement; and

(g) agrees to be bound by the terms and conditions contained in the entire Agreement.

IN WITNESS WHEREOF, the Parties have executed the Agreement on the dates set out below.

HER MAJESTY THE QUEEN IN RIGHT OF ONTARIO as represented by the Minister of Municipal Affairs and Housing	
Name:	Steve Clark
Title:	Minster
Date:	
Signature:	

Corporation of the City of London	
Name:	Ed Holder
Title:	Mayor
Date:	
Signature:	
Authorizing Signing Officer	

Corporation of the City of London	
Name:	Catherine Saunders
Title:	City Clerk
Date:	
Signature:	
Authorizing Signing Officer	

SCHEDULE "A"

GENERAL TERMS AND CONDITIONS

1.0 INTERPRETATION AND DEFINITIONS

1.1 **Interpretation.** For the purposes of interpretation:

(a) words in the singular include the plural and vice-versa;

(b) words in one gender include all genders;

(c) the headings do not form part of the Agreement; they are for reference only and will not affect the interpretation of the Agreement;

(d) any reference to dollars or currency will be in Canadian dollars and currency; and

(e) "include", "includes" and "including" denote that the subsequent list is not exhaustive.

Definitions. In the Agreement, the following terms will have the following meanings:

"Additional Provisions" means the terms and conditions referred to in section 11.1 and as specified in Schedule "B";

"Administration Fee" means the amount paid by the Minister to offset the Service Manager's cost of performing tasks under this Agreement;

"Affordability Period" means the period during which a Project is required to be affordable, as determined in accordance with the Program Guidelines or as otherwise established by the Minister;

"Agreement" means this agreement entered into by the Minister and the Service Manager, all of the schedules listed in section 1.1, and any amending agreement entered into pursuant to section 4.1;

"Budget" means the maximum amount the Minister will provide the Service Manager under the Agreement, as provided for in Schedule "B", subject to any re-allocation of funding by the Minister in accordance with section 4.1;

"Business Day" means any working day, Monday to Friday inclusive, excluding statutory and other holidays, namely: New Year's Day; Family Day; Good Friday; Easter Monday; Victoria Day; Canada Day; Civic Holiday; Labour Day; Thanksgiving Day; Remembrance Day; Christmas Day; Boxing Day and any other day on which the Province has elected to be closed for business;

"CMHC" has the meaning given to it in the Background;

"COCHI" has the meaning given to it in the Background;

"Component" means any of the respective Components of the COCHI and OPHI Initiatives, as described in Schedules "C" and "D" and in the Program Guidelines;

"CMHC-Ontario Bilateral Agreement under the 2017 National Housing Strategy" has the meaning given to it in the recitals;

"Effective Date" means the date set out at the top of the Agreement;

"Event of Default" has the meaning ascribed to it in section 17.1;

"Expiry Date" means the date on which the Agreement will expire and is the date provided for in Schedule "B";

"Fiscal Year" means:

(a) in the case of the first Fiscal Year, the period commencing on the Effective Date and ending on the following March 31; and

(b) in the case of the second Fiscal Year, the period commencing on April 1 following the end of the first Fiscal Year and ending on the following March 31;

(c) in the case of the third Fiscal Year, the period commencing on April 1 following the end of the second Fiscal Year and ending on the following March 31;

"Funds" means the money the Minister provides to the Service Manager pursuant to the Agreement;

"Indemnified Parties" means Her Majesty the Queen in right of Ontario, Her ministers, agents, appointees, and employees;

"Initiative" means either the Canada-Ontario Community Housing Initiative as set out in Schedule "C", or the Ontario Priorities Housing Initiative as set out in Schedule "D";

"Investment Plan" means the plan developed by the Service Manager that sets out how the Service Manager will use the funding allocations, attached to this Agreement as Schedule "H";

"Maximum Funds" means the maximum amount the Minister will provide the Service Manager under the Agreement, as provided for in Schedule "B";

"Ministry Notification" means a notice in writing from the Minister to a Service Manager regarding the Program;

"Notice" means any communication given or required to be given pursuant to the Agreement;

"Notice Period" means the period of time within which the Service Manager is required to remedy an Event of Default pursuant to section 17.3(b), and includes any such period or periods of time by which the Minister extends that time in accordance with section 17.4;

"OPHI" has the meaning given to it in the Background;

"Parties" means the Minister and the Service Manager;

"Party" means either the Minister or the Service Manager;

"Program" means the COCHI and OPHI Initiatives and any of the respective Components of those Initiatives, as may be more specifically defined in Schedules "C" and "D" or in the Appendices to those Schedules;

"Program Guidelines" means the guidelines attached to this Agreement as Schedule "G", as amended by the Minister from time to time;

"Project" means affordable or social housing proposed or approved for a Program, as may be more specifically defined in Schedules "C" and "D" or in the Appendices to those Schedules;

"Proponent" means a person or other legal entity that has submitted a proposal;

"Reports" means the reports described in Schedules "C" and "D";

"TP Hub" means the Transfer Payment Hub system;

2.0 REPRESENTATIONS, WARRANTIES AND COVENANTS

2.1 **General.** The Service Manager represents, warrants and covenants that:

(a) it has full power to fulfill its obligations under the Agreement;

(b) it has, and will continue to have for the term of the Agreement, the experience and expertise necessary to carry out the Program;

(c) it is in compliance, and will continue to comply with, all federal and provincial laws and regulations, all municipal by-laws, and any other orders, rules and by-laws related to any aspect of the Program, the Funds or both; and

(d) unless otherwise provided for in the Agreement, any information the Service Manager provided to the Minister in support of its request for funds (including information relating to any eligibility requirements) was true and complete at the time the Service Manager provided it and will continue to be true and complete for the term of the Agreement.

2.2 **Execution of Agreement.** The Service Manager represents and warrants that it has:

(a) the full power and authority to enter into the Agreement; and

(b) taken all necessary actions (including the adoption of any authorizing by-law) to authorize the execution of the Agreement.

2.3 **Governance.** The Service Manager represents, warrants and covenants that it has, and will maintain, in writing for the period during which the Agreement is in effect:

(a) a code of conduct and ethical responsibilities for all persons at all levels of the Service Manager's organization;

(b) procedures to ensure the ongoing effective functioning of the Service Manager;

(c) decision-making mechanisms for the Service Manager;

(d) procedures to enable the Service Manager to manage Funds prudently and effectively;

(e) procedures to enable the Service Manager to complete the Program successfully;

(f) procedures to enable the Service Manager, in a timely manner, to identify risks to the completion of the Program, and strategies to address the identified risks;

(g) procedures to enable the preparation and delivery of all Reports required pursuant to Article 8.0; and

(h) procedures to enable the Service Manager to deal with such other matters as the Service Manager considers necessary to ensure that the Service Manager carries out its obligations under the Agreement.

2.4 **Supporting Documentation.** Upon request, the Service Manager will provide the Minister with proof of the matters referred to in this Article 2.0.

3.0 TERM OF THE AGREEMENT

3.1 **Term.** The term of the Agreement will commence on the Effective Date and will expire on the Expiration Date, unless terminated earlier pursuant to Article 15.0, Article 16.0 or Article 17.0.

4.0 FUNDS AND CARRYING OUT THE PROGRAM

4.1 The Minister shall make a planning allocation of funding for each Initiative to the Service Manager. The Service Manager's planning allocations shall be broken down by fiscal year. Funds shall be committed as set out in the Program Guidelines and cannot be re-allocated between fiscal years. The Minister may re-allocate funding that has not been committed as set out in the Program Guidelines.

4.2 The Minister will advance Funds to the Service Manager as set out in the Program Guidelines. For the COCHI Operating Component, the Minister will advance Funds only up to March 31, 2022. For the COCHI Capital Component, the Minister will advance Funds only up to March 31, 2023. For the OPHI Ontario Renovates Component, Rental Assistance Component and Supportive Housing Component, the Minister will advance Funds only up to March 31, 2022. For the OPHI Rental Component and the Homeownership Component, the Minister will advance Funds only up to March 31, 2026. Funds will not be advanced by the Minister to Service Managers after the above dates.

a) In the event that the COCHI Capital Component and the OPHI Ontario Renovates Component Funds are used on the same Project, the Minister will advance Funds only up to March 31, 2023.

4.3 **Funds Provided.** The Minister will:

(a) provide the Service Manager up to the Maximum Funds for the purpose of delivering the Program, in accordance with those Schedule relevant to the Component in which the Service Manager participates;

(b) subject to adjustment in accordance with this Agreement, provide the Funds to the Service Manager in accordance with Schedule "C" and "D" ; and

(c) deposit the Funds into a separate account designated by the Service Manager provided that the account:

(i) resides at a Canadian financial institution; and

(ii) is in the name of the Service Manager.

4.4 **Movement of Funds.** No Funds can be moved from COCHI to OPHI or vice-versa.

4.5 **Adjustment**. Despite section 4.3, in order to more accurately reflect the Service Manager's anticipated need for Funds, the Minister may adjust the amount of the Funds to be provided, and any instalment of Funds, based upon the quarterly spending forecasts submitted by this Service Manager pursuant to section 8.1.

4.6 **Limitation on Payment of Funds.** Despite section 4.3:

(a) The Minister is not obligated to provide any Funds to the Service Manager until the Service Manager provides the insurance certificate or other proof as the Minister may request pursuant to section 14.2;

(b) The Minister is not obligated to provide instalments of Funds until it is satisfied with the progress of the Program;

(c) The Minister may adjust the amount of Funds it provides to the Service Manager in any Fiscal Year based upon the Minister's assessment of the information provided by the Service Manager pursuant to section 8.1;

(d) if, pursuant to the *Financial Administration Act* (Ontario), the Minister does not receive the necessary appropriation from the Ontario Legislature for payment under the Agreement, the Minister is not obligated to make any such payment, and, as a consequence, the Minister may:

(i) reduce the amount of Funds and, in consultation with the Service Manager, change the Program; or

(ii) terminate the Agreement pursuant to section 15.1; and

(e) the Minister is not obligated to provide any Funds to the Service Manager for a Fiscal Year in excess of the total amount allocated to the Service Manager for that Fiscal Year.

4.7 **Use of Funds.** The Service Manager will:

(a) administer and deliver the Program in accordance with the terms and conditions of the Agreement;

(b) use the Funds only for the purpose of administering and delivering the Program;

(c) spend the Funds only in accordance with Schedules "C" and "D"; and

(d) not use the Funds to cover any specific cost that has or will be funded or reimbursed by any third party, including other ministries, agencies and organizations of the Government of Ontario.

4.8 **Administration Costs.** The Service Manager may use up to five per cent (5%) of its COCHI funding allocation to assist with administration of COCHI. The Service Manager may use up to five per cent (5%) of its OPHI funding allocation to assist with administration of OPHI. In the event the Service Manager does not spend its total funding allocation under one or both Initiatives, the Minister may request repayment of the portion of the administration fee paid to the Service Manager that exceeds five per cent (5%) of the spent Funds. The Service Manager shall repay amounts requested by the Minister within thirty (30) days of the date the Minister requests the repayment.

4.9 **The Minister's Role Limited to Providing Funds.** For greater clarity, the Minister is not responsible for carrying out the Program. The Minister intends to work collaboratively with the Service Manager to address issues related to the Program and/or its evaluation as they arise.

4.10 **No Changes.** The Service Manager will not make any changes to the Program that are contrary to those in Schedules "C" and "D", without the prior written consent of the Minister.

4.11 **Interest Bearing Account.** If the Minister provides Funds to the Service Manager before the Service Manager's immediate need for the Funds, the Service Manager will place the Funds in an interest bearing account in the name of the Service Manager at a Canadian financial institution.

4.12 **Interest.** If the Service Manager earns any interest on the Funds, the Minister may:

(a) deduct an amount equal to the interest from any further instalments of Funds; or

(b) demand from the Service Manager the repayment of an amount equal to the interest.

4.13 **Maximum Funds.** The Service Manager acknowledges that the Funds available to it pursuant to the Agreement will not exceed the Maximum Funds.

4.14 **Rebates, Credits and Refunds.** The Service Manager acknowledges that the amount of Funds available to it pursuant to the Agreement is based on the actual costs to the Service Manager, less any costs (including taxes) for which the Service Manager has received, will receive, or is eligible to receive, a rebate, credit or refund.

4.15 **Funding, Not Procurement.** For greater clarity, the Service Manager acknowledges that it is receiving funding from the Minister for the Program and is not providing goods or services to the Minister.

4.16 **Program Over Budget.** The Service Manager acknowledges that should the Program expenses exceed the amount of the Funds, the Minister is not responsible for any

additional funding and the Service Manager undertakes to incur all further costs necessary to carry out the Program.

5.0 INVESTMENT PLAN

5.1 The Service Manager shall develop and submit to the Minister an Investment Plan for the Canada-Ontario Community Housing Initiative and the Ontario Priorities Housing Initiative Components.

5.2 The Investment Plan shall be approved by the Municipal Council, District Social Services Administration Board, or delegated authority for the Service Manager.

5.3 The Investment Plan shall contain the following information:

- The COCHI and OPHI Components that the Service Manager will deliver in each year of the Program;
- The number of units that are expected to be created and repaired and the number of households that are expected to be assisted under the selected COCHI and OPHI Components in each year of the Program;
- The amount of Funds from each year's funding allocation projected to be used for the selected COCHI and OPHI Components;
- The amount of Funds projected to be committed to Projects or households quarterly under the selected COCHI and OPHI Components;
- The amount of Funds from each year's funding allocation that will be used for Administration Fees.

5.4 The Service Manager acknowledges that the Ministry will use the Investment Plan to track the Service Manager's progress against the Service Manager's allocation of Funds.

5.5 The Service Manager is required to update its Investment Plans on a quarterly basis. Updates will include progress against their annual funding allocation, quarterly projected take-up and planned commitments.

5.6 In the event the Service Manager's original planned commitment for COCHI Funds cannot be met, the Service Manager may request to move Funds originally planned for the capital component to the operating components, or vice versa, provided the request is submitted to the Minister by December 15 of the applicable Fiscal Year for which the reallocation is requested.

5.7 In the event a Service Manager's original planned commitment for OPHI Funds cannot be met, a Service Manager may move Funds within its planning allocation from an OPHI Component to other OPHI Components within the same fiscal year in order to ensure that all Funds are committed as set out in the Program Guidelines, as follows:

(a) Funds originally planned for the Rental Housing, Homeownership and the Ontario Renovates Components can be re-allocated within these Components;

(b) Funds originally planned for the Rental Assistance Component's Rent Supplement and Housing Allowance Direct Delivery Stream, or the Housing Support Services Component can be re-allocated within these Streams/Components;

(c) If a Service Manager wishes to reallocate Funds from the Rental Housing, Homeownership, or Ontario Renovates Components to the Operating Component's Direct Delivery Streams, or vice versa, a request for reallocation shall be submitted to the Ministry by September 15 of the applicable Fiscal Year for which the reallocation is requested.

5.8 No Funds can be moved to COCHI from OPHI, or from COCHI to OPHI.

5.9 In addition to the Implementation Plan, Service Managers must complete a COCHI Sustainability Plan in the form of Schedule "I" that illustrates how the selection of projects will support the Community Housing Renewal Strategy through COCHI investments. This plan must be municipal council/DSSAB approved. Although the submission of the COCHI Sustainability Plan is mandatory, payments will not be contingent on its submission. The COCHI Sustainability Plan shall be prepared and submitted in accordance with the Program Guidelines.

6.0 RECIPIENT'S ACQUISITION OF GOODS OR SERVICES, AND DISPOSAL OF ASSETS

6.1 **Acquisition.** If the Recipient acquires goods, services, or both with the Funds, it will:

(a) do so through a process that promotes the best value for money; and

(b) comply with the *Broader Public Sector Accountability Act, 2010* (Ontario), including any procurement directive issued thereunder, to the extent applicable.

6.2 **Disposal.** The Recipient will not, without the Minister's prior written consent, sell, lease, or otherwise dispose of any asset purchased or created with the Funds or for which Funds were provided, the cost of which exceeded the amount as provided for in Schedules "C" and "D" at the time of purchase.

7.0 CONFLICT OF INTEREST

7.1 **No Conflict of Interest.** The Service Manager will carry out the Program and use the Funds and interest earned without an actual, potential or perceived conflict of interest.

7.2 **Conflict of Interest Includes.** For the purposes of this Article, a conflict of interest includes any circumstances where:

(a) the Service Manager; or

(b) any person who has the capacity to influence the Service Manager's decisions,

has outside commitments, relationships or financial interests that could, or could be seen to, interfere with the Service Manager's objective, unbiased and impartial judgment relating to the Program, the use of the Funds, or both.

7.3 **Disclosure to the Minister.** The Service Manager will:

(a) disclose to the Minister, without delay, any situation that a reasonable person would interpret as an actual, potential or perceived conflict of interest; and

(b) comply with any terms and conditions that the Minister may prescribe as a result of the disclosure.

8.0 REPORTING, ACCOUNTING AND REVIEW

8.1 **Preparation and Submission.** The Service Manager will:

(a) submit to the Minister at the address referred to in section 21.1, all Reports in accordance with the timelines and content requirements set out in Schedules "C" and "D", or in a form as specified by the Minister from time to time;

(b) submit to the Minister at the address referred to in section 21.1, any other reports

as may be requested by the Minister in accordance with the timelines and content requirements specified by the Minister;

(c) ensure that all Reports and other reports are completed to the satisfaction of the Minister; and

(d) ensure that all Reports and other reports are signed on behalf of the Service Manager by an authorized signing officer.

8.2 **Record Maintenance.** The Service Manager will keep and maintain:

(a) all financial records (including invoices) relating to the Funds or otherwise to the Program in a manner consistent with generally accepted accounting principles; and

(b) all non-financial documents and records relating to the Funds or otherwise to the Program.

8.3 **Inspection.** The Minister, his authorized representatives or an independent auditor identified by the Minister may, at their own expense, upon twenty-four (24) hours' Notice to the Service Manager and during normal business hours, enter upon the Service Manager's premises to review the progress of the Program and the Service Manager's allocation and expenditure of the Funds and, for these purposes, the Minister, his authorized representatives or an independent auditor identified by the Minister may take one or more of the following actions:

(a) inspect and copy the records and documents referred to in section 8.2;

(b) remove any copies made pursuant to section 8.3(a) from the Service Manager's premises; and

(c) conduct an audit or investigation of the Service Manager in respect of the expenditure of the Funds and/or the Program; and

(d) the Minister may conduct an annual audit in respect of the information addressed in this section 8.3.

8.4 **Disclosure.** To assist in respect of the rights set out in section 8.3, the Service Manager will disclose any information requested by the Minister, his authorized representatives or an independent auditor identified by the Minister, and will do so in the form requested by the Minister, his authorized representatives or an independent auditor identified by the Minister, as the case may be.

8.5 **No Control of Records.** No provision of the Agreement will be construed so as to give the Minister any control whatsoever over the Service Manager's records.

8.6 **Auditor General.** For greater certainty, the Minister's rights under this Article are in addition to any rights provided to the Auditor General pursuant to section 9.1 of the *Auditor General Act* (Ontario).

9.0 FRENCH LANGUAGE SERVICES

9.1 The Service Manager agrees that where the Service Manager or a subcontractor providing a public service in connection with the Program has an office located in or servicing an area designated in the Schedule to the *French Language Services Act* ("FLSA"), the Service Manager shall:

(a) Ensure services are provided in French; and

(b) Make it known to the public, by way of signs, notices, other information on services, and initiation of communications in French, that services provided to and communications with the public in connection with the Program are available in French.

9.2 The Service Manager agrees to submit a written report to the Minister, in the form set out in Schedule "E", by May 31 for each year of the Program, setting out whether the Service Manager or the subcontractor, as appropriate, has complied with section 9.1.

9.3 Nothing in this section authorizes a Service Manager or provides it with the delegated authority to enter into any agreements on behalf of or otherwise binding the Province of Ontario.

10.0 COMMUNICATIONS REQUIREMENTS

10.1 **Acknowledge Support.** Unless otherwise directed by the Minister, the Service Manager will acknowledge the support of the Minister in a form and manner as directed by the Minister.

10.2 **Publication.** The Service Manager will indicate, in any of its Program-related publications, whether written, oral, or visual, that the views expressed in the publication are the views of the Service Manager and do not necessarily reflect those of the Minister.

10.3 **CMHC-Ontario Bilateral Agreement Requirements.** The Service Manager acknowledges that the terms of the CMHC-Ontario Bilateral Agreement under the 2017 National Housing Strategy require the Minister to co-ordinate with CMHC and/or obtain CMHC's approval with respect to publicity relating to projects funded in accordance with this Agreement, including advertising, written materials and signs; messages; public statements; press conferences; news releases; announcements; official ceremonies; and special events, in each case, for projects funded in accordance with this Agreement. The Service Manager shall ensure that there will be no such publicity, advertising, signs, messages, public statements, press conferences, news releases, announcements, official ceremonies or special events, without the prior written consent of the Minister. A copy of the requirements of the CMHC-Ontario Bilateral Agreement under the 2017 National Housing Strategy is attached as Schedule "F". The Service Manager agrees that it shall not do or omit to do any act which will cause the Minister to be in breach of these requirements.

11.0 FURTHER CONDITIONS

11.1 **Additional Provisions**. The Service Manager will comply with any Additional Provisions.

11.2 **Open Data.** The Service Manager agrees that the Minister may publicly release the following information, whether in hard copy or in electronic form, on the internet or otherwise: Service Manager name; Service Manager contact information; Service Manager address; amount of Maximum Funds and/or Funds; Program description; Program objectives/goals; Program location; and Program results reported by the Service Manager. However, the Minister and the Service Manager agree that such permission does not apply to the following: personal information of individuals who may be eligible to participate in the Program.

12.0 FREEDOM OF INFORMATION AND PROTECTION OF PRIVACY

12.1 **FIPPA.** The Service Manager acknowledges that the Minister is bound by FIPPA and that any information provided to the Minister in connection with the Program or otherwise in connection with the Agreement may be subject to disclosure in accordance with that Act.

13.0 INDEMNITY

13.1 **Indemnification.** The Service Manager hereby agrees to indemnify and hold harmless the Indemnified Parties from and against any and all liability, loss, costs, damages and expenses (including legal, expert and consultant fees), causes of action, actions, claims,

demands, lawsuits or other proceedings, by whomever made, sustained, incurred, brought or prosecuted, in any way arising out of or in connection with the Program or otherwise in connection with the Agreement, unless solely caused by the negligence or wilful misconduct of the Minister.

14.0 INSURANCE

14.1 **Service Manager's Insurance.** The Service Manager represents and warrants that it has, and will maintain for the term of the Agreement, at its own cost and expense, with insurers having a secure A.M. Best rating of B+ or greater, or the equivalent, all the necessary and appropriate insurance that a prudent person carrying out a Program similar to the Program would maintain, including commercial general liability insurance on an occurrence basis for third party bodily injury, personal injury and property damage, to an inclusive limit of not less than the amount set out in Schedule "B" per occurrence. The policy will include the following:

(a) the Indemnified Parties as additional insureds with respect to liability arising in the course of performance of the Service Manager's obligations under, or otherwise in connection with, the Agreement;

(b) a cross-liability clause;

(c) contractual liability coverage; and

(d) a thirty (30) day written notice of cancellation.

14.2 **Proof of Insurance.** The Service Manager will provide the Minister with certificates of insurance, or other proof as may be requested by the Minister, that confirms the insurance coverage as provided for in section 14.1. Upon the request of the Minister, the Service Manager will make available to the Minister a copy of each insurance policy.

15.0 TERMINATION ON NOTICE

15.1 **Termination on Notice.** The Minister may terminate the Agreement at any time without liability, penalty or costs upon giving at least thirty (30) days' Notice to the Service Manager.

15.2 **Consequences of Termination on Notice by the Minister.** If the Minister terminates the Agreement pursuant to section 15.1, the Minister may take one or more of the following actions:

(a) cancel further instalments of Funds;

(b) demand the repayment of any Funds remaining in the possession or under the control of the Service Manager; and

(c) determine the reasonable costs for the Service Manager to wind down the Program, and do either or both of the following:

(i) permit the Service Manager to offset such costs against the amount owing pursuant to section 15.2(b); and

(ii) subject to section 4.13, provide Funds to the Service Manager to cover such costs.

16.0 TERMINATION WHERE NO APPROPRIATION

16.1 **Termination Where No Appropriation.** If, as provided for in section 4.6(d), the Minister does not receive the necessary appropriation from the Ontario Legislature for any payment the Minister is to make pursuant to the Agreement, the Minister may terminate the Agreement immediately without liability, penalty or costs by giving Notice to the Service Manager.

16.2 **Consequences of Termination Where No Appropriation.** If the Minister terminates

the Agreement pursuant to section 16.1, the Minister may take one or more of the following actions:

(a) cancel further instalments of Funds;

(b) demand the repayment of any Funds remaining in the possession or under the control of the Service Manager; and

(c) determine the reasonable costs for the Service Manager to wind down the Program and permit the Service Manager to offset such costs against the amount owing pursuant to section 16.2(b).

16.3 **No Additional Funds.** For greater clarity, if the costs determined pursuant to section 16.2(c) exceed the Funds remaining in the possession or under the control of the Service Manager, the Minister will not provide additional Funds to the Service Manager.

17.0 EVENT OF DEFAULT, CORRECTIVE ACTION AND TERMINATION FOR DEFAULT

17.1 **Events of Default.** It will constitute an Event of Default if, in the opinion of the Minister, the Service Manager breaches any representation, warranty, covenant or other material term of the Agreement, including failing to do any of the following in accordance with the terms and conditions of the Agreement:

(a) carry out the Program;

(b) comply with any term of Schedules "C" and "D";

(c) use or spend Funds as required; or

(d) provide, in accordance with section 8.1, Reports or such other reports as may have been requested pursuant to section 8.1(b).

17.2 **Consequences of Events of Default and Corrective Action.** If an Event of Default occurs, the Minister may, at any time, take one or more of the following actions:

(a) initiate any action the Minister considers necessary in order to facilitate the successful continuation or completion of the Program;

(b) provide the Service Manager with an opportunity to remedy the Event of Default;

(c) suspend the payment of Funds for such period as the Minister determines appropriate;

(d) reduce the amount of the Funds;

(e) cancel further instalments of Funds;

(f) demand from the Service Manager the repayment of any Funds remaining in the possession or under the control of the Service Manager;

(g) demand from the Service Manager the repayment of an amount equal to any Funds the Service Manager used, but did not use in accordance with the Agreement;

(h) demand from the Service Manager the repayment of an amount equal to any Funds the Minister provided to the Service Manager; and

(i) terminate the Agreement at any time, including immediately, without liability, penalty or costs to the Minister upon giving Notice to the Service Manager.

17.3 **Opportunity to Remedy.** If, in accordance with section 17.2(b), the Minister provides the Service Manager with an opportunity to remedy the Event of Default, the Minister will provide Notice to the Service Manager of:

(a) the particulars of the Event of Default; and

(b) the Notice Period.

17.4 **Service Manager not Remedying.** If the Minister has provided the Service Manager with an opportunity to remedy the Event of Default pursuant to section 17.2(b), and:

(a) the Service Manager does not remedy the Event of Default within the Notice Period;

(b) it becomes apparent to the Minister that the Service Manager cannot completely remedy the Event of Default within the Notice Period; or

(c) the Service Manager is not proceeding to remedy the Event of Default in a way that is satisfactory to the Minister;

the Minister may extend the Notice Period, or initiate any one or more of the actions provided for in sections 17.2(a), (c), (d), (e), (f), (g), (h) and (i).

17.5 **When Termination Effective.** Termination under this Article will take effect as set out in the Notice.

18.0 FUNDS AT THE END OF A FISCAL YEAR

18.1 **Funds at the End of a Fiscal Year.** Without limiting any rights of the Minister under Article 17.0, if the Service Manager has not spent all of the Funds allocated for the Fiscal Year, the Minister may take one or both of the following actions:

(a) demand from the Service Manager the return of the unspent Funds; and

(b) adjust the amount of any further instalments of Funds accordingly.

For greater certainty, the Service Manager may not carry Funds over from one Fiscal Year to the next. Should a planned commitment for Funds under the Program fall through, the Funds may only be recommitted and spent within the same Fiscal Year.

19.0 FUNDS UPON EXPIRY

19.1 **Funds Upon Expiry.** The Service Manager will, upon expiry of the Agreement, return to the Minister any Funds remaining in its possession or under its control.

20.0 DEBT DUE AND PAYMENT

20.1 **Payment of Overpayment.** If at any time during the term of the Agreement, the Minister provides Funds in excess of the amount to which the Service Manager is entitled under the Agreement, the Minister may:

(a) deduct an amount equal to the excess Funds from any further instalments of Funds; or

(b) demand that the Service Manager pay an amount equal to the excess Funds to the Minister.

20.2 **Debt Due.** If, pursuant to the Agreement:

(a) the Minister demands from the Service Manager the payment of any Funds or an amount equal to any Funds from the Service Manager; or

(b) the Service Manager owes any Funds or an amount equal to any Funds to the Minister, whether or not their return or repayment has been demanded by the Minister, such Funds or other amount will be deemed to be a debt due and owing to the Minister by the Service Manager, and the Service Manager will pay or return the amount to the Minister immediately, unless the Minister directs otherwise.

20.3 **Interest Rate.** The Minister may charge the Service Manager interest on any money owing by the Service Manager at the then current interest rate charged by the Province of Ontario on accounts receivable.

20.4 **Payment of Money to the Minister.** The Service Manager will pay any money owing to the Minister by cheque payable to the "Ontario Minister of Finance" and delivered to the Minister at the address referred to in section 21.1.

20.5 **Failure to Repay.** Without limiting the application of section 43 of the *Financial Administration Act* (Ontario), if the Service Manager fails to repay any amount owing under the Agreement, Her Majesty the Queen in right of Ontario may deduct any unpaid amount from any money payable to the Service Manager by Her Majesty the Queen in right of Ontario.

21.0 NOTICE

21.1 **Notice in Writing and Addressed.** Notice will be in writing and will be delivered by email, postage-prepaid mail, personal delivery or fax, and will be addressed to the Minister and the Service Manager respectively as set out in Schedule "B", or as either Party later designates to the other by Notice.

21.2 **Notice Given.** Notice will be deemed to have been given:

(a) in the case of postage-prepaid mail, five (5) Business Days after the Notice is mailed; or

(b) in the case of email, personal delivery or fax, one (1) Business Day after the Notice is delivered.

21.3 **Postal Disruption.** Despite section 21.2(a), in the event of a postal disruption:

(a) Notice by postage-prepaid mail will not be deemed to be received; and

(b) the Party giving Notice will provide Notice by email, personal delivery or by fax.

21.4 **Notice by the Minister.** The Service Manager shall comply with all Notices given by the Minister.

22.0 CONSENT BY THE MINISTER AND COMPLIANCE BY SERVICE MANAGER

22.1 **Consent.** When the Minister provides his consent pursuant to the Agreement, he may impose any terms and conditions on such consent and the Service Manager will comply with such terms and conditions.

23.0 SEVERABILITY OF PROVISIONS

23.1 **Invalidity or Unenforceability of Any Provision.** The invalidity or unenforceability of any provision of the Agreement will not affect the validity or enforceability of any other provision of the Agreement. Any invalid or unenforceable provision will be deemed to be severed.

24.0 WAIVER

24.1 **Waivers in Writing.** Either Party may, in accordance with the Notice provisions set out in Article 21.0, ask the other Party to waive an obligation under the Agreement.

24.2 **Waiver Applies.** Any waiver a Party grants in response to a request made pursuant to section 22.1 will:

(a) be valid only if the Party granting the waiver provides it in writing; and

(b) apply only to the specific obligations referred to in the waiver.

25.0 INDEPENDENT PARTIES

25.1 **Parties Independent.** The Service Manager acknowledges that it is not an agent, joint venturer, partner or employee of the Minister, and the Service Manager will not represent itself in any way that might be taken by a reasonable person to suggest that it is, or take any actions that could establish or imply such a relationship.

26.0 ASSIGNMENT OF AGREEMENT OR FUNDS

26.1 **No Assignment.** The Service Manager will not, without the prior written consent of the Minister, assign any of its rights, or obligations under the Agreement.

26.2 **Agreement Binding.** All rights and obligations contained in the Agreement will extend to and be binding on the Parties' respective heirs, executors, administrators, successors and permitted assigns.

27.0 GOVERNING LAW

27.1 **Governing Law.** The Agreement and the rights, obligations and relations of the Parties will be governed by and construed in accordance with the laws of the Province of Ontario and the applicable federal laws of Canada. Any actions or proceedings arising in connection with the Agreement will be conducted in the courts of Ontario, which will have exclusive jurisdiction over such proceedings.

28.0 JOINT AND SEVERAL LIABILITY

28.1 **Joint and Several Liability.** Where the Service Manager is comprised of more than one (1) entity, all such entities will be jointly and severally liable to the Minister for the fulfillment of the obligations of the Service Manager under the Agreement.

29.0 FURTHER ASSURANCES

29.1 **Agreement into Effect.** The Service Manager will provide such further assurances as the Minister may request from time to time with respect to any matter to which the Agreement pertains, and will otherwise do or cause to be done all acts or things necessary to implement and carry into effect the terms and conditions of the Agreement to their full extent.

30.0 RIGHTS AND REMEDIES CUMULATIVE

30.1 **Rights and Remedies Cumulative.** The rights and remedies of the Minister under the Agreement are cumulative and are in addition to, and not in substitution for, any of its rights and remedies provided by law or in equity.

31.0 FAILURE TO COMPLY WITH OTHER AGREEMENTS

31.1 **Other Agreements.** If the Service Manager:

(a) has failed to comply (a "Failure") with any term, condition or obligation under any other agreement with Her Majesty the Queen in right of Ontario or one of Her agencies;

(b) has been provided with notice of such Failure in accordance with the requirements of such other agreement;

(c) has, if applicable, failed to rectify such Failure in accordance with the requirements of such other agreement; and

(d) such Failure is continuing,

the Minister may suspend the payment of Funds for such period as the Minister determines appropriate.

32.0 SURVIVAL

32.1 **Survival.** The following Articles and sections, and all applicable cross-referenced

sections and schedules, will continue in full force and effect for a period of seven years from the date of expiry or termination of the Agreement: Article 1.0 and any other applicable definitions; section 4.6(d); section 4.8; section 4.12; section 4.16; section 6.2; section 8.1 (to the extent that the Service Manager has not provided the Reports to the satisfaction of the Minister); sections 8.2; 8.3; 8.4; 8.5; 8.6; Article 10.0; Article 11.0; Article 13; Article 14.0; section 15.2; sections 16.2 and 16.3; sections 17.1; 17.2(d), (e), (f), (g) and (h); Article 19.0; Article 20.0; Article 21.0; Article 23.0; section 26.2; Article 27.0; Article 30.0; Article 31.0; Article 32.0; Article 33.0; Article 34.0; and the reporting and repayment provisions of Schedules "C" and "D".

33.0 PERSONAL INFORMATION and PARTICIPATION BY MINORS

33.1 **Permissions.** The Service Manager represents, warrants and covenants that it has or will receive permission to disclose the personal information of all individuals whose personal information is disclosed during the Program and/or in Reports or other reports, and, in the case of minors, the legal guardian or parent has provided such permission on behalf of the minor.

33.2 **Consent of Legal Guardian.** The Service Manager acknowledges that it is the responsibility of the Service Manager to obtain express written consent from the legal guardian of any minors who are involved in any way with the Program.

34.0 GENERAL

34.1 **Ministry Employees and Agents.** Any power, right or function of the Minister, contemplated by this Agreement, may be exercised by any employee or agent of the Ministry of Municipal Affairs and Housing.

34.2 **CMHC Not a Party.** The Service Manager acknowledges that CMHC is not a party to this Agreement.

34.3 **Time of the Essence.** Time shall in all respects be of the essence in this Agreement, provided that the time for doing or completing any matter provided for under this Agreement may be extended or abridged by agreement in writing signed by the Minister and the Service Manager or its respective solicitors on its behalf, who are hereby expressly appointed in this regard.

34.4 **References to Statutes.** Any reference to a statute in this Agreement includes a reference to all regulations made pursuant to such statute, all amendments made to such statute and regulations in force from time to time and to any statute or regulation which may be passed and which has the effect of supplementing or superseding such statute or regulations.

- END OF GENERAL TERMS AND CONDITIONS -

SCHEDULE "B"

PROGRAM SPECIFIC INFORMATION AND ADDITIONAL PROVISIONS

Maximum Funds	Maximum Funds in respect of the Canada-Ontario Community Housing Initiative – $4,115,359.00 Maximum Funds in respect of the Ontario Priorities Housing Initiative – $9,128,900.00
Expiration Date	Canada-Ontario Community Housing Initiative – March 31, 2040 Ontario Priorities Housing Initiative – March 31, 2053
Insurance	$ 2,000,000.00
Contact information for the purposes of Notice to THE MINISTER	**Name:** Ministry of Municipal Affairs and Housing **Address:** 777 Bay Street, 14th Floor, Toronto, Ontario, M5E 2E5 **Attention:** Director, Housing Programs Branch **Fax:** 416-585-6588 **E-mail:** jim.e.adams@ontario.ca
Contact information for the purposes of Notice to the Service Manager	Name: Corporation of the City of London Address: 355 Wellington Street, 2nd Floor, London, ON N6A 3N7 Attention: Sandra Datars Bere Fax: Email: sdatarsb@london.ca Telephone: (519) 661-2489, Ext. 5337
Contact information for the senior financial person in the Service Manager organization (e.g., CFO, CAO) to respond as required to requests from THE MINISTER related to the Agreement	Name: Dave Purdy Position: Division Manager, Housing Fax: (519) 661-4466 Email: dpurdy@london.ca Telephone: (519) 661-2489, Ext. 5596

SCHEDULE "C"

CANADA-ONTARIO COMMUNITY HOUSING INITIATIVE (COCHI)

1. INTERPRETATION

1.1 In this Schedule, unless the context requires otherwise, the following terms have the meanings set out in this Section.

- **"Capital Component"** means the COCHI Capital Component described in Appendix C-2 and the Program Guidelines;
- **"Capital Funds"** means Funds in respect of the COCHI Capital Component;
- **"Housing Provider"** means a person who operates a Project;
- **"Operating Component"** means the COCHI Operating Component described in Appendix C-1 and the Program Guidelines;
- **"Operating Funds"** means Funds in respect of the COCHI Operating Component;
- **"Program Guidelines"** means the Program Guidelines for the COCHI Components;
- **"Social Housing"** means those housing projects that are, as of April 1, 2019, administered within a "transferred housing program" as prescribed in Schedule 1 to O. Reg. 367/11 under the *Housing Services Act, 2011*, and remain within a transferred housing program at the time of commitment and use of the Funds for the housing project; but **"Social Housing"** excludes the housing that was or is only within either of Program No. 2: "Rent Supplement Program" or Program No. 9: "Rural and Native Homeownership Program" of Schedule C to the CMHC-Ontario Social Housing Agreement dated November 15, 1999.
- **"Urban Native social housing units"** means units administered under either Program No. 7: "Non-Profit & Urban Native 'Fully Targeted' Housing Program" or Program No. 8: Urban Native '2% Write-Down & Additional Assistance' Program" of Schedule C to the CMHC-Ontario Social Housing Agreement dated November 15, 1999.

1.2 The following Appendices are attached to and form part of this Schedule:

Appendix C-1 – COCHI Operating Component

1.3 In the event of a conflict or inconsistency between the provisions of this Schedule and the provisions of an Appendix, the provisions of this Schedule shall prevail.

1.4 All references in this Schedule to section numbers are references to sections of this Schedule unless stated otherwise.

1.5 All references in this Schedule to Appendices are references to Appendices in this Schedule, unless stated otherwise.

2. PROGRAM GUIDELINES

2.1 The Service Manager agrees to administer the Operating Component and the Capital Component in accordance with the Agreement and the Program Guidelines.

APPENDIX C-1

COCHI OPERATING COMPONENT

1. INTERPRETATION

1.1 In this Appendix C-1, unless the context requires otherwise,

- **"Housing Provider Agreement"** means an agreement between the Service Manager and a Housing Provider receiving funding under the Operating Component in relation to a Project that meets the requirements of the Program Guidelines;

- **"Project"** means a Social Housing project proposed or approved for the Operating Component.

1.2 All references in this Appendix to section numbers are references to sections of this Appendix unless stated otherwise.

2. PROJECT SELECTION

2.1 The Service Manager shall select and approve Projects for Operating Funds in accordance with the Program Guidelines.

2.2 In selecting Projects, the Service Manager shall prioritize Urban Native social housing units in accordance with the Program Guidelines.

2.3 Once the Minister has reviewed the Service Manager's Investment Plan and the Service Manager has approved individual Projects, the Service Manager shall enter project details into TP Hub.

3. PROVISION OF OPERATING FUNDS BY THE MINISTER

3.1 Subject to sections 3.4 and 3.6, upon receipt by the Minister of the Service Manager's updated Investment Plan and committal of funds by the Minister, the Minister shall transfer to the Service Manager, on a quarterly basis, the Operating Funds indicated in the Investment Plan. The Service Manager shall update the Investment Plan on a quarterly basis in accordance with the Program Guidelines.

3.2 The Minister shall transfer Operating Funds to the Service Manager by April 15, July 15, October 15, and March 1 of each fiscal year. Fourth quarter payments by the Minister will be made no later than March 1 to allow for any payment adjustments based on discrepancies between the Service Manager's planned and actual spending.

3.3 The transfer of all Operating Funds shall be made by electronic funds transfer.

3.4 The Service Manager shall use the Operating Funds transferred to it by the Minister in respect of a Project solely for the purpose set out in the Service Manager's Investment Plan.

3.5 All interest that accrues on Operating Funds while held by the Service Manager shall be used by the Service Manager for the purpose of administering and operating Projects.

3.6 For greater certainty, should the Minister, in his or her sole discretion, believe at any point in time that the Service Manager is not likely to comply with section 3.5, the Minister may refuse to provide Funding under section 3.1 or section 3.2.

4. PROVISION OF OPERATING FUNDS BY THE SERVICE MANAGER

4.1 In order to receive quarterly Operating Funds, the Service Manager shall update the Investment Plan quarterly in accordance with the Program Guidelines.

4.2 The Service Manager or its authorized agency shall enter into a Housing Provider Agreement with each Housing Provider in respect of all commitments of Operating Funds on or after the date this Agreement is executed by the Parties.

4.3 The Service Manager shall advance monthly payments of Operating Funds to a Housing Provider upon the signing of a Housing Provider Agreement and receipt by the Service Manager of updated unit occupancy figures from the Housing Provider.

5. REPORTING REQUIREMENTS

5.1 During the period between the date of execution of this Agreement and the end of the Operating Component, the Service Manager shall provide the Minister with a quarterly updated Investment Plan by each of the due dates set out in the Program Guidelines. The initial Investment Plan and each quarterly updated Investment Plan shall be prepared in accordance with the Program Guidelines.

5.2 The Service Manager shall provide documentation of Housing Provider Agreements and/or agreements with delivery agencies.

5.3 The Service Manager shall provide the Minister with such additional reports as the Minister may require.

5.4 The Service Manager shall keep and maintain for a period of seven (7) years following March 31, 2028, all financial records (including invoices) and all-non-financial documents and records relating to the funds or otherwise to the Program.

5.5 The Service Manager shall report to the Minister municipal Social Housing expenditures that match the annual COCHI allocation provided, in accordance with the Program Guidelines.

6. MARKETING

6.1 Subject to section 10 of the Agreement, the Service Manager shall promote and advertise the Program in the Service Manager's area as the Service Manager deems appropriate.

7. REMEDIES

7.1 If the Service Manager breaches any one or more of the provisions of this Schedule, and the breach is not corrected within a reasonable period of time (as determined by the Minister) after notice has been given to the Service Manager by the Minister, the Minister may, by written notice to the Service Manager,

(a) terminate this Appendix;

(b) demand repayment of any Operating Funds in the possession or control of the Service Manager which has not been advanced to a Housing Provider;

(c) demand immediate repayment of all amounts paid by the Minister to the Service Manager under this Appendix that relate to the Project in respect of which the breach occurred;

(d) demand repayment of all or part of the aggregate of all monies advanced to the Service Manager under this Appendix;

(e) cancel all further payments of Operating Funds; and/or

(f) suspend further payments of Operating Funds for such period as the Minister may determine.

7.2 The Service Manager shall comply with a demand referred to in clauses 7.1(c) and (d), irrespective of whether it has transferred any of the relevant amounts to a Housing Provider.

APPENDIX C-2

COCHI CAPITAL COMPONENT

1. INTERPRETATION

1.1 In this Appendix C-2, unless the context requires otherwise,

- **"Affordable"** means units rented at the low end of market rent as determined by the Service Manager;
- **"Eligible Repairs"** means repairs, renovations, replacements, or other work to a Project that is eligible to receive Capital Funds, as determined by the Program Guidelines;
- **"Project"** means the approved Eligible Repairs to be performed on a Social Housing project under the Capital Component;
- **"PIF"** means a Project Information Form in the form and format required by the Minister;
- **"Project Funding Agreement"** means an agreement between the Service Manager and a Housing Provider receiving funding under the Capital Component in relation to a Project that meets the requirements of the Program Guidelines;

1.2 The following Sub-Appendices are attached to and form part of this Appendix:

Sub-Appendix C-2A – Affordability Report.

1.3 In the event of a conflict or inconsistency between the provisions of this Appendix and the provisions of a Sub-Appendix, the provisions of this Appendix shall prevail.

1.4 All references in this Appendix to section numbers are references to sections of this Appendix unless stated otherwise.

1.5 All references in this Appendix to Sub-Appendices are references to Sub-Appendices in this Appendix, unless stated otherwise.

2. PROJECT SELECTION AND APPROVAL

2.1 The Service Manager is responsible for selecting and approving all Projects, monitoring progress and completion of Projects, quality of work and for the advancement of funds.

2.2 The Service Manager shall select and approve Projects for Capital Funds in accordance with the Program Guidelines.

2.3 In selecting Projects, the Service Manager shall prioritize Urban Native social housing units in accordance with the Program Guidelines. Once the Minister has reviewed the Service Manager's Investment Plan and the Service Manager has approved individual Projects, the Service Manager shall enter project details as per the PIF into TP Hub to commit funding.

2.4 The Minister reserves the right to return a PIF to the Service Manager for revision and resubmission if it is not consistent with the Program Guidelines.

2.5 The Service Manager shall not approve a funding request by a Housing Provider unless the Housing Provider agrees to operate the Project in accordance with the affordability requirements for the Capital Component, as set out in section 10.1 and in the Program Guidelines.

2.6 In conjunction with the approval of each Project, the Service Manager shall enter into a Project Funding Agreement with the Housing Provider in respect of the Project. The Project Funding Agreement shall require the Housing Provider to comply with the requirements of the Capital Component and impose on the Housing Provider such obligations as enable the Service Manager to fulfill its obligations to report to the Minister.

2.7 The Service Manager shall ensure that Project status is updated and documents are posted in TP Hub on an on-going basis.

3. PROVISION OF CAPITAL FUNDS BY THE MINISTER

3.1 Once the Minister has reviewed the PIF for a Project and a Project Funding Agreement has been executed in respect of the Project, the Minister shall make quarterly transfer payments to the Service Manager as set out in sections 3.2 to 3.5.

3.2 Subject to section 3.4, the Minister shall, in the first quarter of each Fiscal Year, transfer to the Service Manager twenty per cent (20%) of the annual Capital Funds based on the repair budget identified in the Service Manager's Investment Plan.

3.3 Subject to section 3.4, the Minister shall, in the second, third, and fourth quarter of each Fiscal Year, transfer to the Service Manager eighty percent (80%) of the annual Capital Funds based on the projected disbursements in the Service Manager's updated Investment Plan.

3.4 The Minister may adjust quarterly payments to the Service Manager to reflect Service Manager needs, based on the information provided in the quarterly updates to the Investment Plan.

3.5 The transfer of all Capital Funds shall be made by electronic funds transfer.

3.6 The Service Manager shall use the Capital Funds transferred to it by the Minister in respect of a Project solely for the purpose set out in the Service Manager's Investment Plan.

3.7 The primary purpose of the quarterly forecasts in the Investment Plan is to indicate quarterly cash flow requirements over the life of the program, but no later than the end of the subsequent fiscal year. The quarterly cash flow request must be at or close to the time the funds are needed by the housing provider to pay for their relevant expenditures.

4. RECONCILIATION

4.1 The Service Manager must ensure the status of each Project is updated in TP Hub. In the event that the Service Manager does not update Project details as required, the Minister may reduce payments to the Service Manager.

4.2 A minimum of ninety percent (90%) of the Service Manager's funding allocation for the Capital Component must be committed by December 31 of each Fiscal Year. In the event that the Service Manager has not met this threshold, the Minister may reallocate Capital Funds to another Service Manager.

5. ADMINISTRATION

5.1 Service Managers shall provide funding to Housing Providers based on pre-established milestones for their respective Projects as set out in the Project Funding Agreement.

5.2 The Service Manager shall comply with the provisions of the *Construction Act* in providing funding to Housing Providers.

5.3 Eligible Repairs for each Project must commence within one hundred and twenty (120) days of the date of execution of the Project Funding Agreement and must be completed by the end of the subsequent Fiscal Year. If Eligible Repairs for a Project have not commenced within one hundred and twenty (120) days of such date, the Minister may cancel the funding for the Project, demand repayment of the funding for the Project and reallocate such funding as the Minister deems appropriate.

5.4 The Service Manager shall keep copies of all financial invoices in respect of each Project for reporting and audit purposes.

5.5 A Project Funding Agreement under the Capital Component cannot be signed after March 31, 2022, or such earlier date as may be determined by the Minister and communicated by the Minister to the Service Manager by notice in writing.

5.6 The Service Manager shall use Capital Funds solely for the purposes of providing funding for Eligible Repairs to Projects and for Administration Costs. The Service Manager shall ensure that funding provided to Housing Providers is spent in

accordance with the Project Funding Agreement for the Project and only for approved Eligible Repairs.

6. REPORTING REQUIREMENTS

6.1 During the period between the date of execution of this Agreement and the end of the Capital Component, the Service Manager shall provide the Minister with a quarterly updated Investment Plan by each of the due dates set out in the Program Guidelines. The initial Investment Plan and each quarterly updated Investment Plan shall be prepared in accordance with the Program Guidelines.

6.2 For each Project, on each March 31 during the three (3) year period following completion of the Project, the Service Manager shall provide the Minister with a Report in the form of Sub-Appendix C-2A confirming that, subject to any exceptions set out in the Program Guidelines or in the Report, the Project remains Affordable in accordance with section 10.1. After the three (3) year period, the Minister may audit the Service Manager at any time to determine whether the Project remains Affordable in accordance with section 10.1. The Service Manager shall cooperate with the Minister and shall provide free access to such staff, documents, books, records and accounts as the Minister may require in carrying out the audit.

6.3 The Service Manager shall provide the Minister with such other information and reports, including as to the status of a Project, as the Minister may request from time to time.

6.4 The Service Manager shall report to the Minister municipal Social Housing expenditures that match the annual COCHI allocation provided, in accordance with the Program Guidelines.

6.5 This Article 6 shall survive any termination of this Appendix.

7. RECOVERY OF FUNDING

7.1 In the case of non-compliance due to misuse of the funding or negligence by a Housing Provider or in the case of a breach of contract with the Service Manager, the Service Manager must notify the Ministry immediately and take available remedies to recover the Funding and return it to the Minister.

7.2 Where section 7.1 does not apply but the funding is not spent on approved Eligible Repairs for the Project, the Service Manager shall notify the Minister and make reasonable efforts to recover the Funding and return it to the Minister.

8. NOTICE OF PROJECTS IN DIFFICULTY

8.1 The Service Manager shall immediately provide notice to the Minister of any difficulty with any Project and work with the Minister to determine a course of action for rectifying the difficulty.

9. REMEDIES

9.1 If the Service Manager breaches any one or more of the provisions of this Appendix, and the breach is not corrected within a reasonable period of time (as determined by the Minister) after notice has been given to the Service Manager by the Minister, the Minister may, by written notice to the Service Manager:

(a) terminate this Appendix;

(b) demand immediate repayment of all or any portion of the Administration Costs paid by the Minister to the Service Manager;

(c) demand immediate repayment of all or part of any Capital Funds in the possession or control of the Service Manager that has not been used for a Project;

(d) demand immediate repayment of all or any part of the monies paid by the Minister to the Service Manager under this Appendix;

(e) demand immediate repayment of all amounts paid by the Minister to the Service Manager under this Appendix that relate to the Project in respect of which the breach occurred;

(f) cancel all further payments of Capital Funds; and/or

(g) suspend further payments of Capital Funds for such period as the Minister may determine appropriate.

9.2 The Service Manager shall comply with a demand referred to in clause (d) and/or (e), irrespective of whether it has used any of the relevant amounts for a Project.

10. AFFORDABILITY

10.1 All Projects must remain Affordable for a ten (10) year period after the completion of the Eligible Repairs, including a minimum of five (5) years during that period in which they must operate as Social Housing under the *Housing Services Act, 2011*. This requirement applies regardless of whether any mortgages or agreements between a Service Manager and the Housing Provider expire.

10.2 The Service Manager shall repay the Minister any amounts provided to a participating Housing Provider where the Project does not remain Affordable for the ten (10) year period, pro-rated to reflect the portion of the ten (10) year period during which the Project will not be affordable.

Sub-Appendix C-2A: COCHI Capital Component Affordability Report

Service Manager: _____

Service Manager Address: _____

Service Manager Contact: Name: _____

Telephone: _____

Email: _____

This report confirms that the **[Insert Service Manager Name]** (the "Service Manager") is administering and delivering the Canada-Ontario Community Housing Initiative (the "Program") in accordance with an Agreement dated **[date]** with the Province of Ontario (the "Agreement").
The Service Manager confirms that:

(a) all Eligible Housing Projects that received Program funding are listed in column one of the second page of this form;

(b) the dates at which the Eligible Work was competed for each project are set out in column 4; and

(c) subject to the exceptions listed below, each Eligible Housing Project continues to be Affordable and/or operate as social housing under the *Housing Services Act, 2011* (HSA).

Exceptions:

I declare that the above information is true and complete.

By: _____

Name:
Title:
Date:
I have the authority to bind the Service Manager

Canada Ontario Community Housing Initiative (COCHI)
Affordability Report

Service Manager Name:
Date:

Name of Eligible Housing Project	Project Address	Total Funding Received ($)	Date on which Eligible Work Completed	Project Operating as Social Housing under HSA (Y/N)	Project Continues to be Affordable (Y/N)

SCHEDULE D

Ontario Priority Housing Initiative

1.0 INTERPRETATION

In this Schedule, unless the context requires otherwise, the following term has the meaning set out in this Section:

- **"Agreement"** means the agreement between the Minister and the Service Manager to which this Schedule forms a part;

- **"OPHI Components"** means the Rental Housing Component, Homeownership Component, Ontario Renovates Component, Rental Assistance Component and Housing Support Services Component, being Appendices D-1 to D-5, respectively, of this Schedule;

1.2 The following Appendices are attached to and form part of this Schedule:

Appendix D-1 - Rental Housing Component

Appendix D-2 - Homeownership Component

Appendix D-3 - Ontario Renovates Component

Appendix D-4 - Rental Assistance Component

Appendix D-5 - Housing Support Services Component

1.3 In the event of a conflict or inconsistency between the Appendices dealing with the OPHI Components, being Appendices D-1 to D-5 of this Schedule, and the Schedule containing the Program Guidelines, being Schedule "G" of this Agreement, the Appendices dealing with the OPHI Components shall prevail.

2.0 COMPLIANCE WITH APPENDICES

2.1 The Parties agree to comply with and abide by the terms and conditions set out in those Appendices to this Agreement relevant to the OPHI Components in which the Service Manager participates. The Service Manager agrees to administer such OPHI Components in accordance with those Appendices.

3.0 REPORTING REQUIREMENTS

3.1 The Service Manager agrees to comply with the reporting requirements set out in those Appendices relevant to the OPHI Components in which the Service Manager participates.

1. APPENDIX D-1

Rental Housing Component

2. INTERPRETATION

1.1 In this Appendix, unless the context requires otherwise,

- **"Affordable Housing"** means Housing which is modest in terms of floor area and amenities, based on household needs and community norms, in Projects that achieve rent levels in accordance with the Program Guidelines, but does not include residential premises used as a nursing home, retirement home, shelter, crisis care facility or any other type of similar facility;

- **"Agreement"** means the agreement between the Minister and the Service Manager to which this Appendix forms a part;

- **"Conditional Letter of Commitment"** means the letter issued by the Minister confirming approval of the Project and setting out the amount, terms and conditions of Funding allocated to the Proponent;

- **"Contribution Agreement"** means an agreement entered into by the Service Manager or another party contributing to the Project and an approved Proponent for contributions under the Program;

- **"Contributions by Others"** means cash or in-kind eligible contributions from Service Managers, municipalities, housing providers, the private sector, the voluntary sector, charities and individual donors, to be used in accordance with this Program. Contributions by Others does not include: contributions from any Government of Canada sources, including, but not limited to arrangements with CMHC; nor contributions under any program wholly or partially funded from Government of Canada sources; nor contributions which receive credit under any arrangement with CMHC or the Government of Canada outside this Agreement;

- **"Development Activities"** means those activities which are normally undertaken for the development, construction, repair, renovation, rehabilitation or conversion of buildings for residential purposes, including the acquisition of property;

- **"Funding"** means funding provided under the Program, as set out in the Program Guidelines;

- **"Funding Schedule"** means the schedule of funding setting out progress payments for the type of Project to be undertaken by a Proponent, in the form determined by the Minister;

- **"Housing"** means residential accommodation and facilities, common areas and services used directly with the residential accommodation, but may include up to thirty per cent (30%) of the total available space for non-residential purposes. Housing does not include commercial or institutional premises, social or recreational services, and services or facilities related to mental or physical health care, education, corrections, food services, social support or public recreation;

- **"Occupancy Date"** means the date on which occupancy of all Units in a Project is permitted;

- **"Phase-out Period"** means the last five (5) year period of the Affordability Period;

- **"Program"** means the Rental Housing Component described in the Program Guidelines;

- **"Project Information Form"** means the form submitted by the Service Manager to the Minister for consideration of a Project;

- **"Proponent"** means a municipality, district social services administration board or a non-profit or cooperative housing provider that has submitted a Proposal;

- **"Proposal"** means the proposal to participate in the Program, submitted to the Service Manager;

- **"Rental Housing Component"** means the Rental Housing Component described in the Program Guidelines;

- **"Unit"** means a self-contained residential dwelling, including, without limiting the generality of the foregoing, (i) supportive rental Housing where service funding is secured from sources other than Funding provided under the Program; (ii) multi-bedroom units which are used for congregate living; and (iii) disabled/accessible units.

1.2 The following Sub-Appendices are attached to and form part of this Appendix:

Sub-Appendix D-1A - Proponent's Initial Occupancy Report;

Sub-Appendix D-1B - Proponent's Annual Occupancy Report;
Sub-Appendix D-1C - Rental Protocol;
Sub-Appendix D-1D - Confirmation of Construction Start.

1.3 In the event of a conflict or inconsistency between the provisions of this Appendix and the provisions of a Sub-Appendix, the provisions of this Appendix shall prevail.

1.4 All references in this Appendix to section numbers are references to sections of this Appendix unless stated otherwise.

1.5 All references in this Appendix to Sub-Appendices are references to Sub-Appendices in this Appendix, unless stated otherwise.

2. REQUIREMENTS FOR PARTICIPATING IN THE RENTAL HOUSING COMPONENT

2.1 Prior to the Service Manager participating in the Rental Housing Component:

(a) the Service Manager shall ensure that the general property tax applicable to Units built under the Program is in accordance with the criteria set out in the Program Guidelines;

(b) the Service Manager shall establish initial income limits, at levels which it considers appropriate, which it shall apply as a requirement for all applicants for tenancies of Units. The Service Manager may apply annual income testing as a requirement for tenants during the term of their tenancies or upon any lease renewal or extension. The Service Manager shall periodically review such income limits and, if it considers it necessary, revise them to levels which it considers appropriate.

3. PROJECT SELECTION

3.1 The Service Manager shall evaluate, or shall have evaluated, each Project in accordance with the requirements of the Program Guidelines.

3.2 The Service Manager shall submit to the Minister a list of Council or delegated authority approved Projects with recommended Funding requirements based on the submitted Investment Plan and within the Service Manager's notional allocation.

3.3 In respect of each Project, the Service Manager shall submit a Project Information Form and the appropriate Funding Schedule to the Minister for approval.

3.4 If the Minister approves the Project, the Minister shall issue a Conditional Letter of Commitment to the Proponent and shall advise the Service Manager of the approval of the Project.

3.5 The Funding shall be allocated to the Projects at the discretion of the Minister.

3.6 The Service Manager shall advise and request approval from the Minister for any changes to the Projects which may affect the number of Units or the Funding requirements for the Service Manager and the Project.

3.7 The Minister may change the allocation of Funding to a Project in response to a change in the Project.

3.8 The Service Manager shall approve Projects in accordance with policies it has adopted respecting the procurement of goods and services, as required by the *Municipal Act, 2001*.

3.9 A Service Manager who utilizes the municipality or a municipal non-profit housing corporation to deliver Units under the Program is not required to use a procurement process to solicit the municipality or the municipal non-profit housing corporation as a Proponent, but the municipality or municipal non-profit housing corporation shall award contracts to build Units using procurement practices authorized by the Service Manager.

4. PAYMENTS BY THE MINISTER

4.1 In respect of all Projects:

(a) The Minister shall pay the Service Manager the Funding within fifteen (15) Business Days following the Minister receiving written confirmation from the Service Manager that:

(i) the Service Manager and the Proponent have signed a Contribution Agreement;

(ii) the Proponent is in compliance with the Contribution Agreement; and

(iii) the Proponent has satisfied the criteria for the payment to be made pursuant to the Funding Schedule;

(b) The Service Manager shall pay the Proponent the Funding within fifteen (15) Business Days of receiving the Funding from the Minister, provided that:

(i) the Proponent is in compliance with the Contribution Agreement;

(ii) the Proponent has satisfied the criteria for payments to be made pursuant to the Funding Schedule; and

(iii) the Proponent has complied with the requirements of the Program;

4.2 Notwithstanding section 4.1, no Funding shall be paid to the Service Manager in respect of a Project unless the Service Manager has advised the Minister that the Service Manager has entered into a Contribution Agreement with the Proponent for the Project that provides for the use, accountability and security of the Funding, and the Proponent is not in breach of the Contribution Agreement.

4.3 Notwithstanding sections 4.1 and 4.2, the Service Manager may authorize the Minister to pay Funding to a third party and the Minister shall permit such authorization.

4.4 Notwithstanding sections 4.1 and 4.2, the Proponent may authorize the Service Manager to pay Funding to a third party and the Service Manager shall permit such authorization.

4.5 All Funding for a Project shall be advanced to the Service Manager within four (4) years of the signing of the Contribution Agreement.

5. ADMINISTRATION

5.1 Following the approval of each Project by the Minister, the Service Manager shall arrange for an appropriate form of Contribution Agreement to be executed, and shall register appropriate security documents, prior to requesting Funding from the Minister or forwarding Funding to the Proponent.

5.2 A Contribution Agreement under this Appendix cannot be signed after March 31, 2022, or such earlier date as may be determined by the Minister and communicated by the Minister to the Service Manager by notice in writing.

5.3 The Service Manager shall monitor all Projects which have received a Funding allocation to determine whether the Proponents carry out all Development Activities in such manner and within such time periods as are set out in the Program Guidelines or as may be determined by the Minister.

5.4 Construction for each Project must commence within one hundred and twenty (120) days of the date of the Contribution Agreement for the Project. If construction for a Project has not commenced within one hundred and twenty (120) days of such date, the Minister may cancel the Funding for the Project, demand repayment of Funding for the Project and reallocate such Funding as the Minister deems appropriate.

5.5 The Service Manager shall provide the Minister with a completed Confirmation of Construction Start, in the form attached to this Appendix as Sub-Appendix D-1D, at the start of construction of each Project, within ten (10) days of the start of construction of the Project.

5.6 Construction for each Project must be completed within four (4) years of the date of the Contribution Agreement for the Project.

5.7 The Service Manager shall obtain from the Proponent and shall forward to the Minister, an audited financial statement respecting the expenditure of the Funding provided to the Proponent, within ninety (90) days or such additional time as may be determined by the Minister, following the date on which the Minister is advised by the Service Manager that the Project will not proceed or within six (6) months or such additional time as may be determined by the Minister, of the Occupancy Date.

5.8 In the event the Project costs in the audited financial statement or such other statement as the Minister may determine are lower than the amount on the Project Information Form, and as a result,

(a) the Proponent is no longer in compliance with the equity requirements set out in the Program Guidelines; and/or

(b) the Funding represents greater than seventy-five per cent (75%) of the total capital cost per unit of the Project;

the Minister reserves the right to deduct an appropriate amount of Funding from any subsequent advance of Funding to ensure compliance with (a) and (b), or the Service Manager shall be required to refund an appropriate amount to the Minister.

5.9 During the period following the date of execution of this Agreement and the end of the Program, the Service Manager shall provide the Minister by

September 15, December 15, February 15 and May 30 of each year with an updated Investment Plan, indicating the amount of Program Funding approved and the number of Program Units committed.

5.10 The Service Manager acknowledges that the Minister is required to report to CMHC under the CMHC-Ontario Bilateral Agreement under the 2017 National Housing Strategy, as amended and that, in order to fulfill the said reporting requirements, it will be relying on the materials provided to it pursuant to sections 5.9, 5.12 and 5.13.

5.11 The Service Manager shall, at the request of the Minister, provide the Minister with proof that occupancy of all Units in the Project is permitted.

5.12 Upon initial occupancy of a Project, the Service Manager shall obtain and validate from each Proponent, the Project Initial Occupancy Report, in the form attached to this Appendix as Sub-Appendix D-1A and submit it to the Minister.

5.13 During the period between the Occupancy Date of each Project and the end of the Phase-out Period, the Service Manager shall obtain annually from each Proponent a completed information report, in the form attached to this Appendix as Sub-Appendix D-1B and submit it to the Minister.

5.14 The Service Manager shall immediately inform the Minister in writing of the following matters as soon as it becomes aware of them:

(a) a request by a Proponent to transfer responsibility for a Project to another entity;

(b) any failure by the Proponent to carry out all the Development Activities required in the Program Guidelines or any failure to carry out such Development Activities in such manner and within such time periods as are set out in the Program Guidelines or as may be determined by the Minister;

(c) if construction for a Project has not commenced within one hundred and twenty (120) days of the date of the Contribution Agreement;

(d) if construction has not been completed within four (4) years of the date of the Contribution Agreement;

(e) any breach by the Proponent of its Contribution Agreement with the Service Manager;

(f) the Proponent becoming bankrupt or insolvent or taking the benefit of any act now or hereafter in force for bankrupt or insolvent

debtors or filing any proposal or making any assignment for the benefit of creditors or any arrangement or compromise;

(g) the appointment of a receiver or a receiver and manager for all or a portion of a Project; and

(h) the taking of any steps or any action or the institution of any proceedings by a Proponent or by any other party, including, without limitation, any court or governmental body of competent jurisdiction for the dissolution, winding up or liquidation of the Proponent or its assets.

6. GENERAL

6.1 The Rental Housing Component is available from the date of this Agreement until March 31, 2022.

6.2 The Service Manager shall enter into a Contribution Agreement with the Proponent which requires the Proponent to comply with the requirements of the Program.

6.3 The Service Manager acknowledges and agrees that the Rental Protocol set out in Sub-Appendix D-1C applies to all Projects by virtue of the contractual terms of this Agreement. The Service Manager further acknowledges and agrees that, regardless of whether the rent increase guideline applies to Projects under the *Residential Tenancies Act, 2006*, or any successor legislation, the rent increase guideline applies by virtue of the contractual terms of the Agreement. The Service Manager shall ensure that the Proponent agrees in writing that the Rental Protocol applies to its Project.

6.4 The headings and subheadings contained in this Appendix are inserted for convenience and for reference only and in no way define, limit or describe the scope or intent of this Appendix or form part of this Appendix.

6.5 If the Parties have previously entered into administration agreement(s) respecting prior Rental Housing Component(s) of the Affordable Housing Program, the Investment in Affordable Housing Program 2011-2014, the Investment in Affordable Housing (2014 Extension), or the 2016 Social Infrastructure Fund, the Parties acknowledge and agree that the provisions of such agreement continue in full force and effect notwithstanding that no further funding is being provided by the Minister to the Service Manager under that agreement and notwithstanding that the Parties have entered into this Agreement in respect of new funding.

SUB-APPENDIX D-1A

PROPONENT'S INITIAL OCCUPANCY REPORT

OPHI - Rental Housing Component

A. Project Information

Reference No.	
Project Name	
Project Address	
Proponent Name	
Occupancy Date	
Contribution Agreement Expiry Date	

B. Unit Details

Target Client	Unit Type	Household Type	OPHI Units (A)	# of RS	# of SS	Non-OPHI Units (B)	Total Units (A+B)
	Bachelor						
	1 BR						
	2 BR						
	3 BR						
	Others (specify)						
	Total						

RS: Rent Supplements **SS:** SIF – Support Services

C. Depth of Affordability: Rents at Occupancy

Unit Type	Unit Size	Number of Units (A)	Actual Rent to be charged per month (B)	CMHC Average Market Rent (AMR – 20XX) or Alternate AMR (C)	Actual Project Rents by Unit Type (D)=(A)X(B)	Project Rents as per CMHC AMR or Alternate AMR (E)=(A)X(C)
Bachelor						
1 BR						
2 BR						

3 BR						
Others (specify)						
TOTAL						

Notes:
1. Actual Rent is inclusive of Rent Supplements received by the Proponent.
2. Alternate AMR examples include: modified Ontario Works Shelter Allowance; Ministry-approved alternate.

Weighted Average Rents	**Project Weighted Average Rent** Total of (D)÷Total of (A) =	**CMHC or Alternate Weighted Average Rent** Total of (E)÷Total of (A) =
Depth of Affordability	(Project Weighted Average Rent ÷ CMHC (or Alternate) Weighted Average Rent) x100 =	

D. Source of Alternate AMR (if an alternate AMR is being used)

E. Rationale (if Depth of Affordability is greater than 80% of CMHC AMR (or Alternate))

F. Project Certification

I certify, to the best of my knowledge, that the information provided in Sections B and C above is true and correct. I hereby authorize the _____ [insert name of Service Manager] to review the rent roll from appropriate sources(s) if deemed necessary.

_____ _____

Signature Date

_____ _____

Print Name Position

Submitted by _____[insert name of Service Manager]

_____ _____
Signature Date

_____ _____
Print Name Position

SUB-APPENDIX D-1B

PROPONENT'S ANNUAL OCCUPANCY REPORT

OPHI Rental Housing Component
For the Year Ended December 31, 20XX

A. Project Information

Reference No.	
Project Name	
Project Address	
Proponent Name	
Occupancy Date	
Contribution Agreement Expiry Date	

B. Unit Details

Target Client	Unit Type	Household Type	OPHI Units (A)	# of RS	# of SS	Non-OPHI Units (B)	Total Units (A+B)
	Bachelor						
	1 BR						
	2 BR						
	3 BR						
	Others (specify)						
	Total						

Notes:

RS: Rent Supplements

SS: Support Services

C. Actual Rents at Year End

Unit Type	OPHI Funded Units	Previous Year 20XX		Current Year 20XX			Rationale (If D>B)
		Actual Rent per Unit per Month (A)	RTA Permitted Increase per Unit per Month X % (specify) (B)	Actual Rent per Unit per Month (C)	Rent Increase (D) = (C)-(A)	(E) CMHC or Alternate AMR	
Bachelor							
1 BR							
2 BR							
3 BR							
4 BR							
Other (specify)							
TOTAL							

D. Depth of Affordability: Rents during year of reporting

Unit Type	Unit Size	Number of Units (A)	Actual Rent to be charged per month (B)	CMHC Average Market Rent (AMR – 20XX) or Alternate AMR (C)	Actual Project Rents by Unit Type (D)=(A)X(B)	Project Rents as per CMHC AMR or Alternate AMR (E)=(A)X(C)
Bachelor						
1 BR						
2 BR						
3 BR						
Others (specify)						
TOTAL						

Notes:
1. Actual Rent is inclusive of Rent Supplements received by the Proponent.
2. Alternate AMR examples include: modified Ontario Works Shelter Allowance; Ministry-approved alternate.

Weighted Average Rents	Project Weighted Average Rent Total of (D)+Total of (A) =	CMHC or Alternate Weighted Average Rent Total of (E)+Total of (A) =
Depth of Affordability	(Project Weighted Average Rent ÷ CMHC (or Alternate) Weighted Average Rent) x100 =	

Note: Depth of Affordability cannot be greater than 80% of CMHC AMR or Alternate without the approval of the Service Manager.

E. Rationale (if Depth of Affordability is greater than 80% of CMHC AMR (or Alternate))

F. Project Certification

I certify, to the best of my knowledge, that the information provided in Sections B and C above is true and correct. I hereby authorize the _____ [insert name of Service Manager] to review the rent roll from appropriate sources(s) if deemed necessary.

_____ _____
Signature Date

_____ _____
Print Name Position

Submitted by _____[insert name of Service Manager]

_____ _____
Signature Date

_____ _____
Print Name Position

SUB-APPENDIX D-1C

RENTAL PROTOCOL

1. DEFINITIONS

1.1 In this Sub-Appendix D-1C, unless the context requires otherwise,

- **"Affordability Period"** means the minimum twenty (20) year period following the date of the first (1st) occupancy of a Unit in the Project;
- **"Agreement"** means the Agreement to which this Sub-Appendix D-1C is attached;
- **"Average Market Rents"** means the average rent figures, based on geographical areas and classified by bedroom count, as determined annually in the CMHC Average Market Rent Survey;
- **"Phase-out Period"** means the last five (5) year period of the "Affordability Period", and

when used in this Sub-Appendix D-1C, the term "rent" includes the amount of any consideration paid or given or required to be paid or given by or on behalf of a tenant to the Proponent or the Proponent's agent for the right to occupy a Unit and for any services and facilities and any privilege, accommodation or thing that the Proponent provides for the tenant in respect of the occupancy of the Unit, whether or not a separate charge is made for services and facilities or for the privilege, accommodation or thing.

1.2 The definitions in the Agreement shall apply to this Sub-Appendix D-1C, in addition to the definitions contained in section 1.1 above.

1.3 All references to section numbers in this Sub-Appendix are references to sections of the Sub-Appendix, unless otherwise explicitly stated.

2. AFFORDABLE RENT

2.1 During the Affordability Period, the Proponent shall not charge rent for a Unit in the Project in excess of the affordable rent permitted under this Sub-Appendix D-1C nor increase any rent charged for a Unit except as permitted in this Sub-Appendix D-1C.

3. RENTS

3.1 In no event shall,

(a) the weighted average rent of all Units in a Project for which Program Funding has been utilized exceed eighty per cent (80%) of CMHC Average Market Rents in the geographical area, as determined in the most recent CMHC Annual Rental Market Survey;

(b) rent for any Unit exceed one hundred per cent (100%) of the CMHC Average Market Rent for units of a similar type in the geographical area.

3.2 Notwithstanding 3.1(a),

(a) in the event that eighty per cent (80%) of the CMHC Average Market Rent for units of a similar type in the geographical area is less than one hundred and five per cent (105%) of the modified shelter allowance under the Ontario Works program, the weighted average rent of all Units in a Project for which Program Funding has been utilized shall not exceed one hundred and five per cent (105%) of the modified shelter allowance under the Ontario Works program for units of a similar type;

(b) in the event that CMHC Average Market Rent data is not available for specific unit types in the geographical area, or where CMHC Average Market Rent does not represent the average market rents of a particular community, alternate rents may be submitted by the Service Manager for review and approval by the Minister.

3.3 Notwithstanding 3.1(b),

(a) in the event that one hundred per cent (100%) of the CMHC Average Market Rent for units of a similar type in the geographical area is less than one hundred and thirty per cent (130%) of the modified shelter allowance under the Ontario Works program, the rents of all Units in a Project for which Program Funding has been utilized shall not exceed one hundred and thirty per cent (130%) of the modified shelter allowance under the Ontario Works program for units of a similar type;

(b) in the event that CMHC Average Market Rent data is not available for specific unit types in the geographical area, or where CMHC Average Market Rent does not represent the average market rents of a particular community, alternate rents may be submitted by the Service Manager for review and approval by the Minister.

3.4 If rent supplements are used for OPHI funded Rental Housing Units, the Service Manager shall ensure that the total rent received by a Proponent, including rent from the tenant and the rent supplement, shall be subject to 3.1(b) and 3.3.

3.5 If federal and/or provincially funded rent supplements are used for OPHI funded Rental Housing Units, the Service Manager shall ensure that when calculating the weighted average rent for a Project, the total rent received by a Proponent, including rent from the tenants and the federal and/or provincially funded rent supplement shall be considered.

4. RENT INCREASES

4.1 The Proponent may increase the rent charged under section 3.1 with respect to a Unit only if at least twelve (12) months have elapsed,

(a) since the day of the last rent increase respecting the Unit, if there has been an increase, or

(b) since the day the Unit was first rented for the first (1st) rental period following the completion of the Development Activities in connection with the Project.

4.2 Subject to section 4.3, the Proponent shall not increase the rent pursuant to section 4.1 during the Affordability Period by more than the then prevailing rent increase guideline established for each calendar year pursuant to the *Residential Tenancies Act, 2006* or any successor legislation. The Proponent acknowledges and agrees that, regardless of whether the rent increase guideline under the *Residential Tenancies Act, 2006* or any successor legislation applies to the Project, the rent increase guideline applies by virtue of the contractual terms of the Agreement and this Sub-Appendix A-4.

4.3 From the beginning of the eleventh (11th) year of the Affordability Period until the end of the Affordability Period, in addition to the increase permitted by section 4.2, the Proponent may, subject to any requirements of the Residential Tenancies Act, 2006 or any successor legislation, apply to the Service Manager to increase Unit rents to an amount not to exceed CMHC Average Market Rent for units of a similar type in the geographical area, or alternate rents approved by the Minister.

5. PHASE-OUT PERIOD

5.1 During the Phase-out Period, the Proponent shall not increase the rent charged to *in-situ* tenants of Units by more than the rent guideline increase permitted under section 4.2 and any additional increase that may be approved under section 4.3.

5.2 Upon a Unit becoming vacant during the Phase-out Period, the Proponent may rent the Unit to a new tenant at any rent agreed to by the Proponent and the new tenant.

6. EXCEPTION

6.1 Subject to the provisions of the *Residential Tenancies Act, 2006* or any successor legislation, and notwithstanding the provisions of this Sub-Appendix D-1C respecting rent increases prior to and during the Phase-out Period, where a Service Manager implements income verification of tenants following the initial occupancy of a Unit, a Service Manager may increase the rent for a Unit by more than the rent increase guideline under the *Residential Tenancies Act, 2006* or any successor legislation, provided that the rent for the Unit does not exceed the CMHC Average Market Rent for units of a similar type for that year and provided that the weighted average rent for the funded Units in a Project does not exceed the permitted rents for the Project.

7. AFTER PHASE-OUT PERIOD

7.1 After the end of the Phase-out Period, the Proponent shall be permitted to rent Units in the Project to new tenants at rents agreed to by the Proponent and the new tenants.

SUB-APPENDIX D-1D

CONFIRMATION OF CONSTRUCTION START

OPHI- Rental Housing Component

This is to confirm that the _____ project in the _____ [SM name] commenced construction on _____ [date].

The start of construction for this project is within one hundred twenty (120) days of the date of the project's Contribution Agreement, which was signed on _____ [CA date].

I declare that the above information is true and complete.

_____

Signature

_____

Name and Title of Service Manager/Authorized Signing Officer

Dated at _____ this _____ day of _____, 20___

APPENDIX D-2

Homeownership Component

INTERPRETATION

1.1 In this Appendix, unless the context requires otherwise, the following terms have the meanings set out in this Section.

- **"Affordable Housing"** means Housing that is affordable to individuals and households with an income at or below the sixtieth (60^{th}) percentile of income for the Service Manager's area or Ontario, whichever is lower, and is below the average resale price for the Service Manager's area;

- **"Affordability Period"**, with respect to each Eligible Purchaser that receives an OPHI Loan, means the minimum twenty (20) year period commencing on the date of the OPHI Loan advance to such Eligible Purchaser;

- **"APS"** has the meaning given to it in Section 5.1;

- **"APS Funding"** has the meaning given to it in Section 5.1;

- **"Contribution Agreement"** means an agreement entered into by the Service Manager and an approved Proponent for contributions under the Program;

- **"Development Activities"** means those activities which are normally undertaken for the development, construction, repair, renovation, rehabilitation or conversion of buildings for residential purposes, including the acquisition of property;

- **"Eligible Purchaser"** means a Purchaser that satisfies the Purchaser Eligibility Criteria;

- **"Eligible Unit"** means a Unit that meets the Unit Eligibility Criteria;

- **"Funding"** means funding provided under the Program, as set out in the Program Guidelines;

- **"Homeownership Component"** means the Homeownership Component described in the Program Guidelines;

- **"Housing"** means residential accommodation and facilities, common areas and services used directly with the residential accommodation. Housing does not include commercial or institutional premises, social or recreational services, and services or facilities related to mental or

physical health care, education, corrections, food services, social support or public recreation;

- **"OPHI Loan"** has the meaning given to it in Section 6.1;

- **"OPHI Mortgage"** has the meaning given to it in Section 7.1;

- **"Permitted Encumbrances"** means (i) a mortgage securing primary financing solely for the acquisition of the relevant Eligible Unit, (ii) a declaration and description under the *Condominium Act* where the Eligible Unit is a condominium, (iii) any minor easements for the supply of domestic utility or telephone services to the Eligible Unit or adjacent properties, (iv) any minor easements for drainage, storm or sanitary sewers, public utility lines, telephone lines, cable television lines or other services which do not materially affect the use of the property as a residential dwelling; (v) any registered municipal agreements and registered agreements with publicly regulated utilities providing such have been complied with; and (vi) any registered restrictions that run with the land provided such have been complied with;

- **"Project Information Form"** means the form or format submitted by the Service Manager to the Minister for consideration of a Project;

- **"Program"** means the Homeownership Component as set out in the Program Guidelines;

- **"Project"** means Affordable Housing proposed by a Proponent under the Program;

- **"Proponent"** means a non-profit home ownership developer that has submitted a Proposal;

- **"Proposal"** means the proposal to participate in the Program, submitted to the Service Manager;

- **"Purchaser"** means a person that has entered into an agreement of purchase and sale for the purchase of an Eligible Unit;

- **"Purchaser Eligibility Criteria"** means the criteria set out in Sub-Appendix D-2A;

- **"Revolving Loan Fund"** means a fund established by the Service Manager, or a third party subcontractor as permitted under section 13.2, in a segregated bank account for the sole purpose of providing moderate and low-income individuals and households with down payment assistance to purchase Affordable Housing on the same terms and conditions as are set

out in Sections 6 and 7 of this Schedule but at such level of assistance as is determined by the Service Manager;

- **"Unit"** means a self-contained residential dwelling;
- **"Unit Eligibility Criteria"** means the criteria set out in Sub-Appendix D-2B.

1.2 The following Sub-Appendices are attached to and form part of this Appendix:

Sub-Appendix D-2A – Purchaser Eligibility Criteria;
Sub-Appendix D-2B – Unit Eligibility Criteria;
Sub-Appendix D-2C – Homeownership Annual Report;
Sub-Appendix D-2D – Confirmation of Construction Start.

1.3 In the event of a conflict or inconsistency between the provisions of this Appendix and the provisions of a Sub-Appendix, the provisions of this Appendix shall prevail.

1.4 All references in this Appendix to section numbers are references to sections of this Appendix unless stated otherwise.

1.5 All references in this Appendix to Sub-Appendices are references to Sub-Appendices in this Appendix, unless stated otherwise.

2. PROGRAM GUIDELINES

2.1 The Service Manager agrees to administer the Homeownership Component in accordance with the Program Guidelines.

3. PROJECT SELECTION AND ADMINISTRATION

3.1 The Service Manager shall evaluate each Project in accordance with the requirements of the Program Guidelines.

3.2 The Service Manager shall submit to the Minister Projects with recommended Funding requirements based on the submitted Investment Plan and within the Service Manager's Funding allocation.

3.3 In respect of each Project, the Service Manager shall submit a Project Information Form and the appropriate Funding Schedule to the Minister for approval.

3.4 If the Minister approves the Project, the Minister shall issue a Conditional Letter of Commitment to the Proponent and shall advise the Service Manager of the approval of the Project.

3.5 Following the approval of each Project by the Minister, the Service Manager shall arrange for an appropriate form of Contribution Agreement to be executed, and shall register appropriate security documents, prior to requesting Funding from the Minister or forwarding Funding to the Proponent.

3.6 A Contribution Agreement under this Appendix cannot be signed after March 31, 2022, or such earlier date as may be determined by the Minister and communicated by the Minister to the Service Manager by notice in writing.

3.7 The Service Manager shall advise and request approval from the Minister for any changes to the Projects which may affect the number of Units or the Funding requirements for the Service Manager and the Project.

3.8 The Service Manager shall approve Projects in accordance with policies it has adopted respecting the procurement of goods and services, as required by the *Municipal Act, 2001*.

3.9 The Service Manager shall monitor all Projects which have received a Funding allocation to determine whether the Proponents carry out all Development Activities in such manner and within such time periods as are set out in the Program Guidelines or as may be determined by the Minister.

3.10 Construction for each Project must commence within one hundred and twenty (120) days of the date of the Contribution Agreement for the Project. If construction for a Project has not commenced within one hundred and twenty (120) days of such date, the Minister may cancel the Funding for the Project, demand repayment of Funding for the Project and reallocate such Funding as the Minister deems appropriate.

3.11 The Service Manager shall provide the Minister with a completed Confirmation of Construction Start, in the form attached to this Appendix as Sub-Appendix D-2D, at the start of construction of each Project, within ten (10) days of the start of construction of the Project.

3.12 Construction for each Project must be completed within four (4) years of the date of the Contribution Agreement for the Project.

3.13 The Service Manager shall immediately inform the Minister in writing of the following matters as soon as it becomes aware of them:

(i) a request by a Proponent to transfer responsibility for a Project to another entity;

(ii) any failure by the Proponent to carry out all the Development Activities required or any failure to carry out such Development Activities in such manner and within such time periods as are set out in the Program Guidelines or as may be determined by the Minister;

(iii) if construction for a Project has not commenced within one hundred and twenty (120) days of the date of the Contribution Agreement;

(iv) if construction has not been completed within four (4) years of the date of the Contribution Agreement;

(v) any breach by the Proponent of its Contribution Agreement with the Service Manager;

(vi) the Proponent becoming bankrupt or insolvent or taking the benefit of any act now or hereafter in force for bankrupt or insolvent debtors or filing any proposal or making any assignment for the benefit of creditors or any arrangement or compromise;

(vii) the appointment of a receiver or a receiver and manager for all or a portion of a Project; and

(viii) the taking of any steps or any action or the institution of any proceedings by a Proponent or by any other party, including, without limitation, any court or governmental body of competent jurisdiction for the dissolution, winding up or liquidation of the Proponent or its assets.

4. PROVISION OF FUNDS BY THE MINISTER FOR PROPONENTS

4.1 In respect of all Projects:

(a) The Minister shall pay the Service Manager the Funding within fifteen (15) Business Days following the Minister receiving written confirmation from the Service Manager that:

(i) the Service Manager and the Proponent have signed a Contribution Agreement;

(ii) the Proponent is in compliance with the Contribution Agreement;

(iii) the Proponent has satisfied the criteria for the payment to be made pursuant to the Funding Schedule.

(b) The Service Manager shall pay the Proponent the Funding within fifteen (15) Business Days of receiving the Funding from the Minister, provided that:

(i) the Proponent is in compliance with the Contribution Agreement;

(ii) the Proponent has satisfied the criteria for payments to be made pursuant to the Funding Schedule; and

(iii) the Proponent has complied with the requirements of the Program.

4.2 Notwithstanding section 4.1, no Funding shall be paid to the Service Manager in respect of a Project unless the Service Manager has advised the Minister that the Service Manager has entered into a Contribution Agreement with the Proponent for the Project that provides for the use, accountability and security of the Funding, and the Proponent is not in breach of the Contribution Agreement.

4.3 Notwithstanding sections 4.1 and 4.2, the Service Manager may authorize the Minister to pay Funding to a third party and the Minister shall permit such authorization.

4.4 Notwithstanding sections 4.1 and 4.2, the Proponent may authorize the Service Manager to pay Funding to a third party and the Service Manager shall permit such authorization.

4.5 All Funding for a Project shall be advanced to the Service Manager within four (4) years of the signing of the Contribution Agreement.

5. PROVISION OF FUNDS BY THE MINISTER FOR ELIGIBLE PURCHASERS

5.1 Subject to Sections 5.3, 5.4, 5.5 and 5.8, upon receipt by the Minister from the Service Manager of a copy of the first page and the signature page of a fully executed agreement of purchase and sale (an "**APS**"), for the purchase of an Eligible Unit by an Eligible Purchaser, together with a completed Project Information Form, the Minister will transfer to the Service Manager in trust, within fifteen (15) business days or within fifteen (15) days of the closing date of the Eligible Unit, whichever is later, the amount of funding that is requested by the Service Manager for use as down payment assistance for the Eligible Purchaser (the "**APS Funding**").

5.2 The transfer of all APS Funding will be made by electronic funds transfer.

5.3 In no event shall the APS Funding for an Eligible Unit exceed $50,000.

5.4 In no event shall the aggregate of all APS Funding received by the Service Manager under this Schedule and advanced by the Service Manager to Eligible Purchasers as of March 31, 2026 exceed ten per cent (10%) of the sum of the

purchase prices for all of the Eligible Units acquired by such Purchasers other than Eligible Units acquired from non-profit housing developers.

5.5 In no event may any APS be submitted for funding under this Appendix after March 31, 2022 or such earlier date as may be determined by the Minister and communicated by the Minister to the Service Manager by notice in writing.

5.6 The Service Manager shall use the APS Funding transferred to it by the Minister in respect of an Eligible Unit solely (i) for the purpose of providing an OPHI Loan to an Eligible Purchaser of the Eligible Unit in accordance with this Appendix, or (ii) as the Minister may in writing direct.

5.7 All interest that accrues on APS Funding while held by the Service Manager may be used by the Service Manager for the purpose of administering and delivering Affordable Housing.

5.8 In no event shall funding under this Appendix be advanced to the Service Manager after March 31, 2026.

5.9 For greater certainty, should the Minister in his or her sole discretion believe at any point in time that the Service Manager is not likely to comply with Section 5.4, the Minister may refuse to provide funding under Section 5.1.

6. PROVISION OF OPHI LOANS BY SERVICE MANAGER

6.1 Subject to Section 6.4, on the closing of the purchase of an Eligible Unit in respect of which APS Funding was transferred to the Service Manager, the Service Manager shall loan such transferred APS Funding to the relevant Eligible Purchaser for the sole purpose of financing the acquisition of the Eligible Unit (a "**OPHI Loan**").

6.2 The following terms shall be set out in the loan agreement between the Service Manager and the Eligible Purchaser with respect to each OPHI Loan:

(a) Each OPHI Loan shall be for a term equal to the Affordability Period and shall not bear interest other than as contemplated below;

(b) On the twentieth (20th) anniversary date of the date of the OPHI Loan advance, provided the debtor is not in default under the terms of the loan, the principal under the OPHI Loan shall automatically be forgiven;

(c) Upon an event of default under the OPHI Loan, including the insolvency or bankruptcy of the debtor, a writ of execution against the debtor is or becomes binding against the Eligible Unit, the death of the debtor, a lease of the Eligible Unit, the debtor ceasing to occupy the Eligible Unit as the debtor's sole and principal residence, a misrepresentation by the debtor relating to his or her eligibility, or the use of the proceeds of the OPHI Loan for a purpose other than the acquisition of the Eligible Unit, the principal

shall be repayable;

(d) If, during the period in which the OPHI Loan is outstanding, the Eligible Unit is resold for more than the price at which it was acquired by the debtor, the principal shall be repayable. In addition, the debtor shall pay to the Service Manager an amount that is equal to the percentage that the OPHI Loan is of the original purchase price of the Eligible Unit as applied to the differential between the current fair market value of the Eligible Unit and the original purchase price of the Eligible Unit. The fair market value of the Eligible Unit shall be determined by the Service Manager, based on (i) the price at which the Eligible Unit was resold, if such transaction was an arm's length transaction or (ii) an independent appraisal commissioned by the Service Manager, if such transaction was not an arm's length transaction;

(e) If, during the period in which the OPHI Loan is outstanding, the Eligible Unit is resold for less than the price at which it was acquired by the debtor and the sale of the Eligible Unit was an arm's length transaction, the difference between the OPHI Loan amount and the depreciated amount shall be repayable. If the depreciated amount is greater than the OPHI Loan amount, the principal shall be forgiven;

(f) If, during the period in which the OPHI Loan is outstanding, the Eligible Unit is resold for less than the price at which it was acquired by the debtor and the sale of the Eligible Unit was not an arm's length transaction, the principal shall be repayable. In addition, the debtor shall pay to the Service Manager an amount that is equal to the percentage that the OPHI Loan is of the original purchase price of the Eligible Unit as applied to any positive differential between the current fair market value of the Eligible Unit and the original purchase price of the Eligible Unit. The fair market value of the Eligible Unit shall be determined by the Service Manager based on an independent appraisal commissioned by the Service Manager;

(g) If, during the period in which the OPHI Loan is outstanding, the debtor leases the Eligible Unit, ceases to occupy the Eligible Unit as the debtor's sole and principal residence, a writ of execution against the debtor is or becomes binding against the Eligible Unit, the debtor becomes bankrupt or insolvent, the debtor misrepresents his or her eligibility, or the debtor uses the proceeds of the OPHI Loan for a purpose other than the acquisition of the Eligible Unit, the debtor shall pay to the Service Manager an amount that is equal to the percentage that the OPHI Loan is of the original purchase price of the Eligible Unit as applied to any positive differential between the current fair market value of the Eligible Unit and the original purchase price of the Eligible Unit. The fair market value of the Eligible Unit shall be determined by the Service Manager based on an independent appraisal commissioned by the Service Manager;

(h) The debtor may repay all of the OPHI Loan upon payment of an amount that is equal to the percentage that the OPHI Loan is of the original purchase price of the Eligible Unit as applied to any positive differential between the current fair market value of the Eligible Unit and the original purchase price of the Eligible Unit. The fair market value of the Eligible Unit shall be determined by the Service Manager based on an independent appraisal commissioned by the Service Manager. The debtor shall not be permitted to prepay only part of the OPHI Loan;

(i) Notwithstanding anything to the contrary contained in the OPHI Loan agreement, amounts payable under the OPHI Loan agreement with respect to capital appreciation shall be considered to be accrued interest for the purposes of section 18 of the *Mortgages Act* and section 10 of the *Interest Act,* or any successor provisions, and shall not exceed the maximum amount of interest that does not violate applicable laws;

(j) The debtor shall be responsible for any processing charges associated with the discharge of an OPHI Mortgage;

(k) Notwithstanding 6.2 (a) and (b), the Service Manager may set an Affordability Period greater than twenty (20) years, at the Service Manager's discretion.

6.3 If the Service Manager's contribution with respect to an Eligible Unit is equal to or greater than the amount of the Federal Funds provided by the Minister to the Service Manager in respect of the Eligible Unit, the Service Manager may require the debtor to provide it with a right of first refusal to acquire the Eligible Unit in the event that the owner of the Eligible Unit receives a bona fide offer to purchase the Eligible Unit from a third party. Any such right to acquire shall be for the fair market value of the Eligible Unit. Fair market value shall be determined by an independent appraisal commissioned by the Service Manager.

6.4 The provision of each OPHI Loan shall be subject to the conditions precedent that:

(a) title to the relevant Eligible Unit is encumbered by no registered restrictions, charges, liens and encumbrances other than Permitted Encumbrances;

(b) the relevant Eligible Purchaser has entered into a loan agreement with the Service Manager and provided the Service Manager with the registered mortgage documents contemplated by Section 7.1; and

(c) each representation, statement, declaration and all information provided to the Service Manager by the Eligible Purchaser regarding his or her eligibility and the eligibility of the relevant Unit is true and accurate as at the time it was given or made.

If any of these conditions precedent have not been fulfilled on the date the OPHI Loan is to be advanced, the Service Manager shall not make the OPHI Loan.

6.5 Before the Service Manager advances the proceeds of an OPHI Loan, the Service Manager shall have a title search conducted against the relevant Eligible Unit and obtain a legal opinion as to whether all conditions precedent to the advance of the OPHI Loan have been satisfied.

6.6 The Service Manager shall ensure that each Unit in respect of which an OPHI Loan is made is an Eligible Unit, and that each Purchaser to whom an OPHI Loan is made is an Eligible Purchaser at the time the Service Manager enters into the loan agreement with the Purchaser.

7. SECURITY FOR OPHI LOANS

7.1 Each OPHI Loan shall be secured by a mortgage registered against title to the relevant Eligible Unit. Prior to the advance of the OPHI Loan by the Service Manager, the Eligible Purchaser will be required to provide the Service Manager with an executed registerable mortgage document in a form acceptable to the Service Manager and the Minister (an **"OPHI Mortgage"**). Each OPHI Mortgage shall incorporate the terms of the OPHI Loan as stated in Section 6.2, shall include a clause that provides that all monies that the Service Manager spends in recovering mortgage monies shall be added to the amount secured, and shall be registered against title to the relevant Eligible Unit immediately after registration of any mortgage securing the primary financing for the acquisition of the Eligible Unit.

7.2 The Service Manager shall, at its own expense, use commercially reasonable efforts to recover all monies owing to it under each OPHI Mortgage. The Service Manager shall co-operate with the Minister with respect to pursuing the remedies available to the Service Manager under OPHI Mortgages.

8. REVOLVING LOAN FUND

8.1 If the Service Manager has not already established a Revolving Loan Fund, the Service Manager agrees to do so and maintain the Revolving Loan Fund for the period of twenty (20) years from the date of this Agreement. All monies received by the Service Manager as a result of (i) a resale of an Eligible Unit prior to the end of the term of the OPHI Loan, (ii) a default under the OPHI Loan or OPHI Mortgage, or (iii) the repayment of the principal of an OPHI Loan prior to the end of its term, shall be transferred to the Revolving Loan Fund and used in accordance with the purposes of the Revolving Loan Fund.

8.2 All interest accrued on amounts held in the Revolving Loan Fund shall be used by the Service Manager for the purposes of administering and delivering Affordable Housing.

8.3 If the Service Manager establishes a Revolving Loan Fund in accordance with this Schedule, and the Service Manager wishes to terminate the Revolving Loan Fund after the fifteenth (15th) annual anniversary of the date of the Agreement, the Service Manager shall submit to the Minister a plan pertaining to the phasing out of the Revolving Loan Fund. The Revolving Loan Fund shall be terminated only in accordance with a phase out plan that has been approved by the Minister. At the end of the phase out period, all amounts in the Revolving Loan Fund shall be paid to the Minister or, upon agreement by the Minister, allocated by the Service Manager to financing acquisitions of Affordable Housing.

9. REPORTING REQUIREMENTS

9.1 For the twenty (20) year period following the date of the Agreement or for the period in which any OPHI Loans are still outstanding, which ever is longer, the Service Manager shall, between April 1 and April 30 in each year, provide the Minister with the following:

(a) a report in the form of Sub-Appendix D-2C confirming (i) how the Funding was used; (ii) any resale of an Eligible Unit funded pursuant to this Appendix; (iii) any default under an OPHI Loan or OPHI Mortgage; (iv) any repayment of an OPHI Loan prior to the end of its term; and (v) all contributions and withdrawals from the Revolving Loan Fund.

(b) copies of any OPHI Loan agreements and OPHI Mortgages relating to loans referred to in the above report.

9.2 During the period following the date of execution of this Agreement and the end of the Program, the Service Manager shall provide the Minister by September 15, December 15, February 28 and May 30 of each year with an updated Investment Plan, indicating the amount of Program Funding approved and the number of Program Units committed.

9.3 Section 9.1 shall survive any termination of this Appendix.

10. MARKETING

10.1 Subject to section 9 of Schedule A of the Agreement, the Service Manager and/or Proponent shall promote and advertise the Program in the Service Manager's area as the Service Manager deems appropriate.

11. EDUCATION AND TRAINING

11.1 The Service Manager shall ensure that educational materials and/or training sessions are offered to all Eligible Purchasers of Eligible Units on the home buying experience, including financial guidance concerning the up-front and on-going costs of homeownership, and on the obligations and benefits of being a homeowner.

12. REMEDIES

12.1 If the Service Manager breaches any one or more of the provisions of this Appendix, and the breach is not corrected within a reasonable period of time (as determined by the Minister) after notice has been given to the Service Manager by the Minister, the Minister may, by written notice to the Service Manager,

(a) terminate this Appendix;

(b) demand repayment of any Funding in the possession or control of the Service Manager which has not been advanced to a Proponent or an Eligible Purchaser;

(c) demand immediate repayment of all amounts paid by the Minister to the Service Manager under this Appendix that relate to the Project or Eligible Unit in respect of which the breach occurred;

(d) demand repayment of all or part of the aggregate of all monies advanced to the Service Manager under this Appendix;

(e) cancel all further payments of Funding; and/or

(f) suspend further payments of Funding for such period as the Minister may determine.

The Service Manager shall comply with a demand referred to in clause (d) and (e) irrespective of whether it has advanced any of the relevant amounts to a Proponent or an Eligible Purchaser.

13. GENERAL

13.1 The Homeownership Component is available from the date of this Agreement until March 31, 2022.

13.2 The Service Manager may engage a third party subcontractor to assist it in the performance of this Appendix. Such assistance shall be limited to but may include the provision of the OPHI Loans to Eligible Purchasers, the taking of OPHI Mortgages and the establishment and administration of the Revolving Loan Fund, in each case, by the third party subcontractor but otherwise in accordance with this Appendix. Notwithstanding any such arrangement, the Service Manager shall remain in possession and control of all APS Funding until such funds are advanced to or on behalf of an Eligible Purchaser in connection with the

purchase of an Eligible Unit, and shall remain directly responsible to the Minister under and for the performance of this Schedule. The Service Manager shall also ensure that any third party subcontractor is bound by the same terms and conditions relating to the assistance to be provided by it as are binding on the Service Manager under this Appendix. The procurement of any such third party subcontractor shall be done in accordance with the procurement policies of the Service Manager.

13.3 The Service Manager may enter into an agreement with a private or non-profit developer pursuant to which (i) the developer agrees to make a certain number of Units in a development owned by the developer available to the public as Eligible Units and to market such Units as Units available under the Program, subject to the requirements of section 9 of Schedule A of the Agreement, and (ii) the Service Manager agrees to make OPHI Loans available to Eligible Purchasers of such Eligible Units.

13.4 The disbursement of Funding by the Minister to the Service Manager under Sections 4.1 and 5.1 is subject to the necessary appropriations from the Federal Parliament and the Provincial Legislature. Neither the Minister nor CMHC shall have any liability in the event the respective appropriations are insufficient to meet the funding obligations of the Minister.

13.5 The Service Manager shall keep and maintain for a period of seven (7) years following March 31, 2026, all financial records (including invoices) and all-non-financial documents and records relating to the funds or otherwise to the Program.

SUB-APPENDIX D-2A

PURCHASER ELIGIBILITY CRITERIA

Each person seeking to be approved as an Eligible Purchaser must meet each of the following criteria at the time he or she applies for such approval:

(a) The individual must be at least eighteen (18) years old;

(b) The individual can neither own a home nor have an ownership interest in a home other than a contingent interest;

(c) The individual cannot be living in a spousal relationship (including a same-sex spousal relationship) with a person who owns a home or who has an ownership interest in a home other than a contingent interest;

(d) The individual must be vacating a residential tenancy and must agree not to lease the Eligible Unit for the duration of the OPHI Mortgage;

(e) Subject to clause (f) below, the total income of all members of the individual's household cannot exceed the sixtieth (60^{th}) percentile of income for the Service Manager area, as provided by the Minister, or for Ontario, whichever is lower. For the purposes of this Agreement, the household of an individual shall be deemed to include and be limited to (i) the individual; (ii) any person with whom the individual is living in a spousal relationship (including a same-sex spousal relationship); and (iii) any person over the age of eighteen (18) expected to be residing with the individual at the time of first occupancy of the Unit;

(f) The income limits set out in clause (e) may be adjusted annually by the Minister based on census data indexed on the Consumer Price Index as published by Statistics Canada from time to time or for other reasons as the Minister may determine but, in any event, shall not exceed the sixtieth (60^{th}) income percentile for all households in Ontario;

(g) The individual's application for financial assistance must be supported by (i) two (2) pieces of original photo identification, (ii) an original notice of income tax assessment or other equally reliable evidence of income and (iii) a declaration that all information provided in the application is true and correct;

(h) The individual agrees to secure his or her own primary financing for the purchase of the Eligible Unit;

(i) Such other criteria as the Service Manager may establish.

SUB-APPENDIX D-2B

UNIT ELIGIBILITY CRITERIA

To be an Eligible Unit (within the meaning of this Appendix), a Unit must satisfy each of the following requirements:

(a) It must be a Unit that either has not been previously occupied and to which the *Ontario New Home Warranties Plan Act* applies, including a Unit that has been converted from non-residential to residential use, or a Unit that is offered for resale, provided a home inspection is undertaken by a qualified inspector agreed to by the Purchaser and the Service Manager, at the Purchaser's expense. The results of the inspection must be wholly satisfactory to the Purchaser and the Service Manager;

(b) The selling price of the Unit must be at or below the average resale price for the Service Manager area, as provided by the Minister;

(c) The Unit may be detached, semi-detached, town (condominium and freehold), a duplex, a stacked home, a row house, an apartment or such other forms as may be approved by the Minister. The Unit must be modest in size, relative to community norms, in terms of floor area and amenities, as determined by the Service Manager;

(d) Such other requirements as are set out in the Program Guidelines and/or as the Service Manager may establish.

SUB-APPENDIX D-2C

OPHI HOMEOWNERSHIP ANNUAL REPORT

Report On Homeownership Loans Advanced by the Service Manager – Cumulative

TP Hub Reference No.	Purchaser Name	Client Type[1]	Target Group	Loan Amount	Mortgage Registration No.	Date Security Registered on Title	Closing Date	Project Status
TOTAL								

With respect to any sale of an Eligible Unit, cessation of occupancy by debtor or repayment of a Loan

TP Hub Reference No.	Eligible Unit Address	Original Purchase Price	Resale / Fair Market Value	Loan Amount	Total Amount Repaid	Date Repayment Received	Date of Closing	Reason for Repayment
TOTAL								

With respect to withdrawals from the Revolving Loan Fund and redeployment of Revolving Loan Funds

TP Hub Reference No	Purchaser Name	Client Type[1]	Target Group	Eligible Unit Address	Type of Unit[2]	Purchase Price	Loan Amount	Closing Date	Date Security Registered on Title
TOTAL									

Balance ($) of the RLF as of Last Report [date]: _____

Balance ($) of the RLF as of Current Report [date]:_____

Legend for Reporting Requirements

1. **Client type -** Family, Single

2. **Type of Unit -** Single, Semi-detached, Condo town, Freehold town, Row house, Duplex, Condo, Other

Additional Comments:
[Insert any comments applicable to specific loans]

Certification:
I certify, to the best of my knowledge, that the information provided above is true and correct, and that the active projects listed above continue to be in compliance, unless noted in the Additional Comments section.

_____
Name of Service Manager

_____ _____
Signature Date

_____ _____
Print Name Position

APPENDIX D-3

Ontario Renovates Component

1. INTERPRETATION

1.1 In this Appendix, unless the context requires otherwise, the following items have the meanings set out in this section:

- **"Affordable Housing"** means Housing which is modest in terms of floor area and amenities, based on household needs and community norms, in Projects that achieve market values or rent levels in accordance with the Program Guidelines, but does not include residential premises used as a nursing home or any other type of similar facility;

- **"Agreement"** means the agreement between the Minister and the Service Manager to which this Appendix forms a part;

- **"Development Activities"** means those activities which are normally undertaken for the repair, renovation or rehabilitation of buildings for residential purposes;

- **"Funding"** means funding provided under the Program, as set out in the Program Guidelines;

- **"Funding Agreement"** means an agreement entered into by the Service Manager and an approved Proponent for contributions for a Multi-Unit Rehabilitation project;

- **"Funding Schedule"** means the schedule of funding for the type of Project to be undertaken by a Proponent, as set out in the Funding Agreement or the Letter of Agreement;

- **"Home Repair Project"** means a Project which is the principal residence of a qualified eligible household that owns the Housing, to which health and safety upgrades including major repairs, rehabilitation or accessibility modifications are made, and where a house is overcrowded, includes additions to the Housing, as set out in the Program Guidelines;

- **"Housing"** means residential accommodation and facilities, common areas and services used directly with the residential accommodation. Housing does not include commercial or institutional premises, social or recreational services, and services or facilities related to mental or

physical health care, education, corrections, food services, social support or public recreation;

- **"Letter of Agreement"** means an agreement that may be in the form of a letter signed by the Service Manager and Proponent that is approved for contributions for a Home Repair Project;

- **"Mortgage"** means a forgivable mortgage in favour of the Service Manager that is required to be taken out where the costs of the labour and materials used in the construction, repair, or rehabilitation of the Project are over $25,000. The mortgage may, at the discretion of the Service Manager, be taken out where such costs are under $25,000. The mortgage must be in a form satisfactory to the Service Manager and the Minister. The principal of the mortgage will be equal to the Funding provided for labour and materials and other costs approved by the Minister, including but not limited to building permit fees, inspection fees, appraisal fees, drawings and specification fees and applicable taxes. An amount of up to $5,000 in accessibility repairs shall be in the form of a contribution that does not require an affordability period and shall not be included in the principal amount of the mortgage;

- **"Multi-Unit Rehabilitation Project"** means a Project that is not a Home Repair Project that is operated in accordance with the Program Guidelines and eligible for repairs or renovations in accordance with Program Guidelines;

- **"Occupancy Date"** means the date on which the Development Activities have been completed;

- **"Ontario Renovates Component"** means the Ontario Renovates Component described in the Program Guidelines;

- **"Procurement Process"** means the request for proposals or procurement process used by the Service Manager;

- **"Program"** means the Ontario Renovates Component described in the Program Guidelines;

- **"Project Information Form"** means the form or format submitted by the Service Manager to the Minister as evidence of Funding take-up;

- **"Promissory Note"** means the forgivable promissory note signed by the Proponent in favour of the Service Manager where the costs of the labour and materials used for the construction, repair or the rehabilitation of the Project is $25,000 or less and where no Mortgage has been taken out. The amount of the Promissory Note will be equal to the Funding provided

for labour and materials and other costs approved by the Minister, including but not limited to building permit fees, inspection fees, appraisal fees, drawings and specification fees and applicable taxes. An amount of up to $5,000 in accessibility repairs shall be in the form of a contribution that does not require an affordability period and shall not be included in the principal amount of the promissory note;

- **"Proponent"** means a person or other legal entity that has submitted a Proposal, including but not limited to homeowners and landlords;

- **"Proposal"** means the response to the request for proposals or procurement process, submitted to the Service Manager pursuant to the Procurement Process;

- **"Secondary Suite"** means a self-contained unit within an existing home or on the property lot of a single family home, as set out in the Program Guidelines;

- **"Security Documents"** means a Mortgage or Promissory Note, as the context may require;

- **"Shelter Bed Unit"** means a unit or bed in a shelter;

- **"Unit"** means a self-contained residential dwelling, including, without limiting the generality of the foregoing, (i) multi-bedroom units which are used for congregate living; (ii) disabled/accessible units; (iii) Secondary Suites and (iv) Shelter Bed Units.

1.2 The following Sub-Appendices are attached to and form part of this Appendix:

Sub-Appendix D-3A – Proponent's Post-Repair Occupancy Report;
Sub-Appendix D-3B – Proponent's Annual Occupancy Report;
Sub-Appendix D-3C – Service Manager's Annual Report - Affordability Period;
Sub-Appendix D-3D – Service Manager's Annual Report - Repayment;
Sub-Appendix D-3E – Service Manager's Annual Report - Projects Funded From Repayments;
Sub-Appendix D-3F – Rental Protocol.

1.3 In the event of a conflict or inconsistency between the provisions of this Appendix and the provisions of a Sub-Appendix, the provisions of this Appendix shall prevail.

1.4 All references in this Appendix to section numbers are references to sections of this Appendix unless stated otherwise.

1.5 All references in this Appendix to Sub-Appendices are references to Sub-Appendices in this Appendix, unless stated otherwise.

2. PAYMENTS BY THE MINISTER

2.1 The Minister shall transfer funds electronically to the Service Manager, on April 15, July 15, October 15, and on or before March 1 of each Fiscal Year based on their approved Investment Plan and actual Funding take-up.

3. PROJECT APPROVAL

3.1 Once an eligible Project has been approved by the Service Manager, a completed Project Information Form, along with the appropriate Security Documents and Funding Agreement or Letter of Agreement, whichever is required, must be submitted in TP Hub to confirm Program take-up.

3.2 The Service Manager is responsible for Project selection and approval, monitoring progress and completion of Projects, quality of work and for the advancement of funds. The Service Manager must ensure the status of each Project is updated in TP Hub. In the event details of each Project are not updated as required, payments to the Service Manager may be reduced.

3.3 The Minister will monitor the progress of the Service Manager under the Program on TP Hub throughout the year. In particular, the Minister will review progress at the end of the third (3rd) quarter of each fiscal year. The Minister may reallocate Funding in the event a Service Manager has not demonstrated take-up of ninety per cent (90%) or more of their yearly Program allocation by the end of the third (3rd) quarter.

4. ADMINISTRATION

4.1 In conjunction with the approval of each Project, the Service Manager shall arrange for an appropriate form of Funding Agreement or Letter of Agreement to be executed, and shall register appropriate Security Documents, prior to forwarding Funding to the Proponent.

4.2 A Funding Agreement or Letter of Agreement under this Appendix cannot be signed after March 31, 2022, or such earlier date as may be determined by the Minister and communicated by the Minister to the Service Manager by notice in writing.

4.3 Construction for each Project must commence within one hundred and twenty (120) days of the date of the Funding Agreement or Letter of Agreement. If construction for a Project has not commenced within one hundred and twenty (120) days of such date, the Minister may cancel the Funding for the Project.

4.4 The Service Manager shall monitor all Projects which have received a funding allocation to determine whether the Proponents carry out all Development

Activities required in the Procurement Process or proposed in or intended by the Proposal and whether they are carrying out such Development Activities in such manner and by the end of the Fiscal Year subsequent to the date of the Project Funding Agreement or Letter of Agreement or such additional time as may be determined by the Minister in the event of extenuating circumstances.

4.5 If requested by the Minister, the Service Manager shall obtain from the Proponent and shall forward to the Minister, a financial statement respecting the expenditure of the Funding provided to the Proponent, within ninety (90) days or such additional time as may be determined by the Minister, following the date on which the Minister is advised by the Service Manager that the Project will not proceed or that the Development Activities related to the Project have been fully completed.

4.6 During the period following the date of execution of this Agreement and the end of the Program, the Service Manager shall provide the Minister by September 15, December 15, February 15 and May 30 of each year with an updated Investment Plan, indicating the amount of Program Funding approved and the number of Program Units committed.

4.7 During the period between the date of execution of this Agreement and the Occupancy Date of all of the Projects, the Minister and the Service Manager shall collaboratively review annually during the month of April the progress of utilization of the Funding by the Proponents at their respective Projects on the basis of the reports submitted pursuant to Sub-Appendices D-3C, D-3D and D-3E.

4.8 The Service Manager acknowledges that the Minister is required to report to CMHC under the CMHC-Ontario Bilateral Agreement under the 2017 National Housing Strategy, and that in order to fulfill the said reporting requirements, it will be relying on the materials provided to it pursuant to sections 4.7, 4.10 and 4.11, and on the collaborative review of these materials pursuant to section 4.7.

4.9 The Service Manager shall provide the Minister with actual Project costs and proof that the Development Activities have been completed. The Minister reserves the right to reduce a future payment if such information has not been provided.

4.10 Upon initial occupancy of a Multi-Unit Rehabilitation Project, the Service Manager shall obtain from each Proponent the Proponent's Post-Repair Occupancy Report in the form attached to this Agreement as Sub-Appendix D-3A, and submit it to the Minister.

4.11 During the period between the Occupancy Date of each Project and the end of the Affordability Period, the Service Manager shall:

(a) obtain annually from each Proponent for all Multi-Unit Rehabilitation Projects, a completed information report, in the form attached to this

Agreement as Sub-Appendix D-3B, and submit to the Minister for the first three (3) years following completion of the Project and thereafter submit to the Minister upon the request of the Minister; and

(b) complete and submit to the Minister, on or before April 30th subsequent to each reporting fiscal year, a report on all of the said funded Projects, in the forms attached to this Agreement as Sub-Appendices D-3C, D-3D and D-3E.

4.12 The Service Manager shall comply with the provisions of the *Construction Act.*

4.13 The Service Manager shall immediately inform the Minister in writing of the following matters as soon as it becomes aware of them:

(a) any failure by the Proponent to carry out all the Development Activities required in the Program Guidelines or any failure to carry out such Development Activities in such manner and within such time periods as are set out in the Program Guidelines or as may be determined by the Minister;

(b) if the Development Activities have not been completed by the end of the Fiscal Year subsequent to the date of the Project Funding Agreement or Letter of Agreement;

(c) any breach by the Proponent of its Letter of Agreement or Funding Agreement, as applicable, with the Service Manager;

(d) the Proponent becoming bankrupt or insolvent or taking the benefit of any Act now or hereafter in force for bankrupt or insolvent debtors or filing any proposal or making any assignment for the benefit of creditors or any arrangement or compromise;

(e) the death of the Proponent in respect of Home Repair Projects;

(f) the appointment of a receiver or a receiver and manager for all or a portion of a Project; and

(g) the taking of any steps or any action or the institution of any proceedings by a Proponent or by any other party, including, without limitation, any court or governmental body of competent jurisdiction for the dissolution, winding up or liquidation of the Proponent or its assets.

4.14 The Service Manager shall, on forty-eight (48) hours prior written notice, give the Minister free access to such staff, documents, books, records and accounts as may be determined by the Minister, for the purpose of verifying compliance with this Agreement.

4.15 The Minister may conduct an audit, investigation or inquiry in relation to a Project or any larger development or project of which any Project is a part and the Service Manager shall co-operate with the Minister and shall provide free access to such staff, documents, books, records and accounts as may be determined by the Minister.

4.16 The provisions of sections 4.14 and 4.15 shall continue to apply for a period of seven (7) years following the end of the Affordability Periods for all of the Projects or the date of any early termination of this Agreement.

4.17 The Service Manager shall enter into a Funding Agreement or Letter of Agreement with the Proponent in relation to each Project which requires the Proponent to comply with the requirements of the Program and imposes on the Proponent such obligations as enable the Service Manager to fulfill its obligations to report to the Minister.

4.18 The Service Manager represents that it has not knowingly provided the Minister with any false or misleading information respecting the subject matter of this Agreement and agrees that it shall not knowingly provide any false or misleading information to the Minister in the performance of its obligations under this Agreement.

4.19 The maximum Funding for a Unit shall not exceed $50,000.

4.20 The Service Manager shall enforce the terms of all Promissory Notes and Mortgages which it receives. If the Service Manager receives repayment of any monies pursuant to any Promissory Notes or Mortgages, it shall use such Funding for carrying out Development Activities under this Agreement within the geographical limits of this Agreement. The Service Manager shall report to the Minister on or before each April 30th, until the expiry of all Promissory Notes and Mortgages, details respecting all sums that became due under the Promissory Notes and Mortgages and the amounts recovered and expended, together with a description of the work, and its location, carried out with such recovered Funding in the forms attached as Sub-Appendices D-3C, D-3D and D-3E. If the Service Manager does not comply with the requirements of this section within a reasonable period, all monies which it has recovered and not spent under this section shall become due and payable to the Minister to the extent that such monies originally constituted Funding.

4.21 The Promissory Note or Mortgage shall be forgiven in accordance with the Program Guidelines.

4.22 The Service Manager may enter into an arrangement with a delivery agent to perform all or some of its duties and obligations under this Agreement. However, under any such arrangement, Promissory Notes or Mortgages shall be taken out in favour of the Service Manager and not the delivery agent. The delivery agent will ensure that the Development Activities are completed either directly or

through a contractor, who will enter into a contract with the owner. Notwithstanding such arrangements, the Service Manager remains directly responsible and the Minister will relate to and look to the Service Manager alone in regard to the duties and obligations under this Agreement. The Service Manager shall also ensure that any delivery agent is bound by the same terms and conditions relating to the arrangement as are set out in this Agreement.

5. REMEDIES

5.1 If the Service Manager breaches any one or more of the provisions of this Appendix, and the breach is not corrected within a reasonable period of time (as determined by the Minister) after notice has been given to the Service Manager by the Minister, the Minister may, by written notice to the Service Manager:

(a) terminate this Appendix;

(b) demand immediate repayment of all or any portion of the Administration Fees paid by the Minister to the Service Manager;

(c) demand immediate repayment of all or part of any Funding in the possession or control of the Service Manager that has not been used for a Project;

(d) demand immediate repayment of all or any part of the monies paid by the Minister to the Service Manager under this Appendix;

(e) demand immediate repayment of all amounts paid by the Minister to the Service Manager under this Appendix that relate to the Project in respect of which the breach occurred;

(f) cancel all further payments of Funding; and/or

(g) suspend further payments of Funding for such period as the Minister may determine appropriate.

The Service Manager shall comply with a demand referred to in clause (d) and/or (e), irrespective of whether it has used any of the relevant amounts for a Project.

6. GENERAL

6.1 The Ontario Renovates Component is available from the date the Service Manager Administration Agreement is executed, until March 31, 2022.

6.2 The Service Manager acknowledges and agrees that the Rental Protocol set out in Appendix D-3F applies to all Multi-Unit Rehabilitation Projects by virtue of the contractual terms of this Agreement, notwithstanding that the Rental Protocol may not apply to Multi-Unit Rehabilitation Projects under the *Residential*

Tenancies Act, 2006, and shall ensure that the Proponent agrees in writing that Appendix D-3F applies to its Multi-Unit Rehabilitation Project.

6.3 The headings and subheadings contained in this Appendix are inserted for convenience and for reference only and in no way define, limit or describe the scope or intent of this Appendix or form part of this Appendix.

SUB-APPENDIX D-3A
OPHI - ONTARIO RENOVATES COMPONENT
PROPONENT'S POST-REPAIR OCCUPANCY REPORT

Unit Type	Total Funded Units	Actual Rent to be Charged per Month	CMHC Average Market Rent (AMR)
Bachelor			
1 Bedroom			
2 Bedroom			
3 Bedroom			
4 Bedroom			
Other			

Project Certification
I certify, to the best of my knowledge, that the information provided above is true and correct. I hereby authorize the _____ **[Insert SM]** to review the rent roll from appropriate source(s) if deemed necessary.

_____ _____
Signature Date

_____ _____
Print Name Position

SUB-APPENDIX D-3B
OPHI - ONTARIO RENOVATES COMPONENT
PROPONENT'S ANNUAL OCCUPANCY REPORT

Unit Type	Total Funded Units	Previous Year (20xx)		Current Year (20xx)		
		Actual Rent per Unit per Month	RTA Permitted Increase per Unit	Actual Rent per Unit per Month	Actual Rent Increase	CMHC Average Market Rent
1 Bedroom						
2 Bedroom						
3 Bedroom						
4 Bedroom						
Other						

Project Certification
I certify, to the best of my knowledge, that the information provided above is true and correct. I authorize the _____ **[Insert SM]** to review the rent roll from appropriate source(s) if deemed necessary.

_____ _____
Signature Date

_____ _____
Print Name Position

SUB-APPENDIX D-3C
OPHI – ONTARIO RENOVATES COMPONENT ANNUAL REPORT

Service Manager: _____ Reporting Period:_____

TP Hub REFERENCE NUMBER	NAME OF HOMEOWNER / PROPONENT	CLIENT TYPE	TARGET GROUP	PROJECT ADDRESS	COMPLETION DATE	FUNDING		CONTRIBUTION BY OTHERS
						Number of Units	Amount ($)	
					Total	0	0.00	0.00

Additional Comments:

I certify, to the best of my knowledge, that the information provided above is true and correct, and that the active projects listed above continue to be in compliance, unless noted in the Additional Comments section.

Prepared By: _____ _____
Print Name and Title Signature

Approved By: _____ _____
Print Name and Title Signature

Date Submitted:_____

SUB-APPENDIX D-3D
OPHI – ONTARIO RENOVATES COMPONENT
ANNUAL REPORT – REPAYMENT

Service Manager: _____ Reporting Period:_____

TP Hub REFERENCE NUMBER	NAME OF HOMEOWNER/ PROPONENT	PROJECT ADDRESS	AMOUNT REPAID ($)	REASON FOR REPAYMENT
		Total	0.00	

Additional Comments:

I certify, to the best of my knowledge, that the information provided above is true and correct.

Prepared By: _____ _____
Print Name and Title Signature

Approved By: _____ _____
Print Name and Title Signature

Date Submitted:_____

SUB-APPENDIX D-3E
OPHI – ONTARIO RENOVATES COMPONENT
ANNUAL REPORT – PROJECTS FUNDED FROM REPAYMENTS

Service Manager: _____ Reporting Period:_____

TP Hub REFERENCE NUMBER	NAME OF HOMEOWNER / PROPONENT	CLIENT TYPE	TARGET GROUP	PROJECT ADDRESS	DESCRIPTION OF WORK	APPROVAL DATE	NUMBER OF UNITS (#)	FUNDING AMOUNT ($)
						Total	0	0.00

Additional Comments:

I certify, to the best of my knowledge, that the information provided above is true and correct, and that the active projects listed above continue to be in compliance, unless noted in the Additional Comments section.

Prepared By: _____ _____
Print Name and Title Signature

Approved By: _____ _____
Print Name and Title Signature

Date Submitted:_____

SUB-APPENDIX D-3F

RENTAL PROTOCOL

1. DEFINITIONS

1.1 In this Sub-Appendix D-3F, unless the context requires otherwise,

- **"Affordability Period"** means the minimum "fifteen (15) year period" following the date of the first (1st) occupancy of a Unit in the Project;
- **"Agreement"** means the Agreement to which this Sub-Appendix D-3F is attached;
- **"Average Market Rents"** means the average rent figures, based on geographical areas and classified by bedroom count, as determined annually in the CMHC Average Market Rent Survey.

when used in this Sub-Appendix D-3F, the term "rent" includes the amount of any consideration paid or given or required to be paid or given by or on behalf of a tenant to the Proponent or the Proponent's agent for the right to occupy a Unit and for any services and facilities and any privilege, accommodation or thing that the Proponent provides for the tenant in respect of the occupancy of the Unit, whether or not a separate charge is made for services and facilities or for the privilege, accommodation or thing.

1.2 The definitions in the Agreement shall apply to this Sub-Appendix D-3F, in addition to the definitions contained in section 1.1 above.

1.3 All references to section numbers in this Sub-Appendix are references to sections of the Sub-Appendix and not sections of the Appendix, unless otherwise explicitly stated.

2. AFFORDABLE RENT

2.1 During the Affordability Period, the Proponent shall not charge rent for a Unit in the Project in excess of the affordable rent permitted under this Sub-Appendix D-3F nor increase any rent charged for a Unit except as permitted in this Sub-Appendix D-3F.

3. RENTS

3.1 The rent of all Units in a Project for which Program Funding has been utilized shall not exceed CMHC Average Market Rents in the geographical area, as determined in the most recent CMHC Annual Rental Market Survey.

3.2 The Service Manager shall ensure that the total rent payments to a Proponent, including rent paid by the tenant and any Rent Supplement paid by the Service Manager or other party, shall not exceed one hundred per cent (100%) of CMHC Average Market Rents in the geographical area, as determined in the most recent CMHC Annual Rental Market Survey

3.3 In areas where there is no or insufficient information from the CMHC Average Market Rent Survey, or in areas where the CMHC Average Market Rent does not represent the average market rents of a particular community, alternate market rents may be submitted by the Service Manager for review and approval by the Minister.

4. RENT INCREASES

4.1 The Proponent may increase the rent charged under sections 3.1, 3.2 and 3.3 with respect to a Unit only if at least twelve (12) months have elapsed,

(a) since the day of the last rent increase respecting the Unit, if there has been an increase, or

(b) since the day the Unit was first rented for the first (1st) rental period following the completion of the Development Activities in connection with the Project.

4.2 The Proponent shall not increase the rent pursuant to section 4.1 during the Affordability Period by more than the then prevailing rent increase guideline established for each calendar year pursuant to the *Residential Tenancies Act, 2006* or any successor legislation. The Proponent acknowledges and agrees that regardless of whether the rent increase guideline of the *Residential Tenancies Act, 2006* or any successor legislation applies to the Project the rent increase guideline applies by virtue of the contractual terms of the Agreement and this Sub-Appendix D-3F.

5. AFTER AFFORDABILITY PERIOD

5.1 After the end of the Affordability Period, the Proponent shall be permitted to rent Units in the Project to new tenants at rents agreed to by the Proponent and the new tenants.

APPENDIX D-4

Rental Assistance Component

1. INTERPRETATION

1.1 In this Appendix, unless the context requires otherwise, the following terms have the meanings set out in this Section.

- **"Agreement"** means the agreement between the Minister and the Service Manager to which this Appendix forms a part;

- **"Average Market Rents" ("AMRs")** means, under the Rent Supplement Stream, the average rent figures, based on geographical areas and classified by bedroom count, as determined annually in the CMHC Average Market Rent Survey or as determined by the Minister, based on available data, in areas where there is no or insufficient information from the CMHC Average Market Rent Survey, or in areas where the CMHC Average Market Rent does not represent the average market rents of a particular community;

- **"Eligible Landlord"** means, under the Rent Supplement Stream, a Private Landlord, Non-Profit Landlord, or Cooperative Housing Landlord that owns the Eligible Unit to which the Rent Supplement is applied;

- **"Eligible Renter Household"** means a household that either is on or is eligible to be on a social housing waiting list; that does not own a home suitable for year-round occupancy; and that meets the criteria in the Program Guidelines and in Sub-Appendix D-4B;

- **"Eligible Unit"** means, under the Rent Supplement Stream, a self-contained residential dwelling or shared accommodation that meets the Unit Eligibility Criteria in the Program Guidelines and in Sub-Appendix D-4A;

- **"Household Eligibility Criteria"** means the criteria set out in Sub-Appendix D-4B;

- **"Household Income Limits" ("HILs")** means the highest incomes that renter households can have and still remain eligible for the Program, based on geographical areas and classified by bedroom count, in accordance with the annually updated HILs in Ontario Regulation 370/11, made under the *Housing Services Act, 2011*;

- **"Housing"** means residential accommodation and facilities, common areas and services used directly with the residential accommodation. Housing does not include commercial or institutional premises, social or recreational services, and services or facilities related to mental or

physical health care, education, corrections, food services, social support or public recreation;

- **"Housing Allowance"** is a monthly subsidy paid directly to an Eligible Renter Household. At the discretion of the Service Manager, and upon request from the Eligible Renter Household, the Housing Allowance may be paid to the Landlord on behalf of the Eligible Renter Household.

- **"Housing Allowance Application Form"** means an application form designed by the Service Manager or another delivery agent that meets the criteria described in Sub-Appendix D-4C, and that a Program applicant must submit to the Service Manager or another delivery agent to be considered for a Housing Allowance under the Program;

- **"Housing Allowance Direct Delivery Stream"** means the Housing Allowance Direct Delivery Stream described in the Program Guidelines as one (1) of the three (3) streams of the Rental Assistance Component;

- **"Housing Allowance Shared Delivery Stream"** means the Housing Allowance Shared Delivery Stream described in the Program Guidelines as one (1) of the three (3) streams of the Rental Assistance Component;

- **"Landlord"** means one of the following: Private Landlord; Non-Profit Landlord; or Cooperative Housing Landlord;

- **"Landlord Agreement"** means one of the following agreements: Private Landlord Agreement; Non-Profit Landlord Agreement; Cooperative Housing Landlord Agreement; and includes any other Agreement between the Service Manager and the Landlord that meets the Program Guidelines;

- **"Program"** means the Rental Assistance Component, as set out in the Program Guidelines;

- **"Rent Supplement"** is a subsidy paid to the Eligible Landlord on behalf of an Eligible Renter Household;

- **"Rent Supplement Stream"** means the Rent Supplement Stream described in the Program Guidelines as one (1) of the three (3) streams of the Rental Assistance Component;

- **"Rental Assistance Component"** means the Rental Assistance Component described in the Program Guidelines and consisting of three (3) streams: Rent Supplement Stream, Housing Allowance Direct Delivery Stream, and Housing Allowance Shared Delivery Stream;

- **"Unit Eligibility Criteria"** means, under the Rent Supplement Stream, the criteria set out in Sub-Appendix D-4A.

1.2 The following Sub-Appendices are attached to and form part of this Appendix:

Sub-Appendix D-4A - Unit Eligibility Criteria

Sub-Appendix D-4B - Household Eligibility Criteria

Sub-Appendix D-4C - Housing Allowance Application Process and Form

Sub-Appendix D-4D – Contribution Agreement

1.3 In the event of a conflict or inconsistency between the provisions of this Appendix and the provisions of a Sub-Appendix, the provisions of this Appendix shall prevail.

1.4 All references in this Appendix to section numbers are references to sections of this Appendix unless stated otherwise.

1.5 All references in this Appendix to Sub-Appendices are references to Sub-Appendices in this Appendix, unless stated otherwise.

2. PROGRAM GUIDELINES

2.1 The Service Manager agrees to administer the Rental Assistance Component in accordance with the Agreement and the Program Guidelines.

3. PROVISION OF PROGRAM FUNDS BY THE MINISTER

3.1 Subject to sections 3.2, 3.4 and 3.7, upon review by the Minister of the Service Manager's Investment Plan, the Minister shall transfer to the Service Manager by electronic funds transfer, the amount of funding (the "Rent Supplement Stream Funding" and "Housing Allowance Direct Delivery Stream Funding") indicated in the Investment Plan.

3.2 The Service Manager shall update the Investment Plan on a quarterly basis as set out in section 5.1. Payment adjustments may be made based on discrepancies between the Service Manager's planned and actual spending.

3.3 In the case of the Housing Allowance Shared Delivery Stream, the Minister shall hold back from the Service Manager's annual allocation the amount of funding (the "Housing Allowance Shared Delivery Stream Funding") requested in the Service Manager's Investment Plan, to be used by the Minister of Finance for paying Eligible Renter Households.

3.4 The Minister shall transfer Rental Assistance Funding that is Rent Supplement and/or Housing Allowance Direct Delivery Funding to the Service Manager by April 15, July 15, October 15, and March 1 of each Fiscal Year, provided the Service Manager has complied with the requirements of section 5.1.

3.5 The Service Manager shall use the Rental Assistance Funding transferred to it by the Minister solely for the purpose of providing a Rent Supplement to an Eligible

Landlord of the Eligible Unit and/or a Housing Allowance to an Eligible Renter Household, in accordance with this Appendix, or as the Minister may direct, in writing.

3.6 All interest that accrues on Rental Assistance Funding while held by the Service Manager shall be used by the Service Manager for the purpose of administering and delivering Affordable Housing.

3.7 For greater certainty, should the Minister, in his or her sole discretion, believe at any point in time that the Service Manager is not likely to comply with section 3.5, the Minister may refuse to provide Funding under section 3.1 or section 3.2.

4. PROVISION OF PROGRAM FUNDS BY THE SERVICE MANAGER

4.1 The Service Manager shall not expend Funding under the Program for an Eligible Unit or any Eligible Unit substituted for another Eligible Unit and/or an Eligible Renter Household after March 31, 2022.

4.2 The Service Manager or its authorized agency shall enter into a Landlord Agreement with each Landlord, in respect of all commitments of Eligible Units made on or after the date this Agreement is executed by the Parties. In the case of the Housing Allowance streams, the Service Manager and/or its authorized delivery agent shall develop a client application process and use an Application Form that meets the criteria described in Sub-Appendix D-4C. The Service Manager or its authorized delivery agent shall provide a Housing Allowance in the amount determined by the Service Manager and indicated in the Investment Plan, to the Eligible Renter Household.

4.3 A Landlord Agreement shall not be entered into or continued respecting an Eligible Unit where a renter is related to the Landlord.

4.4 The Service Manager shall ensure that all Eligible Units that are subject to a Landlord Agreement are clean, fit for habitation, in satisfactory state of repair, meet applicable minimum health and safety standards and that the Landlord has confirmed that the Eligible Units are in compliance with applicable Building Code and Fire Code requirements.

4.5 The Service Manager shall determine the monthly Rent Supplement Funding to be paid to Eligible Landlords on behalf of each Eligible Renter Household.

4.6 The Service Manager shall establish rules to determine whether the Household's income is at or below the local Household Income Limits (HILs), in accordance with the annually updated HILs in Ontario Regulation 370/11, made under the *Housing Services Act, 2011*. The Service Manager shall put these rules in writing and make them available to the general public. If the Service Manager is of the opinion that HILs are too low and do not correlate with the CMHC market rents for its area, it can request in writing that the Minister make modifications to its HILs.

4.7 The Service Manager shall conduct annual (or more frequent if required) income testing of Eligible Renter Households to ensure their continued eligibility for the Program.

5. REPORTING REQUIREMENTS

5.1 During the period following the date of execution of this Agreement and the end of the Program, the Service Manager shall provide the Minister, by September 15, December 15, February 15 and May 30 of each year, with an updated Investment Plan, indicating the number of Landlord Agreements executed and Units occupied, the number of Eligible Renter Households assisted, target client groups assisted and Program funding expended.

5.2 The Service Manager shall provide documentation of Landlord Agreements and/or agreements with delivery agencies, and/or evidence of successful Housing Allowance Applications.

5.3 The Service Manager shall provide the Minister with such additional reports as the Minister may require.

5.4 The Service Manager shall keep and maintain for a period of seven (7) years following March 31, 2022, all financial records (including invoices) and all-non-financial documents and records relating to the funds or otherwise to the Program.

6. MARKETING

6.1 Subject to section 10 of Schedule A, the Service Manager shall promote and advertise the Program in the Service Manager's area as the Service Manager deems appropriate.

7. REMEDIES

7.1 If the Service Manager breaches any one or more of the provisions of this Appendix, and the breach is not corrected within a reasonable period of time (as determined by the Minister) after notice has been given to the Service Manager by the Minister, the Minister may, by written notice to the Service Manager,

(a) terminate this Appendix;

(b) demand repayment of any Rental Assistance Funding in the possession or control of the Service Manager which has not been advanced to an Eligible Landlord and/or an Eligible Renter Household;

(c) demand immediate repayment of all amounts paid by the Minister to the Service Manager under this Appendix that relate to the Eligible Unit in respect of which the breach occurred;

(d) demand repayment of all or part of the aggregate of all monies advanced to the Service Manager under this Appendix;

(e) cancel all further payments of Rental Assistance Funding; and/or

(f) suspend further payments of Rental Assistance Funding for such period as the Minister may determine.

7.2 The Service Manager shall comply with a demand referred to in clauses 7.1(c) and (d), irrespective of whether it has transferred any of the relevant amounts to an Eligible Landlord and/or an Eligible Renter Household.

7.3 All of the remedies available to the Minister under this Appendix, at equity and/or at law are cumulative and are not alternative and the Minister shall not be precluded from availing himself simultaneously of some or all of the said remedies.

7.4 Notwithstanding any of the terms of this Appendix, the Minister shall have the option of waiving any or all of his remedies under this Agreement, but no waiver of a provision shall be deemed to constitute a waiver of any other provision (whether or not similar) nor shall any waiver constitute a continuing waiver unless otherwise provided.

8. GENERAL

8.1 The Program is available from the date of the Agreement until March 31, 2022.

8.2 The Service Manager may engage a third party subcontractor (delivery agency) to assist it in the performance of this Program. Such assistance shall be limited to but may include the provision of the Rent Supplements to Eligible Landlords and/or Housing Allowances to Eligible Renter Households, in each case, by the third party subcontractor but otherwise in accordance with this Appendix. Notwithstanding any such arrangement, the Service Manager shall remain in possession and control of all Rent Supplement Stream and/or Housing Allowance Direct Delivery Stream Funding until such funds are advanced to or on behalf of an Eligible Landlord in connection with the provision of Rent Supplements for an Eligible Unit and/or Housing Allowances to Eligible Renter Households, and shall remain directly responsible to the Minister under and for the performance of this Appendix. The Service Manager shall also ensure that any third party subcontractor is bound by the same terms and conditions relating to the assistance to be provided by it as are binding on the Service Manager under this Appendix. The procurement of any such third party subcontractor shall be done in accordance with the procurement policies of the Service Manager.

8.3 The Service Manager may enter into a Landlord Agreement with a Landlord pursuant to which (i) the Landlord agrees to rent a certain number of Eligible Units in a development owned by the Landlord available to the public as Eligible Units and to market such Eligible Units as Eligible Units available under the Program, subject to the requirements of section 10 of the Agreement, and (ii) the Service Manager agrees to make Rent Supplement Funding available to Eligible Households of such Eligible Units.

8.4 The disbursement of Rental Assistance Component Funding by the Minister to the Service Manager under section 3.1 and/or 3.2 is subject to the necessary appropriations from the Federal Parliament and the Provincial Legislature. Neither the Minister nor CMHC shall have any liability in the event the respective appropriations are insufficient to meet the funding obligations of the Minister.

8.5 Subject to the existence of a Memorandum of Understanding between the Minister and the Minister of Finance, if the Service Manager wishes to deliver the Housing Allowance Shared Delivery Stream of the Operating Component, the Service Manager shall enter into a form of agreement with the Minister and the Minister of Finance as the Minister may require.

8.6 If the Service Manager enters into an agreement with the Minister to have the Minister provide it with administration and delivery services for the Housing Allowance Shared Delivery Stream and wishes to contribute its own dollars, the Service Manager shall enter into a Contribution Agreement with the Minister substantially in the form of Sub-Appendix D-4D, subject to such changes as the Minister and the Service Manager may agree.

SUB-APPENDIX D-4A

UNIT ELIGIBILITY CRITERIA

1. An Eligible Unit (within the meaning of this Appendix) must satisfy each of the following requirements:

   (a) Be modest, that is not exceed Average Market Rent (AMR) for the area, as updated by the Minister annually;

   (b) Meet local occupancy standards, included in program information available to the public;

   (c) Such other requirements as are set out in the Program Guidelines and/or as the Service Manager may establish.

2. An Eligible Unit may be occupied by the applicant household. In-situ arrangements are permitted.

3. Only market units in social housing developments are eligible.

4. The following do not fit the definition of Eligible Unit:

   (a) Hostel units, group homes, nursing and retirement homes;

   (b) Non-market units in social housing developments.

SUB-APPENDIX D-4B

HOUSEHOLD ELIGIBILITY CRITERIA

1. Each household seeking to be approved as an Eligible Household must meet each of the following criteria at the time the primary applicant submits an application:

   (a) The primary applicant must be at least sixteen (16) years old;

   (b) Neither own a home, nor have an ownership interest in a home, other than a contingent interest;

   (c) Not be living in a spousal relationship (including a same-sex spousal relationship) with a person who owns a home or who has an ownership interest in a home, other than a contingent interest;

   (d) Have a household income that does not exceed the Household Income Limits (HILs) for the Service Manager area. If the Service Manager is of the opinion that HILs are too low and do not correlate with the CMHC market rents for its area, it can request in writing that the Minister make modifications to its HILs;

   (e) Not be in receipt of any other housing allowance or rent supplement;

   (f) Each household member must be a resident of Ontario with status in Canada

2. The Service Manager shall define "household income".

3. The Service Manager may establish such additional criteria as may be required to administer this Program, provided they are not inconsistent with the requirements of this Program.

SUB-APPENDIX D-4C

HOUSING ALLOWANCE APPLICATION PROCESS AND FORM

1. The Service Manager and/or its delivery agent shall develop the application process that suits its local needs and make it available to the public.

2. The Service Manager and/or its delivery agent may select Eligible Renter Households from social housing waiting lists.

3. The Service Manager and/or its delivery agent shall design an Application Form that shall include, but not be limited to, the following sections:

   (a) A definition of "Household Income";
   (b) Household Income declaration;
   (c) Explicit list of eligibility criteria;
   (d) Consent regarding personal information sharing;
   (e) Applicant signature and date; and
   (f) Such other requirements as are set out in the Program Guidelines or as the Minister may advise from time to time, and/or as the Service Manager and/or its delivery agent may establish.

SUB-APPENDIX D-4D

CONTRIBUTION AGREEMENT

This Contribution Agreement is entered into as of the [INSERT DATE]

BETWEEN

HER MAJESTY THE QUEEN IN RIGHT OF ONTARIO
AS REPRESENTED BY
THE MINISTER OF MUNICIPAL AFFAIRS AND HOUSING
("The Minister")

- and -

[SERVICE MANAGER]
("Service Manager")

RECITALS

A. Canada Mortgage and Housing Corporation ("CMHC") and Her Majesty the Queen in Right of Ontario as represented by the Minister of Housing ("MHO") entered into a bi-lateral agreement under the 2017 National Housing Strategy, made as of April 1, 2017 (the "CMHC-Ontario Bilateral Agreement under the 2017 National Housing Strategy").

B. The Minister is now responsible for the CHMC-Ontario Bilateral Agreement under the 2017 National Housing Strategy signed by MHO.

C. The Minister has established, as part of the Ontario Priorities Housing Initiative, a Housing Allowance Shared Delivery Stream pursuant to which the Minister provides CMHC funding and provincial funding.

D. The Minister and the Service Manager have entered into this Agreement for the purpose of setting out the respective roles and responsibilities of the Minister and the Service Manager with respect to the contribution of funding by the Service Manager to the Housing Allowance Shared Delivery Stream.

E. The Service Manager would like to contribute [INSERT AMOUNT] Canadian Dollars per Benefit Year (the "Funds") to the Program for use by the Minister under the Housing Allowance Shared Delivery Stream, in accordance with an Agreement for Services, dated [INSERT DATE], between the Minister and the Service Manager (the "Agreement for Services").

F. All capitalized terms not defined herein shall have the meanings given to them in the Agreement for Services.

NOW THEREFORE the parties agree as follows:

1. Subject to section 3, the Service Manager agrees to provide the Minister with the Funds as a contribution under the Program in equal quarterly instalments commencing on [INSERT DATE].

2. The Service Manager directs the Minister to use the Funds for the Program's Housing Allowance Shared Delivery Stream in accordance with the Agreement for Services.

3. Subject to section 4, all Service Manager funding contemplated under this Agreement is subject to Service Manager Council's annual approval of the annual budget, and the Service Manager shall not be required to participate in future Benefit Years with such funding should the approval of municipal contribution be insufficient to meet the funding obligations of the Service Manager.

4. Despite section 3, where the Service Manager is already participating in the Program in a Benefit Year, the Service Manager agrees to ensure that sufficient funding is provided for its participants for the entire Benefit Year notwithstanding a failure to approve sufficient funding.

5. The Minister agrees to use the Funds solely for the Program's Housing Allowance Shared Delivery Stream in accordance with the Agreement for Services.

6. Subject to any necessary appropriations, any unused Funds shall be returned to the Service Manager following termination or expiry of the Agreement for Services.

IN WITNESS WHEREOF the parties have executed this Agreement.

HER MAJESTY THE QUEEN IN RIGHT OF ONTARIO AS REPRESENTED BY THE MINISTER OF MUNICIPAL AFFAIRS AND HOUSING

Signature: _____
Name:
Title:
Date of Signature:

[SERVICE MANAGER]

Signature: _____
Name:
Title:
Date of Signature:

APPENDIX D-5

Housing Support Services Component

1. INTERPRETATION

1.1 In this Appendix, unless the context requires otherwise, the following terms have the meanings set out in this Section.

- **"Agreement"** means the agreement between the Minister and the Service Manager to which this Appendix forms a part;
- **"Funding"** means funding provided under the Program, as set out in the Program Guidelines;
- **"Housing Services Agreement"** means an agreement between the Service Manager and a Support Services Agency for Support Services to be provided under the Program;
- **"Housing Support Services"** means services which are intended to ensure Housing retention, greater self-reliance and social inclusion for tenants/occupants;
- **"Housing Support Services Agency"** means a provider of Housing Support Services;
- **"Housing Support Services Component"** means the Housing Support Services Component described in the Program Guidelines;
- **"Program"** means the Housing Support Services Component, as set out in the Program Guidelines.

1.2 In the event of a conflict or inconsistency between the provisions of this Appendix and the provisions of a Sub-Appendix, the provisions of this Appendix shall prevail.

1.3 All references in this Appendix to section numbers are references to sections of this Appendix unless stated otherwise

1.4 All references in this Appendix to Sub-Appendices are references to Sub-Appendices in this Appendix, unless stated otherwise.

2. PROGRAM GUIDELINES

2.1 The Service Manager agrees to administer the Housing Support Services Component in accordance with the Agreement and the Program Guidelines.

3. PROVISION OF PROGRAM FUNDS BY THE MINISTER

3.1 Subject to sections 3.2, 3.4 and 3.6, upon review by the Minister of the Service Manager's Investment Plan, the Minister shall transfer to the Service Manager by electronic funds transfer, the amount of Housing Support Services Component funding indicated in the Investment Plan.

3.2 The Service Manager shall update the Investment Plan on a quarterly basis as set out in section 5.1. Payment adjustments may be made based on discrepancies between the Service Manager's planned and actual spending.

3.3 The Minister shall transfer Housing Support Services Funding to the Service Manager by April 15, July 15, October 15, and March 1 of each Fiscal Year, provided the Service Manager has complied with the requirements of section 5.1.

3.4 The Service Manager shall use the Housing Support Services Funding transferred to it by the Minister in respect of Housing Support Services in accordance with this Appendix, or as the Minister may direct, in writing.

3.5 All interest that accrues on Housing Support Services Funding while held by the Service Manager shall be used by the Service Manager for the purpose of administering and delivering Housing Support Services.

3.6 For greater certainty, should the Minister, in his or her sole discretion, believe at any point in time that the Service Manager is not likely to comply with section 3.4, the Minister may refuse to provide Funding under section 3.1 or section 3.2.

4. PROVISION OF PROGRAM FUNDS BY THE SERVICE MANAGER

4.1 The Service Manager shall not expend Funding under the Program after March 31, 2022.

4.2 The Service Manager or its authorized agency shall enter into a Housing Services Agreement with each Housing Support Services Agency, in respect of commitments made on or after the date this Agreement is executed by the Parties. As an alternative, the Service Manager may arrange to deliver Housing Support Services directly.

5. REPORTING REQUIREMENTS

5.1 During the period following the date of execution of this Agreement and the end of the Program, the Service Manager shall provide the Minister, by September 15, December 15, February 15 and May 30 of each year, with an updated Investment Plan, indicating the number of Services Agreements executed, Households assisted, target client groups assisted and Program funding expended.

5.2 The Service Manager shall provide documentation of Housing Services Agreements.

5.3 The Service Manager shall provide the Minister with such additional reports as the Minister may require.

5.4 The Service Manager shall keep and maintain for a period of seven (7) years following March 31, 2022, all financial records (including invoices) and all-non-financial documents and records relating to the funds or otherwise to the Program.

6. REMEDIES

6.1 If the Service Manager breaches any one or more of the provisions of this Appendix, and the breach is not corrected within a reasonable period of time (as determined by the Minister) after notice has been given to the Service Manager by the Minister, the Minister may, by written notice to the Service Manager,

(a) terminate this Appendix;

(b) demand repayment of any Housing Support Services Funding in the possession or control of the Service Manager which has not been advanced to a Housing Support Services Agency;

(c) demand immediate repayment of all amounts paid by the Minister to the Service Manager under this Appendix that relate to the Housing Services Agreement in respect of which the breach occurred;

(d) demand repayment of all or part of the aggregate of all monies advanced to the Service Manager under this Appendix;

(e) cancel all further payments of Housing Support Services Funding; and/or

(f) suspend further payments of Housing Support Services Funding for such period as the Minister may determine.

6.2 The Service Manager shall comply with a demand referred to in clauses 6.1(c) and (d), irrespective of whether it has transferred any of the relevant amounts to a Housing Support Services Agency.

6.3 All of the remedies available to the Minister under this Appendix, at equity and/or at law are cumulative and are not alternative and the Minister shall not be precluded from availing himself simultaneously of some or all of the said remedies.

6.4 Notwithstanding any of the terms of this Appendix, the Minister shall have the option of waiving any or all of his remedies under this Agreement, but no waiver of a provision shall be deemed to constitute a waiver of any other provision (whether or not similar) nor shall any waiver constitute a continuing waiver unless otherwise provided.

7. GENERAL

7.1 The Program is available from the date of the Agreement until March 31, 2022.

7.2 Funding under the Program can be provided to eligible tenants in existing social housing, affordable housing units created under previous programs, as well as to eligible tenants of units established under the Ontario Priorities Housing Initiative.

7.3 The disbursement of Housing Support Services Funding by the Minister to the Service Manager under section 3.1 and/or 3.2 is subject to the necessary appropriations from the Federal Parliament and the Provincial Legislature. Neither the Minister nor CMHC shall have any liability in the event the respective appropriations are insufficient to meet the funding obligations of the Minister.

SCHEDULE E

FRENCH LANGUAGE SERVICES REPORT

Please complete and submit this Report on an annual basis by May 31st of each year.

Service Manager: _____

Service Manager Address: _____

Service Manager Contact: Name: _____

Telephone: _____

Email: _____

This report is to confirm that the ***[Insert Service Manager Name]*** is providing services under Canada-Ontario Community Housing Initiative (COCHI) and Ontario Priorities Housing Initiative (OPHI) and has an office(s) located in or serving an area designated in the Schedule to the *French Language Services Act* ("FLSA").

The ***[Insert Service Manager Name]*** confirms that it is:

a) Providing COCHI and OPHI services to the public in French in all of its offices (including the offices of sub-contractors) located in or serving an area designated in the Schedule to the FLSA; and,

b) Making it known to the public, including by way of signs, notices, other information on services, and initiation of communications in French, that services provided to and communications with the public in connection with COCHI and OPHI are available in French.

I declare that the above information is true and complete.

[Insert Service Manager Name]

_____

Name:

Title:

I have the authority to bind _____ ***[Insert Service Manager Name]***

Dated at _____ this _____ day of _____, 20__.

As a Service Manager providing services under COCHI and OPHI and having offices (including the offices of sub-contractors) located in or serving an area designated in the Schedule to the French Language Services Act, please complete the section below.

Service Manager Name:

Name of Designated Area(s):

Description of Services:

Please select all items that apply to the services you are providing under COCHI and OPHI in an office (or the office of a sub-contractor) that is located in or services a designated area.

- O Signage and visibility of available services in French
- O Over-the-counter services are available in French
- O Written correspondence and telephone service are available in French
- O Translation of written material produced for public use is available in French
- O Other _____[please specify]

Please list any services or locations in designated areas where these French language services are not being provided. Please explain.

SCHEDULE F

Communications Protocol Requirements

CMHC – ONTARIO

BILATERAL AGREEMENT UNDER THE 2017 NATIONAL HOUSING STRATEGY

SCHEDULE E: COMMUNICATIONS PROTOCOL
(Agreement subparagraph 7.11)

1. Purpose

1.1 This Communications Protocol outlines the roles and responsibilities of each of the Parties to this Agreement, as well as those of Project proponents, with respect to Communications Activities related to Projects.

1.2 This Communications Protocol will guide all Communications Activity planning, development and implementation with a view to ensuring efficient, structured, continuous, consistent and coordinated communications to the Canadian public.

1.3 The provisions of this Communications Protocol apply to all Communications Activities related to this Agreement and any Projects and Recipients receiving funding or benefits under this Agreement.

1.4 This Communications Protocol applies to Initiatives under Schedule B to this Agreement and for greater certainty does not apply to Federal NHS Programs under Schedule G to this Agreement.

2. Guiding Principles

2.1 For the purposes of this Agreement, "Communications Activity" or "Communications Activities" means, but is not limited to, public or media events or ceremonies including key milestone events, news releases, reports, web and social media products or postings, blogs, news conferences, public notices, physical and digital signs, publications, success stories and vignettes, photos, videos, multi-media content, advertising campaigns, awareness campaigns, editorials, multi-media products and all related communication materials under this Agreement, and includes "Joint Communications".

2.2 Communications Activities undertaken through this Communications Protocol should ensure that Canadians are informed of investments made in housing and that they receive consistent information about funded Projects and their benefits.

2.3 MHO is responsible for communicating the requirements and responsibilities outlined in this Communications Protocol to Project proponents and for ensuring their compliance.

2.4 Communications Activities under this Agreement shall refer to equally and give equal prominence and priority to Canada, including CMHC and Ontario, including MHO. In addition, at the request of MHO, recognition for Municipal Funding and funding by Indigenous governments directly to Projects and Recipients may also be included in a manner agreed to by the Parties. This paragraph applies to all relevant provisions of this Agreement.

3. Joint Communications

3.1 For the purposes of this Agreement, "Joint Communications" means events, news releases, and signage that relate to this Agreement and are collaboratively developed and approved by Canada, Ontario and, where applicable, the Project proponent, and are not operational in nature.

3.2 Canada, MHO and Project proponents will have Joint Communications about the funding for the Project(s).

3.3 Joint Communications related to Projects funded under this Agreement should not occur without the prior knowledge and agreement of all Parties and the Project proponent.

3.4 All Joint Communications material will be approved by the Parties prior to release and will recognize both Parties in accordance with this Schedule E.

3.5 The announcement or publication of Projects and Project lists, as well as announcements of any additional Projects, must be approved by the Parties prior to the announcement, except as otherwise set out in this Agreement.

3.6 Each of the Parties or the Project proponent may request Joint Communications. The requestor will provide at least 15 business days' notice to the other Party or the Project proponent. If the Communications Activity is an event, it will take place at a mutually agreed date and location.

3.7 The requestor of the Joint Communications will provide the opportunity for the other Party or the Project proponent to choose to participate and choose their own designated representative (in the case of an event).

3.8 Canada has an obligation to communicate in English and French. Communications products related to events must be bilingual and include the Canada word mark and other Parties' logos.

3.9 The conduct of all Joint Communications will follow the *Table of Precedence for Canada* as applicable.

4. Individual Communications

4.1 Notwithstanding Section 3 of this Communications Protocol (Joint Communications), Canada and MHO retain the right to communicate information to Canadians about the Agreement and the use of funds to meet their respective legislated and regulatory obligations through their respective Communications Activities, with prior notice.

4.2 Notwithstanding Section 3 of this Communications Protocol (Joint Communications), Canada and MHO retain the right to identify projects receiving $1 million or more of funding for the purposes of reporting publicly. For clarity, other activities, including Project-level news releases and public events, are still subject to Section 3.

4.3 Each Party may include general program messaging and additional Communications Activities of Projects already announced in their own Communications Activities.

4.4 Each Party or the Project proponent may do their own Communications Activity if the Communications Activity is not related to funding under this Agreement.

5. Operational Communications

5.1 MHO and the Project proponent are solely responsible for operational communications with respect to Projects, including but not limited to: calls for tender, contract awards, and construction and public safety notices..

6. Media Relations

6.1 Canada and MHO will share information within one (1) business day with the other Party should significant media inquiries be received or emerging media or stakeholder issues arise to a Project or the overall fund.

7. Signage

7.1 If one or all the Parties and/or Project proponent wishes to install a sign recognizing their contribution to the Project, Project proponent must produce and install a sign to recognize the contribution of all Parties. Signage must be produced in accordance with current federal signage guidelines unless agreed otherwise by Canada. The federal sign design, content, and installation guidelines will be provided by Canada.

7.2 Where the Project proponent decides to install a permanent plaque or other suitable marker with respect to the Project, it will recognize CMHC and Ontario and be approved by Canada and MHO.

7.3 If erected, signage recognizing CMHC and MHO will be installed at the Project site(s) thirty (30) days prior to the start of construction, be visible for the duration of the Project, and remain in place until thirty (30) days after construction is completed and the infrastructure is fully operational or opened for public use.

7.4 If erected, signage will be installed in a prominent and visible location that takes into consideration pedestrian and traffic safety and visibility.

8. Costs

8.1 Costs associated with the development and production of signage and joint public announcements are eligible costs under this Agreement as established by both Parties.

9. Communicating With Project Proponents and Others

9.1 MHO agrees to facilitate, as required, communications between Canada and the Project proponent for Communications Activities.

9.2 MHO agrees to provide annual letters or other communication satisfactory to CMHC to households in Projects which benefited from the Canada Community Housing Initiative funding, recognizing CMHC and provincial and municipal's contribution in accordance with 2.4 of this Schedule E.

10. Advertising Campaigns

10.1 Recognizing that advertising can be an effective means of communicating with the public, Canada and MHO may, at their own cost, organize an advertising or public information campaign related to this Agreement or eligible Projects, unless agreed otherwise. However, such a campaign will respect the provisions of this Agreement. In the event of such a campaign, the sponsoring Party or Project proponent will inform the other Parties or Project proponents of its intention no less than twenty-one (21) working days prior to the campaign launch.

SCHEDULE H
INVESTMENT PLAN

Instructions for completing the Investment Plan:

The Investment Plan is comprised of four sections:

1) Proposed Plan for COCHI and OPHI Investments

2) COCHI and OPHI Annual Take-Up (Planned Financial Commitments by Year)

3) COCHI and OPHI Projected Take-Up (Target Group/s and Units/Households)

4) 2019-20 COCHI-OPHI Planned Quarterly Financial Commitment

. The Investment Plan outlines each Service Manager's planned financial commitments and projected take-up for their COCHI and OPHI annual planning allocations for Years 1 to 3.

. Indicate the program components that will be delivered and provide a rationale for the selection, including a description of how the funding will be used to address the long-term sustainability of the community housing sector and respond to needs outlined in the Service Manager's Housing and Homelessness plans.

. The Investment Plan must be Council or delegated authority-approved. The Ministry will review the Investment Plans to ensure consistency with the Bilateral Agreement and Program Guidelines.

Service Manager	
SM Contact Name	
Date of SM Approval	
Date Submitted to MMAH	

Proposed Plan for COCHI and OPHI Investments

This section is for you to describe how you intend to use your COCHI and OPHI funding allocation to address the housing needs of your community. The proposed program delivery plan should align with your Housing and Homelessness Plan and the Province's Community Housing Renewal Strategy. Please respond to the following questions in the space provided below.

1. What are the current and projected housing needs in your community? Please make direct reference (including page references) to your Housing and Homelessness Plan.

2. Which COCHI and OPHI program components will be delivered? How does your plan for use of funding address the current and projected housing needs in your community? What are the priorities and target client groups. Please indicate specific approaches to be taken in delivering the program.

3. Leveraging the COCHI and OPHI initiatives is a key means to achieving the goals and outcomes outlined in the Province's Community Housing Renewal Strategy. Please indicate how your planned spending under COCHI and OPHI will lead to:
a) Increased supply and appropriate mix of affordable and adequate housing;
b) People having improved access to affordable housing and supports that meet their needs to achieve housing stability;
c) Improved efficiency of the community housing system to ensure value for money and long-term sustainability.

4. To be answered by Service Managers with Urban Native Social Housing units only. The Ontario-CMHC Bilateral Agreement requires the preservation of Urban Native Social Housing units to ensure that there is no net loss of the 1,452 units and that retained units will be improved through repair, capital replacement, as well as through adequate rent affordability support. Please indicate how the COCHI funding you receive will help the Province meet this commitment?

5. Additional comments.

Planned Financial Commitments By Year

Complete the following table to indicate how much of your annual allocation you plan to commit to each program component in each year of COCHI and OPHI. Documentation required for a commitment is outlined in the Program Guidelines.

Enter the full amount of funding to be committed in the year in which you plan to make the commitment.

Enter the amount to be used as administration fees for each year. Administration fees cannot exceed 5% of your annual funding allocation.

COCHI		COCHI Planned Financial Commitment - $s			TOTAL
		YEAR 1 2019-20	YEAR 2 2020-21	YEAR 3 2021-22	
SM allocation for each fiscal year					$ -
Capital Components					
New Build					$ -
Repair					$ -
Operating Components					
Rent Supplement					$ -
Transitional Operating Funding					$ -
SM Administration Fees	% of Allocation				
SM Administration Fees	0%				$ -
Total COCHI		$ -	$ -	$ -	$ -
OPHI					
SM allocation for each fiscal year					$ -
Capital Components					
Rental Housing					$ -
Homeownership					$ -
Ontario Renovates					$ -
Operating Components					
Rental Assistance					
Rent Supplement					$ -
Housing Allowance - Direct Delivery					$ -
Housing Allowance - Shared Delivery					$ -
Housing Support Services					$ -
SM Administration Fees	% of Allocation				
SM Administration Fees	0%				$ -
Total OPHI		$ -	$ -	$ -	$ -
TOTAL PROGRAM ALLOCATION		$ -	$ -	$ -	$ -

Projected Take-Up

COCHI Projected Take-Up (Units/households)

Program Component	Projected Units Funded / Households Assisted			
	2019-20	2020-21	2021-22	TOTAL
New Build				0
Repair				0
Rent Supplement				0
Transitional Operating				0
TOTAL	0	0	0	0

Complete the following tables by entering the number of households for each target group to be served in your area through the three-year COCHI investment.

Projected Target Group	New Build	Repair	Rent Supplement	Transitional Operating	Total
Seniors					0
Persons with Disabilities					0
Survivors of Domestic Violence					0
Homeless					0
Indigenous Peoples					0
Mental Health/Addiction Issues					0
Veterans					0
Young Adults					0
Racialized Groups					0
Recent Immigrants					0
Unspecified					0
Total	0	0	0	0	0

OPHI Projected Take-Up (Units/households)

Program Component	Projected Units Funded / Households Assisted			
	2019-20	2020-21	2021-22	TOTAL
Rental Housing				0
Homeownership				0
Ontario Renovates				0
Rent Supplement				0
Housing Allowance - Direct Delivery Stream				0
Housing Allowance - Shared Delivery Stream				0
TOTAL	0	0	0	0

Complete the following tables by entering the number of households for each target group to be served in your area through the three-year OPHI

Projected Target Client Group	Rental Housing	Homeownership	Ontario Renovates	Rental Assistance	Housing Support Services	Total
Seniors						0
Persons with Disabilities						0
Survivors of Domestic Violence						0
Homeless						0
Indigenous Peoples						0
Mental Health/Addiction Issues						0
Veterans						0
Young Adults						0
Racialized Groups						0
Rencent Immigrants						0
Unspecifed						0
Total	0	0	0	0	0	0

2019-20 Planned Quarterly Financial Commitment

COCHI 2019-20 PLANNED QUARTERLY FINANCIAL COMMITMENT AND TAKE-UP

For the capital components, enter the estimated amount of COCHI funding to be taken-up by component in each quarter of the current program year. Documentation required for a commitment is outlined in the Program Guidelines

For the operating components, enter the projected disbursements in each quarter of the current program year.

COCHI Program Component	COCHI Planned Financial Commitment	Planned Financial Take-Up				Total
	2019-20	Quarter 1 Apr - Jun	Quarter 2 Jul - Sep	Quarter 3 Oct - Dec	Quarter 4 Jan - Mar	
Capital Components						
New Build	0					0
Repair	0					0
Operating Components						
Rent Supplement	0					0
Transitional Operating	0					0
SM Administration Fees	0	0	0	0	0	
TOTAL	**0**	**0**	**0**	**0**	**0**	**0**

OPHI PLANNED FINANCIAL COMMITMENT AND TAKE-UP BY QUARTER

For the capital components, enter the estimated amount of OPHI funding to be taken-up by component in each quarter of the current

For the operating components, enter the projected disbursements in each quarter of the current program year.

Program Component	Planned Financial Commitment	Planned Financial Take-Up				Total
	2019-20	Quarter 1 Apr - Jun	Quarter 2 Jul - Sep	Quarter 3 Oct - Dec	Quarter 4 Jan - Mar	
Capital Components						
Rental Housing	0					0
Homeownership	0					0
Ontario Renovates	0					0
Operating Components						
Streams						
Rent Supplement	0					0
Housing Allowance - Direct Delivery	0					0
Housing Allowance - Shared Delivery	0					0
Housing Support Services	0					0
SM Administration Fees	0	0	0	0	0	
TOTAL	**0**	**0**	**0**	**0**	**0**	**0**

Schedule I - COCHI Sustainability Plan

The COCHI Sustainability Plan is a tool to assist Service Managers in understanding and documenting the needs of individual housing providers in your specific Service area. This spreadsheet should document the specific COCHI funding component for housing providers who will be receiving funds.

Service Manager	Project Name - Location/Address	Original Funding Program, if available	Priority (Please Check)			Building Type (Townhouse/ Apartment/ Single/Semi)	Age of Building (Years)	# of units	Client type (Single/ Family/ Mixed/ Senior)	Capital				Operating			
			Tenant Protection	Urban Native social housing units prioritizatio	Long-Term Housing Provider Sustainability					Project Description	Estimated Costs	Estimated Start Date (dd-mm-yyyy)	Estimated Completion Date (dd-mm-yyyy)	Project Description	Estimated Costs	Estimated Start Date (dd-mm-yyyy)	Estimated Completion Date (dd-mm-yyyy)

Canada-Ontario Community Housing Initiative (COCHI) & Ontario Priorities Housing Initiative (OPHI)

PROGRAM GUIDELINES

MINISTRY OF MUNICIPAL AFFAIRS AND HOUSING - MAY 2019

Program Guidelines Summary

Introduction

Ontario's Community Housing Renewal Strategy is a multi-year plan to stabilize and grow Ontario's community housing sector, with the aim of achieving the following outcomes and measures of success:

Strategic Outcomes	Desired Intermediate Outcomes
Increased supply and appropriate mix of affordable and adequate housing	• Increased non-profit, co-op and municipal affordable rental supply • Housing stock is in better state of repair and meets the housing needs of the people of Ontario • Greater involvement of the private sector to support more opportunities for affordable and mixed-income buildings
People have improved access to affordable housing and supports that meet their needs to achieve housing stability	• People are better connected to housing assistance and supports that are responsive to their complex and changing needs • People live in safe and well-maintained housing • People have more choice about their housing and opportunities to participate in the economy and their community • People experiencing homelessness obtain and retain housing
Improved efficiency of the community housing system to ensure value for money and long-term sustainability	• Improved system and inter-ministerial coordination to better identify and respond to people's needs • Improved system management and provider sustainability to better provide a range of housing options • Increased administrative efficiency • Reduced pressure on other service systems including health, social services, emergency, criminal justice

Over time, the Community Housing Renewal Strategy will help Ontarians be more connected to housing assistance and supports that better meet their needs, live in safer and well-maintained buildings, find housing more easily, and have more opportunities to participate in the economy and their community.

The Community Housing Renewal Strategy is complemented by the Housing Supply Action Plan, which is focused on enhancing housing affordability in the broader housing market. Creating more housing, of the types and sizes people need, will help make home ownership and renting more affordable and give people more choice.

Together, Ontario's Community Housing Renewal Strategy and the Housing Supply Action Plan demonstrate the government's commitment to supporting the creation of housing that responds to all Ontarians' needs, across all incomes.

Leveraging the nine-year (2019-20 to 2027-28) federal government investments under the National Housing Strategy is important to achieving the goals and objectives of Ontario's Community Housing Renewal Strategy.

On April 30, 2018, Ontario and the Canada Mortgage and Housing Corporation signed a Bilateral Agreement regarding the National Housing Strategy. This agreement provides an opportunity to align federal funds with Ontario's Community Housing Renewal Strategy priorities.

The Bilateral Agreement defines community housing:

- Community-based housing that is owned and operated by non-profit housing corporations and housing co-operatives or housing owned directly or indirectly by provincial, territorial or municipal governments or district social services administration boards and includes Social Housing.

For the purposes of these programs, in Ontario, social housing is defined as follows:

- A project listed as a "Transferred Housing Program" in Schedule 1, Regulation 367/11 of the *Housing Services Act, 2011*.

Consistent with the Community Housing Renewal Strategy, the nine-year National Housing Strategy investments will be delivered in three three-year funding periods:

- Phase I - (2019-20 through to 2021-22)
- Phase II - (2022-23 through to 2024-25)
- Phase III - (2025-26 through to 2027-28)

These guidelines set out the parameters for Phase I for the following two National Housing Strategy funding streams:

- Canada-Ontario Community Housing Initiative (COCHI) - to protect affordability for households in social housing, to support the repair and renewal of existing social housing supply, and to expand the supply of community housing over time.

- Ontario Priorities Housing Initiative (OPHI) - to address local housing priorities, including affordability, repair and new construction.

COCHI funding represents a re-investment of federal funding that has been declining under the Canada-Ontario Social Housing Agreement. It provides an opportunity for Service Managers and housing providers to address the challenges associated with projects reaching the end of their operating agreements and/or mortgage maturity. The Province recognizes the significant challenges that Service Managers face in maintaining this important supply of community housing.

OPHI is modelled after similar, previous affordable housing programs, with the most recent being the Investment in Affordable Housing Program Extension (IAH-E). There are a number of additional features in this program, including the addition of a support services component and the eligibility of social housing under Ontario Renovates.

There will be an opportunity to review program priorities and desired outcomes prior to the second and third funding periods. The Ministry intends to undertake a review of the

early experience with program take-up and release updated/revised guidelines in 2021 to align planning for implementation beginning in April 2022.

COCHI and OPHI Program Parameters

Although COCHI and OPHI are separate programs under the Bilateral Agreement, they are designed to share as many common elements as possible.

Service Managers are encouraged to view COCHI and OPHI as companion stackable programs as there are common eligibility parameters, e.g., repair under the COCHI Capital Component and OPHI Ontario Renovates Component, and rent supplements under the COCHI Operating Component and OPHI Rental Assistance Component.

> COCHI and OPHI funding under the Bilateral Agreement cannot replace or displace any level of municipal spending in place on or before March 31, 2018.

Uses of Funding

The Bilateral Agreement sets out the following broad uses of funding for COCHI and OPHI, which will assist in achieving the goals of Ontario's Community Housing Renewal Strategy:

Capital Expenditures	COCHI	OPHI
New Supply	✓ Social Housing	✓ • Affordable Rental New Construction • Affordable Rental Acquisition and/or Rehabilitation • Affordable Rental Conversion • Social Housing • Affordable Homeownership
Repair	✓ Social Housing	✓ • Affordable Ownership Housing • Affordable Rental Housing • Social Housing
Homeownership Down Payment Assistance	✗	✓
Operating Expenditures		
Rent Supplements	✓	✓
Housing Allowances	✗	✓
Support Services*	✗	✓
Transitional Operating Funding for Housing Providers	✓	✗

*Please refer to Appendix D for a non-exhaustive list of eligible support services.

Ontario Targets to be Achieved

The Bilateral Agreement includes nine-year targets agreed to by the Province and the Canada Mortgage and Housing Corporation. Funding under the Bilateral Agreement is to be used to ensure that the same number of units under the Canada-Ontario Social Housing Agreement in place as of April 1, 2019 will continue to be offered as community housing over the period of 2019-20 to 2027-28.

In addition, the Bilateral Agreement requires the preservation of Urban Native Housing (UNH) units to ensure there is no net loss of units with adequate rental affordability and that retained units will be improved through repair and/or capital replacement. The Ministry recognizes that UNH units may well require operating/rent-geared-to income (RGI) subsidies on an on-going basis.

Ontario and the Canada Mortgage and Housing Corporation agreed to the following baseline numbers:

- 131,063 Social Housing units, of which 95,109 are low-income;
- Of the total number of Social Housing units, 1,452 are UNH, with all 1,452 units being targeted as low-income.

Scope of the Guidelines

These Program Guidelines describe the program priorities and requirements for COCHI and the program components and requirements of OPHI for the first three-year period (2019-20 to 2021-22) of the National Housing Strategy investments.

In alignment with the phased approach of the Community Housing Renewal Strategy, the nine-year National Housing Strategy investments will be delivered in three three-year phases. At the end of each phase, program achievements will be reviewed and assessed, and if necessary, program priorities for the following three-year period will be adjusted.

Please note that the Program Guidelines may be updated on an as needed basis and any changes will be communicated to the Service Managers.

Role of the Service Manager

Service Managers are responsible for:

- Entering into a Transfer Payment Agreement with the province
- Completing and updating an Investment Plan outlining how their confirmed and planning funding allocations will be used under COCHI and OPHI
- Developing application processes for COCHI and OPHI, if applicable
- Selecting, recommending, and where applicable, approving projects
- Entering into funding agreements with housing providers/proponents/landlords/service providers/recipients

- Advancing payments to proponents, housing providers, service providers or recipients based on agreed upon payment schedules
- Monitoring projects to ensure timely completion and occupancy
- Fulfilling reporting requirements as per the Transfer Payment Agreement
- Adhering to indemnification provisions as per the Transfer Payment Agreement
- Preventing and resolving issues for projects that encounter difficulties
- Participating in communication events pertaining to the National Housing Strategy as per the Communications Protocol Requirements outlined in Schedule F of the Transfer Payment Agreement.

Service Managers retain all responsibility for the delivery of COCHI and OPHI even if third party delivery agencies or providers are engaged.

The Ministry is available to assist Service Managers with the implementation of COCHI and OPHI. For any questions or more information, Service Managers are encouraged to e-mail HousingProgramsDelivery@Ontario.ca.

Transfer Payment Agreement

One Transfer Payment Agreement will govern the responsibilities of Service Managers for both COCHI and OPHI.

Service Managers will enter into a Transfer Payment Agreement with the province to participate in COCHI and OPHI. The Transfer Payment Agreement contains an accountability framework between the province and Service Managers and outlines the roles and responsibilities of the Service Manager.

The Transfer Payment Agreement outlines:

- Financial provisions (i.e. administration fees, payment dates and financial accountability)
- Eligibility criteria
- Indemnification and repayment provisions
- Risk management protocols for projects facing difficulties
- Reporting and other accountability provisions
- Other requirements (e.g. French Language Services).

Transfer Payment Agreements should be signed by no later than September 15, 2019 to ensure that Service Managers receive program funding in a timely manner.

Investment Plan, Reporting and Monitoring Approach

Investment Plan

To balance Service Manager flexibility and the province's need to be accountable to the Canada Mortgage and Housing Corporation for spending under the Bilateral Agreement, Service Managers will be required to develop an Investment Plan.

The Investment Plan will be used as the main budget setting and quarterly reporting tool.

The Investment Plan will outline how the annual COCHI and OPHI funding allocations will be used over the first three-year funding period (2019-20 to 2021-22). Investment Plans must be Council/Board (or delegated authority) approved. The Ministry will review the Investment Plans to ensure consistency with the Bilateral Agreement and Program Guidelines.

As part of developing the Investment Plan, the Ministry's expectation is that Service Managers will consult with community housing providers within their service areas to determine their needs and requirements to promote long-term sustainability and viability. The Ministry acknowledges that timing for the 2019-20 fiscal year may not allow for extensive consultation and planning.

The Investment Plan is intended to be a concise document that identifies:

- The COCHI and OPHI components the Service Manager will deliver in each year of the program and how the selected components address the needs identified in the Service Managers' Housing and Homelessness Plan;
- How, in the COCHI and OPHI capital components, Service Manager decisions will reflect value for money and prudent use of public funds;
- The number of units expected to be created and repaired and households to be assisted under the selected COCHI and OPHI components in each year of the program;
- The amount of funding from each year's funding allocation to be used for the COCHI and OPHI selected components, and the projected and actual commitments on a quarterly basis;
- The timing and method of the distribution of COCHI and OPHI funds on a project-level;
- Any targeted vulnerable sub-populations under the selected program components, according to the groups defined under the National Housing Strategy[1], as applicable; and,
- The amount of funding from each year's funding allocation to be used for administration.

In addition to the Implementation Plan, there is a COCHI Sustainability Plan that illustrates how the selection of projects will support the Community Housing Renewal objective of COCHI. Service Managers are required to list the specific projects they intend to fund with their COCHI allocation to ensure that only housing providers that demonstrate long-term sustainability receive this funding. This plan must be Council/Board (or delegated authority) approved. Although the submission of the

[1] NHS vulnerable sub-populations: Seniors, Indigenous peoples, persons with disabilities, women and girls, particularly those fleeing situations of domestic violence, veterans, visible minorities, refugees, people suffering from mental illness or substance dependence, individuals and families experiencing homelessness.

COCHI Sustainability Plan is mandatory, payments will not be contingent on its submission. Please refer to Schedule I of the Transfer Payment Agreement.

Reporting

The Investment Plan will also serve as the baseline reporting tool to enable the province to monitor program achievements and to report back to Canada Mortgage and Housing Corporation per the Bilateral Agreement. As such, Service Managers will be required to provide quarterly updates to the Investment Plan.

> The Ministry is committed to achieving streamlined reporting requirements across all transfer payment programs to minimize administrative burden and maximize the focus on achieving outcomes, while providing necessary accountability for the expenditure of government funds. In the case of the COCHI and OPHI programs, the Ministry must meet minimum requirements in order to access federal funding and must work towards progressively meeting the full requirements of Canada Mortgage and Housing Corporation, as outlined in the Bilateral Agreement, for reporting to the federal government. The Ministry is also committed to working with Service Managers and Canada Mortgage and Housing Corporation towards a streamlined and efficient reporting approach.

Service Managers are required to provide the following information in the Investment Plan for all components under COCHI and OPHI:

- Details on initial budget by component for both COCHI and OPHI (see above);
- For applicable components, an initial projection of how funding will be disbursed by quarter;
- Quarterly updates on actual disbursements to date (this will include a comparison of initial projected disbursements to actual disbursements);
- Changes to the budget by component;
- Narrative information;
- Project level details; and
- Performance measures (e.g., targets).

The details identified in the Investment Plan will help to inform quarterly payments made by the Ministry, progress on spending, and targets. This information will then be used to update reports such as the Progress Reports and Quarterly Claims required by Canada Mortgage and Housing Corporation under the Bilateral Agreement.

The province is required to submit an Annual Audited Statement of Disbursements to the Canada Mortgage and Housing Corporation for each fiscal year. The information provided through the year-end Investment Plan due to the Ministry each May 31, will be aggregated at the provincial level, audited and presented to the Canada Mortgage and Housing Corporation as part of the Annual Audited Statement of Disbursements requirement under the Bilateral Agreement.

Please note there are other reporting requirements for components under COCHI and OPHI that are specified under each component in the Program Guidelines.

The initial Investment Plan for 2019-20 must be submitted to the Ministry for review no later than September 15, 2019.

The Supplemental COCHI Sustainability Plan may be emailed directly to HousingProgramsDelivery@Ontario.ca, by no later than December 15, 2019.

Service Managers are required to update their Investment Plans and include details on progress (i.e. actual disbursements against projected disbursements) and revised forecasts per the schedule below:

Due Date	Description	Purpose
September 15, 2019	Initial Investment Plan to Ministry due. Includes: • Budget by component for both COCHI and OPHI • For applicable components, projected disbursements by quarter for both COCHI and OPHI	• Provides a budget breakdown by component for COCHI and OPHI to be input into the Transfer Payment Hub System (formerly known as Grants Ontario) for program spending requirements • The forecast spending by quarter allows the Ministry to know how to flow quarterly payments
December 15, 2019 Q3 Report	Updates to the Investment Plan. Includes: • Year-to-date (YTD) actual disbursements for both COCHI and OPHI • Projected disbursements for remainder of the year for COCHI and OPHI	• YTD information allows for program monitoring • Projected disbursements for remainder of the year allows for updated payment information
February 15, 2020 Q4 Report	Updates to Investment Plan. Includes: • YTD actual disbursements for both COCHI and OPHI • Projected disbursements for February and March for both COCHI and OPHI	• Actual and projected disbursement information is required for program monitoring and to ensure full take-up of available funding

May 31, 2020	Final year-end reporting to Investment Plan. Includes: • Updated actual disbursements for Fiscal Year 2019-20 for both COCHI and OPHI • Any other updates if necessary Report confirming continued compliance with the French Language Services (FLS) requirements.	• Allows the Ministry to complete final reconciliation • The final information will be used to form the Annual Audited Statement of Disbursements requirement of CMHC • FLS reporting is to comply with provincial legislation

The Investment Plans for 2020-21 and 2021-22 must be submitted to the Ministry according to the following schedule:

Due Date	Description	Purpose
February 15, 2020 and 2021	Initial Investment Plan Year 2 and 3 to Ministry for review. Includes: • Budget by component for both COCHI and OPHI • For applicable components, projected disbursements by quarter for new fiscal year for both COCHI and OPHI	• Provides a budget breakdown by component for COCHI and OPHI to be input into TP Hub System for program spending requirements • The forecast spending by quarter allows the Ministry to monitor progress
September 15, 2020 and 2021 Q2 Report	Updates to the Investment Plan Year 2 and Year 3 include: • YTD actual disbursements for both COCHI and OPHI • Projected disbursements for remainder of the year for both COCHI and OPHI	• YTD information allows for program monitoring • Projected disbursements by quarter allows for updated payment information
December 15, 2020 and 2021 Q3 Report	Updates to the Investment Plan Year 2 and Year 3 include: • YTD actual disbursements for both COCHI and OPHI • Projected disbursements for remainder of the year by quarter for both COCHI and OPHI	• YTD information allows for program monitoring • Projected disbursements for remainder of the year allows for updated payment information

February 15, 2021 and 2022 Q4 Report	Investment Plan Update Year 2 and Year 3: • YTD actual disbursements for both COCHI and OPHI • Projected disbursements for February and March for both COCHI and OPHI	• Actual and projected disbursement information is required for program monitoring and to ensure full take-up of available funding
May 31, 2021 and 2022	Final year-end reporting on Investment Plan Year 2 and Year 3. Includes: • Updated actual disbursements for fiscal year 2020-21 and 2021-22 for both COCHI and OPHI • Any other updates if necessary Report confirming continued compliance with the French Language Services (FLS) requirements.	• Allows the Ministry to complete final reconciliation • The final information will be used to form the Annual Audited Statement of Disbursements • FLS reporting is to comply with provincial legislation

Monitoring

The quarterly updates to the Investment Plan will also serve as the tool for the Ministry to monitor program progress. Although payments will be made up-front based on the projected disbursements in the Investment Plan, the Ministry will use the information provided in the quarterly updates to the Investment Plan to adjust quarterly payments to reflect Service Manager needs.

Funding Commitments

Funding allocations are provided on a "use it or lose it" basis. For operating components, all funds must be disbursed to the recipient in the program year in which the funding was committed.

Funds not committed by the required timelines may be reallocated to other Service Managers as funding from one year cannot be allocated by the Province to future years. Realignment to other Service Managers will help to maximize federal funding received in one year to reach overall desired program outcomes. Details on what constitutes a commitment are provided in the subsequent COCHI and OPHI sections.

As part of the Bilateral Agreement, the Province is required to provide the Canada Mortgage and Housing Corporation with project level details for both capital and

operating expenditures under COCHI and OPHI. If this information is not provided to the Ministry by the key dates identified, Service Managers risk losing funding as per the "use it or lose it" provision.

Payments

Where applicable and unless otherwise stated in the Program Guidelines, the Ministry will provide quarterly payments based on the information requested through the Investment Plan.

Generally, payments to Service Managers will be made on a quarterly basis as follows:

- April 15;
- July 15;
- October 15; and
- No later than March 1.

These dates may be adjusted within 2019-20.

Administration Costs

Service Managers may use up to five percent of each of their annual COCHI and OPHI funding allocations to assist with the administration costs for delivering the respective initiatives. Service Managers are responsible for determining the amounts required by program year and identifying these amounts in their Investment Plans.

Service Managers are encouraged to reduce their administration costs below 5 percent to provide more funding to program recipients.

Administration costs will be paid to Service Managers quarterly based on the annual Investment Plan.

French Language Services

Service Managers providing a service to the public in connection with COCHI or OPHI and that have an office (including the offices of sub-contractors) located in or serving a designated area must:

- Ensure services are provided in French; and,
- Make it known to the public (through signs, notices, other information on services, and initiation of communications in French) that services provided to and communications with the public in connection with the initiatives are available in French.

The list of designated areas can be found in Appendix A.

Service Managers are required to submit annual French Language Services Reports confirming their continued compliance with the French language services requirements,

by May 31 of each year so that it aligns with the final year-end reporting.

Environmental Assessment

Projects approved under COCHI and OPHI are subject to the *Canadian Environmental Assessment Act 2012* ("CEAA 2012"). Service Managers are required to check for compliance of the CEAA 2012 and provide confirmation to the Ministry. Please refer to Appendix B for the CEAA 2012 checklist. CEAA 2012 compliance does not apply to the Homeownership, Rental Assistance, or Housing Support Services components of OPHI or the operating component of COCHI.

Communications Protocol

Service Managers participating in COCHI and OPHI must agree to adhere to the Canada Mortgage and Housing Corporation-Ontario Bilateral Agreement – Communications Protocol. This is to ensure open, transparent, effective and proactive communications with citizens through ongoing public information activities that recognize the contributions of each party.

Important Dates

Date	Description
September 15, 2019 *For 2019-20 only*	• Transfer Payment and Investment Plan due to ensure timely quarterly payments
September 15, 2020 and 2021 Q2 Report	Updates to the Investment Plan. Includes: • Year-to-date actual disbursements for both COCHI and OPHI • For applicable components, projected disbursements for remainder of the year for both COCHI and OPHI • ***Note:*** *Service Managers have until September 15 to formally request transfers of funding between Capital and Operating components, and vice versa, within each of the COCHI and OPHI allocations. This allows time for the Ministry to seek the necessary approvals to move funding to align with Service Manager needs.*
December 15, 2019, 2020 and 2021 Q3 Report	Updates to the Investment Plan. Includes: • Year-to-date actual disbursements for both COCHI and OPHI • For applicable components, projected disbursements for remainder of the year for both COCHI and OPHI

December 31, 2019, 2020, 2021 OPHI Rental Component only	• Final day to input Contribution Agreements into Transfer Payment Hub System and to commit funding • *If Contribution Agreements not in system, the respective funding allocation may be reallocated to another Service Manager*
January 30, 2020, 2021 and 2022	• Final day to input Project Information Forms and, where applicable, Contribution Agreements into Transfer Payment Hub System and to commit funding • *If Project Information Forms and Contribution Agreements not in system, the respective funding allocation may be reallocated to another Service Manager*
February 15, 2020 and 2021 and 2022 Q4 Report	• Investment Plan for 2020-21 and 2021-22 funding for both COCHI and OPHI due Investment Plan update Year 2 and Year 3: • Year-to-date actual disbursements and projected disbursements for February and March for both COCHI and OPHI
May 31, 2020, 2021 and 2022	Final year-end reporting on Investment Plan. Includes: • Final actual disbursements for each fiscal year for both COCHI and OPHI • The final information will be used to form the Annual Audited Statement of Disbursements • Any other updates if necessary

*If any of the above dates fall on a holiday or weekend, the due date is one day before the stated date above.

Canada-Ontario Community Housing Initiative (COCHI)

Introduction

When the responsibility for social housing was transferred from the federal to the provincial government in the late 1990s, a distinction was made between social housing projects that were built under programs funded solely by the federal government, and programs that received some form of provincial funding.

Social housing projects that were solely federally-funded retained their original operating agreement and mortgage as required by the Canada-Ontario Social Housing Agreement. This is also the case for units funded through federal rent supplement programs. Together, these units account for approximately 25 percent of the social housing supply in Ontario:

- These projects are owned and operated by non-profits, co-ops, and private landlords (for rent supplements).
- This category also includes Urban Native Housing programs.
- They are governed by the rules and requirements outlined in their original operating agreement; specific requirements vary on an agreement-by-agreement basis.
- After the operating agreement ends, neither the Province nor Service Managers have authority over these projects unless Service Managers and housing providers have entered into some form of agreement that addresses ongoing obligations.

Social housing projects that included provincial funding had their operating agreements voided and their rules transferred to provincial legislation, now the *Housing Services Act, 2011*. These projects account for over 70 percent of the social housing supply:

- Some of these projects are owned and operated by non-profits and co-ops. The remainder are government-owned public housing projects, administered and delivered through municipal Local Housing Corporations.
- Although there are funding formula differences between Local Housing Corporations and non-profit and co-operative housing projects, these projects are governed by rules and procedures detailed in the *Housing Services Act, 2011.*
- These rules include how rent-geared-to-income tenants are selected (through the centralized wait list), how rents are calculated, how the operating subsidy that the

provider receives from the Service Manager is calculated, and how the Service Manager may intervene in provider operations or governance under certain circumstances.

- As these projects are no longer tied to an operating agreement, there is no specific "end date" to the housing provider's obligations to provide social housing (or to the Service Manager's responsibility to fund that provider).

While there are numerous challenges facing social housing in Ontario, a key issue is the risk of "losing" community housing supply and the potential impacts on lower-income tenants related to end of operating agreements and mortgages for social housing providers and to the state of good repair.

The Province recognizes that Service Managers are the primary funders of social housing, with financial assistance provided by the federal government through the Canada-Ontario Social Housing Agreement (and in the case of District Social Service Boards, some provincial funding associated with Territories Without Municipal Organization).

The Province also acknowledges the variations in social housing portfolios (e.g. non-profit, co-operative and Local Housing Corporations), demand and local solutions that Service Managers are using now to manage housing needs in their respective areas.

Consistent with the goals of Ontario's Community Housing Renewal Strategy, the Canada-Ontario Community Housing Initiative has been designed to provide a flexible approach to help Service Managers address these issues and modernize the community housing system to move towards greater housing provider sustainability and self-sufficiency.

Objective

The objective of COCHI for the first three years of the program (2019-20 to 2021-22) is to protect tenants in projects with expiring operating agreements/mortgages and to begin to stabilize the supply of community housing through repairs, renovations and operating support. COCHI funding is intended to support social housing providers that can demonstrate their potential for long-term sustainability.

There will be an opportunity to review COCHI program priorities prior to the second and third funding periods.

Funding Allocation

Service Managers have been provided with COCHI funding allocations for the first three years to allow for planning and program implementation. COCHI funding will also be used to support provincial dedicated supportive housing providers and the Rural and Native Housing program.

The annual amount of COCHI funding for Service Managers is primarily determined by the amount required to offset the ongoing annual funding decline from the Canada-Ontario Social Housing Agreement. The Social Housing Agreement funding to be received by Service Managers is published in the *Ontario Gazette*. COCHI funding, however, is different from the Social Housing Agreement funding in that it is provided as a distinct Transfer Payment.

Funding allocations will be provided on a "use it or lose it" basis, as funds are provided by the federal government on the same basis. Funds that are not committed by the required timelines may be re-allocated by the Ministry to other Service Managers. Since funding from one year cannot be allocated by the Province to future years, realignment to other Service Managers would ensure utilization of all available federal funding in each year.

Service Managers are allowed to use up to five percent of their funding allocation for administration costs. Administration costs will be paid out equally on a quarterly basis in the year.

Funding Commitments

The following documentation is required to commit funds under COCHI:

- Operating Component - Commitment letter from the Ministry

NOTE: Funding for both COCHI operating components – Rental Supplements and Transitional Operating – must be fully disbursed to the recipient in the program year in which the funding was committed. Funding cannot be extended beyond the program year.

- Capital Component – Approved Project Information Form in Transfer Payment Hub System and either an executed Letter of Agreement or Funding Agreement

Reallocation

To ensure all funds are committed, Service Managers may move funding from one COCHI component to another within the same program year if the original planned commitment for funding cannot be met, as follows:

- If a Service Manager wishes to reallocate funding from the capital component to the operating components, or vice versa, a request for reallocation shall be submitted to the Ministry by September 15 of the applicable year for which the reallocation is requested. The Ministry will attempt to accommodate such requests but cannot guarantee approval.

All annual funding allocations must be committed to projects within the specified timelines in each program year; otherwise, the outstanding funding allocation may be reallocated to other Service Managers. The Ministry will review Service Managers' third quarter Investment Plan updates for each program year to determine whether funding targets will be met and whether reallocation is needed. Any funding remaining to be committed after January 30 of each program year may be re-allocated. Any funding that is re-allocated from a Service Manager will be deducted from that Service Manager's total overall allocation.

General Eligibility

Housing providers/projects are eligible to receive COCHI funding if:

- As of April 1, 2019, Schedule 1, the project was administered within a "Transferred Housing Program" in Schedule 1, Regulation 367/11 of the *Housing Services Act, 2011*.
- At the time of the commitment and use of the COCHI funding for the provider/project, the project is still listed as a "Transferred Housing Program" in Schedule 1, Regulation 367/11 of the *Housing Services Act, 2011*.

Note that housing that was, or is, only within either of the following social housing categories is **not** eligible to receive COCHI funding:

- "Program No 2: Rent Supplement Program" (federal requirements are that COCHI funding be used to support community housing, which does not include private landlords);
- "Program No 9: Rural and Native Homeownership Program" (the Province provides funding to Ontario Aboriginal Housing Services for this program).

Uses of Funding

As outlined in the Bilateral Agreement, COCHI funding is to:

- Be used solely in social housing and community housing;
- Protect, regenerate and expand social housing and to reduce housing need in social housing; and,
- Preserve Urban Native housing units – no net loss of units; retained units improved through repair/capital replacement; and adequate affordability support.

To support Ontario's Community Housing Renewal Strategy, Service Managers are encouraged to use COCHI funding for:

1. Protecting rent-geared-to-income tenants in non-profit and co-operative housing projects with expiring operating agreements/mortgages;
2. Preserving social housing supply through repairs and renovations; and/or
3. Supporting social housing providers that can demonstrate their potential for long-term sustainability through transitional operating funding.

NOTE: As per the Bilateral Agreement, COCHI funding cannot be used to offset municipal social housing subsidy expenditures. COCHI funding must be used **in addition** to existing municipal subsidy social housing expenditures.

Urban Native Housing

For those Service Managers with Urban Native housing units, there is a requirement that this stock will be prioritized to receive COCHI funding where providers are able and willing to continue. Urban Native housing projects typically have higher repair/renovation needs and most were developed with 100% rent-geared-to-income units.

Of the total number of social housing units in Ontario, 1,452 are Urban Native housing, with all 1,452 units being targeted for low-income households receiving rent-geared-to-income assistance.

The COCHI program requires the preservation of Urban Native housing units to ensure that there is no net loss of units and retained units will be improved through repair, capital replacement as well as through adequate affordability support.

Unlike other social housing providers, Urban Native housing providers are not subject to the rules of the *Housing Services Act, 2011* and have their own operating agreements. In order to help guide Service Managers when working with Urban Native housing providers, the Ministry is requiring Service Managers to follow the principles outlined below:

- Urban Native housing is intended to support individuals in housing need that identify as Indigenous;
- There is a fair and transparent approach for selecting tenants;
- Indigenous governance of Urban Native providers is to be supported and maintained; and,
- Funding is to be used to support culturally safe housing stability for tenants and ongoing viability and sustainability of the provider.

The Ministry acknowledges that operating subsidies for many Urban Native housing projects will likely need to be ongoing (rather than transitional) given that most projects have no market housing units to offset operating costs.

Further guidelines on Urban Native housing may be developed in consultation with housing providers and Service Managers.

COCHI Operating Components:

Protection for RGI tenants and support for housing providers that can demonstrate their potential for long-term sustainability could take the form of operating funding.

Rent Supplements

Where operating expenditures are planned, eligible costs could include a rent supplement. A rent supplement is a subsidy paid to the landlord on behalf of a household in need of rental assistance.

Service Managers are encouraged to prioritize households residing in social housing and affected by expiring operating agreements and/or mortgage maturity.

Providing rent supplements is intended to promote housing stability for tenants who would otherwise face affordability challenges.

Transitional Operating Funding

COCHI funding may also be used as a short-term transitional operating subsidy. The expectation is that housing providers would use this funding to address immediate areas of concern with the clear objective of reaching an operational and financial status that does not require an ongoing government subsidy but could transition to a rent subsidy agreement that is not an ongoing subsidy.

For example, transitional operating subsidy funding could help a housing provider to address:

- Asset management planning services, such as building condition audits and technical assessments of significant repairs that must be addressed within identified timelines;
- Business streamlining/operations analysis; and,
- Enabling acquisitions and mergers of housing providers/assets to improve operating efficiencies and economies of scale.

Households paying a rent-geared-to-income rent consistent with the *Housing Services Act, 2011* who are supported through the use of COCHI operating funding will be eligible to meet a Service Manager's Service Level Standard as per the Act.

COCHI Capital Component:

Repair

Support for community housing providers, including Local Housing Corporations, could take the form of repair and renovation funding.

Where capital expenditures are planned, the Ministry encourages Service Managers to utilize COCHI funding for strategic capital repairs which preserve and extend the functional lifespan of the social housing supply, such as investments based on capital needs identified in current building condition audits and that help support ongoing housing provider sustainability.

Eligible work could include:

- Replacing and/or repairing core building systems, and sub-systems (e.g. heating and/or cooling, leaking roof systems, water issues, structural repairs, etc.); and,
- Carrying out health and safety repairs (e.g., accessibility renovations).

Housing providers/projects that receive funding under the COCHI Capital Component must remain affordable for a ten-year period after the completion of the funded retrofit work, including a minimum of five (5) years during which it will operate as social housing under the *Housing Services Act, 2011*. This requirement applies regardless of any operating agreements or mortgage obligations or agreements between a Service Manager and eligible housing provider.

Service Managers may also utilize OPHI funding for social housing capital repair (please refer to Page 43 for more detail).

Project Submission/Approval Process

COCHI Operating Components:

Allocations will be committed at the beginning of each program year through a letter from the Ministry based on the projected disbursements identified in the Investment Plan submitted by the Service Manager through the Transfer Payment Hub System.

Service Managers are required to report-back on a quarterly basis and demonstrate program take-up through updates of their actual disbursements in their Investment Plans. Please see Page 7 for details on reporting requirements and due dates.

Once the Ministry has reviewed the annual Investment Plans and the individual social housing projects receiving COCHI operating components funding are approved by the Service Manager, the Service Manager will enter project details into the Transfer Payment Hub System.

COCHI Capital Component:

Service Manager funding is provided in the form of a forgivable loan to the housing provider based on the estimated cost of reviewed work items. Service Managers must not reduce existing subsidy payments to social housing providers as a result of COCHI funding.

The Service Manager is responsible for selecting and approving all eligible COCHI projects, monitoring progress and completion of projects, quality of work and for the advancement of funds. Service Managers and housing providers are encouraged to liaise early with building departments to avoid code compliance issues, i.e., building permits, etc.

Service Managers are also responsible for creating and entering into project funding agreements with each eligible housing provider that will receive COCHI Capital Component funding. Repairs must commence within 120 days of signing the funding agreement and completed by the end of the subsequent Fiscal Year, i.e. March 31, 2021 for the 2019-20 funding year. Copies of all financial invoices must be kept for reporting and audit purposes.

Once the Ministry has reviewed the annual Investment Plans and the individual projects are approved by the Service Manager, the Service Manager will enter project details as per the Project Information Form into the Transfer Payment Hub System to commit funding.

The Ministry reserves the right to decline any proposed uses of COCHI funding that are not consistent with the Program Guidelines and the Bilateral Agreement; revision and resubmission may be required.

A minimum of 90 percent of the annual capital component funding allocation must be committed to eligible housing providers by December 31 of each program year. If a Service Manager has not met this threshold, the Ministry reserves the right to reallocate funds to another Service Manager to ensure full commitment of program funding. Any funding remaining to be committed after January 30 of each program year may be re-allocated to another Service Manager.

The Service Manager must not approve a funding request unless the housing provider has agreed to operate the project as per the affordability requirements included on Page 20.

Service Managers must ensure project status is updated and documents are posted in the Transfer Payment Hub System on an on-going basis.

Funding Payment Process

COCHI Operating Components:

The Ministry will provide quarterly payments based on quarterly projected disbursements identified in the Investment Plan.

Funds are transferred electronically to Service Managers. Service Managers must ensure that the Ministry has their latest banking information to receive these funds.

Service Managers advance monthly payments to housing providers upon the signing of housing provider agreements.

COCHI Capital Component:

Service Managers will receive 20 percent of the annual program funding as their first quarter payment based on the repair budget identified in the Investment Plan.

The Ministry will make the remaining 80 percent through subsequent quarterly payments to Service Managers based on the projected disbursements in the Investment Plan.

The primary purpose of the quarterly forecasts in the Investment Plan is to indicate quarterly cash flow requirements over the life of the program, but no later than the end of the subsequent fiscal year. The quarterly cash flow request must be at or close to the time the funds are needed by the housing provider to pay for their relevant expenditures.

Payments to Service Managers will not be based on development milestones of individual projects; Service Managers must flow funds to the housing providers based on pre-established project milestones for their respective projects.

Reporting

Service Managers will be required to report municipal social housing expenditures that match the annual COCHI allocation provided. The Ministry will work with Services Managers in 2019-20 to confirm reporting format.

COCHI Operating Components:

COCHI reporting consists of updating and submitting the Investment Plan with Service Manager progress on a quarterly basis. Quarterly reports should be completed and submitted through the Ministry's Transfer Payment Hub System. Please see Page 7 for dates and reporting requirements.

For quarterly updates, Service Managers are required to track disbursements and recipient numbers separately for each stream. Quarterly Investment Plan updates must include the number of occupied units.

Service Managers are also required to track and report on the following information for the social housing projects receiving COCHI funding:

- Landlord agreements and, if applicable, agreements with third-party delivery agencies
- Where a project specifically targets any of the targeted vulnerable sub-populations listed on Page 6.

This reporting ensures compliance with the provisions of the Canada Housing and Mortgage Corporation-Ontario Bilateral Agreement, the Service Manager Transfer Payment Agreement, and other established program parameters.

COCHI Capital Component:

Service Managers are required to report to the Ministry on the status of each project during its repair, retrofit and regeneration activities. Service Managers must update progress on project activities and payments to housing providers regularly through the Ministry's Transfer Payment Hub System. Service Managers must submit confirmation of construction start and completion for each project in the Ministry's Transfer Payment Hub System.

Service Managers are also required to track and report on the following information for the Social Housing projects receiving COCHI funding through the Project Information Form:

- Where a project specifically targets any of the targeted vulnerable sub-populations listed on Page 6.

Please see Page 7 for dates and reporting requirements.

Service Managers must also monitor compliance with the ten-year affordability period for each project that receives COCHI capital funding. Service Managers are required to file project reports annually to the Ministry for the first three years following project completion. After this period, the Ministry will audit a sample of Service Managers every year. Every Service Manager will be audited at least once over the remaining seven years of the affordability period.

Ontario Priorities Housing Initiative (OPHI)

Program Components

OPHI offers the following program components to Service Managers:

- Rental Housing component
- Homeownership component
- Ontario Renovates component
- Rental Assistance component
- Housing Support Services component

Details on each component are included in these Guidelines.

Service Managers have the flexibility to select the components they will deliver each year using their OPHI approved and planned annual funding allocations. Planned commitments and projected take-up for selected program components must be identified in each Service Manager's Investment Plan – see page 5.

Funding Allocations

Service Managers have been provided with their approved funding allocation for Year 1 and planning allocations for Years 2 and 3 of OPHI. Allocations are based on the Service Manager's share of all households in Ontario and their share of Ontario households in core housing need equally weighted.

The Ministry will work with Service Managers who wish to "pool" their annual funding allocations into one fiscal year to facilitate the development of larger projects. In this scenario, the Ministry coordinates a swapping of funding allocations from different fiscal years between Service Managers and ensures each Service Manager maintains their total funding allocations. Requests for swapping should be made as soon as possible by emailing HousingProgramsDelivery@Ontario.ca.

Funding Commitments

Funding allocations are provided on a "use it or lose it" basis. Funds not committed by the required timelines may be reallocated to other Service Managers as the swapping exercise described above is the only option available to move funds between program years.

The following documentation is required to commit funds under OPHI:

- Rental Housing – Contribution Agreement, confirmation of security
- Homeownership – Approved project information in Transfer Payment Hub System and Agreement of Purchase and Sale, or Funding/Contribution Agreement with non-profit developer and confirmation of security
- Ontario Renovates – Approved project information in Transfer Payment Hub System, confirmation of security (mortgage or promissory note), either an executed Letter of Agreement or Funding Agreement
- Rental Assistance – Commitment letter from the Ministry
- Housing Support Services – Services Agreement with a Support Services Agency or equivalent, payments for services if applicable

NOTE: Funding allocations are provided on a "use it or lose it" basis, since funding from one year cannot be allocated by the Province to future years. Therefore, unlike the previous Investment in Affordable Housing program, funding for both OPHI operating components – Rental Assistance and Housing Support Services – must be disbursed in the program year in which the funding was committed. Funding cannot be extended beyond the program year.

Capital Components

Rental Housing component funding allocations must be committed by December 31 of each program year.

For the Homeownership and Ontario Renovates components, no more than 10% of each component's funding allocation may be planned for take-up in the fourth quarter of the respective program years. A minimum of 90% of the annual funding allocations for each component must be committed by December 31 of each program year. Notwithstanding the above, any funding that remains to be committed by January 30 of each program year may be reallocated to other Service Managers.

Operating Components

Allocations for the Rental Assistance component will be committed at the beginning of each program year through a letter from the Ministry based on the projected disbursements identified in the Service Manager's Council-approved Investment Plan. Housing Support Service funding will be committed based on the submission of Services Agreements (or equivalent if delivered directly by the Service Manager)

Service Managers who directly deliver the Rental Assistance component and/or the Housing Support Services component are required to report on program take-up through their quarterly Investment Plan updates. The Ministry will provide quarterly

payments to Service Managers based on projected disbursements. Service Managers will be required to provide copies of rent supplement Landlord Agreements and Services Agreements under the Housing Support Services component to demonstrate program take-up.

Reallocation

To ensure all funds are committed, Service Manager's may move funding from one OPHI component to another within the same program year if the original planned commitment for funding cannot be met, as follows:

- Funding originally planned for the capital components (Rental Housing, Homeownership and the Ontario Renovates) can be reallocated within these components
- Funding originally planned for the Rental Assistance component's Rent Supplement stream and Housing Allowance Direct Delivery stream, or the Housing Support Services component can be reallocated within these streams/components (for more information on delivery streams please refer to Page 47)
- No funding can be moved to the Housing Allowance Shared Delivery stream from the other OPHI components, or vice versa
- If a Service Manager wishes to reallocate funding from the capital components to either the Rental Assistance Component's Direct Delivery Streams or the Housing Support Services component, or vice versa, a request for reallocation shall be submitted to the Ministry by September 15 of the applicable year for which the reallocation is requested. The Ministry will attempt to accommodate such requests but cannot guarantee approval.

Under the capital components, all annual funding allocations must be committed to projects within the specified timelines in each program year; otherwise, the outstanding funding allocation may be reallocated to other Service Managers. The Ministry will review Service Managers' third quarter Investment Plan updates for each program year to determine whether funding targets will be met and whether reallocation is needed. Any funding remaining to be committed after January 30 of each program year may be reallocated. Any funding that is reallocated from a Service Manager will be deducted from that Service Manager's total overall allocation.

Rental Housing Component

The Rental Housing component will:

- Increase the supply of community rental housing for households on, or eligible to be on, social housing waiting lists.
- Ensure that safe, adequate and affordable rental housing is available to Ontario households.

Eligibility Criteria - Projects

Eligible projects must be non-profit/municipal/co-operative developments or partnerships, and be one of the following:

- New construction, including additions and extensions
- Acquisition and, where required, rehabilitation of existing residential buildings to maintain or increase the affordable rental housing stock
- Conversion of non-residential buildings or units to purpose-built rental buildings/units

Social housing redevelopment which involves building new affordable rental units/additions on social housing sites is eligible provided that the appropriate ministerial or Service Manager consent, as applicable, is obtained as per the *Housing Services Act, 2011.*

Amendments to the *Housing Services Act, 2011*, effective January 1, 2017, have resulted in changes to consent authorities. Specifically, Service Managers now have consent authority for the transfer of most social housing properties. Please refer to the Guide for Service Manager Consents under the Housing Services Act, 2011 which can be found at: http://www.mah.gov.on.ca/AssetFactory.aspx?did=15950.

Projects that are **not eligible** include:

- Projects proposed by private sector proponents without non-profit/municipal/co-operative partnership*
- Secondary suites in owner-occupied housing (eligible under the Ontario Renovates component)
- Nursing and retirement homes
- Shelters and crisis care facilities
- Owner-occupied housing
- Student residences

*Canada Mortgage and Housing Corporation has made available other programs – for example, the National Housing Co-Investment Fund – to support the development of affordable units by private developers. The Ministry is interested in focusing OPHI funding on the development of community housing that will provide longer-term public benefit.

Eligibility Criteria – Units

Units must be modest in size and amenities relative to other housing in the community. Units are expected to be self-contained. Proponents who wish to develop congregate living buildings (rooms with shared living spaces) for supportive housing may be eligible for program funding and should provide a rationale in order to receive funding.

Service Managers may establish size and amenity requirements. If Service Managers do not set size requirements, the following provincial minimum and average size requirements must be used as a guideline for new construction projects.

	Bachelor	1 Bedroom	2 Bedroom	3 Bedroom	4 Bedroom
Minimum	40.0 m^2	48.7 m^2	60.4 m^2	83.6 m^2	102.2 m^2
Average	41.8 m^2	55.0 m^2	67.4 m^2	92.9 m^2	109.2 m^2

Up to 30% of the total available space may be used for non-residential purposes, including common areas and services used directly with the residential accommodation such as office space for support services providers.

Project Submission Process

Service Managers will solicit proposals and select Rental Housing projects to recommend to the Ministry for funding approval. All procurement processes must be in accordance with the *Municipal Act, 2001* or the *City of Toronto Act, 2006* (applicable to the City of Toronto).

Service Managers will submit recommended projects for the Ministry's consideration within the allocation set out in their Investment Plans.

Recommended projects shall:

- Be approved by council and/or board based on municipal/board procurement practices and in accordance with the *Municipal Act, 2001* or the *City of Toronto Act, 2006* (applicable to the City of Toronto).
- Be able to sign a Contribution Agreement no later than December 31 of each program year.
- Be able to start construction within 120 days after signing a Contribution Agreement and be completed within four years.
- Be financially viable from a construction and operating cost perspective – based on Service Manager confirmation.
- Meet the current Ontario Building Code and *Canadian Environment Assessment Act, 2012* requirements.
- Have rents that on average for the project are at or below 80% of the Canada Mortgage and Housing Corporation Average Market Rent for the community or

as approved by the Ministry for a minimum of 20 years (see "Affordability Criteria and Rents" on page 33 for additional details).
- Provide the required equity, if applicable – 4% for partnerships between private sector and non-profit organizations; 0% for non-profit organizations.
- Address local housing needs and target tenant groups identified in local housing and homelessness plans.
- Are projected to maximize achievable reductions in energy consumption and greenhouse gas emissions relative to minimum requirements (i.e. meet or exceed the current National Energy Code and Ontario Building Code requirements for new construction; for renovations/repairs, maximize the achievable energy savings where possible when planning work or retrofits).
- Have an occupancy plan in place to ensure that units will be occupied in a timely manner.

Further, Service Managers are encouraged to give priority consideration to projects that:
- Have Contributions by Others, including the Service Manager, local municipality, and proponent – to be used in partnership with OPHI Rental Housing funding.
- Include family-sized (multi-bedroom) units.
- Are fully accessible and/or have units that are accessible to persons with disabilities.
- Provide community employment benefits including:
    - Work contracts for small and medium-sized businesses
    - Job creation for apprentices, Indigenous Peoples, women in construction, veterans and newcomers to Canada
- Have support service funding in place, if applicable.

Recommended projects for commitment should be submitted to the Ministry up to November 30 of each program year. All projects must be submitted through the Transfer Payment Hub System along with additional project background information such as that contained in Council/board reports.

Project Approval Process

Project approval will be based on construction readiness, ability to meet the program's eligibility criteria, and alignment with the Investment Plan.

Service Managers are required to create and submit Project Information Forms through the Transfer Payment Hub System. Once approved, a project will receive a Conditional Letter of Commitment from the Ministry, which confirms Ministry approval and outlines the steps to take prior to signing a Contribution Agreement.

The Contribution Agreement shall describe legal obligations and reporting requirements for the project. All Service Managers are required to enter into Contribution Agreements directly with proponents.

As funding allocations must be committed for each year of the program, the deadline to execute Contribution Agreements is December 31 of each program year to allow time for reallocation of funds if necessary. Service Managers that have not signed a Contribution Agreement or have not begun construction by the required dates may have their funding reallocated.

Funding

Service Manager funding for the Rental Housing component is provided as a forgivable capital loan.

The OPHI Rental Housing component will fund up to 75% of the pro-rated share of the capital costs of the affordable units. Total capital costs include land, financing, hard (construction) and soft costs but less any HST rebates.

To encourage the development of family-sized units, and in recognition of the variance in costs across the province, per unit funding caps have been eliminated under the OPHI Rental Housing component. Service Managers are encouraged to consider factors such as unit bedroom size, unit type (e.g., low-rise apartment, high-rise apartment, townhouse), or geographic location of the project within the Service Manager's service area when determining project funding amounts. The Ministry, however, will only approve projects that are determined to provide value for public money and are modest relative to other housing in the community.

Service Managers are required to perform their due diligence to ensure that a project is financially viable from a construction cost and on-going operating context, costs per unit are accurate and the program expenditures represent a prudent and best value use of public dollars.

The Ministry, at its discretion, may require an independent analysis to confirm project financial viability.

Contributions by Others

In addition to the mandatory program requirements Service Managers, municipalities and proponents are encouraged to provide additional contributions in order to increase the financial viability of the project and/or to provide deeper affordability for tenants.

Contributions by Service Managers and/or municipalities may include: waiving or reducing development charges, planning approvals application fees, building permit fees, and full property tax exemptions as well as contributions of municipal grants, and municipally-owned land.

Where appropriate, and to avoid the granting of bonuses, a Service Manager will need to ensure that an appropriate policy or program (e.g., Community Improvement Plan (per Section 28 of the *Planning Act, 1990*), Municipal Housing Facilities By-law (per

Section 110 of the *Municipal Act, 2001* – see page 32)) is in place to enable municipal contributions. For additional information on this and other municipal tools and incentives for affordable housing development, please contact the appropriate service manager, municipality, and/or HousingProgramsDelivery@Ontario.ca for more information.

Contributions by proponents may include land or cash, including that from fundraising and donations.

Payment Process

The Ministry will advance funding directly to Service Managers, who will be responsible for making project payments to housing proponents. Service Managers will advance funds to proponents based on the completion of construction milestones and compliance with the program requirements.

Funding will be advanced to Service Managers based on the following instalments:

1. 50% at signing of the Contribution Agreement and confirmation of registration of security.
2. 40% at confirmation of structural framing.
3. 10% at confirmation of occupancy, submission of Initial Occupancy Report and submission of an updated capital cost statement in a form acceptable to the Ministry.

The Ministry may consider accelerated payments for projects sponsored by non-profit proponents or acquisition/rehabilitation projects on a case-by-case basis.

All final payments are required to be made within four years of signing the Contribution Agreement, and not later than March 31, 2026. Service Managers are required to ensure that all projects are completed and request the final payment prior to this deadline.

Eligible Target Groups

The Rental Housing component aims to create affordable rental housing for households that are on, or eligible to be on, social housing waitlists. This includes, but is not limited to:

- Seniors
- Persons with disabilities
- Indigenous peoples
- People with mental health or addictions issues
- Survivors of domestic violence
- Those who are homeless or at risk of homelessness
- Recent immigrants
- Working poor
- Veterans
- Racialized groups

Income Verification

Service Managers are required to establish maximum income levels for OPHI-funded Rental Housing units at the time of initial tenancy; however, all households must be on, or eligible to be on, the waiting list for social housing. Service Managers must establish an approach for income verification to ensure that households in need are targeted. Annual income verification is at the Service Manager's discretion.

Affordability Criteria and Rents

Projects approved under the Rental Housing component must remain affordable for a minimum period of 20 years. Affordability is defined as having rents for the project that are at or below 80% of Canada Mortgage and Housing Corporation Average Market Rent at the time of occupancy. Average rent is calculated using actual rents paid by tenants and any rent supplements provided by the Service Manager.

While individual unit rents may be set above or below the 80% threshold, in no instance shall an OPHI-funded Rental Housing unit have a rent that is greater than the Canada Mortgage and Housing Corporation Average Market Rent for the area.

If Canada Mortgage and Housing Corporation Average Market Rents are not available for certain communities, or in instances where in the opinion of the Service Manager the Canada Mortgage and Housing Corporation Average Market Rents do not reflect the actual average market rents in the local market area, a Service Manager may request an alternate average market rent by submitting a business case including a local market rent survey for the Ministry's consideration.

Projects may include both OPHI Rental Housing and market units, but only units with rents that meet affordability requirements will receive OPHI funding.

If rent supplements are used for OPHI-funded units to provide deeper affordability for tenants, the Service Manager shall ensure total rent received by a Proponent, including rent from the tenant and any rental supplements from the Service Manager or other party shall not exceed 100% of Canada Mortgage and Housing Corporation Average Market Rent. In addition, the total of the rent paid by the tenant and any federal and/or provincially funded rent supplements paid to the proponent must be used to calculate the weighted average rent in a project.

Rent increases after initial occupancy must be made in accordance with rules established in the *Residential Tenancies Act, 2006*. New rental buildings (no part of which was occupied for residential purposes on or before November 15, 2018) are technically exempt from the *Residential Tenancies Act, 2006* rent increase guidelines but are subject to terms and conditions in the Transfer Payment Agreement. The Transfer Payment Agreement states that rent increases follow the *Residential Tenancies Act, 2006* rent increase guidelines but must still remain at or below 100% of

Canada Mortgage and Housing Corporation Average Market Rent and that average rents for the project must not exceed 80% of Canada Mortgage and Housing Corporation Average Market Rent.

The Ministry updates Average Market Rent information on its website annually at www.mah.gov.on.ca.

General Requirements

The following general program requirements apply to projects approved under the Rental Housing component:

Municipal Housing Facility By-law

- Where appropriate a Service Manager will ensure that a Municipal Housing Facility By-law is available to enable municipal contributions in accordance with the *Municipal Act, 2001* or the *City of Toronto Act, 2006* (applicable to the City of Toronto).
- Where a District Social Services Administration Board (DSSAB) is the Service Manager, collaboration with the appropriate local municipality will be required to ensure a Municipal Housing Facility By-law is available to proponents when deemed necessary.

Note: A Municipal Housing Facilities By-law and Agreements are a tool available under *Section 110 of the Municipal Act, 2001 and O. Reg 603/06* (among many other tools under the *Municipal Act, 2001* and *Planning Act, 1990*) that may help facilitate municipal contributions and incentives for housing development. It may not always be appropriate and/or required for all housing developments. For more information contact the appropriate Service Manager, municipality, and/or email HousingProgramsDelivery@Ontario.ca.

Municipal Capital Facilities Agreement

Municipal Capital Facilities Agreements per O. Reg 603/06 may be used by municipalities to create relationships with other parties to deliver municipal facilities. An example of this may involve an agreement between a municipality and a not-for-profit organization in which the municipality provides financial assistance for affordable housing facilities.

Under these agreements, assistance provided by a municipality may include: giving or lending money; giving, leasing or lending property; guaranteeing borrowing; providing the services of employees of the municipality; and/or providing tax exemptions or reductions.

Construction

- Projects must start construction within 120 days of signing a Contribution Agreement.
- Projects that do not start construction within 120 days of signing a Contribution Agreement may, at the Ministry's discretion, have program funding withdrawn and reallocated to another Service Manager.
- Written confirmation of construction start must be provided to the Ministry.
- Site inspections will be conducted at the discretion of the Ministry.
- Projects must complete construction within four years of signing a Contribution Agreement.

Equity

- Minimum four percent equity must be provided for projects sponsored by partnerships between private companies and non-profit organizations.
- No equity contribution is required for projects sponsored by non-profit or co-operative housing organizations to encourage participation by these groups in the program.
- Please note that private lenders may have additional equity requirements.

Municipal Property Tax

- Service Managers/Municipalities are required during the first 20-year affordability period of projects less than seven units to either:
    - Reduce property taxes for Rental Housing projects by setting it at a rate equivalent to, or lower than, the single residential rate for the area; or
    - Provide a grant in lieu of this property tax reduction.

Indemnification and Repayment

There are obligations for all OPHI parties with regard to the indemnification and recovery of government funding. Specific obligations and provisions are included in the Transfer Payment Agreement.

The Ministry has developed the Affordable Housing Program and Investment in Affordable Housing Risk Mitigation Strategies Guide (2012) that provides best practices and clarification on preventing and resolving issues with affordable housing projects that may experience difficulties. The Guide can be found at: **http://www.mah.gov.on.ca/Asset9886.aspx**.

In cases where an OPHI Rental Housing project encounters difficulties, the risk mitigation strategies outlined in the Guide may assist proponents and Service Managers.

Reporting

In addition to individual project submission through the Transfer Payment Hub System, Service Managers are required to update their Investment Plans with their funding commitment projections under the Rental Housing component on a quarterly basis. Please refer to Page 7 for reporting requirements and due dates. Proponents will be required to report accordingly to their Service Manager.

Quarterly updates to the Investment Plan will be supplemented by regular milestone updates through the Transfer Payment Hub System along with progress reports to the Ministry contacts describing project progress and potential issues of concern that might delay or jeopardize the project.

Service Managers will be required to submit signed project checklists and documentation in the Transfer Payment Hub System as follows:

- Within 130 days after signed Contribution Agreement: first available Building Permit, Confirmation of Construction Start.
- At completion of structural framing: confirmation of structural framing.
- An audited capital cost statement within six months following the initial occupancy date, or such additional time acceptable to the Ministry.

Service Managers are also required to complete and file with the Ministry an Initial Occupancy Report once projects are completed and occupied, and Annual Occupancy Reports for the first three years after project completion. After the first three years, filing of the Annual Occupancy Report is not required although the Service Manager is still required to complete the Annual Occupancy Report and may be requested to submit the report periodically.

This reporting ensures compliance with the provisions of the CMHC-Ontario Bilateral Agreement under the National Housing Strategy and other established program requirements. All reports and updates are to be submitted through the Transfer Payment Hub System, where possible.

Homeownership Component

The Homeownership component aims to assist low to moderate income renter households to purchase affordable homes by providing down payment assistance in the form of a forgivable loan.

Specific objectives are:

- To provide renter households with an opportunity to move into homeownership.
- To ease the demand for rental housing by assisting renter households to purchase affordable homes.
- To encourage non-profit affordable homeownership developers to build affordable ownership units.

NEW FOR OPHI

Homeownership component funding may be provided to non-profit affordable home ownership providers during the construction phase of affordable ownership units to help providers secure and reduce the cost of construction financing. Funding is limited to $50,000 per unit and must be secured on title to the lands. Similar to the Rental Housing component, Service Managers would enter into contribution/funding agreements with the proponent to commit the funding.

The associated per unit funding would then be provided to home buyers as down payment assistance at the time of closing of the purchase of the unit. The requirements of the Homeownership component (e.g., eligibility criteria, loan and repayment provisions) outlined below will apply to the down payment assistance.

Eligibility Criteria

To be eligible for down payment assistance, prospective purchasers must:

- Be a renter household buying a sole and principal residence in a participating Service Manager area.
- Have household income at or below the 60th percentile income level for the Service Manager area or the province, whichever is lower (see Appendix C).
- Meet any additional criteria as established and communicated by the Service Manager.

Household income verification is the responsibility of the Service Manager.

Purchasers must be selected and approved through a fair and open process developed by the Service Manager based on local criteria and defined needs specified in the Service Manager's Investment Plan.

Purchase Price

The purchase price of a home must not exceed the average resale price in the Service Manager's area. Service Managers may establish their own maximum house prices, provided they are lower than the average resale price in the Service Manager area. Maximum house prices will be updated on an annual basis and provided by the Ministry.

Eligible Unit Types

Resale or new homes (including conversions from non-residential use that include a new home warranty) are eligible unit types under the Homeownership component.

Homes may be detached, semi-detached, town (condo and freehold), stacked homes, row houses, apartments or other similar built forms approved by the Ministry. Service Managers may also choose to include duplexes as eligible units.

Homes must be modest in size, relative to community norms, in terms of floor area and amenities, as determined by the Province and/or the Service Manager.

Home inspections are required for all resale homes and are strongly recommended for new homes.

Eligible Target Groups

Service Managers are encouraged to address groups identified through their local Housing and Homelessness Plan and give consideration to households residing in social housing but whose incomes have increased and are paying market rent.

Education and Training

Service Managers must ensure education and training on the home buying experience – including financial guidance around the up-front and on-going costs of homeownership – and on the obligations and benefits of being a homeowner are offered to purchasers approved under the Homeownership component.

The Canada Mortgage and Housing Corporation website has a number of tools, worksheets, calculators and guides to assist and inform interested home buyers. This information can be found at https://www.cmhc-schl.gc.ca/en/buying.

Service Manager Revolving Loan Fund (RLF)

Creation and maintenance of a dedicated account / revolving fund is a prerequisite of program participation. Service Managers with an already-established Revolving Loan Fund of 20 years are eligible to receive OPHI Homeownership component funding.

Service Managers that do not have a Revolving Loan Fund established will need to ensure that one is created and maintained for at least a 20-year period with the option of phasing out after 15 years.

Funding

Funding is provided as a down payment assistance loan for eligible purchasers. Assistance is forgiven after a minimum of 20 years – the affordability period for the Homeownership component. Service Managers may choose to require a forgiveness period of more than 20 years.

The amount of down payment assistance for each eligible purchaser will be determined by the Service Manager, to a maximum of $50,000 per eligible unit.

Total funding advanced by each Service Manager must not exceed 10% of the sum of purchase prices for all units acquired by eligible purchasers – other than units acquired from non-profit homeownership providers as they are exempt from this calculation.

If a Service Manager elects to provide less than five percent down payment assistance, the primary lending institution and/or insurance provider may require additional equity to be contributed by the purchaser.

Partnerships

Service Managers may wish to partner with non-profit affordable homeownership providers (such as Habitat for Humanity) in the delivery of the Homeownership component.

Funding Commitment

A minimum of 90% of the annual Homeownership component funding allocation must be committed to eligible purchasers of eligible units by December 31 of each program year. If a Service Manager has not met this threshold, the Ministry may reallocate funds to another Service Manager to ensure full commitment of program funding. Any funding remaining to be committed after January 30 of each program year may be reallocated to another Service Manager.

Payment Process

Service Managers are to provide down payment assistance to eligible purchasers at the time of closing on the purchase of the home; when a mortgage can be registered on title. Please note that OPHI Homeownership component funding may not be used for deposits toward eligible units.

Once an eligible purchaser has been approved by the Service Manager, the required project information – along with a copy of the Agreement of Purchase and Sale – must be submitted to the Ministry through the Transfer Payment Hub System.

Payments to Service Managers will be made within 15 business days of project approval, or within seven days of the closing date of the sale of the unit, whichever is later. All payments must be made to approved home purchasers within four years of the date of commitment, but in any event, no later than March 31, 2026.

NEW FOR OPHI – NON-PROFIT AFFORDABLE HOMEOWNERSHIP DEVELOPERS

Funding will be advanced to Service Managers in three instalments:

1. 50% at signing of the Contribution Agreement and confirmation of registration of security.
2. 40% at confirmation of structural framing.
3. 10% at confirmation of construction completion.

Conditions for Repayment by Homeowner

Repayment of the original down payment contribution must be made if the following situations occur while the OPHI Homeownership loan is outstanding:

- The unit is sold or leased.
- The unit is no longer the sole and principal residence of the loan recipient.
- The loan recipient becomes bankrupt or insolvent.
- The loan recipient misrepresented their eligibility for the program.
- The loan recipient used the proceeds of the loan for a purpose other than the acquisition of the unit.
- The death of the loan recipient.

Traditional interest will not be charged on the assistance. The original loan amount and the percentage share of the realized capital gains proportionate to the down payment assistance must be repaid in the above cases. For example, if the purchaser was assisted with five percent of the purchase price, the loan amount plus five percent of any capital gains/appreciation would have to be repaid.

If a unit is sold for less than the original purchase price, the difference between the down payment assistance and the depreciated amount will be repayable.

- Amount payable = Loan – (original purchase price – resale price)

For example, if the down payment assistance was $10,000 for a home originally purchased at $100,000 and then sold for $92,000:

- Amount payable = $10,000 - ($100,000 - $92,000) = $2,000
- If the same home is sold for $85,000, the principal shall be forgiven.

The Service Manager must be satisfied that the sale was at fair market value.

If a purchaser chooses to repay the down payment assistance without selling the home within the affordability period, the purchaser is still required to repay the proportionate percentage of any notional capital gain* as of the date of repayment.

Only the principal amount would have to be repaid in the event of the death of a homeowner prior to the expiry of the affordability period.

Repayments are to be made into the Revolving Loan Fund and redistributed under the Homeownership component in the Service Manager's area.

**Notional capital gains will be calculated based on the current fair market value of the home at the time of repayment of the loan. Fair market value shall be based on an independent appraisal acceptable to the Service Manager.*

Canada Mortgage and Housing Corporation

In support of the Homeownership component, the Canada Mortgage and Housing Corporation will recognize down payment assistance as owner's equity in its underwriting evaluation.

Reporting

Service Managers are required to update their Investment Plan with their approved progress under the Homeownership component on a quarterly basis. Please see Page 7 for reporting requirements and due dates.

In addition, as part of the project submission process, the Service Manager must provide the following information on a per project basis:

- Number of households assisted through the program
- Number of occupants
- Price of unit
- Actual occupancy and closing dates
- Amount of OPHI subsidy

Service Managers are also required to report annually on loan repayments to, and loans funded from, the Revolving Loan Fund.

This reporting ensures compliance with the provisions of the CMHC-Ontario Bilateral Agreement under the National Housing Strategy and other established program requirements. All reports and updates are to be submitted through the Transfer Payment Hub System, where possible.

Documentation Required for Records

Service Managers are responsible for retaining the following documents over the life of the program:

Eligibility information:

- The signed application form, including a declaration that all information is accurate
- The Notice of Assessment for all members of the household
- Copies of photo identification
- Unit eligibility information

Loan information:

- Agreements of Purchase and Sale
- OPHI Homeownership loan agreement
- Mortgage registration documentation
- Title search

Payment documents and default actions:

- Records of all payments and defaults
- Confirmation of compliance with the terms of the Loan Agreement (e.g., letter confirming that the unit remains the sole and principal residence of the eligible purchaser)
- Record of actions taken by the Service Manager and the participant on any defaults

Ontario Renovates Component

The Ontario Renovates component provides financial assistance to renovate and/or rehabilitate affordable ownership and rental properties including community housing.

The objectives of Ontario Renovates are:

- To improve the living conditions of households in need through financial assistance to repair deficiencies in affordable ownership and rental properties including community housing.
- To foster independent living of seniors and persons with disabilities by providing financial assistance to support modifications and renovations to increase accessibility of affordable rental and ownership properties.
- To increase the supply of affordable rental housing by providing assistance to create secondary suites in existing single-family homes.

The Ontario Renovates component consists of two sub-components:

a) *Home Repair* to assist low to moderate income homeowner households:
   - Repair their home to bring to acceptable standards while improving the energy-efficiency of the unit.
   - Increase accessibility of their unit through modifications and adaptations.

b) *Multi-Unit Rehabilitation* to assist:
   - Landlords of eligible affordable rental buildings and community housing providers to rehabilitate units that require essential repairs and/or modify units to increase accessibility.
   - Low to moderate income homeowners to create a new affordable rental unit in an existing single-family home.
   - In repairing, rehabilitating and improving existing shelters.

General Eligible Activities and Costs

Eligible repairs for Ontario Renovates may include the following activities:

- Repairs and rehabilitation required to bring a home/unit to an acceptable standard while improving energy efficiency. Examples include, but are not limited to:
    - Heating systems
    - Chimneys
    - Doors and windows
    - Foundations
    - Roofs, walls, floors and ceilings
    - Vents, louvers
    - Electrical systems
    - Plumbing
    - Septic systems, well water, and well drilling
    - Fire safety

- Other repairs may be considered, with supporting documentation, at the discretion of the Service Manager

- Remediation for an overcrowded dwelling through the addition of habitable living space.

- Modifications to reduce physical barriers related to housing and reasonably related to the occupant's disability. Examples include, but are not limited to:
  - Ramps
  - Handrails
  - Chair and bath lifts
  - Height adjustments to countertops
  - Cues for doorbells/fire alarms
  - Other modifications may be considered, with supporting documentation, at the discretion of the Service Manager

- Creation of self-contained secondary suites and garden suites for affordable rental purposes.

Other eligible costs may include labour and applicable taxes, building permits, legal fees, certificates, appraisal fees, inspection fees, drawing and specification and any other costs that the Service Manager deems reasonable and that are agreed to by the Ministry.

Repairs must commence within 120 days of the date of the funding agreement/letter of agreement. Copies of all financial invoices must be kept for reporting and audit purposes.

Energy Efficiency

The Ministry strongly encourages the use of energy-saving products or systems for the required repairs to housing under the Ontario Renovates component such as ENERGY STAR certified products

Ineligible Projects

The following projects are not eligible for Ontario Renovates funding:

- Retirement Homes, Long-Term Care Homes (including nursing homes), and crisis care facilities.
- Units not subject to the *Residential Tenancies Act, 2006* (except shelters and transitional housing).
- Creation of new rental units (except secondary suites in a single-family home and garden suites on the property lot of a primary residence).

Project Submission Process

The Service Manager is responsible for selecting and approving all eligible Ontario Renovates projects, monitoring progress and completion of projects, quality of work and for the advancement of funds.

Once an eligible project has been approved by the Service Manager, completed project information along with proof of loan security (promissory note or mortgage registration) if required must be entered and approved in the Transfer Payment Hub System to confirm program take-up. The Ministry reserves the right to return an Ontario Renovates project application for revision and resubmission if it is not consistent with the Program Guidelines.

Loans may be secured by promissory notes. If funding exceeds $25,000, a mortgage registered on title is required upon project completion. Loan security is not required for social housing projects.

Service Managers must confirm that property taxes and mortgage payments are up-to-date. Insurance coverage should be in place for the full value of the home or project.

For *Home Repair* projects, Service Managers must provide a sign-back letter of agreement to each homeowner outlining the scope of work, funding commitment and roles and responsibilities of both the homeowners and the Service Manager.

For *Multi-Unit Rehabilitation* projects, the Service Manager must verify the following additional conditions:

- Certificate of insurance is provided, as appropriate.
- For affordable rental housing projects, the Service Manager and the proponent or homeowner have signed a Funding Agreement, which confirms that:
    - Rental projects must remain affordable for a minimum of 15 years (maintain rent levels at or below Canada Mortgage and Housing Corporation Average Market Rents, and
    - Forgiveness of funding is earned at an equal rate per year for the minimum 15-year period.
- For projects under the *Housing Services Act, 2011*, please refer to COCHI section of the Program Guidelines (Page 14) for program requirements.

Service Managers must ensure project status is updated and documents are posted in the Transfer Payment Hub System on an on-going basis.

Funding Commitment

A minimum of 90% of the annual Ontario Renovates component funding allocation must be committed to eligible homeowners or landlords by December 31 of each program year. If a Service Manager has not met this threshold, the Ministry reserves the right to

reallocate funds to another Service Manager to ensure full commitment of program funding. Any funding remaining to be committed after January 30 of each program year may be reallocated to another Service Manager.

Affordability Criteria

Home Repair

Under the Ontario Renovates *Home Repair* subcomponent, eligible households must:

- Have a household income at or below the 60th income percentile for the Service Manager area or province, whichever is lower. Service Managers are responsible for household income verification. (See Appendix C)
- Own a home that is their sole and principal residence with a market value at or below the average resale price for the Service Manager area as updated annually by the Ministry. In communities where data is non-existent, market values may be determined by the Service Manager.

The Province will supply annual updates to the 60th percentile income figures. Service Managers may use these or more restrictive ceilings or figures, such as Household Income Limits (HILs).

Multi-Unit Rehabilitation

Under the Ontario Renovates *Multi-Unit Rehabilitation* subcomponent, units must be modest relative to community norms in terms of floor space and amenities, with rents at or below the Canada Mortgage and Housing Corporation Average Market Rent for the Service Manager area for the entire loan forgiveness period.

> Repairs and upgrades to social housing are eligible. Depending on local needs, Service Managers may wish to complement COCHI capital funding with OPHI Ontario Renovates funding. Please refer to the COCHI section of the Program Guidelines (Page 14).

Renovations to rooming houses are eligible activities for funding under the *Multi-Unit Rehabilitation* subcomponent. Rooming house units must have rents at or below 60 percent of Average Market Rent levels for 1-bedroom units in the Service Manager area.

Renovations and upgrades to existing shelters are eligible under the *Multi-Unit Rehabilitation* subcomponent.

The creation of affordable secondary suites in existing single-family homes or garden suites on the property lot of a single-family home are also eligible activities under the *Multi-Unit Rehabilitation* subcomponent. The household income of the incoming tenant must be at or below the 60th income percentile for the Service Manager area or

province, whichever is lower; however, Service Managers may establish more restrictive income limits. Service Managers must establish an approach for income verification to ensure that households in need are targeted. House value and income limits of the homeowner household may be set by, and are at the discretion of, the Service Manager.

Funding

Funding is provided in the form of a forgivable loan to the proponent / homeowner based on the cost of the work items approved by the Service Manager. Service Managers may vary the amount of funding per unit in order to address local priorities, to a maximum of $50,000. The average funding across a Service Manager's area must not exceed $25,000 per unit. Funding for projects must not be greater than the cost of repairs net any HST rebates.

The period of forgiveness for *Home Repair* projects is a minimum of 10 years and for *Multi-Unit Rehabilitation* projects it is a minimum of 15 years, with the exception of social housing projects. Forgiveness is earned at an equal rate per year over the affordability period beginning on the date of repair completion.

Funding for accessibility repairs made to a home and/or unit, up to a maximum of $5,000 is in the form of a contribution without an affordability period and does not require repayment provided the funds are used for their intended purpose.

The applicant is considered to be in default and any outstanding loan amount must be repaid if the following situations occur:

- The unit or project is sold.
- Rent levels are increased beyond allowable limits.
- Homeowners cease to occupy the unit as sole and principal residence.

If any of the following situations occur, the applicant is considered to be in default and the original loan amount must be repaid:

- Misrepresentation occurs related to eligibility for the program.
- Funding is used for other purposes.

Repayments made to the Service Manager are to be reinvested into Ontario Renovates projects unless otherwise directed by the Ministry.

Payment Process

> For social housing repair projects, please refer to the COCHI section of the Program Guidelines (Page 22) for the payment process for these projects.

The Ministry will transfer funds electronically on a quarterly basis to Service Managers based on their projected planned commitments in the Investment Plan

Once an eligible project has been approved by the Service Manager, a completed project information form along with a promissory note or mortgage registration and funding agreement/letter of agreement must be entered and approved in the Transfer Payment Hub System to confirm program take-up. Repair activities must start within 120 days of the date of the funding agreement/letter of agreement.

Service Managers are responsible for project selection and approval, monitoring progress and completion of projects, quality of work and for the advancement of funds. Repair activities must be completed by the end of the subsequent Fiscal Year, i.e. March 31, 2021 for the 2019-20 funding year. Service Managers must ensure project status is updated in the Transfer Payment Hub System. Should project details – for example, completion dates – not be updated as required, payments to Service Managers may be reduced.

The Ministry will monitor Service Managers' progress under the Ontario Renovates component in the Transfer Payment Hub System throughout the year. In particular, the Ministry will review progress at the end of the third quarter of each program year. Service Managers that have not demonstrated take-up of 90% or more of their yearly Ontario Renovates allocation by December 31 may risk losing their funds. Any funding remaining to be committed after January 30 of each program year will be reallocated to another Service Manager.

Reporting

> For social housing repairs, please refer to the COCHI section of the Program Guidelines (Page 23) for details on reporting requirements for these repairs.

Service Managers are required to update and submit their Investment Plans with their progress under the Ontario Renovates component on a quarterly basis. Please see Page 7 for reporting requirements and due dates.

Service Managers will also be required to prepare and file with the Ministry the following reports:

- Post-Repair Occupancy Report upon the completion of *Multi-Unit Rehabilitation* projects
- Annual Report (includes Annual Occupancy Reports for *Multi-Unit Rehabilitation* projects throughout the affordability period of all Ontario Renovates projects) for the first three years after project completion. After the first three years, filing of the Annual Report is not required although the Service Manager is still required to complete the Annual Report and may be requested to submit the report periodically.

Service Managers are required to create and submit reports through the Transfer Payment Hub System and ensure that Project Information Form and rents are updated on an ongoing basis.

This reporting ensures compliance with the provisions of the CMHC-Ontario Bilateral Agreement under the National Housing Strategy and other established program requirements. All reports and updates are to be submitted through the Transfer Payment Hub System, where possible.

Rental Assistance Component

The objective of the Rental Assistance component is to address affordability issues of households in rental units across the province.

The Rental Assistance component consists of three streams:

- Rent Supplement
- Housing Allowance Direct Delivery
- Housing Allowance Shared Delivery.

A Rent Supplement is a subsidy paid to the landlord on behalf of a household in need of rental assistance. A Housing Allowance is a subsidy paid directly to a household in need of rental assistance. Housing Allowance payments may be made directly to landlords where the recipient has chosen this approach and provided written direction and consent.

Service Managers may deliver the Rental Assistance component locally (Rent Supplement or Housing Allowance Direct Delivery) or in partnership with the Province (Housing Allowance Shared Delivery). Under Housing Allowance Shared Delivery, the Ministry of Finance (MOF) provides certain administrative functions that include providing the portable monthly payments directly to eligible households.

Service Managers are allocated funding for the Rental Assistance component at the beginning of each year of the program, based on the commitments for each stream identified in their Council-approved Investment Plans.

- Note: Some Service Managers will continue to have separate concurrent Operating (Rent Supplement and/or Housing Allowance) funding commitments under various initiatives of the Investment in Affordable Housing (IAH) program.

Eligible Target Groups

Service Managers should give priority to households affected by expiring programs (e.g., those living in social housing transitioning out of rent-geared-to-income subsidy, recipients of operating funding under the various iterations of the Investment in Affordable Housing program). Households who are homeless or at risk of homelessness should also be prioritized. Providing housing allowances or rent supplements is intended to promote housing stability for tenants who would otherwise face affordability challenges and potential homelessness.

Service Managers must report on any targeted groups in their Investment Plan updates.

Funding Allocations

Allocations will be committed at the beginning of each program year through a letter from the Ministry based on the planned commitments identified in the Investment Plan.

Service Managers may also contribute their own funding to the Rental Assistance component.

> Funding allocations are provided on a "use it or lose it" basis, since funding from one year cannot be allocated by the Province to future years. Therefore, unlike the Operating component of the IAH program, Rental Assistance funding must be fully disbursed to recipients in the program year in which the funding was committed. Funding cannot be extended beyond the program year.

Monthly Subsidy Amounts

Service Managers must determine amounts to be paid to households (Housing Allowance streams) or landlords on behalf of each household (Rent Supplement stream). To ensure program alignment, Service Managers are encouraged to consider a benefit calculation similar to the calculation under the provincial Portable Housing Benefit Framework.

Reporting

In the initial Investment Plan, Service Managers are required to break down their Rental Assistance component funding by streams and indicate the subsidy levels and estimated number of units/households to be assisted. Please see Page 7 for reporting requirements and due dates.

Direct Delivery Streams

Service Managers who participate in the direct delivery streams are required to provide quarterly projected disbursements on the initial Investment Plan and demonstrate program take-up by updating their actual disbursements through their quarterly Investment Plan updates.

Rental Assistance funding must be fully disbursed to recipients in the program year in which the funding was committed. Funding cannot be extended beyond the program year.

OPHI reporting consists of updating and submitting the Investment Plan with Service Manager progress on a quarterly basis. Reports will be completed and submitted through the Transfer Payment Hub System.

For quarterly updates, Service Managers are required to track disbursements and recipient numbers separately for each stream. Quarterly Investment Plan updates must include, in the case of the Rent Supplement stream, the number of occupied units, and in the case of the Housing Allowance stream, the number of eligible households.

Service Managers are also required to track and report on the following information:

- Landlord agreements and agreements with third-party delivery agencies
- Approved applications
- Target groups assisted.

This reporting ensures compliance with the provisions of the CMHC-Ontario Bilateral Agreement under the National Housing Strategy, the Service Manager Transfer Payment Agreement, and other established program parameters.

Shared Delivery Stream

No quarterly updates are required from Service Managers through their Investment Plan updates for the Shared Delivery stream. Service Managers are provided access to the Ministry of Finance ONT-TAXS Online system to access client information and request reports as required.

Payment Process

Direct Delivery Streams

The Ministry will provide quarterly payments based on quarterly projected disbursements.

Funds are transferred electronically to Service Managers. Service Managers must ensure that the Ministry has their latest banking information to receive these funds.

Service Managers advance monthly payments to landlords upon the signing of landlord agreements and updated unit occupancy figures. Under the Housing Allowance Direct Delivery stream, Service Managers pay households directly.

Shared Delivery Stream

The Ministry of Finance administers the Shared Delivery stream on behalf of Service Managers and pays eligible households directly. No funds are transferred to Service Managers. Rather, the Ministry holds back funds from each Service Manager's OPHI allocation as per the Investment Plan, Housing Allowance Shared Delivery stream, for use by the Ministry of Finance to pay recipients.

Household Eligibility

For the purposes of the Rental Assistance component, "household" is defined as any family unit or single individual renting either a self-contained unit or a room in shared accommodation. Households in receipt of social housing rent-geared-to-income subsidy or payments under any other rent support programs are not eligible.

To be eligible for funding under the Rental Assistance component, households must be on, or be eligible to be on, social housing waiting lists and have household incomes that do not exceed the applicable Household Income Limits in the annually amended Ontario Regulation 370/11 under the *Housing Services Act, 2011*.

Service Managers must establish a clear set of rules to determine whether the applicant's household income is at, or below, Household Income Limits. These rules must be in writing and available to the general public.

Service Managers must conduct annual income testing of households to ensure continued eligibility for the Rental Assistance component, but may exempt specific types of households (e.g., seniors with fixed incomes). Service Managers are solely responsible for establishing the necessary rules, forms and procedures to meet this requirement.

Unit Eligibility

Units may be in private buildings or in non-profit and co-operative projects. However, only market rent units in social housing developments are eligible, as program funding cannot be combined with rent-geared-to-income assistance.

Rent Supplement

Rent Supplement units must be modest as determined by the Service Manager. Self-contained units and congregate living arrangements are both eligible for funding.

Rent supplement units must meet local occupancy standards. Service Managers must establish local occupancy standards and include them in program information available to the general public.

Household Income Limits

If a Service Manager is of the opinion that Household Income Limits in the annually amended Ontario Regulation 370/11 under the *Housing Services Act, 2011* are too low and do not correlate with Canada Mortgage and Housing Corporation's Average Market Rents for their area, they can request in writing modifications to their Household Income Limits by emailing HousingProgramsDelivery@Ontario.ca.

Housing Support Services Component

Support services are beneficial to tenants who may need extra support – either temporary or permanent – to achieve housing stability. Housing stability results in improved health outcomes, less reliance on other emergency services, while promoting social inclusion. Funding for support services is more cost-effective for Service Managers and the system as a whole.

The objective of the Housing Support Services component is to ensure housing retention, greater self-reliance and social inclusion for tenants.

Service Managers may not exceed five percent of the three-year funding allocation for the Housing Support Services component.

Eligibility Criteria

Housing Support Services component funding can only be used to provide housing support services to eligible tenants in existing social housing, affordable housing units created under previous programs, as well as to those tenants in units established through OPHI.

Service Managers may provide a variety of support services (see Appendix "D" for a sample list of eligible services) to recipients either directly, or through partnerships with external community agencies. Supports funded should help ensure housing retention, greater self-reliance, and social inclusion for tenants. Service Managers are encouraged to work with providers that have familiarity with the addiction and mental health system and, where appropriate, with Ministry of Children, Community and Social Services (MCCSS) regional offices, the Ministry of Health and Long-Term Care and local community agencies that provide supportive housing and homelessness-related services.

Funding Allocations

Service Managers are required to fully disburse their annual allocations – as outlined in their Investment Plans – within each program year. The Ministry may reallocate funds to another Service Manager in instances where allocations are at risk of not being fully disbursed within the relevant fiscal year. Service Managers are required to demonstrate program take-up by updating their actual disbursements through their quarterly updates to their Investment Plans.

Reporting

Initial Investment Plan

In the initial Investment Plan, Service Managers are required to provide projected disbursements for Housing Support Services on a quarterly basis along with the number of households to be assisted.

Investment Plan Updates

On-going Housing Support Services component reporting consists of updating and submitting quarterly updates to the Investment Plan indicating actual disbursements by Service Manager along with number of households assisted. Reports will be completed and submitted through the Transfer Payment Hub System. Please see Page 7 for reporting requirements and due dates.

Service Managers are also required to provide copies of services agreements with community agencies, where applicable, to support the expenditure information included in the quarterly updates. Service Managers may enter into multi-year services agreement with community agencies, however, the agreements must clearly identify the funding requirements for each fiscal year.

This reporting ensures compliance with the provisions of the CMHC-Ontario Bilateral Agreement under the National Housing Strategy and other established program requirements.

Payment Process

The Ministry will provide quarterly payments based on initial quarterly projected disbursements. Funds are transferred electronically to Service Managers. Service Managers must ensure that the Ministry has their latest banking information to receive these funds.

Appendix A – List of Designated Areas under the French Language Services Act

Service Manager	Designated Area(s)
City of Toronto	All
Central Region	
Regional Municipality of Peel	City of Mississauga; City of Brampton
Regional Municipality of York	City of Markham
County of Simcoe	Town of Penetanguishene; Townships of Tiny and Essa
Eastern Region	
City of Cornwall	County of Glengarry; Township of Winchester; County of Stormont
City of Kingston	City of Kingston
City of Ottawa	All
United Counties of Prescott and Russell	County of Prescott; County of Russell
County of Renfrew	City of Pembroke; Townships of Stafford and Westmeath
Western Region	
Municipality of Chatham-Kent	Town of Tilbury; Townships of Dover and Tilbury East
City of Hamilton	All of the City of Hamilton as it exists on December 31, 2000
City of London	City of London
Regional Municipality of Niagara	City of Port Colborne; City of Welland
City of Windsor	City of Windsor; Towns of Belle River and Tecumseh; Townships of Anderdon, Colchester North, Maidstone, Sandwich South, Sandwich West, Tilbury North, Tilbury West and Rochester
Northeast Region	
Algoma District Services Administration Board	District of Algoma
Cochrane District Social Services Administration Board	All
City of Greater Sudbury	All
Manitoulin-Sudbury District Services Board	District of Sudbury
District of Nipissing Social Services Administration Board	District of Nipissing
District of Parry Sound Social Services Administration Board	Municipality of Callander
District of Sault Ste. Marie Social Services Administration Board	The part of the District of Algoma that is part of the district for the District of Sault Ste. Marie Social Services Administration Board
District of Timiskaming Social Services Administration Board	All
Northwest Region	
Kenora District Services Board	Township of Ignace
District of Thunder Bay Social Services Administration Board	Towns of Geraldton, Longlac and Marathon; Townships of Manitouwadge, Beardmore, Nakina and Terrace Bay

Appendix B: Canadian Environmental Assessment Act (CEAA)

Pre-screening Guidelines

The *Canadian Environmental Assessment Act, 2012* (the "CEAA 2012") has replaced the *Canadian Environmental Assessment Act, 1992*. Under CEAA 2012, housing-related activities do not currently constitute physical activities as described in the *Regulations Designating Physical Activities*. Accordingly, the Pre-Screening Guideline (the "Guideline") has been simplified and updated to reflect the provisions of the CEAA 2012 and replaces all previous versions of the Guideline.

Service Managers are required to consider this checklist when recommending project proposals to the Ministry for funding approval. Service Managers must confirm to the Ministry that the proposed project complies with the CEAA 2012, as per Canada Mortgage and Housing Corporation requirements. The answers to the two questions must be "NO" for the CEAA 2012 to be complied with.

- Is the project carried out on federal lands*?
- Has the project been specifically identified by the Minister of the Environment in an Order Designating Physical Activities?

*NOTE: "federal lands" includes lands that belong to, or that may be disposed of by, Her Majesty in right of Canada, but does not include lands under the administration and control of the Commissioner of Yukon, the Northwest Territories, or Nunavut.

Appendix C: Maximum Household Income Level, 2019*

Service Managers	Income at 60th Percentile
Greater Toronto Area**	$96,000
City of Toronto	
Regional Municipality of Durham	
Regional Municipality of Halton	
Regional Municipality of Peel	
Regional Municipality of York	
City of Brantford	$88,400
City of Cornwall	$77,200
City of Greater Sudbury	$93,800
City of Hamilton	$90,300
City of Kawartha Lakes	$82,000
City of Kingston	$89,200
City of London	$84,500
City of Ottawa**	$96,000
City of Peterborough	$82,900
City of St. Thomas	$83,600
City of Stratford	$88,400
City of Windsor	$86,600
County of Bruce	$93,100
County of Dufferin**	$96,000
County of Grey	$80,200
County of Hastings	$77,400
County of Huron	$84,200
County of Lambton	$91,600
County of Lanark	$91,400
County of Lennox & Addington	$87,400
County of Norfolk	$89,500
County of Northumberland	$88,700
County of Oxford	$91,100
County of Renfrew	$85,200
County of Simcoe**	$96,000
County of Wellington**	$96,000
District Municipality of Muskoka	$86,600
Municipality of Chatham Kent	$75,500
Regional Municipality of Waterloo**	$96,000
Regional Municipality of Niagara	$83,800
United Counties of Leeds & Grenville	$86,800
United Counties of Prescott & Russell**	$96,000
Algoma DSSAB	$72,800
Cochrane DSSAB	$91,100
Kenora DSSAB**	$96,000
Manitoulin-Sudbury DSSAB	$81,800
Nipissing DSSAB	$79,200
Parry Sound DSSAB	$77,800
Rainy River DSSAB	$85,700
Sault Ste. Marie DSSAB	$80,900
Thunder Bay DSSAB	$89,200
Timiskaming DSSAB	$78,600
ONTARIO**	**$96,000**

* Based on Statistics Canada, 2016 Census of Population, indexed to 2018 based on CPI.

** In areas where 60th income percentile is greater than the provincial level, the provincial level 60th income percentile is used.

Appendix D: Examples of Eligible Support Services

The types of support services that are eligible to be funded include, but are not limited to, the following:

- Counselling, case management, crisis prevention, harm reduction, and intervention services.
- Support with physical and cognitive disabilities.
- Household set-up assistance, including: obtaining personal identification; moving; transportation; basic furnishings; and rent / utility deposits.
- Development of support service plans, to document recipients' goals, activities, and levels of support to be provided.
- Assistance with maintaining rental tenancy, including information about: rights and responsibilities; tenant-landlord relations and orientations; and information about how to be a good neighbor and crisis intervention / eviction prevention.
- Assistance with basic needs, including: personal care (e.g., bathing, hygiene, and dressing); exercise; shopping; purchasing food and meal preparation; house cleaning; laundry; money management (e.g., budgeting, banking, financial goals); dispensing medication; and conflict resolution.
- Assistance with referrals to gain access to services including: income support; employment, job placements, vocational counselling, education, and skills training; parenting courses and child care; legal services; and recreational activities.
- Assistance with the coordination of opportunities for social engagement and inclusion in community life, including: volunteer experiences; participation in social clubs, organizations, and sports; and transportation to events.
- Support to connect with peers and strengthen positive relationships with family members and friends.
- Recruitment and / or employment of staff members and peer support workers to deliver support services to recipients, either on-site or through external community agencies.
- Community relations worker who connects people experiencing difficulty to the right community-based supports.

HOUSING Development Corporation, LONDON

To: Sandra Datars Bere
Managing Director-Housing, Social Services and Dearness Home

From: Stephen Giustizia
President & CEO on behalf of the HDC Board

RE: Request for the City of London to Delegate the Provincial Service Manager Responsibilities and Ontario Transfer Payment Agreement for the Capital Housing Components of the New Canada-Ontario Community Housing Initiative (COCHI) and the Ontario Priorities Housing Initiative (OPHI) to the Housing Development Corporation, London (HDC)

At the HDC Board Meeting held May 16, 2019, the HDC Board resolved in OPEN SESSION that:

The City of London Managing Director of Housing, Social Services and Dearness Home **BE ADVISED** that the HDC Board of Directors **REQUESTS THE FOLLOWING DELEGATED AUTHORITIES and actions by the Service Manager, consistent with the current approach being used under the current Investment in Affordable** Housing for Ontario Program.

1. **DELEGATE** to the Housing Development Corporation, London (HDC) the duties and responsibilities of the City of London as Service Manager contained in Schedule "A" General Terms and Conditions of the Service Manager "Ontario Transfer Payment Agreement" (the "Agreement" or "TPA") for the Capital "Rental Housing Component" of the "Ontario Priorities Housing Initiative" (OPHI), as defined in Schedule "D", Appendix "D-1" of the Agreement, between The Corporation of the City of London and the Minister of Housing, or any successor or similar related programs that may be amended to this TPA and that include new capital housing development, subject to the authorization of the TPA by Municipal Council and the Government of Ontario;

2. **DESIGNATE** the priority and substantive majority of the funds available through OPHI to capital development of new rental housing under the "Rental Housing Component" to continue to address the critical need for new affordable rental housing units in London; noting HDC will leverage these funds with other government funding, private equity and mortgages to achieve the greatest return on investment;

3. **CONTINUE TO DELEGATE** to HDC the associate functions of the Service Manager through Municipal Council as defined within the Civic Administration report to Community and Protective Services of July 18, 2017 and subsequent related agreements and understandings exercised in partnership and collaboration with the City of London including but not limited to HDC's capacity to:
    i) Establish and Sign Contribution Agreement(s) on behalf of the City of London as Service Manager;
    ii) Advance payments and manage all related financial considerations of the associated Provincial Transfers with assistance from the City in the same manner as is currently in place;

iii) Receive all delegated control of the Rental Housing Component including Administration; and
iv) Maintain similar delegations, indemnifications, and liability considerations as are currently in place for the current funding administration.

4. **RETAIN** all current arrangements within the Shared Services defined under the above report and as are currently in practice with HDC for Service Manager duties and related duties associated with new rental housing construction;

5. **RETAIN** the associated business activities of the City of London as are not delegated to HDC but are associated with the ongoing operating and compliance requirements of Capital projects; and

6. **ADVISE** the Managing Director, Housing Social Services and Dearness Home that HDC wishes to engage in discussions and possible negotiations to provide expert support, assistance, and delegated program delivery for the capital development activities under the Canada Ontario Community Housing Initiative (COCHI), noting that the capital maintenance and repair of social housing aligns with advancing regeneration plans and creating new housing units.

Stephen Giustizia
President & CEO, on behalf of the HDC Board

C. Dave Purdy
Manager, Housing Services

APPENDIX B

Bill No.
2019

By-law No.

A by-law to delegate the responsibilities of the City contained in Schedule "A" of the Ontario Transfer Payment Agreement for the Ontario Priorities Housing Initiative (OPHI) between The Corporation of the City of London and the Ministry of Municipal Affairs and Housing as it relates to the administrative and development activities for capital development within the Rental Housing Component, to the Housing Development Corporation, London.

WHEREAS section 2 of the Municipal Act, 2001, S.O. 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;

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

AND WHEREAS section 9 of the *Municipal Act, 2001* 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 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 it is deemed expedient for the City to delegate its duties contained in Schedule "A" of the Ontario Transfer Payment Agreement between The Corporation of the City of London ("the City) and the Ministry of Municipal Affairs and Housing as it relates to the administrative and development activities for capital development with the "Rental Housing Component", to the Housing Development Corporation, London;

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

1. The duties of the City as Service Manager contained in Schedule "A" of the Ontario Transfer Payment Agreement for the Ontario Priorities Housing Initiatives between The Corporation of the City of London and the Ministry of Municipal Affairs and Housing, forming a part of By-law *xxx,* as it relates to the administrative and development activities for capital development within the "Rental Housing Component", are hereby delegated to the Housing Development Corporation, London, subject to the following:

i) the following duties are retained by the City associated with the ongoing operational compliance of proponents and their developments after rent-up of the affordable housing units:
   a. ongoing compliance reviews and related requirements including the review and submission of any information reports to the Ministry of Municipal Affairs and Housing;
   b. the completion of the “Proponents Annual Occupancy Report”
   c. the ongoing review and updating of information in accordance to the “Rental Protocol”. The City retains the responsibilities associated with the annual review, updating of information, and compliance based on this protocol;
   d. establishing and signing Contribution Agreement(s) on behalf of the City of London as the Service Manager; and
   e. advance payments and management of all related financial considerations of the associated Provincial Transfers, with assistance with the City.

ii) the Scope of Power of the above-noted delegation includes the following:
   a. the City may revoke any delegation under this by-law at any time without notice;
   b. nothing in the delegation shall limit the municipality’s right to revoke the delegation beyond the term of council that made the delegation;
   c. both the municipality and the delegate can exercise the powers delegated under this by-law; and
   d. any delegation of a duty under this by-law results in the duty being the joint duty of the municipality and the delegate; and,

iii) the delegation to the Housing Development Corporation, London is subject to the following condition that the Housing Development Corporation, London shall include within its annual report to the Strategic Priorities and Policy Committee information with respect to the fulfillment of the duties delegated to the Housing Development Corporation, London.

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

PASSED in Open Council , 2019

Ed Holder
Mayor

Catharine Saunders
City Clerk

First reading -
Second reading -
Third reading -

TO:	**CHAIR AND MEMBERS COMMUNITY and PROTECTIVE SERVICES COMMITTEE MEETING ON, JUNE 17 2019**
FROM:	**SANDRA DATARS BERE MANAGING DIRECTOR HOUSING, SOCIAL SERVICES AND DEARNESS HOME and**
SUBJECT:	**HOMELESS PREVENTION AND HOUSING PLAN 5 YEAR REVIEW AND UPDATE - PROCESS**

RECOMMENDATION

That, on the recommendation of the Managing Director, Housing, Social Services and Dearness Home, that the following actions be taken with regard to the Homeless Prevention and Housing Plan update:

a) That this report **BE RECEIVED** for information; and,

b) That this report **BE CIRCULATED** to stakeholders, agencies, and community groups including, but not limited to: London Housing Advisory Committee, London Middlesex Community Housing; London Homeless Coalition; and Housing Development Corporation, London.

IT BEING NOTED THAT staff are currently consulting with the community with respect to the Homeless Prevention and Housing Plan update. Civic Administration will return to Council with results of the engagement and a draft of the City's new Plan in fall 2019.

PREVIOUS REPORTS PERTINENT TO THIS MATTER

- Housing Services Act Requirements Related to a Local Housing and Homelessness Plan (CPSC: June 17, 2013)
- Homeless Prevention System for London - Three Year Implementation Plan (CPSC: April 22, 2013)
- Community Homelessness Prevention Initiative (CSPC: December 17, 2012)
- Community Homelessness Prevention Initiative Funding Allocation for January 1, 2013 to March 31, 2014 (CSC: October 22, 2012)
- Elimination of Community Start Up and Maintenance Benefit (CSC: October 22, 2012)
- Community Homelessness Prevention Initiative Homelessness Social Assistance Regulation Amendments (CSC: September 10, 2012)
- Housing Services Act (CSC: December 19, 2011)
- London Community Housing Strategy 2011 Community Update Report (CNC: May 17, 2011)
- London Community Plan on Homelessness (CPSC: November 8, 2010)
- City of London Community Housing Strategy (CPSC: June 21, 2010)
- 2013 to 2019
- Increasing Housing Supply in Ontario (PEC: March 18, 2019)

BACKGROUND

As with many large Canadian municipalities, the challenges associated with homeless prevention and housing stability are growing within an increasingly complex environment. The community is experiencing more individuals staying longer in emergency shelters, the waitlist for social housing has grown 70% over the last two years, there is an upward pressure on the average market rent as a result of a 2% vacancy rate in the private market and London continues to be ranked 4th nationally in the level of housing need in the community.

This combination of those drivers and combined with a growing number of individuals and families across almost all demographic groups and geographic areas, has often been referred to as London's housing crisis.

The purpose of this report is to update Municipal Council and the community on local actions, current plans, and proposed strategies required to address needs within a system approach to homeless prevention and housing. This report will:

- Provide an update on the Homeless Prevention and Housing Plan;
- Outline the coordinated approach being undertaken by municipal services and community partners; and,
- Align the emerging strategies and initiatives, included the City of London's Multi-Year Strategy and proposed budget with the work on the Homeless Prevention and Housing Plan, and within other related municipal plans and strategies.

ANALYSIS

Context

As homeless prevention and housing efforts continue to remain a priority for all levels of government, a wide array of related strategies, actions and plans are emerging. Pre-existing regulatory and funding frameworks that have governed the homeless prevention and housing sectors for a substantial period of time have also been evolving in recent months. Attached as "Appendix A" for an itemized list of the recent announcements.

As a result, civic administration is renewing the Homeless Prevention and Housing Plan (HP&H Plan). The HP&H Plan will guide the work of the City's Homeless Prevention and Housing Services areas, and identify strategic direction across the corporation and with partner agencies, principally London Middlesex Community Housing (LMCH) and Housing Development Corporation, London (HDC), and community agencies and organizations.

Update on the Homeless Prevention and Housing Plan

The City of London's HP & H Plan is being updated in 2019.

- The purpose is to identify local needs and to a community plan that will guide the work of homeless prevention and housing over the next five years.
    - The plan primarily links homeless prevention and housing needs to related strategies and priorities with outcomes and measures. The plan also fulfills the provincial Service Management requirement related to a local homeless prevention and housing plan within the *Housing Services Act, 2011.*
- The HP&H Plan will help London move toward the goal of housing stability for individuals and families.

In March 2019, civic administration began to engage with the community through two channels for the public:

1. An Online Survey – A theme-based survey to share their ideas about homeless prevention and housing in London through a theme-based survey.
2. Facilitating A Community Conversation – To lead and/or participate in a guided community conversation. Attached as "Appendix B" for more information.

Throughout May and June, Civic Administration scheduled 5 theme-based public consultations. These consultations provided the community an opportunity to review and provide feedback on draft strategies to be included in the HP & H Plan. The consultations also include a keynote address from an expert related to the theme of the discussion as

attached in “Appendix C” regarding these public consultations.

Information about the HP & H Plan, including the survey, community conversation documents and information about the public consultations, is posted on the City’s engagement-focused website: www.getinvolved.london.ca/HPHlondon

There has been significant engagement within this process. On average, the consultations have had 80 individuals attend the sessions.

The last public engagement session is scheduled for June 19th. Responses to the survey and their completed Community Conversation Toolkit may be submitted until June 30th.

Once the public consultations phase has been completed, civic administration will begin the process towards completing the HP & H Plan. This includes collating and analyzing input from the surveys, community conversations toolkits and the public consultations, validating this input with the community, key stakeholders and colleagues across the corporation and, finally, writing the HP & H Plan.

In the fall of 2019, The HP & H Plan will be presented to the London Housing Advisory Committee, London Homeless Coalition and Municipal Council for recommendation for approval.

Advancing a Coordinated Approach to Implementing the Homeless Prevention and Housing Plan

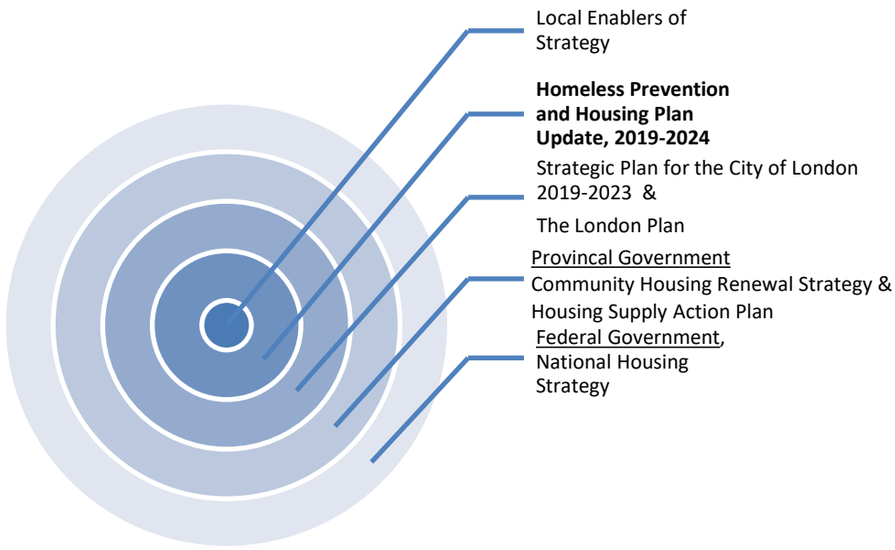
As a guiding vision for the HP & H Plan, civic administration has been working towards a strategy that supports housing stability for all. This vision extends beyond a single service area within the City of London. The implementation of strategies for the HP & H Plan will include tools and actions led by many service areas, including Homeless Prevention and Housing Services, Development Services, City Planning, as well as agencies such LMCH and HDC. Attached as “Appendix D” provides an overview of a system approach to striving towards housing stability in the community.

Civic Administration recognizes that it is important to work collaboratively both internally and with stakeholders to coordinate homeless prevention and housing policy frameworks and implementation strategies. A coordinated system-wide approach to the entire range of housing options and solutions is required by the City in order to address housing stability.

Alignment of Strategies with the Homeless Prevention and Housing Plan

The HP & H Plan requires Municipal Council approval and adoption as required under the Housing Services Act. The HP & H Plan acts as an umbrella document reflecting the work that is occurring across the corporation and senior levels of government.

The following provides a visual of the various spheres of influencers that surrounds the HP & H Plan.



Under the federal government, the National Housing Strategy (NHS), A Place to Call Home was launched that provided funding to support building new, and enhancing existing, capital, as well as delivering new programming. The HP & H Plan must focus how to leverage these funding opportunities as well as ensure that the City is maximizing federal and provincial funding first. NHS, from an operations perspective, will be full operationalized in April 2020.

In recent months, the province has released two guiding plans for community (social) housing sector and as well as a plan to develop more housing stock across the province broadly. Through the Community Housing Renewal Strategy, the City's HP & H Plan must operationalize the two emerging programs: Canada-Ontario Community Housing Initiative and the Ontario Priorities Housing Initiative. Both programs seek to transition from expiring program dollars to new funding investment in housing.

Under the provincial's government's proposed Bill 108 "More Homes, More Choice Act", the City's HP & H Plan must be cognizant proposed changes to the Planning Act, Development Charges Act, and various other provincial legislation as it impacts the City's ability to create, retain, and enhance existing housing stock.

The City's 2019-2023 Strategic Plan is an important step in defining the priorities that Council and Administration will deliver on over the next four years. Many of these strategies include homeless prevention and housing efforts. The HP & H Plan will be in alignment with these strategies to reflect the strategic direction of council.

Local enablers of the strategy include the homeless prevention and housing services and community that will support the outcomes of the HP & H Plan. These enablers include, but are not limited to, the Housing Division, Homeless Prevention, City Planning and Development Services, LMCH, HDC, the development sector, community (social) housing providers, homeless prevention sector, mental and physical health care sectors, justice and corrections and other related sector services.

The following provides a summary of internal City of London strategies related to homeless prevention and housing and how civic administration is working to ensure a coordinated system response and alignment:

Strategic Alignment with The Plan	Initiative	Committee	Date of Submission	Description of Initiative
Homeless Prevention and Housing Plan		CPSC	Late Q3	The City of London's Homeless Prevention and Housing Plan is being updated, which provides the City an opportunity to create a community plan that will guide the work of homeless prevention and housing over the next five years. The HP & H Plan will help London move towards the goal of housing stability for individuals and families.
Canada-Ontario Community Housing Initiative and the Ontario Priorities Housing Initiative Investment Plan		CPSC	June 2019	Canada-Ontario Community Housing Initiative (COCHI) and the Ontario Priorities Housing Initiative (OPHI) are two new programs announced by the provincial government to support capital and operational funding in Ontario. The City is required to report to the province how the City intends to invest these funds over the next three fiscal years. The COCHI and OPHI Investment Plan provides council with a recommendation from civic administration with respect to how that funding will be distributed. The funding allocations approved by council will determine the types of programmed offered by housing over the next three fiscal years.
Tools for Creating, Retaining, and Enhancing Housing Stock	**Affordable Housing Development Toolkit**	PEC	Initial: June 2019; and Final: Q4 2019.	The Affordable Housing Development Toolkit will identify various planning tools supportive of the development of affordable housing and the timelines for implementing various new policies, incentives, regulations, processes, and programs (i.e. the "tools") within the "toolkit". These identified tools support the development of new affordable housing units.
	Affordable Housing Community Improvement Plan	PEC	Final Q4 2019	Community Improvement Plans (CIPs) allow for a range of strategic City and community-led actions related to community economic development, affordable housing, or environmental or social improvement. Actions under a CIP may include the provision of incentive programs for identified "project areas" (portion of city or entire city). Programs in project areas may include grants, loans, or other processes or regulations to support the development of new affordable housing units.
	Section 37 (Bonusing) Criteria Review	PEC	Final Q3 2020	The City will undertake a review to investigate how bonusing and community benefit provisions under section 37 of the *Planning Act* may better reflect priorities of Council, including affordable housing targets. The review will take into consideration any legislation changes or new regulations associated with Bill 108, the "More Homes, More Choice Act, 2019".
	Masonville Transit Village Secondary Plan	PEC	Final Q4 2019	The London Plan identifies that the "Transit Village" Place Type is intended for high density, mixed-use urban neighbourhoods. Secondary Plans provide a greater level of detail and more specific policy guidance in order to create a plan for the future development of a Transit Village. Affordable housing opportunities may

				be considered in the policies of the Secondary Plans for Transit Village areas.
	Inclusionary Zoning		PEC	Q3 2020	Inclusionary Zoning is zoning regulations that would require private development proposals with residential units to include affordable units as part of those proposals, and require those units to be maintained as affordable over a period of time. The City will investigate the potential for Inclusionary Zoning policies and regulations and will take into consideration any legislation changes associated with Bill 108, the "More Homes, More Choice Act, 2019".
	ReThink Zoning		PEC	Terms of Reference: May 13, 2019	Achieving the city-building vision of The London Plan requires development, and the Zoning By-law, to be consistent with and supportive of The London Plan. ReThink Zoning is the process of writing a new zoning by-law for London to implement the policies of the Plan. It is also an opportunity to consider development regulations that support the goals and vision for the City that have been established in the London Plan.
	Retaining Community Housing	Annual Shareholder Update – LMCH and HDC	SPPC	June 2019	LMCH is building a collaborative and foundational plan to revitalize, regeneration, and grow the city owned community (social) housing stock. Through LMCH's update to City Council, they will articulate plans on how to strengthen community housing through vibrant, connected and sustainable neighbourhoods in London and Middlesex County.
		LMCH Renew and Repair CMHC Application Process	SPPC	TBD	LMCH is working collaboratively with CMHC to access funds from the Renew and Repair stream of the Co-Investment Fund, as part of the National Housing Strategy. The purposes is to support LMHC's outstanding capital request to help enhance and repair existing units.
		LMCH Regeneration - Amendments for Regeneration Sites	PEC	Final Q4 2020	A City-initiated review and amendments to The London Plan and Zoning By-law may be undertaken to recognize the infill and urban regeneration potential of unique sites across the city (such as LMCH sites) as well as identifying tenant-supportive uses. Such amendments could recognize the potential for these sites to deliver on affordable housing objectives.

Review of Service Delivery for Housing	SPPC	Late Summer 2019	As the designated Service Manager, the City wants to ensure that housing is delivered efficiently and effectively in order to maximize its investment in housing programs and services that are provided to the community. To ensure the City is maximizing its investment in housing, KPMG will be

			undertaking a review of the delivery of housing programs and services that are specific to the shareholder agreement between City and London Middlesex Community Housing Corporation ("LMCH"), the City and Housing Development Corporation, London ("HDC"). The review will evaluate the current service delivery model, including the relationships, roles and functions of the City and the two housing corporations

FINANCIAL IMPACT

This report and attachments have no related financial impacts.

CONCLUSION

City Council will be given the opportunity to review a number of homeless prevention and housing related initiatives over the coming year. Civic administration and agencies will continue to coordinate to ensure alignment of strategies and actions across the corporation. By working in a collaborative model, the City will be continue to strive towards successful implementation of the HP & H Plan.

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Appendix A

Overview of Strategic Planning From All Levels of Government

- Federal Government's Strategic Efforts
    - National Housing Strategy (NHS), A Place to Call Home
        - Details related to programs and requirements related to the 'National Housing Co-Investment Fund'

        - Details related to programs and requirements related to the 'Canada-Ontario Housing Benefit.

- Provincial Government Strategic Efforts
        - Community Housing Renewal Strategy
            - Understanding expiring program and new programs emerging: Canada-Ontario Community Housing Initiative and the Ontario Priorities Housing Initiative.

        - Housing Supply Action Plan
            - Understanding potential impacts of Bill 108, the "More Homes, More Choice Act", which proposes changes to the Planning Act, Development Charges Act, and various other provincial legislation.

- City of London's Strategic Planning
            - Planning and Development changes to Secondary Dwelling Units, new regulations to support Inclusionary Zoning, the recent City policy for the municipal evaluation and acquisition of closed school sites, approval of the new Official Plan (The London Plan),
            - Developing the Affordable Housing Development: Planning Toolkit
            - Supporting Regeneration of the London Middlesex Community Housing

Updating the Homeless Prevention and Housing Plan

APPENDIX B

London
CANADA

April 2019

Community Conversation Toolkit

London's Homeless Prevention and Housing *5-Year Plan*

SECTION 1:

Introduction and Overview

About London's Homeless Prevention and Housing 5-Year Plan

London's Homeless Prevention and Housing Plan is being updated in 2019. The purpose of the planning process is to create a community plan that will guide the work of homeless prevention and housing over the next five years.

The Plan will help London move towards the goal of housing stability for individuals and families.

Why is the Plan being created?

The creation of the Homeless Prevention and Housing Plan is:

- An opportunity for London to identify local needs to be addressed through homeless prevention and housing services.
- Intended to satisfy the planning requirements of Municipal Council, the Province of Ontario, and the Government of Canada, and will align with existing city, regional, provincial, and national strategies.

Who is leading this in London?

- The City of London's Homeless Prevention and Housing service divisions (both with the Housing, Social Services and Dearness Home (HSSDH) service area) will jointly lead this work.
- The scope of work includes Homeless Prevention in London and Housing Services for both the City of London and Middlesex County.
- Homeless Prevention and Housing Services will support Middlesex County to develop their own Plan regarding homeless prevention strategies and actions.

How will the Plan be prepared?

1. **Engaging the Community –** Community members and stakeholders will share their ideas through community conversations and an online survey (Spring 2019).
2. **Testing the Plan –** Community members and stakeholders, including the London Housing Advisory Committee and the London Homeless Coalition, will provide feedback on draft strategies through public consultations. The London Homeless Coalition will recommend the approval of the Homeless Prevention Plan (Spring 2019).
3. **Approving the Plan –** Municipal Council of the City of London will approve the Homeless Prevention and Housing Plan (Fall 2019).

SECTION 2:

Facilitation Guide For Community Conversations

About This Toolkit

The Public is invited to share their ideas about strategies and actions for the Homeless Prevention and Housing Plan.

Feedback will be collected online through a survey and in person through community conversations.

This Toolkit has been prepared to support hosting a community conversation. All feedback will be compiled and used to create draft strategies and actions for the Homeless Prevention and Housing Plan.

Materials Required To Facilitate A Community Conversation

- Facilitation Guide (Section 2 of this Toolkit)
- Community Conversation Workbook (Section 3 of this Toolkit)

Instructions For Facilitating A Community Conversation

The instructions below will assist you to facilitate a community conversation.

1. Welcome all participants and thank them for being part of the community conversation.

2. Review the “About London’s Homeless Prevention and Housing 5-Year Review and Plan” on page 2 of this Toolkit. This will help make sure that everyone participating has the same general understanding.

3. There are 11 themes for discussion and feedback. Please see page 5 of this Toolkit for a list of the themes. Please review the themes with your group. Together, decide which themes will be discussed during the community conversation.

4. Begin with one theme. Read or ask participants to read the “Did you know?” section in the Community Conversation Workbook for the chosen theme and the statistics related to London and/or Canada.

5. Ask the group the theme-specific questions. Please write their responses to each question in the space provided. You can type your notes in the electronic version of the Community Conversation Workbook.

Instructions For Sharing Feedback From The Community Conversation

1. Please send the results of your community conversation by Sunday, June 30, 2019.
2. If using an electronic copy of this workbook, please email results to *HPHLondon@london.ca* when the workbook is complete.
3. If using a paper copy of this workbook, please scan the document and email it to *HPHLondon@london.ca*. You can also drop off the workbook at one of these five locations:

Citi Plaza City of London – Main Reception 355 Wellington Street Suite 248 London, ON N6A 3N7	**Social Services – London East** 1835 Dundas Street Unit #1 London, ON N5W 3E7
Social Services – Northland Mall 1275 Highbury Avenue North London, ON N5Y 1A8	**Social Services – South London Community Centre** 1119 Jalna Boulevard London, ON N6E 3B3
Social Services – Westmount Shopping Centre 785 Wonderland Road South London, ON N6K 1M6	

Community Conversation Themes

1. Emergency Shelters
2. Housing First
3. Coordinated Informed Response
4. By-Name List and Coordinated Intake
5. Women Experiencing Homelessness
6. Youth Experiencing Homelessness
7. Indigenous People Experiencing Homelessness
8. Veterans Experiencing Homelessness
9. London's Community Housing System
10. Developing and Managing Community and Affordable Housing
11. London's Community Waitlist and Priority System

Thank you for facilitating a community conversation. Should you have any questions about this Toolkit please email *HPHLondon@london.ca*.

SECTION 3:

Community Conversation Workbook

Summary Information

Please complete the following information about the community conversation. Thank you!

Name of Community Conversation Facilitator:

Email of Community Conversation Facilitator:

Date of the Community Conversation:

Name of the Organization, Association, or Group that Hosted the Community Conversation:

Number of Participants Involved in the Community Conversation:

THEME 1:

Emergency Shelters

Did you know?

- Emergency shelters provide short-term emergency accommodation and basic needs for individuals and families experiencing homelessness.
- In London there are:
  - 3 adult emergency shelters;
  - 3 Violence Against Women (VAW) shelters; and,
  - 1 family emergency shelter.
- An emergency shelter for youth will open in London in 2020.
- Individuals residing in emergency shelters are experiencing absolute homelessness.
- Emergency shelters focus on diversion and rapid rehousing from shelter.
- Reducing the number of individuals who are long-term emergency shelter users increases the availability of emergency shelter beds for those entering homelessness.

In London...

- 320 emergency shelter beds are available each night in adult and family emergency shelters.
- 75 emergency shelter beds are available each night in VAW shelters.
- 43% of individuals accessing adult and family emergency shelters in 2017 stayed for 31 days or more.[1]
- 739 fewer individuals accessed adult and family emergency shelter in 2017 compared to 2011, representing a 26% decrease.[2]
- $1,500 is the average monthly cost for an individual to stay in emergency shelter, not including the VAW shelters.
- $6.2 million is the cost to operate the 320 emergency shelter beds each year. This does not include VAW shelters.

Definitions

- **Absolute homelessness:** Individuals and families experiencing absolute homelessness have no physical shelter of their own.
- **Diversion:** Individuals and families are supported to find immediate housing arrangements before entering emergency shelter.
- **Rapid rehousing:** Individuals and families are helped to secure housing as quickly as possible once they have entered emergency shelter.

Questions

1. What is going well with emergency shelters in London?

2. What are your ideas for emergency shelters in the next five years?

3. What solutions or suggestions are needed to have your ideas in place?

THEME 2:

Housing First

Housing First programs assist individuals and families experiencing chronic homelessness to secure and maintain housing by providing intensive and ongoing support.

Did you know?

- Housing First programs provide intensive in-home support for individuals experiencing chronic and persistent homelessness.
- Individuals on London's By-Name List have completed an assessment and have been prioritized to participate in a Housing First program.
- Most individuals and families experiencing homelessness do not require the intensive in-home supports provided by Housing First programs.
- Rehousing is expected to occur as individuals transition from homelessness to housing stability.

In London...

- 6 Housing First programs assist individuals and families experiencing chronic homelessness to secure and maintain housing.
- 500 individuals are on London's By-Name List.
- 400 participants are supported each year through a Housing First response.
- 1:10 is a typical Housing First caseload size (1 Housing Stability Worker, 10 participants).

Definitions

- **Chronic Homelessness:** Chronic homelessness is defined as a period of homelessness lasting six months or more in the past year.[3]
- **Housing First:** Housing First means access to permanent housing with supports.
- **Vulnerability Index Service Prioritization Decision Assistance Tool (VI-SPDAT):** VI-SPDAT is an assessment tool used to determine acuity and prioritization when providing assistance to individuals experiencing homelessness.[4]
- **The By-Name List:** A list of individuals experiencing chronic homelessness and high use of emergency shelter.

Questions

1. What is going well with Housing First in London?

2. What are your ideas for Housing First in the next five years?

3. What solutions or suggestions are needed to have your ideas in place?

THEME 3:

Coordinated Informed Response

Did you know?

- There is an increase of individuals who are street involved and demonstrating unpredictable, disruptive behaviour in London.
- The change is a result of the:
  - type of drugs and substances being used;
  - increased risks from substance use, untreated mental illness, and homelessness;
  - pressures on the supports and treatment options; and,
  - housing available.
- London has implemented a Coordinated Informed Response. The Coordinated Informed Response is:
  - a caring and compassionate response;
  - aimed at supporting individuals who are street-involved, sleeping rough, and urban camping in finding safe alternative solutions focused on housing; and,
  - a collaborative response that includes City of London services and London Cares.
- London Cares outreach is available 24/7 to respond to individuals experiencing homelessness who are street-involved.

In London...

During the 12 week Coordinated Informed Response pilot:

- 196 instances of sleeping rough were addressed.
- 94 urban camps were removed.
- 93 individuals were provided with housing search support.
- 94% of individuals reported living with an addiction.
- 92% of individuals reported living with a mental health issue.

Definitions

- **Urban Camping:** Urban camping is when an individual is sleeping in a makeshift, temporary physical structure set up in an urban environment or park.
- **Sleeping Rough:** Sleeping rough is when an individual is sleeping in the open without a physical structure, such as a park bench or stairwell.

Questions

1. What is going well with the Coordinated Informed Response in London?

2. What are your ideas to support a coordinated and informed response in the next five years?

3. What solutions or suggestions are needed to have your ideas in place?

THEME 4:

By-Name List and Coordinated Intake

Did you know?

- More time and resources are required to assist individuals to achieve housing stability the longer they have experienced homelessness.
- Individuals on London's By-Name List have completed a VI-SPDAT assessment and have been prioritized for service.
- As a result, those with the greatest needs are matched with London's most intensive resources.
- London's By-Name List and Coordinated Intake is a collaborative effort of London's homeless serving organizations.

In London...

- 13 homeless serving organizations are working together through a shared Homeless Management Information System (HMIS).
- 500 individuals are on London's By-Name List.
- 43% of individuals accessing emergency shelter in 2017 stayed for 31 days or more.
- $6.2 million is the cost to operate the 320 emergency shelter beds each year. This does not include Violence Against Women (VAW) shelters.
- $1,500 is the average monthly cost for an individual to stay in emergency shelter, not including the VAW shelters.

Definitions

- **Coordinated Intake:** Coordinated Intake is a single point of entry for services and supports.
- **Chronic Homelessness:** Chronic homelessness is defined as a period of homelessness lasting six months or more in the past year.[5]
- **Homeless Information Management System (HMIS):** A Homeless Information Management System is a database used to collect client-level data and data on the provision of housing and services to individuals and families experiencing homelessness.[6]
- **Housing First:** Housing First means access to permanent housing with supports.
- **Vulnerability Index Service Prioritization Decision Assistance Tool (VI-SPDAT):** VI-SPDAT is an assessment tool used to determine acuity and prioritization when providing assistance to individuals experiencing homelessness.[7]
- **The By-Name List:** A list of individuals experiencing chronic homelessness and high use of emergency shelter.

Questions

1. What is going well with the By-Name List and Coordinated Intake in London?

2. What are your ideas to support the By-Name List and Coordinated Intake in the next five years?

3. What solutions or suggestions are needed to have your ideas in place?

THEME 5:

Women Experiencing Homelessness

Did you know?

- Domestic violence is a major cause of homelessness amongst women.[8]
- Women are at an increased risk of experiencing hidden homelessness.[9]
- Women experiencing homelessness are at an increased risk of violence, assault, sexual exploitation, and abuse.[10]
- London's Community Plan Regarding Street Level Women at Risk focuses on addressing the housing, exit strategies, health, and well-being of women who are engaged in street-involved sex work.[11]

In London...

- 20% of London's adult emergency shelter residents are females.[12]
- 335 women accessed Violence Against Women (VAW) shelter beds at Anova.[13]
- 50 street-involved sex workers secured housing and achieved housing stability through a dedicated Housing First program.[14]

In Canada...

- 27% of the homeless population are women.[15]

Definitions

- **Hidden Homelessness:** Hidden homelessness is when individuals stay with relatives, friends, neighbours, or strangers because they do not have their own permanent housing.[16]

Questions

1. What is going well with assisting women experiencing homelessness in London?

2. What are your ideas for assisting women experiencing homelessness in London in the next five years?

3. What solutions or suggestions are needed to have your ideas in place?

THEME 6:

Youth Experiencing Homelessness

Did you know?

- Between 60% and 70% of youth who experience homelessness report leaving family environments where they have experienced violence, including physical, sexual, and/or emotional abuse.[17]
- Youth experiencing homelessness are nearly six times more likely to be victimized in comparison to the general public.[18]
- Homeless female youth are amongst the most vulnerable to be sex trafficked.[19]
- Youth who identify as LGBTQ2S are at greater risk of experiencing homelessness due to homophobia and transphobia.[20]
- Youth Opportunities Unlimited is building a dedicated emergency shelter for youth in London that will be opening in 2020.

In London...

- 12% of individuals accessing London's adult emergency shelters were between the ages of 18 – 24. This does not include youth who may have accessed family emergency shelter or Violence Against Women (VAW) shelter beds.[21]
- 10% of the 477 individuals on the waitlist for community housing in 2018 were youth under the age of 25.
- 70 individuals under the age of 25 were housed in community housing in 2018. The average wait time to secure housing was 235 days.

In Canada...

- 6,000 Canadian youth are experiencing homelessness on any given night in Canada.[22]
- 20% of the homeless population are young people between the ages of 16 – 24.[23]
- 40% of youth experiencing homelessness identify as LGBTQ2S.[24]

Definitions

- **Community (Social) Housing:** Community housing is rent-geared-to-income housing where the rent is based directly on the tenant's income.
- **Youth:** Youth refers to young people between the ages of 13 and 24.
- **Youth Homelessness:** Youth homelessness refers to young people living independently of parents and/or caregivers who do not have a stable, safe, or consistent residence.[25]
- **LGBTQ2S:** An acronym for lesbian, gay, bisexual, transgender, queer, two-spirit.

Questions

1. What is going well with assisting youth experiencing homelessness or housing instability in London?

2. What are your ideas for assisting youth experiencing homelessness or housing instability in London in the next five years?

3. What solutions or suggestions are needed to have your ideas in place?

THEME 7:

Indigenous People Experiencing Homelessness

Did you know?

- Urban Indigenous Peoples are eight times more likely to experience homelessness than non-Indigenous people.[26]
- A Local Indigenous Homeless Prevention Plan (Giwetashkad) is being developed.

In London...

- 29% of individuals and families surveyed as part of London's 2018 Enumeration Event identified as Indigenous or having Indigenous ancestry.[27]
- 3% of the population in London reported as having an 'Indigenous Identity' according to 2016 Census data.[28]

In Canada...

- 28% to 34% of shelter users report Indigenous ancestry, whereas Indigenous Peoples represent approximately 4.3% of the Canadian population.[29]
- 40% of Indigenous children live in poverty compared to the national average of 19% of children who live in poverty.[30]

Questions

1. What is going well with assisting Indigenous individuals experiencing homelessness in London?

2. What are your ideas for assisting Indigenous individuals experiencing homelessness in London in the next five years?

3. What solutions or suggestions are needed to have your ideas in place?

THEME 8:

Veterans Experiencing Homelessness

Did you know?

- Homeless Veterans have unique needs amongst the general homeless population, including physical and mental health consequences following release from active military service.[31]
- London offers a coordinated Housing First response for Veterans experiencing homelessness.

In Canada...

- 2,950 Veterans use homeless shelters each year in Canada.[32]
- 2.2% of shelter users reported having served in the military.[33]
- 78 Canadian Veterans participated in the development of the Canadian Model for Housing and Support of Veterans Experiencing Homelessness. The average length of time the 78 participating Canadian Veterans experienced homelessness was 5.8 years.[34]

Definitions

- **Veteran:** A Veteran is an individual who is a former or current member of the Canadian Forces.[35]

Questions

1. What is going well with assisting Veterans experiencing homelessness in London?

2. What are your ideas for assisting Veterans experiencing homelessness in London in the next five years?

3. What solutions or suggestions are needed to have your ideas in place?

THEME 9:

London's Community Housing System

Did you know?

- The City of London is responsible for managing the delivery of community and affordable housing.
- The term "social housing" has been changed to "community housing".
- The City of London works with 83 non-profit corporations, non-profit housing cooperatives, and private market housing providers to offer 4,700 housing units to support community housing needs.
- The London Middlesex Housing Corporation manages an additional 3,300 housing units across 32 properties for more than 5,000 people.
- The City of London is required to first offer housing to those with Special Priority Program status.
- The Government of Ontario provides an overview of Affordable and Social (Community) Housing on the Ministry of Municipal Affairs and Housing webpage.
- The Canadian Mortgage Housing Corporation (CHMC) provides London-specific housing and rental market data, which is publicly available. This data is located within the Housing Market Information Portal on CMHC's website.

In London...

- 8,000 community housing units are supported by the City of London across 118 buildings managed by 84 housing providers.
- 477 individuals were housed in a community housing unit in 2018. Of those housed, 89% had priority status.
- $36 million in funding from federal, provincial, and municipal sources was administered by the City in 2018 towards housing programs.
- 39 community housing units per 1,000 households exist in London. This is behind the provincial average of 42 community housing units per 1,000 households. This is the result of the population steadily increasing while the stock of community housing units remains constant.

Definitions

- **Community (Social) Housing:** Community housing is rent-geared-to-income housing where the rent is based directly on the tenant's income.
- **London Middlesex Housing Corporation (LMHC):** LMHC is an independent corporate entity, with the City of London as the sole shareholder.
- **Special Priority Program:** Individuals with Special Priority Program status are individuals escaping a situation of domestic abuse and/or human trafficking.
- **Public Housing:** Public housing is part of the Community (Social) Housing program and was transferred from the federal government to the province, and from the province to local governments by means of the Service Manager as sole shareholder. In London, this is referred to London Middlesex Housing Corporation.

Questions

1. What is going well within the London community housing system?

2. What are your ideas for improving the London community housing system within the next five years?

3. What solutions or suggestions are needed to have your ideas in place?

4. What does affordability in London mean to you?

THEME 10:

Developing and Managing Community and Affordable Housing

Did you know?

- A housing unit is considered affordable if no more than 30% of an individual's gross income is allocated to housing costs.
- In 2016, 14% of all households in London were identified as being in core housing need, with some families spending over 50% of their income on housing.
- Compared to other large cities in Canada, London is in the top ten nationally and is the fifth highest in Ontario for core housing need.
- The City of London is reviewing all planning tools to support an increase in affordable housing stock.
- A Council report entitled *Affordable Housing – Planning Tools to Support the Development of Affordable Housing* was submitted in October 2018, which provides an overview of these planning tools.
- As part of the Council policies, the City of London has established a Surplus School Site Evaluation and Acquisition Policy to advance affordable housing projects on land identified by School Boards as surplus.

In London...

- The supply of new rental housing units constructed in London was 566 units in 2018, 1,227 units in 2017, and 1,167 units in 2016.
- 77% of all new construction development in London was condos and detached homes in 2017.
- $3.9 million was invested by the City of London in 2018 to secure 95 affordable housing units for a period of 50 years starting from the date of occupancy.
- 2.1% was the vacancy rate in London-Middlesex for available rental units in 2018.

Definitions

- **Core Housing Need:** Core housing need means the dwelling type did not suit a family's needs or was unaffordable.
- **Affordable Housing:** Affordable housing means safe, secure, and suitable housing that meets individuals' needs and ability to pay. Housing is considered to be affordable when a household spends 30% or less of its pre-tax income on adequate shelter.[36]

Questions

1. What is going well with developing London's community and affordable housing?

2. What are your ideas for improving London's community and affordable housing within the next five years?

3. What solutions or suggestions are needed to have your ideas in place?

4. What does affordability in London mean to you?

THEME 11:

London's Community Housing Waitlist and Priority System

Did you know?

- Community housing provides individuals and families with permanent and long-term housing stability.
- The City of London is required by provincial legislation to maintain a waitlist for individuals and families who are seeking access to community housing.
- The City of London has a Council-endorsed local priority housing system that includes local status for individuals identified as urgent homeless, urgent social, and urgent medical.
- For more information regarding urgent status definitions, please visit the, Applying for Social Housing, page within the City of London's webpage.
- The London Rent-Geared-To-Income housing waitlist has grown over the last two years primarily due to multiple economic and social factors, resulting in an increased demand on social housing. These factors are made worse by the lack of growth within the community housing stock and low vacancies within community housing buildings.
- The term "social housing" has been changed to "community housing".
- The City of London assesses each individual on the community housing waitlist annually to revisit housing needs.

In London...

- 4,780 individuals are currently on the waitlist for community housing as of 2018.
- 18% of individuals on the waitlist for community housing in 2018 were housed.
- The average wait time for individuals and families to be housed after they become eligible for community housing was:
  - 6 months: Special Priority Program as identified by the Province of Ontario
  - 1 – 2 years: Local Urgent Status as defined by City Council (homelessness, social, medical)
  - 2 – 5 years: High Need (based on legislatively defined low income thresholds)
  - 4 – 8 years: Chronological based on date of application

Note: These wait times are continuing to increase to due limited available housing stock.

Definitions

- **Community (Social) Housing:** Community housing is rent-geared-to-income housing where the rent is based directly on the tenant's income.
- **Local Priority Housing System:** A process in which individuals who urgently require community housing are prioritized.

Questions

1. What is going well with London's community housing waitlist and priority system?

2. What are your ideas for improving London's community housing waitlist and priority system within the next five years?

3. What solutions or suggestions are needed to have your ideas in place?

Additional Notes Page

THEME: _____

Additional Notes Page

THEME: _____

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End Notes

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Community Conversation Toolkit

London's Homeless Prevention and Housing

5-Year Plan

Appendix C

Overview of the Public Consultations for the Homeless Prevention and Housing Plan

The public has been invited to participate in the theme-based consultation sessions to review and provide feedback on draft strategies to be included in the Plan. Those session include:

Consultation #1: Emergency Shelter and Specialized Housing
Description**:** Review and discuss strategies and actions focused on emergency shelter and specialized housing needs for individuals and families experiencing homelessness.
Date: May 6, 2019
Keynote Speaker: Marie Morrison, Director of Built for Zero Canada, Canadian Alliance to End Homelessness (CAEH)

Consultation #2: Retaining Community Housing
Description**:** Review and discuss strategies and actions to enhance supplement tools to support a diverse housing community.
Date: May 16, 2019
Keynote Speaker: Jim Steele, CEO, Windsor Community Housing

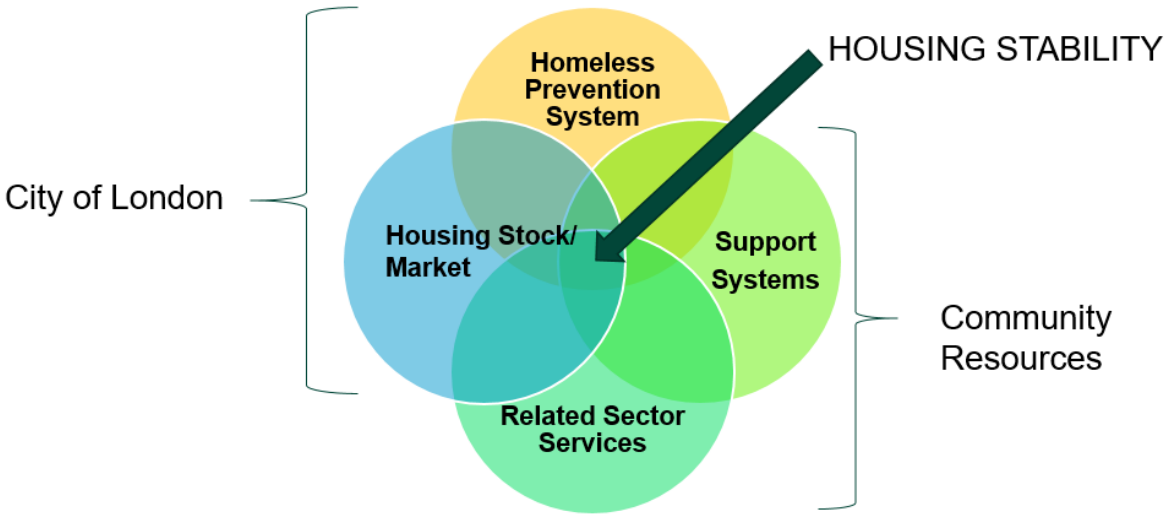
Consultation #3: Creating, Retaining, and Enhancing Housing Stock
Description: Review and discuss strategies and actions related to housing stock, including how to create, retain, and enhance existing housing stock inclusive of housing options that are affordable to all Londoners.
Date: May 29, 2019
Keynote Speaker: Derek Ballantyne, Managing Partner, New Commons Development and Board Chair at Canada Mortgage and Housing Corporation

Consultation #4: Coordinated Access and Housing First
Description**:** Review and discuss strategies and actions related to assisting individuals and families to secure and maintain permanent housing through coordinated access and Housing First.
Date: June 3, 2019
Keynote Speaker: Jaime Rogers, Homeless and Housing Development, Medicine Hat Community Housing Society.

Consultation #5: Access to Community Housing – Waitlist and Priorities
Description**:** Review and discuss strategies and actions to improve access to community (social) housing.
Date: June 19, 2019
Keynote Speaker: Joy Connelly, Housing Advocate, Connelly Consulting

Appendix D

Shared Vision for Housing Stability



TO:	**CHAIR AND MEMBERS COMMUNITY AND PROTECTIVE SERVICES COMMITTEE MEETING ON JUNE 17, 2019**
FROM:	**SANDRA DATARS BERE MANAGING DIRECTOR, HOUSING, SOCIAL SERVICES AND DEARNESS HOME**
SUBJECT:	**EMPLOYMENT ONTARIO TRANSFORMATION-SERVICE SYSTEM MANAGER COMPETITION**

RECOMMENDATION

That, on the recommendation of the Managing Director, Housing, Social Services and Dearness Home, the following report on the Employment Ontario Service Transformation and Service System Manager Competition **BE RECEIVED** for information and further:

(a) **AUTHORIZE** the Managing Director, Housing, Social Services, and Dearness Home or their designates to take any steps as may be required for the City of London to participate in the selection process should the London Economic Region be selected as a Prototype location as part of the Service System Manager for Employment Ontario competitive process, and further;
(b) **THAT** Civic Administration **BE DIRECTED** to provide appropriate reports and updates to Municipal Council regarding the Ontario Works – Employment Ontario Transformation as information becomes available.

PREVIOUS REPORTS PERTINENT TO THIS MATTER

STRATEGIC PLAN LINKAGES 2019-2023

Strengthening Our Community

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

Growing Our Economy

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

Leading in Public Service

- The City of London is a leader in public service as an employer, a steward of public funds, and an innovator of service.

BACKGROUND

The City of London's Social Services area administers the Ontario Works program on behalf of the Province as a Consolidated Municipal Service Manager (CMSM). Ontario Works is an employment assistance and financial support program focused on helping individuals and families gain and maintain sustainable employment through training, education, developing "hard" and "soft" employment skills, linking participants to opportunities, and providing individualized supports as needed.

On February 12, 2019, the Ontario Government announced the transformation of its employment services to help more people find and keep quality jobs, and increase the number of businesses finding the right workers with the right skills. The Ministry of Training, Colleges, and Universities (MTCU) is modernizing the system by creating a new competitive, local service delivery model that integrates social assistance employment services into Employment Ontario attached as (Appendix "A"). This competitive process will be open to any public, not-for-profit or private sector organization, as well as consolidated municipal service managers and district social services administration boards.

Changes to Ontario's employment services will happen gradually, starting with the identification of three communities that will host employment service delivery model prototypes. The communities will be identified in the late spring or early summer of 2019 and a competitive process will be put in place to select Service System Manager(s) for these communities in the fall of 2019. In the new service delivery model, it is envisioned that the Ministry (MTCU), as system steward, will hold contracts with the newly created Service System Managers (SSMs). The SSM will be a third party organization, responsible for managing integrated employment service delivery and for achieving employment outcomes for a wide range of clients in defined catchment area(s), according to yet-to-be-determined outcomes framework set by the government. The SSMs will in turn manage relationships with Direct Delivery Agent(s) in the defined catchment area(s).

Future Considerations

It is noted that a further report for any future agreement between the City of London and MTCU related to becoming a Service System Manager for the transformation of Ontario Works employment services to the new regional prototypes in the Employment Ontario program for the London Economic Region (LER) catchment area would come forward to Council for the necessary approvals. The context of the potential transformation is attached as (Appendix "B). Understanding that the governance and service delivery details have not yet been finalized by MTCU, and will continue to evolve over time, the City of London's Social Services area is only seeking direction to prepare a proposal at this time, until such details and contractual requirements are made known.

FINANCIAL IMPACT

Currently the Ministry of Training, Colleges, and Universities has not disclosed the financial details of the respective SSM service contracts. During the consultation phase of this employment transformation process, the Ministry has indicated that all contracts would be "Commercially Viable" for the SSM to manage.

CONCLUSION

The employment transformation process is expected to be a highly competitive process with very condensed timelines for potential Service System Managers to respond. In order to maximize the City of London's position to compete in the process to become a Service System Manager for the London Economic Region, prior approval from Council would assist greatly.

SUBMITTED BY:	**RECOMMENDED BY:**
KEVIN DICKINS **MANAGER, EMPLOYMENT AND INCOME SUPPORTS**	**SANDRA DATARS BERE** **MANAGING DIRECTOR , HOUSING, SOCIAL SERVICES AND DEARNESS HOME**

Cc. Elaine Sauve, Program Supervisor, Ministry of Community and Social Services
Anna Lisa Barbon, Managing Director, Corporate Services and City Treasurer, Chief Financial Officer
Bryan Baar, Senior Financial Business Administrator, City of London

Ontario

Ministry of Training, Colleges and Universities

Invitation to Market Sounding

For

Employment Services Transformation

Request No.: Tender# 11235

Issued: April 18, 2019

Response Deadline: May 8 at 5:00pm (Toronto time)

Market Day Registration Deadline: May 8 at 5:00pm (Toronto time)

Market Day: May 15 and 16, 2019

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Market Sounding Document

1. Introduction

On February 12, 2019, as part of making Ontario open for business, the government announced its plans to transform employment services to ensure job seekers and businesses are provided with the best possible employment services. The Ministry of Training, Colleges and Universities ("TCU" or the "Ministry") is initiating this early engagement, called a Market Sounding Exercise (MSE), with the vendor community to inform this process. The MSE includes this Market Sounding Document (MSD) and the Market Day on May 15 and 16, 2019, both of which will help the Ministry determine the market capacity, capability, readiness, and the level of interest to provide a solution or solutions to a proposed set of requirements as part of an innovative competitive opportunity.

The MSE will inform the competitive process. Participation in this market engagement process is encouraged, but it is not mandatory. There will be no shortlisting of potential vendors for the purposes of undertaking any future work. Similarly, participation in this process is not a condition or pre-requisite for participation in any potential subsequent competitive opportunities.

As part of the Employment Services Transformation, the Ministry will undertake a phased system transition that will reset current roles and responsibilities to better enable a system built on accountability and outcomes. The transformation aims to integrate employment programs for Ontario Works and the Ontario Disability Support Program (ODSP) into a transformed Employment Ontario (EO) to create one system. The Ministry, as system steward, will continue to manage the system, including setting priorities, and establishing performance outcomes.

In the new service delivery model, the Ministry will hold contracts with newly created Service System Managers (SSMs), third party organizations that will be responsible for managing integrated employment service delivery and for operating and achieving employment outcomes for a wide range of clients in defined catchment area(s) according to the outcomes framework set by the government.

The Ministry will not have a direct relationship with service providers (as it currently does). Instead the Ministry will have a direct relationship with SSMs, which will in turn manage relationships with individual service providers in their catchment area(s).

1.1 Market Sounding Exercise Objectives

The Ministry wishes to engage with potential vendors to gather feedback and inform the thinking and potential approach to a future system for employment and training. The objective of this MSE is to solicit feedback and input to:

- Generate interest from the vendor community and give vendors the opportunity to identify ways to innovate in the delivery of employment services;
- Provide a forum to facilitate partnerships among the vendor community;
- Test the depth of market interest for, and promote competition for a new delivery model that will the employment services system more effectively to meet local needs of job seekers

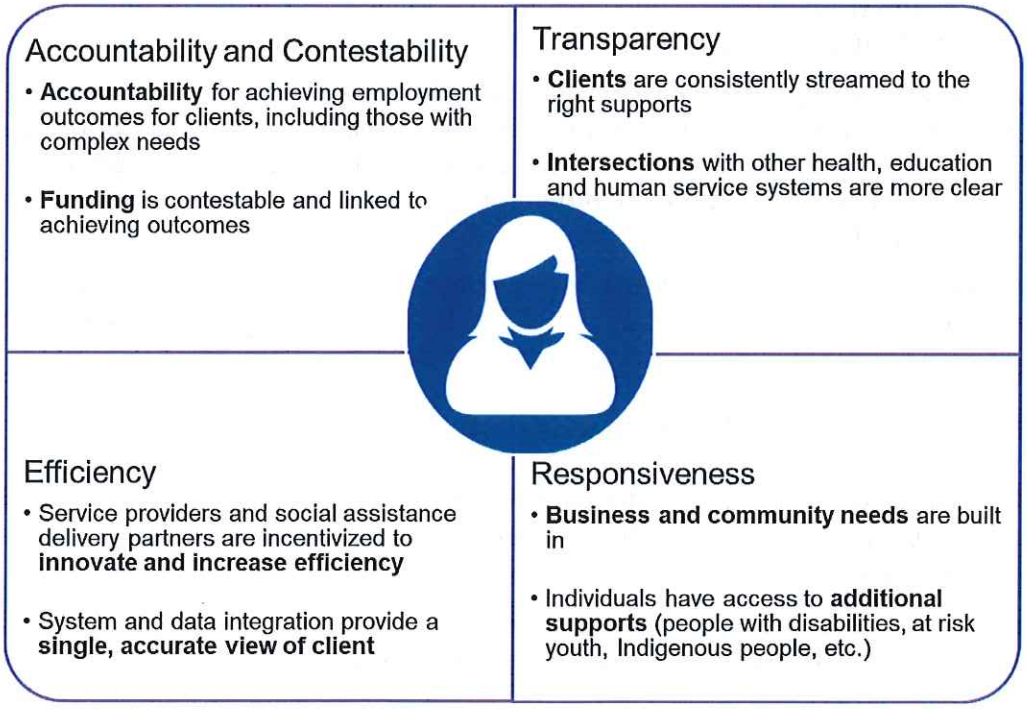
(including people on social assistance), businesses and communities.

- Seek feedback on how to effectively provide employment services to people with disabilities who have complex barriers and high support needs.
- Seek feedback on serving clients who may have specialized needs or circumstances such as Francophone and Indigenous clients.
- Help determine the conditions that would attract vendors, including the proposed approach to defining catchment areas, how to incent coverage across the province and the scope of service function (e.g., job search, local planning) and flexibility to make changes that potential SSMs would expect to use to achieve outcomes.

SSMs will ultimately be selected based on those best positioned to manage the employment services system in their respective catchment area(s) and deliver results. The competitive process to become an SSM will be open to any public, not-for-profit and private sector organization, as well as consolidated municipal service managers (CMSM) and district social services board service managers (DSSAB). This MSE will inform the development of that competitive process.

1.2 Vision

A locally responsive employment services system that delivers sustained employment outcomes for all individuals and businesses, based on their needs.



A primary goal behind the employment services transformation is to reduce fragmentation and duplication between provincial employment systems to improve client service, increase accountability, and achieve better outcomes for all job seekers and employers. Changes to the

delivery model will also support local responsiveness and system efficiency.

Individuals with higher or unique support needs including social assistance clients, people with disabilities, Indigenous and Francophone clients, need access to timely services that better meet their needs.

To support the transformation, an integrated case management system will be built and it is envisioned to support a seamless client experience designed to ensure there is 'no wrong door' into the provincial employment services system.

Through the transformation of employment services, the Ministry proposes to achieve the following outcomes:

Greater Labour Force Participation

- Increased number of Ontarians completing training or employment programs
- More jobseekers, including those on social assistance and people with disabilities, obtain quality and sustainable employment

Locally Driven Service

- Services delivered meet the needs of the local community
- Promising practices for local programs are shared and implemented

Integrated and Coordinated Service Delivery

- Services are sequenced based on individual need
- Ontarians experience excellent quality of service
- Fewer individuals return for services without a cause

Aligned Training Services to Local Business Needs

- Local collaboration (employers, colleges, municipalities and others) occurs to improve the local talent supply.
- Employers' capacity improves because employees have the right skills.

1.2.1 Validation of Transformation Components

The following proposed components of the integrated and transformed employment service system will be validated through this Market Sounding Exercise:

1. **Redefined Roles**
   - Redefined roles of the Ministry, the new service system manager and social assistance delivery partners.

2. **Program Realignment**
   - Integration of employment-related program elements from the social assistance system.

3. **Service Targeting**
   - Service targeting is a core component of a future integrated employment services system and will provide a common way of assessing and grouping incoming clients into job seeker types based on their needs.

   - Job seeker types may be defined by various sources of income and/or demographic indicators (e.g., Employment Insurance (EI) eligible, proximity to labour market, social assistance recipients, people with disabilities, Indigenous people, youth, immigrants, etc.).

- Service targeting will be designed to target resources to clients who could most benefit from more intensive employment services while facilitating less-intensive services and supports to individuals who can more easily transition to employment.

4. **Digital Delivery**
   - The government is exploring an opportunity for improved access to services by offering a single client-centered online channel to support job seekers in their employment journey. The government is interested in the potential for a cost effective digital channel to support expanded access when delivering services for job seekers.

5. **Approach to Outcomes-Based Funding**
   - A priority of the transformation is the delivery of services that are cost effective, results driven and work for Ontarians.
   - Competition and performance management will be a core element of the system to drive service innovation and strengthen accountability in the system.
   - Funding for service system managers may also include operating, milestone, outcomes and flow-through payments.

6. **Catchment Areas**
   - The Ministry is considering using Statistics Canada Economic Regions to establish its service system manager catchment areas, except in higher density areas where Census Division boundaries would be used.
   - Service system managers will be responsible for the delivery of employment services in a given catchment area / service zone[1].
   - A service system manager could be responsible for delivery in more than one catchment area/service zone, depending on the results of the competitive process, with parameters to be determined by the Ministry.

7. **Scope of Authority**
   - At full system maturity, service system managers would be responsible for overseeing a locally responsive and competitive employment and training system.
   - In order to balance service system managers' autonomy, local network stability and long-term performance, consideration is being given to ensure that a proportion of the delivery network includes third party service providers.
   - Service system management may include planning, design, and selection of services/programs required to achieve employment outcomes for all jobseekers and employers within their catchment area.

8. **Scope of Transformation**
   - Prototypes are geographic areas where the new service system model for employment services will be tested and implemented. For prototypes, consideration is being given to the functions related to: job search and placement services, case management and service planning, and specialized services and supports for all job seekers including people with disabilities. These are currently components of the following programs:

[1] First Nations communities are not in scope for service provision during the prototype phase while the Province engages First Nations communities. However, Indigenous and First Nations partners may wish to participate in the vendor engagement and competitive process if interested in service system managing and/or delivering services, during the prototype phase, outside of First Nations communities.

    - EO Employment Services, Youth Job Connection, Supported Employment, and Ontario Employment Assistance Services
    - Ontario Works Employment Assistance; and
    - ODSP Employment Supports.
- The Ministry is also seeking feedback on the inclusion of other key functions in the employment and training system that may be needed to achieve outcomes, such as essential skills training and supports, found in the Literacy and Basic Skills program and Ontario Works Employment Assistance.
- The Province's requirements for accessibility will also factor into the system transformation including serving people with disabilities and ensuring services and physical locations are accessible.
- Vendors will be able to provide input on the scope of functions that would impact their interest, overall commercial viability and ability to succeed within the model.

9. **French Language Services (FLSA)**
    - The French Language Services Act (FLSA) guarantees an individual's right to receive services in French from Government of Ontario ministries. It is, therefore, expected that service system managers will deliver employment services in French where there is significant demand.

1.3 Overview: Employment Integration and Employment Services System Transformation

The government plans to transform employment services to ensure job seekers and businesses are provided with the best possible employment services. The current system is considered unnecessarily complex, and not sufficiently focused on getting the best results for job seekers and employers. As such, the government announced plans to transform employment services by:

- Introducing a new service delivery model to manage the employment service system more effectively to meet the needs of job seekers, businesses and communities through the introduction of SSMs. The selection of service system managers will be determined through a new, competitive process and open to any public, not-for-profit or private sector organization, including CMSMs and DSSABs.
- Integrating employment programs for Ontario Works and the ODSP into EO to create one efficient, cost-effective system that is easy to use, helps all job seekers and better supports employers.[2]
- Ensuring employment services are working more effectively with other government services, including social assistance, so when people find themselves facing barriers to employment, or in a precarious employment situation, they can get the help they need.
- Implementing changes to Ontario's employment services gradually, starting with three prototypes in fall 2019.

[2] Given lessons learned in other jurisdictions in serving people with disabilities who require specialized services, further consultation with service users, including people with disabilities and validation with vendors is required to ensure that the needs of these clients can be met.

To achieve success and create a cost-efficient, high-quality, and results-driven employment system that works for Ontarians no matter where they live, the government announced plans to engage with key Ministry stakeholders to help inform the next steps of this transformation..

1.3.1 Overview: Employment Ontario

TCU is responsible for EO, the Government of Ontario's ("Province") comprehensive suite of over 30 programs and services, designed to assist everyone from employed workers seeking skills upgrades to unemployed individuals in need of basic literacy training, as well as employers and businesses looking to develop their workforce to support their current and prospective employees. The vision of EO is to deliver integrated, customer-focused and effective employment and training programs and services to advance Ontario's economic advantage.

The Ministry invests approximately $1 billion annually in EO employment and training, apprenticeship, labour market and adult education programs and services. These programs and services are either delivered directly by the government or through third-party organizations. EO helps approximately 1 million clients annually, including over 62,000 employers across Ontario.

EO programs and services are delivered through a network of employment service providers, literacy service providers, Ministry local field offices and apprenticeship training delivery agents. Services are tailored to meet individual needs and may be provided one-on-one and/or in a group format.

Table: EO Suite of Programs and Services

Employment Services & Supports	Apprenticeship
• Employment Service • Youth Job Connection / Youth Job Connection Summer • Ontario Employment Assistance Services • Ontario Job Creation Partnerships • Supported Employment	• Apprenticeship In School Training • Examination Preparation Supports • Apprenticeship Income Support • Pre-Apprenticeship Training Program • Ontario Youth Apprenticeship Program • Co-op Diploma Apprenticeship Program • Completion Bonus • Apprentice Completion Bonus in Non-Red Seal Trades • Support to Non-Employment Insurance Apprentices During In-School Training • Loans for Tools • Apprenticeship Enhancement Fund • Apprenticeship Employer Signing Bonus • Apprenticeship Scholarship Modular Training

Skills Training	Adult Education Literacy
• Second Career • Canada-Ontario Job Grant • SkillsAdvance Ontario pilot	• Literacy and Basic Skills • Ontario Bridging Participant Assistance Program • Ontario Bridge Training Program
Labour Market Development & System Features	
• Rapid Re-Employment and Training Service • Adjustment Advisory Program • Ontario Labour Market Partnerships • Sector Partnership Planning Grant • Local Boards • Local Employment Planning Councils (pilots) • Ontario Human Capital Research & Innovation Fund	

In 2017-18, EO programs helped[3]:

- Over 650,000 clients through Employment Service (over 185,000 assisted and over 475,000 unassisted)
- Over 12,000 youth participants in the Youth Job Connection program
- Over 6,000 youth participants in the Youth Job Connect: Summer program
- Over 5,000 people through Second Career funding
- Over 7,000 through Ontario Employment Assistance Services
- Over 44,000 learners through the Literacy and Basic Skills program
- Over 3,700 employers and 24,000 employees through the Canada-Ontario Job Grant.

Social assistance clients are also served within the EO system, with more substantial participation in Literacy and Basic Skills and Employment Service than other EO programs. In 2017-18, there were 29,268 Ontario Works clients and 6,219 ODSP clients in Employment Service who achieved their employment plan goal. In Literacy and Basic Skills, 2,780 ODSP clients and 5,980 Ontario Works clients went on to further education and training after participating in the program.

More information on EO programs and outcomes can be found on the Employment Ontario Partners' Gateway, the EO webpage, and the EO Geo Hub.

1.3.2 Ontario Works and ODSP Overview

In Ontario, social assistance is provided by the Ministry of Children, Community and Social Services (MCCSS) under two programs:

- Ontario Works – for unemployed or underemployed people in temporary financial need;

[3] Note that client data are non-discrete; there might be some overlap in client participation across programming. Not all programs and their related numbers have been included in this list.

- ODSP – provides income and employment supports to eligible people with disabilities in financial need, and their families

In 2017-18, the province spent $8.1 billion to provide social assistance to approximately 610,000 individuals as well as to their qualifying family members for a total of 950,000 people a month, on average. Of this total, approximately 60% of these individuals received assistance through the ODSP and 40% received assistance through Ontario Works.

Ontario Works

Services and Supports

The Ontario Works program offers the following assistance through Ontario Works delivery agents:

1. Employment Assistance - intended to help people stabilize their lives, remove barriers to working, and develop necessary and relevant skills that will lead to jobs and greater independence and inclusion, Ontario Works Employment Assistance includes activities such as:
    a. job search support services;
    b. employment information sessions;
    c. community participation activities that allow people to improve their employability;
    d. employment placement and job retention services;
    e. supports for self-employment development;
    f. referrals to basic education;
    g. Learning, Earning and Parenting (LEAP) program for young parents; and,
    h. literacy and job-specific skills training.

Employment assistance activities depend on the experience, skills, circumstances and needs of the individual, and the amount of time a participant needs to engage in activities will vary.

In 2017-18, over 200,000 beneficiaries participated in Ontario Works-Employment Assistance.

2. Income Assistance:
    a. An amount for basic needs to help with the cost of food, clothing and other necessary personal items. The amount provided is based on family size and composition;
    b. An amount for shelter based on actual costs up to a maximum set according to family size; and
    c. Additional allowances to those who qualify, such as: people who live in northern Ontario; are of advanced age; and those who require a special diet due to a medical condition.
3. Health and non-health related benefits:
    a. Mandatory and non-mandatory benefits, such as prescription drug coverage, medical travel and transportation and vision care for children.
    b. Discretionary funding - an administrator may also provide funding to cover a range of costs and services that are not otherwise covered including adult dental and vision care, non-medical travel and funerals and burials.
4. Emergency Assistance for people in crisis situations (e.g., house fire, floods) who are

not receiving social assistance.

Ontario Works recipients are required to participate in employment assistance activities as a condition of their receiving assistance. All Ontario Works applicants, their spouses and any dependent adults included in the benefit unit sign a Participation Agreement (PA). A PA identifies the approved employment assistance activities the applicant or participant will undertake to prepare for, find and maintain employment. The PA may identify restrictions on participation or, where any degree of participation is impractical, a temporary deferral of participation requirements.

In addition, individuals may also access life stabilization services, such as housing supports, child care, and mental health and addiction services, to support greater independence and the ability to participate in employment activities.

Eligibility details can be found on the Ontario Works page.

People in immediate financial need and applying to the ODSP may first receive Ontario Works pending an ODSP eligibility decision, with approximately 70% of ODSP applicants entering the system through Ontario Works.

In addition, people receiving ODSP can access the following through Ontario Works:

- Employment services (mandatory for non-disabled spouses and adult children without care-giving responsibilities; voluntary for people with disabilities) and
- Discretionary benefits (funding to cover a range of costs and services that are not otherwise covered including, but not limited to: non-medical travel, funerals and burials and other items as approved).

Ontario Disability Support Program

ODSP is a legislated program governed by the *Ontario Disability Support Program Act, 1997* and regulation.

ODSP income support is directly delivered by MCCSS staff in nine regions and 47 local offices and is 100% provincially funded.

Income Support:

ODSP income support provides financial assistance to eligible people based on family size, make-up and other factors. Assistance is provided in separate amounts for:

- **Basic Needs:** Helps with the cost of food, clothing and other necessary personal items and expenses.
- **Shelter Allowance:** Helps to pay for shelter costs, such as a mortgage or rent; and shelter-related costs, such as property taxes, utilities and home insurance premiums.
- **Special purposes allowances:** Includes a special diet allowance, pregnancy/breast-feeding nutritional allowance and remote communities allowance
- **Employment, health** (e.g., prescription drugs, dental and vision care) **and disability-related benefits**

More information on ODSP eligibility can be found on the MCCSS site.

Employment Supports

ODSP employment supports helps people with disabilities:

- Become employment-ready
- Find and keep a job
- Advance their careers
- Start their own business

ODSP employment supports services include:

- Employability assessment (e.g., assess job readiness, refer to community services for life stabilization supports)
- Employment readiness (e.g., job preparation such as resume writing and interviewing skills, life skills)
- Placement services (e.g., job search, job development and placement, job coaching, self-employment supports)
- Retention services (e.g., job coaching, on-the-job supports, job accommodations, job monitoring and interventions for individuals and employers)
- Work-related technical aids (e.g., funding for assistive devices, interpreters)

Eligible employment supports clients must be 16 years of age and older, and:

- The person has a physical or mental impairment that is continuous or recurring, lasting one year or more and presents a substantial barrier to employment
- The person intends to and is ready to prepare for, accept and maintain competitive employment
- The person is a resident of Ontario and legally entitled to work in Canada

Ontario Works clients are not eligible to participate in ODSP employment supports.

Participation is voluntary and a person with a disability does not need to be receiving ODSP income support to participate in ODSP employment supports.

In 2017-18, MCCSS spent $39M and served 24,808 people with disabilities in ODSP employment supports.

1.3.3 Employment Ontario: Current State

EO programs and services are delivered through a network of employment service providers, literacy service providers, Ministry local field offices and apprenticeship training delivery agents. Services are tailored to meet individual needs and may be provided one-on-one and/or in a group format.

Clients/individuals can access EO programs and services:

- in person at Employment Service sites, Youth Job Connect sites or TCU local offices across the province, through Literacy sites, and at apprenticeship training delivery sites.
- over the phone: via a toll-free EO Contact Centre
- online, via EO Live Chat or via a multilingual website to:
  - find information on employment services and training programs
  - find enhanced information and referral services in communities across the province
  - access the EO Self-Service (a pre-screening for program eligibility and matching with service providers).

- through the Literacy and Basic Skills e-Channel service, which offers web-based learning and provides greater flexibility and access to literacy services for those who are working, live in remote/rural communities, have disabilities or accessibility needs, etc.

1.3.4 EO Service Delivery Landscape

EO has several service delivery networks largely made up of third-party service providers, including: municipalities, public colleges, school boards, Indigenous organizations and not-for-profit organizations. Service delivery networks within EO consist of 169 service providers at over 300 Employment Service sites, over 200 Literacy and Basic Skills providers at over 280 delivery sites and 65 apprenticeship training delivery agents.

TCU divides service delivery planning and management of its EO programs into four regions (Central, Western, Eastern and Northern). Each region contains a network of Ministry local offices that are responsible for a range of delivery planning and management activities, including:

Community Service Delivery Planning:

- Community service plan – develops service delivery "footprints" for EO programs, which require establishing the number and locations of service delivery sites and the level of activity that will be funded at each delivery site, based on labour market information, demographic data and other local intelligence.
- Ministry regional and local offices are also responsible for selecting service providers to deliver EO programs.

Service Delivery Management:

- Business planning – coordinates planning activities with service delivery providers and individual delivery sites and reviews business plans to ensure they meet program and performance requirements. Regional and local offices also establish funding levels for service delivery sites and develop and manage transfer payment agreements with service providers.
- Service provider performance – monitoring of service provider delivery against program performance expectations and outcomes and making evidence-based decisions about sustainable funding for service delivery sites.
- Financial management – manages program-specific financial resources which includes in-year forecasting, and adjustment and financial monitoring.

1.3.5 Social Assistance Employment Service Delivery Landscape

Ontario Works

The Province sets the legislative, regulatory and policy framework for Ontario Works.

- The Minister is accountable for the Act and its regulations and is responsible for designating delivery partners.
- MCCSS officials oversee the administration of the Act by delivery partners, manage the policy framework and program funding, approve the appointment of local Administrators and provide advice to the Minister on policy and operations.

Ontario Works is delivered locally by 149 delivery partners made up of 37 CMSMs, 10 DSSABs and 102 First Nations delivery partners, 71 of which deliver both the financial assistance and employment assistance components of the program.

Ontario Works delivery partners develop service plans that articulate strategies and approaches to delivering Ontario Works to:

- achieve improved employment outcomes for Ontario Works participants;
- provide a full range of employment assistance activities that support increased employability; and
- ensure that the program is delivered in accordance with program legislation, regulations and policy.

Ontario Works Employment Assistance activities are tied to improving two measured employment outcomes:

- Earnings – helping people achieve financial independence; and,
- Employment – helping people find and keep jobs.

Service contracts are negotiated, approved and managed locally by MCCSS Regional Offices that oversee program delivery.

Employment Assistance activities are offered directly by Ontario Works delivery partners and/or are contracted for delivery by third-party providers. Ontario Works participants may be referred by an Ontario Works caseworker to EO for direct support in finding employment and fulfilling their participation requirements.

Funding for employment assistance activities is provided to delivery partners through a Program Delivery Funding (PDF) allocation that supports direct administration costs and employment assistance activities. The single allocation comprises funding with two separate cost sharing arrangements, as follows:

- 2/3 of the total funding is shared 50/50 between municipalities/First Nations and the province; and
- 1/3 of the total funding is 100% provincially funded.

Ontario Disability Support Program

ODSP employment supports are delivered by a network of approximately 150 community-based providers. ODSP employment supports is provincially funded and cost-shared with the federal government under the Workforce Development Agreement.

Employment supports are funded through the MCCSS's employment assistance budget and allocated to third-party service providers based on negotiated annual job placement and retention targets. Service contracts are managed by MCCSS's nine regional offices.

ODSP employment supports service providers are funded based on their outcomes in supporting people to find and keep a job, for a total of up to three years in support. There are three funding components:

- **Job placement:** $7,000 for successfully placing a person in a job for 13 weeks, of which $1,000 is paid after 6 weeks
- **Job retention and advancement**: monthly job retention payments for each month a person remains employed (up to 33 months)

- **Exceptional work-related disability supports**: funding for clients who require work-related technical aids is provided to service providers as part of their funding allocation.

ODSP employment supports service providers include a range of organizations (e.g., for-profit and non-profit, large and small, urban and rural).

- Some serve all disability types while others primarily serve specific disability groups
- Some have contracts with only ODSP employment supports, while others also have contracts with Ontario Works, Employment Ontario, and/or Service Canada.

ODSP employment supports service providers are:

- Responsible for ensuring that goods and services are high quality and employment supports are barrier-free.
- Expected to work collaboratively and form partnerships with other local providers or employment programs to maximize access to the full range of employment and "wrap-around" community services required by clients to get and keep a job.
- Required to ensure all forms are properly completed, maintain proper client files and records for compliance purposes, and provide regional offices with reports and information as required.

1.3.6 Challenges with Parallel Provincial Employment Systems

The existence of three separate employment systems (Employment Ontario, Ontario Works-Employment Assistance and ODSP Employment Supports) has created challenges for seamless access to services and the effective design, planning, delivery and management of employment and training services across the province:

Systems are not Achieving Intended Employment Outcomes

- The 2016 Auditor General of Ontario's report on EO noted that service provider funding is based on activities, not results, and performance is not related to longer-term outcomes. A follow-up Auditor General report in 2018 noted that programs were not effectively helping people find and keep full-time jobs and there is a lack of labour market information.
- In the 2018 Auditor General of Ontario's report on Ontario Works, the Auditor found that MCCSS service contracts lack mechanisms to hold service managers accountable for program delivery, or the achievement of outcomes.
- Similar to Employment Ontario, the Auditor also found that MCCSS lacked outcomes targets and performance indicators to improve the effectiveness of Ontario Works.
- The Auditor also found that in each of the last five years, the Ontario Works program has helped only 10% to 13% of recipients to successfully find employment and leave the program. In addition, the Auditor General found that the MCCSS IT system "does not have the functionality to allow the recording and tracking of Ontario Works clients' skills, barriers to employment or referrals to training or community services in a way that would enable service managers to track the progress of clients towards obtaining employment."[4]

[4] More information on Ontario Works in the Auditor General of Ontario's report is available.

Inefficient Service Delivery Administration

- A line-by-line Review of Ontario Government Expenditures between 2012-03 to 2017-18 conducted in 2018 by Ernst & Young LLP found that there are almost 1,000 transfer payment agreements funded by EO and 47 CMSM/DSSABs providing employment assistance for social assistance clients, each delivering and/or subcontracting services, with unclear results[5].

Three Systems Create Duplication and Inconsistency

- EO programs, Ontario Works Employment Assistance and ODSP Employment Supports were designed at different times to meet different policy objectives.
- In addition, delivery of employment and training services across multiple delivery networks has made it difficult for service providers to build an awareness of all available services for individuals they serve and to make appropriate referrals.
- Finally, the lack of information sharing and consistent approaches to assessing client needs often results in people looking for support and having to retell their story to each service provider they meet.

Service Delivery Planning is not Coordinated

- Service delivery planning between the three employment systems is inconsistent and coordinated across the province, creating challenges in each system for effectively allocating funding and services within communities.

Siloed Delivery and Assessment System

- Employment service networks across Ontario operate in isolation: services are overlapping with accountabilities dispersed across multiple entities (ministries and municipal governments).

1.4 Purpose of Market Sounding Exercise

The Ministry wishes to engage in an open dialogue to bring vendor perspectives to its early-thinking for a future competitive process to improve employment and training services system management and encourages vendors to participate in this exercise. To achieve tangible results through meaningful input, the Ministry will conduct a Market Day (see section 3.4 Market Day Format) and solicit written responses to questions (see section 5).

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[5] More information is available in the Ernst and Young report.

2. Market Sounding: The Process

2.1 Why "Sound" the Market

Ontario is adopting a market sounding approach as part of its plan to transform the employment services system. The objective of engaging with the market is for the Ministry to refine its proposed system features, including a proposed employment services system design, program mix and more. It is also intended to help the Province determine which communities to propose for prototypes. This vendor engagement will inform the Ministry's system design, validate parameters and encourage participation in a future competitive process that will select SSMs in Ontario's new service delivery model.

In the new service delivery model, service providers will be accountable to an SSM, who will then be accountable to the Ministry. The focus of this MSE is to engage with the market of potential vendors of service system management.

Vendor engagement will enable the Ministry to determine the interest and capacity of potential vendors to participate as service system managers. The vendor engagement will also help to inform the Ministry of the potential need for capacity support for vendors to encourage participation.

In return, the Market Day is an opportunity for the vendor community to gain a sound understanding of the Ministry's core business needs and to provide feedback based on the information provided. The Market Day will also serve to test vendor interest in the service system manager role, the depth of the market (in terms of vendor capacity to manage the new system), and encourage and determine capacity for partnership building. In addition, those taking part in Market Day will be given the opportunity to showcase their organization's strengths and features in relation to the new service delivery model.

2.2 Note to Potential Respondents

Any response and/or participation by any vendor(s) in this MSE shall not create a legal or binding relationship or obligation regarding any good or service.

Refer to section 4 for the Terms of Reference that apply to all respondents of this MSE.

2.3 What Respondents Can Expect from the Ministry

The Ministry has provided a suggested catchment area map (Appendix A) and EO program data to help support and inform vendor submissions.

The Ministry may determine, at its discretion, to incorporate any ideas, information or content provided by a vendor(s) into the future state competitive process and/or solution.

2.4 Next Steps

After Market Day, the Ministry may choose to conduct further market engagement activities to ensure the best possible description and outcome(s) of the desired solution. Future dialogue with the marketplace may include but is not limited to: open discussions, facilitated workshops, seminars, presentations and/or one-on-one meetings.

3. Response and Registration Process

3.1 Timelines

Market Sounding Document Release:	April 18, 2019
Deadline for Respondents to Submit Questions about the Market Sounding Document:	May 2, 2019 at 5:00pm (Toronto time)
Respondent Submission and Registration Deadline:	May 8, 2019 at 5:00pm (Toronto time)
Market Day:	May 15, 2019
One-on-One Meetings:	May 15 & 16, 2019

3.2 Questions from Respondents

Respondents are encouraged to use the "Messages" function on the Ontario Tenders Portal (OTP) to submit their questions during this process. Questions regarding the Market Sounding Exercise may also be directed by email to the following Ministry Contact:

Name: Doris Poon
Email: doris.poon@ontario.ca

Questions should be submitted no later than **5:00pm (Toronto time) on May 2, 2019**. Responses may be issued and/or incorporated into the Market Day agenda as the Ministry deems necessary.

Please email estransformation@ontario.ca for general questions about the employment service transformation.

3.3 Submission Instructions

Responses to this MSD must be submitted using the fillable fields on the OTP under reference #TENDER 11235. Upon receipt of your Market Day submission, vendors will be able to review data for catchment areas.[6]

By submitting a response to this Market Sounding Document, the respondent will be included in the Market Day activities if the respondent wishes to participate.

All submissions must include responses to the questions referenced in Section 1.3 in the Qualification Envelop on OTP.

3.4 Market Day Format

On May 15, 2019 in support of this Market Sounding Exercise, the Ministry will host a Market Day for interested vendors. The Market Day is organized into two parts*: (1) an open information session with a Networking Opportunity/Presentation session and (2) one-on-one meetings.

[6] Information provided for and at the Market Day will be made publicly available following the event.

This Market Day is intended to be an open forum allowing the Ministry: to communicate its requirements at a high level; for the vendor community to ask questions and seek information to gain a sound understanding of the core business needs of the Ministry; and for the vendor community to provide feedback based on the information provided.

** This format may be subject to change depending on such factors as vendor interest and capacity. It is in the Ministry's sole discretion to revise the format of the Market Day.*
*** The event will be held in an accessible venue and accommodations made on request.*

3.4.1 Open Information Session

The Ministry will present details on its plans to transform the EO system, and provide additional insight with regards to the objectives. Vendors are encouraged to use this platform to ask general questions about the project and to present to the group how they may add value to the Ministry's undertaking.

3.4.2 One-on-One Meetings

One-on-one meetings are bilateral meetings which are non-binding and non-evaluative, between the Ministry (and its representatives and advisors) and individual vendors. As part of the MSE process, the Ministry will convene one-on-one sessions with individual vendors. The objective of the one-on-one meetings is to allow for two-way communication with each registered vendor on themes/outcomes as detailed in this document.

To participate, vendors must register on the OTP and prepare an optional short presentation on at least one of the themes below:

- Catchment Areas
- Service System Manager Definition
- Service System Manager Selection Process (Vendor Requirements)
- Service Delivery Model and Service Provider Management

Meetings will be up to one hour in duration. To ensure fairness and equity, Ministry-provided answers to any questions posed by vendors will be supplied to all respondents.

Depending on the number of interested vendors that sign up for one-on-one meetings, the Ministry reserves the right to conduct these meetings on subsequent days after the Market Day and reserves at its option to not conduct this portion of the engagement.

Although it is the Ministry's intent to provide all interested vendors with an equal opportunity for one-on-one sessions; time constraints may limit the sessions that can be successfully facilitated. Based on the level of interest and number of respondents for one-on-one sessions, the Ministry will schedule these sessions on a 'first-come first-serve' basis (based on when vendors' completed registration forms are received).

3.4.3 Facilitated Networking Opportunity

The Ministry will provide time during the day for participating organizations to network and discuss partnership opportunities with other vendors.

The Ministry encourages partnership and collaboration and is providing vendors with an opportunity to present an overview of their organization to attendees during the networking session. Vendor presentations must focus on at least one of the key themes from this

document (see Section 3.4.2 for key themes).

To be considered, presentations for the Facilitated Networking Opportunity must be submitted through the OTP by May 8 at 5 p.m. Toronto time. Vendors must identify the key theme of their presentation in their submission.

3.5 Market Day Registration Process

To ensure effective execution of Market Day, all interested parties are required to respond on the Ontario Tenders Portal, where they will also be given the option to sign up to participate in the Market Day.

3.5.1 Ontario Tenders Portal (OTP) Registration Process

Registration with the OTP is required to submit a response to this MSE. To register, click this link to the sign-up page, then:

1. Click the ***"Register"*** button at the bottom of the page.
2. Read the ***"General Terms And Conditions For Participation In Events Conducted Through Ontario Tenders"***, and then at the bottom of the page select ***"I Agree"*** and then the ***"Next"*** button.
3. Fill in the ***"Organization Details"*** fields then click ***"Save"***
4. Fill in ***"Basic Profile Form: Additional Registration Details"*** then click ***"Save & Continue"***
5. Select any UNSPSC codes that are of interest to your organization then click ***"Confirm Current Selection"***
6. You should now be on the "***Registration Confirmation"*** page. You will receive a confirmation email with your selected user name and a password. Use these credentials to log in for the first time; you will be prompted to change your password.

Once you have registered, you will need to search for tender# 11235 using the Project Code, or through keywords search for using the words in title "Employment Services Transformation". Within the project created for tender# 11235, you will find the entire Response Form online and the Market Sounding Document in the attachment section.

3.5.2 Location and Webinar

The Vendor Market Day Event will be held in the Greater Toronto Area on May 15 and 16. Vendors will be able to attend in person, or via webinar. Venue and webinar details will be provided closer to Market Day.

3.5.3 Post Event Submission

Following Market Day, vendors will be given an opportunity to provide additional feedback to the Ministry through a post-event submission.

4. Terms of Reference

Terms of Reference

In responding to this, each respondent acknowledges its acceptance of the MSE Terms of Reference as contained hereunder:

MSE Not A Formal Competitive Bidding Process

This MSE is issued for information gathering purposes and is not intended to be a formal legally binding "Contract A" bidding process. Without limiting the generality of the foregoing, this MSE will not necessarily result in any subsequent negotiations, direct contract award, invitational tendering process or open tendering process and does not constitute a commitment by the Ministry to procure any goods or services. Any pricing figures submitted by respondents shall be for general information purposes and will not be binding on vendors.

MSE Shall Not Limit Pre-Existing Ministry Rights

This MSE shall not limit any pre-existing Ministry rights. Without limiting the generality of the foregoing, the Ministry expressly reserves the right, at its discretion

(i) to seek subsequent information or initiate discussions with any vendor, including vendors who did not respond to this MSE;

(ii) to initiate direct negotiations for the procurement of any good or service with any vendor or vendors regardless of whether the vendor or vendors responded to this MSE;

(iii) to contact a limited number of vendors, which may be limited to those who responded to this MSE, or may include vendors who did not respond to this MSE, for the purpose of a competitive procurement for the procurement of any good or service;

(iv) to elect to proceed by way of open tender call where all potential vendors, including those who did not respond to this MSE, are eligible to compete for the award of a contract for the supply of any good or service; or

(v) to elect not to procure the good or service that is the subject of this MSE.

These expressly reserved rights are in addition to any and all other rights of the Ministry that existed prior to the issuance of this MSE.

Pricing Information for General Information Purposes Only

Any pricing information provided by respondents is for general information purposes and is not intended to be binding on respondents. Any legally binding pricing or purchasing commitments will only be established where specified by the express terms of a subsequent tender call process or where established through the execution of a written agreement.

Information in MSE Only an Estimate

The Ministry and its advisors make no representation, warranty or guarantee as to the accuracy of the information contained in the MSE or issued by way of addenda. Any quantities

shown or data contained in this MSE, or provided by way of addenda, are estimates only provided as general background information.

Parties Shall Bear Their Own Costs

The Ministry shall not be liable for any expenses incurred, including the expenses associated with the cost of preparing responses to this MSE. The parties shall bear their own costs associated with or incurred through this MSE process, including any costs arising out of or incurred in: (a) the preparation and issuance of this MSE; (b) the preparation and making of a submission; or (c) any other activities related to this MSE process.

Accuracy of Responses

The respondent acknowledges that the information provided is, to the best of its knowledge, complete and accurate.

Submissions Property of the Ministry

Except where expressly set out to the contrary in this MSE or in the respondent's submission, the submission and any accompanying documentation provided by a respondent shall become the property of the Ministry and shall not be returned.

Confidential Information of the Ministry

All information provided by or obtained from the Ministry in any form in connection with this MSE either before or after the issuance of this MSE: (a) is the sole property of the Ministry and must be treated as confidential; (b) is not to be used for any purpose other than replying to this MSE; (c) must not be disclosed without prior written authorization from the Ministry; and (d) shall be returned by the respondents to the Ministry immediately upon the request of the Ministry.

A respondent may not at any time directly or indirectly communicate with the media in relation to this MSE without first obtaining the written permission of the Ministry.

Freedom of Information and Protection of Privacy Act

The respondent consents to the Ministry's collection of the information as contemplated under the MSE for the uses contemplated under the MSE.

Information provided by a respondent may be released in accordance with the *Freedom of Information and Protection of Privacy Act,* R.S.O. 1990, c.F.31, as amended. A respondent should identify any information in its submission or any accompanying documentation supplied in confidence for which confidentiality is to be maintained by the Ministry. The confidentiality of such information will be maintained by the Ministry, except where an order by the Information and Privacy Commission or a court requires the Ministry to do otherwise. The respondent consents, pursuant to subsection 17 (3) of the *Freedom of Information and Protection of Privacy Act*, to the disclosure, on a confidential basis, of this submission by the Ministry to the Ministry's advisers retained for the purpose of informing the MSE and any potential subsequent procurement activities.

The respondent acknowledges that the Ministry may make public the name of any and all respondents.

Governing Law

This MSE process shall be governed by and construed in accordance with the laws of the Province of Ontario and the federal laws of Canada applicable therein.

The respondent hereby agrees to the terms set out in the Terms of Reference and in this MSE, Request.

General

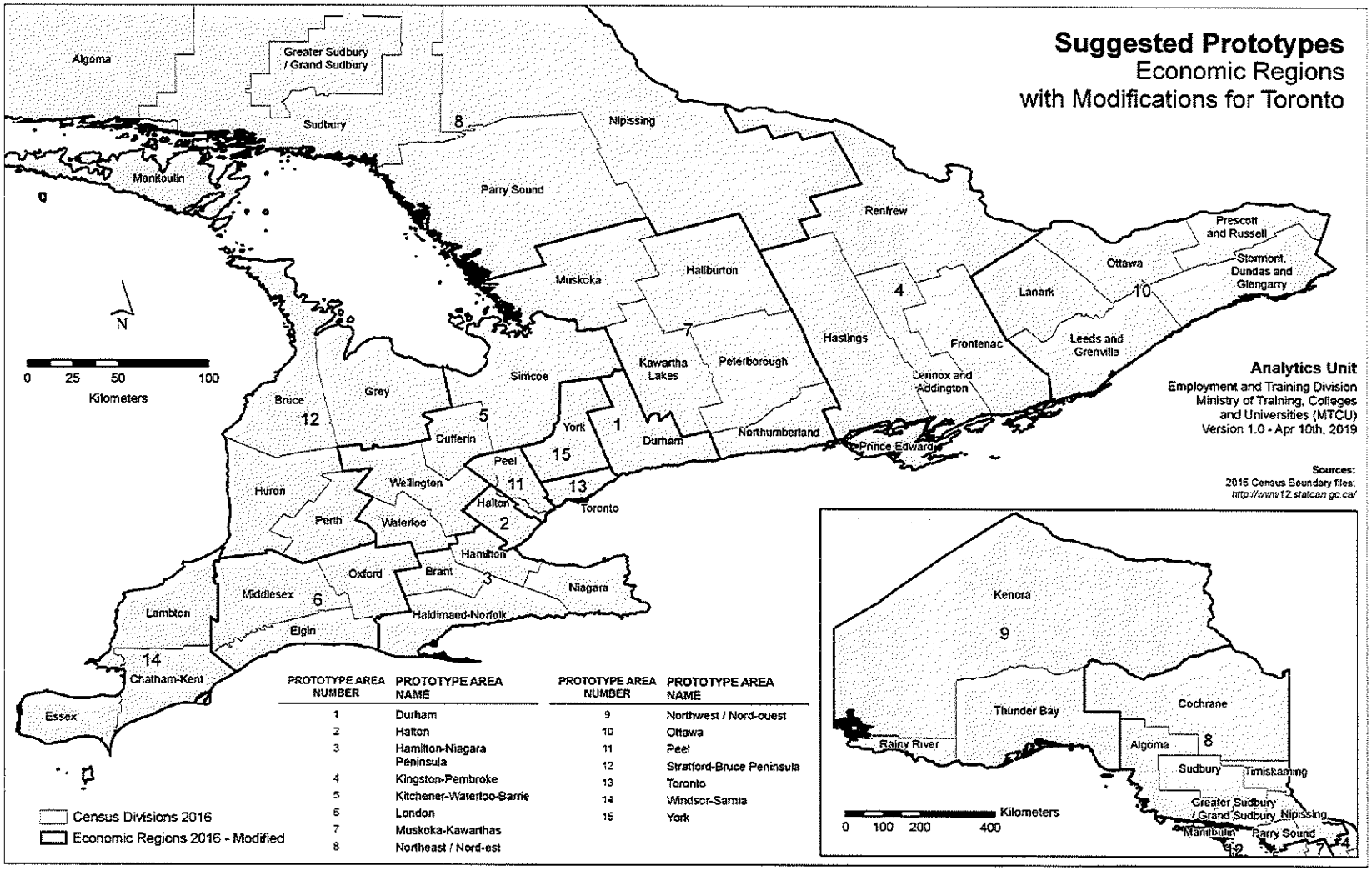
The Market Day process will be conducted with fairness and equity between all parties. No person or organization shall receive nor be perceived to have received any unusual or unfair advantage over another person or organization.

Please review the questions on the Ontario Tenders Portal and come to the Market Day prepared to discuss and comment in an open forum with other vendors and stakeholders. Any input, further queries or recommendations, will be a matter of public record, will not be considered proprietary, and may be used to further refine the procurement(s) and/or solution(s).

The Market Day and any/all information provided by respondents during the Market Day is subject to the Terms of Reference detailed above. By registering for and/or participating in the Market Day, the vendor acknowledges and agrees to the Terms of Reference above.

Appendix A: Suggested Catchment Areas

Please inform the Ministry if you need an alternate format or other accommodation to access this appendix.



PROTOTYPE AREA NUMBER	PROTOTYPE AREA NAME	PROTOTYPE AREA NUMBER	PROTOTYPE AREA NAME
1	Durham	9	Northwest / Nord-ouest
2	Halton	10	Ottawa
3	Hamilton-Niagara Peninsula	11	Peel
4	Kingston-Pembroke	12	Stratford-Bruce Peninsula
5	Kitchener-Waterloo-Barrie	13	Toronto
6	London	14	Windsor-Sarnia
7	Muskoka-Kawarthas	15	York
8	Northeast / Nord-est		

Appendix B: Glossary of Terms

Consolidated Municipal Service Manager

Consolidation of municipal service management has resulted in the creation of 47 Consolidated Municipal Service Managers (CMSMs) across the province. In Northern Ontario, they are called District Social Services Administration Boards. In southern Ontario, the CMSM area is frequently aligned along the upper tier boundary (region or county) and includes a separated town or city if one exists within its geographic boundary. The service manager can be either the upper tier or the separated municipality.

Under municipal leadership, CMSMs implemented a more integrated system of social and community health services for delivery of:

- Ontario Works
- Child Care
- Social Housing

Some CMSMs are also responsible for other services such as land ambulance services and public health.

Delivery partner

In recognition of the range of functions that are the responsibility of a service system manager, they have the option of partnering with other service system managers for delivery of service functions. Service system managers may also choose to contract out to service providers for delivery of one or more service function.

District Social Services Administration Board

Special agencies created by the Province and given the funding and administrative responsibilities of a service manager. DSSABs were created in the north where there is no existing municipal government with the legal jurisdiction to act as a service manager.

Hybrid funding model

Funding model for service system managers which includes both operating funding and results-based funding (milestone and outcomes).

Integrated case management

The case management system shared between MCCSS and TCU and used by all service system managers to ensure clients have a seamless experience and do not have to provide their information multiple times.

Milestone payments

Portion of service system manager funding linked to milestone payments, which recognize client progression on the employment continuum (e.g., completion of training).

Outcomes-based funding

Portion of service system manager funding linked to the achievement of client employment

outcomes.

Program realignment

The division of roles and responsibilities within the employment and training system resulting from the implementation of a new commissioning approach.

Service providers

Organizations that have a contractual agreement with a service system manager to deliver one or more employment and training supports or services. May be a municipality, non-profit or for-profit organization.

System steward

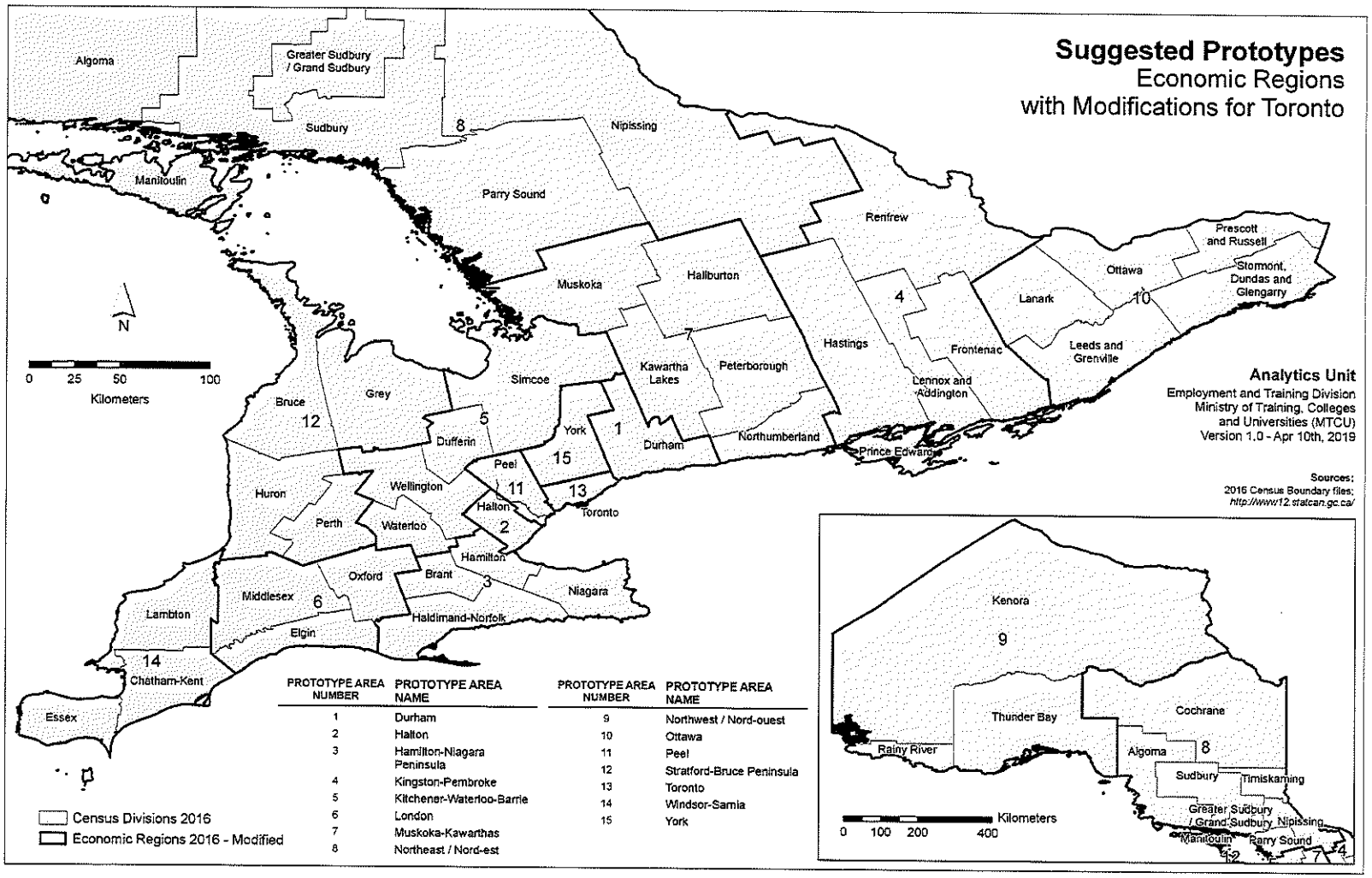
System stewardship requires government to set the 'rules of the game' for employment service providers and steer the system to achieve outcomes using a range of financial, regulatory and policy levers. The stewardship role enables the Ministry to focus on what should be delivered and the performance management of intended outcomes of the system, rather than the details of how services should be delivered or the means to achieve outcomes.

Service system manager

A body that either delivers or contracts organizations to do local planning, coordination and delivery of services and programs. May be a municipality, non-profit or for-profit organization or a consortium service delivery structure.

Service targeting

Service targeting includes a common way of assessing and grouping incoming clients to target resources to clients who could most benefit from more intensive employment services and minimize costs associated with delivering services to individuals who can more easily transition to employment.



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6	London	14	Windsor-Sarnia
7	Muskoka-Kawarthas	15	York
8	Northeast / Nord-est		

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Integration and Transformation of Ontario's Employment Services

Market Sounding Exercise
Stakeholder Information Session

Ontario

WELCOME & INTRODUCTIONS

Jacqueline Cureton
Director

Program Delivery Support Branch
Employment and Training Division
Ministry of Training, Colleges and Universities

Suzanne Skinner
Director

Strategic Workforce Policy & Programs Branch
Workforce Policy and Innovation Division
Ministry of Training, Colleges and Universities

Ontario

AGENDA

1) Welcome and Introductions
2) Context
3) Proposed Integrated Employment System: Vision and Overview
4) Market Sounding Overview
5) Questions
6) Closing Remarks

Ontario

CONTEXT

On February 12, 2019, as part of the government's mandate to make Ontario open for business, the Minister of Training, Colleges and Universities announced plans to transform employment services to ensure job seekers and businesses are provided with the best possible employment services.

"By providing job seekers and businesses with the best possible employment services, we can support a strong workforce and restore Ontario to its rightful place as the economic engine of Canada."

- Merrilee Fullerton, Minister of Training, Colleges and Universities

"We will be engaging our key stakeholders to help inform the next steps of this modernization. Our government wants to find the best solutions to meet our goal of providing access to high-quality employment supports."

- Merrilee Fullerton, Minister of Training, Colleges and Universities.

Ontario

EMPLOYMENT ONTARIO – CURRENT SYSTEM

- Through the Federal Labour Market Transfer Agreements, the Ministry of Training, Colleges and Universities receives over $1 billion annually to invest in Employment Ontario which delivers employment and training, apprenticeship and adult education programs at over 700 Employment Ontario delivery sites across Ontario.

- Employment Ontario provides services to all Ontarians: unemployed, people with disabilities, youth, Indigenous peoples, women, newcomers, apprentices, employers and businesses. This includes demonstrated outcomes for clients who identify as being on social assistance.

- The system is flexible as it supports local economic development by collaborating with employers, municipalities, labour and other stakeholders as well as responds to emerging workforce disruption (e.g., large scale lay-offs, trade disputes, etc.).

- While positive successes have been achieved, there are a number of areas for improvement that need to be addressed to ensure job seekers, including those on social assistance find and keep good jobs, and to help employers recruit the skilled workers they need to grow their businesses.

Employment Ontario (EO) is a **comprehensive suite of over 30 programs and services**, delivered by government and third-party organizations.

EO is designed to assist **everyone** from **employed workers** seeking skills upgrades to **unemployed individuals** in need of basic literacy training, as well as **employers and businesses** looking to **develop** their **workforce and invest** in their current and prospective **employees.**

Part of this EO vision is to promote strong **local economic workforce development** by collaborating with employers, municipalities, labour and other stakeholders.

The Employment Ontario **vision** is to deliver integrated, customer-focused and effective employment and training programs and services to **advance Ontario's economic advantage**.

Ontario

SOCIAL ASSISTANCE – CURRENT SYSTEM

- In Ontario, social assistance is provided by the Ministry of Children, Community and Social Services (MCCSS) under two programs:
  - Ontario Works – for unemployed or underemployed people in temporary financial need;
  - Ontario Disability Support Program (ODSP) – provides income and employment supports to eligible people with disabilities in financial need, and their families
- In 2017-18, the province spent $8.1 billion to provide social assistance to approximately 610,000 individuals as well as to their qualifying family members for a total of 950,000 people a month, on average.
- Of this total, approximately 60% of these individuals received assistance through the ODSP and 40% received assistance through Ontario Works.

CASE FOR CHANGE

- The existence of three separate employment systems – Employment Ontario, Ontario Works Employment Assistance and ODSP Employment Support – has created challenges for seamless access to services for job seekers and employers.
- There is an opportunity for the government to create a more locally responsive employment services system that **delivers better employment outcomes for individuals regardless of their needs.**

Better Outcomes

Employment services need to work more effectively to meet employers needs and **better match job seekers to sustainable jobs.** For example, in each of the last five years, the Ontario Works program has helped only 10% to 13 % of recipients to successfully find employment and leave the program.

Auditor General's Value for Money Audit

The Auditor's report expressed concern that employment and training programs were not effectively helping people keep full-time jobs.

Line by Line Program Review

The line-by-line review of government expenditures recommended improvements to **minimize overlap and duplication** across programming. The report specifically noted that almost 1,000 different delivery agencies are funded by Employment Ontario in four regions across the province, with unclear results.

Ontario

Proposed Integrated Employment System: Vision and Overview

FUTURE STATE VISION

- A locally responsive employment services system that delivers sustained employment outcomes for all individuals and businesses, based on their needs.
- A primary goal behind the employment services transformation is to reduce fragmentation and duplication between provincial employment systems to improve client service, increase accountability, and achieve better outcomes for all job seekers and employers. Changes to the delivery model will also support local responsiveness and system efficiency.
- Individuals with higher or unique support needs including social assistance clients, people with disabilities, Indigenous and francophone clients, need access to timely services that better meet their needs.

INTEGRATED EMPLOYMENT SYSTEM: PRINCIPLES

Accountability and Contestability

- **Accountability** for achieving employment outcomes for clients, including those with complex needs
- **Funding** is contestable and linked to achieving outcomes

"The services I receive are focused on getting me a job"

Transparency

- **Clients** are consistently streamed to the right supports
- **Intersections** with other health, education and human service systems are more clear

"Employment services match my needs"

"I told my story once"

Efficiency

- Service providers and social assistance delivery partners are incentivized to **innovate and increase efficiency**
- System and data integration provide a **single, accurate view of client**

"Services are anchored in my community"

Responsiveness

- **Business and community needs** are built in
- Individuals have access to **additional supports** (people with disabilities, at risk youth, Indigenous people, etc.)

Ontario

MARKET SOUNDING EXERCISE: OVERVIEW

- As part of the Employment Services Transformation, the ministry is engaging with municipal, not-for-profit and private-sector partners to obtain the perspectives of prospective vendors and partners within the new employment service system, and stakeholders in the existing system with an interest in understanding the role of the service system manager.
- The engagement, called Market Sounding Exercise, is intended to gather feedback and inform the ministry's thinking and potential approach to a future system for employment and training. The ministry is also seeking input to:
  - Help identify ways to innovate in the delivery of employment services;
  - Test the depth of market interest for, and promote competition for a new delivery model that will make the employment services system more effective to meet local needs of job seekers (including people on social assistance), businesses and communities;
  - Seek feedback on how to effectively provide employment services to people with disabilities who have complex barriers and high support needs; and
  - Seek feedback on serving clients who may have specialized needs or circumstances such as Francophone and Indigenous clients.

FUTURE STATE: PROPOSED OUTCOMES

Through the transformation of employment services, the ministry proposes to achieve the following outcomes:

1. **Greater Labour Force Participation**
   - Increased number of Ontarians completing training or employment programs
   - More job seekers, including those on social assistance and people with disabilities, obtain quality and sustainable employment

2. **Locally Driven Service**
   - Services delivered meet the needs of the local community
   - Promising practices for local programs are shared and implemented

FUTURE STATE: PROPOSED OUTCOMES Continued

3. **Integrated and Coordinated Service Delivery**
   - Services are sequenced based on individual need
   - Ontarians experience excellent quality of service
   - Fewer individuals return for services without a cause

4. **Aligned Training Services to Local Business Needs**
   - Local collaboration (employers, colleges, municipalities and others) occurs to improve the local talent supply.
   - Employer capacity improves because employees have the right skills.

Proposed Components of the Integrated Employment System

PROPOSED COMPONENTS OF THE INTEGRATED EMPLOYMENT SYSTEM

- The following proposed components of the integrated and transformed employment service system will be validated through this Market Sounding Exercise.

Component	Description
Redefined Roles	• Under the integrated system, the government is exploring redefined roles for the ministry, the new service system manager and social assistance delivery partners.
Program Realignment	• The integration of employment-related program elements from the social assistance system.
Service Targeting	• Service targeting will provide a common way of assessing and grouping clients into job seeker types based on their needs. • Service targeting will be designed to target resources to clients who could most benefit from more intensive employment services while facilitating less-intensive services and supports to individuals who can more easily transition to employment.
Digital Delivery	• The government is exploring an opportunity for improved access to services by offering a single client-centered online channel to support job seekers in their employment journey. • The government is interested in the potential for a cost effective digital channel to support expanded access when delivering services for job seekers.

PROPOSED COMPONENTS OF THE INTEGRATED EMPLOYMENT SYSTEM continued

Component	Description
Outcomes-Based Funding	• Portion of service system manager funding will be linked to the achievement of client employment outcome. • Funding for service system managers may also include operating, milestone, outcomes and flow-through payments • Competition and performance management will be a core element of the system to drive service innovation and strengthen accountability in the system.
Scope of Authority	• At full system maturity, service system managers would be responsible for overseeing a locally responsive and competitive employment and training system. • In order to balance service system managers' autonomy, local network stability and long-term performance, consideration is being given to ensure that a proportion of the delivery network includes third party service providers. • Service system management may include planning, design, and selection of services/programs required to achieve employment outcomes for all jobseekers and employers within their catchment area.

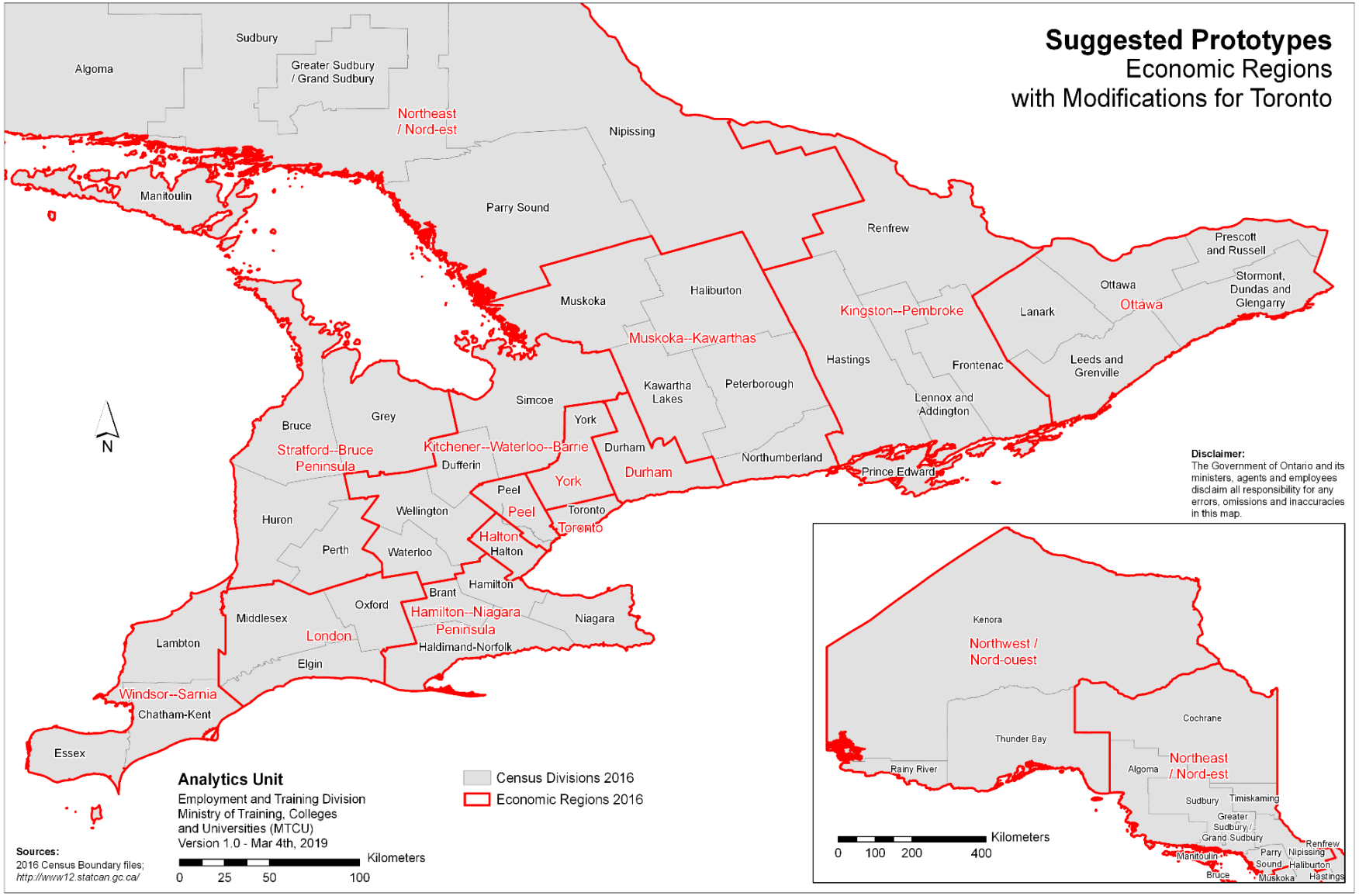
PROPOSED COMPONENTS OF THE INTEGRATED EMPLOYMENT SYSTEM continued

Component	Description

Scope of Transformation	• The ministry is seeking feedback on the inclusion of other key functions in the employment and training system that may be needed to achieve outcomes such as:
	  • essential skills training and supports, found in the Literacy and Basic Skills program and Ontario Works Employment Assistance.
	
	• For prototypes, consideration is being given to the functions related to:
	  • job search and placement services
	  • case management and service planning; and
	  • specialized services and supports for all job seekers including people with disabilities.

Catchment Areas	• The ministry is considering using Statistics Canada Economic Regions to establish its service system manager catchment areas, except in higher density areas where Census Division boundaries would be used (see map). • Service system managers will be responsible for the delivery of employment services in a given catchment area / service zone.

MAP OF SUGGESTED CATCHMENT AREAS



Ontario

CONSIDERATIONS FOR SERVICE PROVIDERS

Employment Ontario Service Providers:

- In the new service delivery model, the ministry will not have a direct relationship with service providers (as it currently does). Instead the ministry will have a direct relationship with service system managers, which will in turn manage relationships with individual service providers in their catchment area(s). Service system managers will be expected to provide services to a diversity of job seekers within the catchment area.

Ontario Works and Ontario Disability Support Program Service Providers:

- Employment programs for Ontario Works and ODSP will be integrated into the new employment and training system.

Ontario

CONSIDERATIONS FOR SERVICE PROVIDERS

Francophone Stakeholders:

- In Ontario, the French Language Services Act (FLSA) confers upon members of the public the right to receive services in French from the provincial government, notably in the designated areas. It is, therefore, expected that service system managers will deliver employment services in French in all designated areas.

Indigenous and First Nations Partners:

- Service provision in First Nations Communities is not in scope during the prototype phase while the ministry engages First Nations partners.
- Indigenous and First Nations partners may wish to participate in the vendor engagement and competitive process if interested in service system managing and/or delivering services, during the prototype phase, in catchment areas (outside of First Nations communities).

Stakeholder Questions

Ministry Questions

1. Given your experience in service managing the delivery of OWEA what service delivery opportunities and challenges do you think might exist?

2. Given that the catchment areas differ from current service delivery boundaries, what key factors would help ensure strong partnerships between the service system manager and municipal/district service managers?

3. What characteristics make for an effective service system manager?

4. What considerations are needed to ensure a seamless transition for clients during the transformation?

5. What key elements of service delivery need to be in place to help ensure the success of service system managers in delivering employment outcomes?

6. Based on your service delivery experience, what types of supports should be considered in serving social assistance or other clients who have more intense service needs to achieve employment outcomes (e.g. people with disabilities, barriered youth, etc.)?

7. What should be considered in developing a provincial online channel for employment services?

Questions and Answers

Conclusion

To share your ideas, e-mail us at
<estransformation@ontario.ca>

Ontario

TO:	**CHAIR AND MEMBERS COMMUNITY AND PROTECTIVE SERVICES COMMITTEE MEETING ON JUNE 17, 2019**
FROM:	**SANDRA DATARS BERE MANAGING DIRECTOR OF HOUSING, SOCIAL SERVICES AND DEARNESS HOME**
SUBJECT:	**COMMUNITY HOMELESSNESS PREVENTION INITIATIVE AMENDED BYLAW**

RECOMMENDATION

That, on the recommendation of the Managing Director of Housing, Social Services and Dearness Home, the attached proposed by-law (Appendix "A") **BE INTRODUCED** at the Municipal Council meeting to be held on June 25, 2019 to amend By-law No. A.-6955-156 being "A By-law with respect to a standard form Purchase of Service Agreement for the City of London Homelessness Initiatives" by deleting reference to the position ""Managing Director, Neighbourhood, Children & Fire Services" and by replacing it with the position "Managing Director, Housing, Social Services and Dearness Home" to reflect a change in Service Area responsibility for Homelessness Initiatives.

PREVIOUS REPORTS PERTINENT TO THIS MATTER

- Community Homelessness Prevention Initiative (CPSC: December 17, 2012)
- Community Homelessness Prevention Initiative Funding Allocation for January 1, 2013 to March 31, 2014 (CSC: October 22, 2012)
- Elimination of Community Start Up and Maintenance Benefit (CSC: October 22, 2012)
- Community Homelessness Prevention Initiative Homelessness Social Assistance Regulation Amendments (CSC: September 10, 2012)
- Housing Services Act (CSC: December 19, 2011)
- London Community Housing Strategy 2011 Community Update Report (CNC: May 17, 2011)
- London Community Plan on Homelessness (CPSC: November 8, 2010)
- City of London Community Housing Strategy (CPSC: June 21, 2010)

BACKGROUND

The City of London, as the Service Manager for Housing and Homeless Prevention services, has a Service Manager Service Agreement (SA) with the Province of Ontario for funding it receives under the Community Homeless Prevention Initiative (CHPI). This Agreement contains an accountability framework between the Province and Service Managers (designated municipalities) and outlines the roles and responsibilities of both parties.

Funding received under this initiative (and the agreement) is used by the City to support homeless prevention services delivered both by the city and through purchase of service arrangements with community service providers. Council's Bylaw, (A.-6955-156) delegates signing authority to the Managing Director, Neighbourhood, Children and Fire Services (NCFS) to executive the provincial agreement as well as agreements with community service providers. Attached as Schedule 1.

In February 2019, the City's Homeless Prevention services area transitioned from Neighbourhood, Children and Fire Services (NCFS) to the Housing, Social Services and

Dearness Home (HSSDH) Service area. The Managing Director of Housing, Social Services and Dearness Home is now accountable for the CHPI program and related service contracting activities. As a result, Municipal Council's approval to amend By-law No. A.-6955-156 to reflect this change is being requested.

SUBMITTED BY:	**RECOMMENDED BY:**
CRAIG COOPER **MANAGER, HOMELESS PREVENTION**	**SANDRA DATARS BERE** **MANAGING DIRECTOR**

cc.
Lynne Livingstone, Managing Director, Neighbourhood Children and Fire Services
Dave Purdy, Manager, Housing Services
Janice Brown, Financial Business Administrator

APPENDIX “A”

Bill No.
2019

By-law No. A.

A by-law to amend By-law No. A.-6955-156 being “A By-law with respect to a standard form Purchase of Service Agreement for the City of London Homelessness Initiatives” by deleting references to the position ““Managing Director, Neighbourhood, Children & Fire Services” and by replacing it with the position ““Managing Director, Housing, Social Services and Dearness Home”.to reflect a change in the Service Area responsibility for Homelessness Initiatives.

WHEREAS section 2 of the *Municipal Act, 2001*, S.O. 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 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 subsection 5(3) of the *Municipal Act, 2001* provides that a municipal power shall be exercised by by-law;

AND WHEREAS the Municipal Council deems it appropriate to amend By-law No. A.-6955-156 being “A By-law with respect to a standard form Purchase of Service Agreement for the City of London Homelessness Initiatives” by deleting reference to the position ““Managing Director, Neighbourhood, Children & Fire Services” and by replacing it with the position “Managing Director, Housing, Social Services and Dearness Home” to reflect a change in Service Area responsibility for Homelessness Initiatives;

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

1. Section 2 of By-law No. A.-6955-15 is hereby amended by deleting section 2 in its entirety and by replacing it with the following new section 2.

“The Managing Director, Housing, Social Services and Dearness Home or their written designate, is hereby delegated authority to execute Purchase of Service Agreements with Service Providers, employing the standards form Agreement authorized and approved under section 1, above, with no further approval required from Municipal Council.”

2. This by-law comes into force and effect on the day it is passed.

PASSED in Open Council on June 25, 2019.

Ed Holder
Mayor

Catharine Saunders
City Clerk

First Reading –
Second Reading –
Third Reading –

Schedule 1

Bill No. 198
2013

By-law No. A.-6955-156

A By-law with respect to a standard form Purchase of Service Agreement for the City of London Homelessness Initiatives.

WHEREAS section 2 of the *Municipal Act, 2001*, S.O. 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 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 the economic, social and environmental well-being of the City, and the health, safety and well-being of persons;

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

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

1. A standard form Purchase of Service Agreement, substantially in the form attached as Appendix B to the by-law, for City of London homelessness initiatives including the Community Homelessness Prevention Initiative and the London Homeless Prevention System which shall incorporate the municipal contribution as approved by Council as part of the City of London's annual budget approval process, to be entered into between The Corporation of the City of London and various Service Providers, is hereby authorized and approved.

2. The Managing Director, Neighbourhood, Children & Fire Services, or her or his written designate, is hereby delegated authority to execute Purchase of Service Agreements with Service Providers, employing the standard form Agreement authorized and approved under section 1, above, with no further approval required from Council.

3. By-Law no. A-6900-26 is hereby repealed.

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

PASSED in Open Council on April 30, 2013.

Joe Fontana
Mayor

Catharine Saunders
City Clerk

First Reading – April 30, 2013
Second Reading – April 30, 2013
Third Reading – April 30, 2013

APPENDIX B

PURCHASE OF SERVICE AGREEMENT
Community Homelessness Prevention Initiative

BETWEEN:

THE CORPORATION OF THE CITY OF LONDON
(hereinafter called the "City")
- and -

[INSERT NAME OF SERVICE PROVIDER]
(hereinafter called the "Service Provider")

RECITALS:

A. The Minister of Municipal Affairs and Housing ("Minister") is responsible for the policies and programs of the Government of Ontario in relation to housing and related matters, pursuant to s. 4(1)(c) of the *Ministry of Municipal Affairs and Housing Act*, R.S.O. 1990, c. M-30 ("MMAH Act").

B. The Minister has the authority under s. 4(2) of the MMAH Act to enter into agreements with any municipality or any other person in order to implement housing policies and programs.

C. The Minister has the authority under s. 4(5)(b) of the MMAH Act to provide financial assistance to assist in the implementation of housing policies and programs.

D. The Minister has announced it will provide provincial funding to Service Managers to address housing and homelessness in Ontario by improving access to adequate, suitable and affordable housing that is linked to flexible support services.

E. The Minister has established the Community Homelessness Prevention Initiative ("**CHPI**") pursuant to which the Minister will provide Service Managers provincial funds as per said announcement.

F. CHPI includes four service categories:
- Emergency Shelter Solutions;
- Housing with Related Supports;
- Services and Supports; and,
- Homelessness Prevention

("**CHPI Service Categories**").

G. The City has agreed to receive provincial funding from the Minister to administer the CHPI.

H. The Minister and the City have entered into an Agreement for the purpose of establishing the City's obligations with respect to the administration of the CHPI and the Minister's obligation to provide funding to the City for the administration of the CHPI.

J. The Service Provider has agreed to receive funding from the City to provide one or more services in the CHPI Service Categories.

K. The City and the Service Provider have entered into this Agreement for the purpose of establishing the Service Provider's obligations with respect to the provision of services under one or more services in the CHPI Service Categories and the City's obligation to provide funding to the Service Provider for the provision of such services.

NOW THEREFORE, the City and the Service Provider agree with each other as follows:

1. INTERPRETATION

1.1 In this Agreement, unless the context requires otherwise, the following terms have the meanings set out in this Section:

- **"Agreement"** means this agreement entered into between the City and the Service Provider and includes all of the schedules listed in Section 1.2 and any amending agreement entered into.

- **"Business Day"** means each Monday, Tuesday, Wednesday, Thursday and Friday except when any such day occurs on a statutory holiday observed in Ontario;

- **"CHPI"** has the meaning given to it in the recitals;

- **"CHPI Service Categories"** has the meaning given to it in the recitals;

- **"City Representative"** means the individual(s) designated in writing to represent the City;

- **"Consolidated Programs"** has the meaning given to it in the recitals;

- **"Description of Services"** means the Description of Services set out in Schedule B, attached to the Agreement, and as amended by the City from time to time.

- **"Effective Date"** means January 1, 2013;

- **"Eligible Expenditures"** means the costs approved by the City Representative arising from budget items set out in Schedule A that are incurred by the Service Provider in carrying out the services during the term of this Agreement.

- **"Event of Default"** has the meaning prescribed to it in Section 10.1;

- **"Force majeure"** has the meaning prescribed to it in Article 14;

- **"Funding"** means funding provided under the CHPI, as set out in Schedule A;

- **"City Notification"** means a notice in writing from the City to the Service Provider regarding the CHPI;

- **"Notice"** means any communication given or required to be given pursuant to the Agreement;

- **"Notice Period"** means the period of time within which a Service Provider is required to remedy an Event of Default, and includes any such period or periods of time by which the City considers it reasonable to extend that time;

- **"Parties"** means the City and the Service Provider and "Party" means either or both of them, as the context may require;

- **"PIPEDA"** means the *Personal Information Protection and Electronic Documents Act*, S.C. 2000, c. 5, including any amendments thereto;

- **"PIPEDA Protected Information"** means any "Personal Information" or "Personal Health Information", as defined under PIPEDA;

- **"Wind Down Costs"** means the Service Provider's reasonable costs to wind down any of the CHPI Service Categories.

1.2 The following Schedules are attached to and form part of this Agreement:

Schedule A - Funding / Budget Items / Eligible Expenditures

Schedule B – Description of Services

1.3 In the event of a conflict or inconsistency between the provisions of this Agreement and the provisions of a Schedule, the provisions of this Agreement shall prevail.

1.4 All references in this Agreement to section numbers are references to sections of this Agreement unless stated otherwise.

2. prior agreements

2.1 This agreement supersedes and replaces all prior oral or written representations or agreements relating to the Consolidated Programs.

3. Term of this Agreement

3.1 This Agreement shall be in force from the Effective Date until it is superseded or replaced by a subsequent agreement or unless terminated in accordance with Article 9 or 10.

3.2 The Parties acknowledge that the period January 1, 2013 to March 31, 2016 shall be a transitional period for the implementation of CHPI as described in the Ministry's Program Guidelines.

4. Services

4.1 The Service Provider agrees to provide services under the CHPI in accordance with the terms of this Agreement including the Ministry's Program Guidelines.

5. Funding

5.1 The City shall make an allocation of Funding to the Service Provider as set out in Schedule A.

5.2 The City shall make payment of the Funding under Section 5.1 to Service the Provider as set out in Schedule A.

5.3 The Service Provider shall spend Funding received under Section 5.2 as set out in Schedule A.

5.4 The City may reduce, recover, reallocate, or adjust the allocation and/or Funding.

6. Obligations

6.1 The Service Provider will operate in compliance with the *Child and Family Services Act* (specifically "section 72" – if there are reasonable grounds to suspect a circumstance listed in the CFSA, promptly report the suspicion and the information on which it is based to a children's aid society).

6.2 The Service Provider shall not infringe a right under section 5 of the Human Rights Code Act.

6.3 The Service Provider shall recognize the Province of Ontario and City as a funding provider in all publicity (print or broadcast media) and on all promotional items. The attached Undertaking Use of the City of London Tree Logo is to be signed and returned with this Agreement.

6.4 The City shall not be held liable for any injury, including death, or for any loss or damage to property of the Service Provider or for any obligation of the Service Provider or anyone else, incurred or suffered by the Service Provider or its agents, employees, contractors or voluntary workers in carrying out the Designated Services.

6.5 The Service Provider, in compliance with its obligations under this Agreement, shall be solely responsible for all statutory obligations related to the payment of Employment Insurance, CPP benefits, WSIA, OHIP, HST and taxes.

6.6 The Service Provider shall comply with all applicable legislation, including but not limited to the *Workplace Safety and Insurance Act*.

6.7 **CONFIDENTIALITY**

(a) In accordance with the *Municipal Freedom of Information and Protection of Privacy Act,* the Service Provider shall hold confidential and shall not disclose or release to any person at any time during or following the term of this Agreement, except where required by law, any information or document without obtaining the written consent of the City and shall comply with the requirements regarding Personal Information and Confidentiality as contained in applicable legislation including the *Municipal Freedom of Information and Protection of Privacy Act*. No such information shall be used by the Service Provider on any other project without the prior written approval of the City.

(b) The Service Provider shall require each of its employees and agents, who work under this Agreement or who have access to confidential information of the City, to comply with the requirements of this Agreement with respect to confidentiality.

6.8 **INDEPENDENT CONTRACTOR**

(a) The Service 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 this Agreement that the Service Provider nor any person employed by or associated with the Service Provider is an employee of, or has employment benefits of any kind with the City or is in any way entitled to employment benefits of any kind whatsoever from the City whether under internal policies and programs of the City, the *Income Tax Act*, the *Canada Pension Act*, the *Employment Insurance Act,* the *Workplace Safety and Insurance Act*, the *Occupational Health and Safety Act*, the *Pay Equity Act*, the *Health Insurance Act*, or any other employment-related legislation, all as may be amended from time to time, or otherwise.

(b) The Service Provider is acting as an independent contractor in the performance of this Agreement and shall not be deemed to be the employee, agent, partner of, or in joint venture with the City, and the Service Provider's officers, directors, employees and agents shall not be deemed to be the employees, agents, partners of, or in joint venture with the City.

6.9 **Intellectual Property**

(1) Where the Service Provider develops a work or a product under this Agreement, the Service Provider hereby assigns to the City, and confirms that the Service Provider has assigned all, and not less than all, of its right, title and interest throughout the world, including reversionary interests and rights of renewal and other rights, in and to the copyright and all other rights in the work and in the product including the right to create derivative works which modify or alter the work and the product in any manner whatsoever.

(2) Where the Service Provider develops a work or a product under this Agreement, the Service Provider hereby waives the whole of its moral rights in the work and in the product.

(3) Where the Service Provider develops a work or a product under this Agreement, the Service Provider;

(a) represents and warrants that the use of the work or product does not violate any copyright or infringe third party intellectual property rights;
(b) covenants that the use of the work or product will not violate any copyright or infringe third party intellectual property rights;
(c) agrees to indemnify the City of any liability, injury or damage, including legal costs or expenses incurred by the City as a result of any breach or alleged breach of a term, warranty, representation or covenant in this Agreement by the Service Provider;
(d) agrees that the indemnities herein set forth shall survive in perpetuity; and
(e) agrees not to institute any action against the City on the grounds that the use of the work or product constitutes an infringement of its moral rights.

7. Data Collection and Reporting Requirements

7.1 The Service Provider agrees to collect data as described in Schedule B.

7.2 The Service Provider agrees to comply with the reporting requirements as set out in Schedule B.

8. Program Guidelines

8.1 The City may at its sole discretion amend Schedule B from time to time.

8.2 The Parties acknowledge that the City may be amending the section in the Schedule B with respect to “Housing with Related Support”.

8.3 The City intends to consult with Service Providers and other key stakeholders on the amendments described in Section 8.2.

9. Termination on Notice

9.1 The City may terminate the Agreement at any time upon giving at least 45 days’ Notice to the Service Provider.

9.2 If the City terminates the Agreement pursuant to 9.1, the City may:

(a) Cancel all further instalments of Funding;

(b) Demand the repayment of any Funding remaining in the possession or under the control of the Service Provider; and/or

(c) Determine the Wind Down Costs, and:

(i) Permit the Service Provider to offset the Wind Down costs against the amount the Service Provider owes pursuant to Section 9.2(b); and/or

(ii) Provide Funding to the Service Provider to cover the Wind Down Costs.

10. Event of default, corrective action and termination for default

10.1 Each of the following events shall constitute an Event of Default:

(a) in the opinion of the City, the Service Provider breaches any representation, warranty, covenant or other material term of the Agreement, including failing to do any of the following in accordance with the terms and conditions of the Agreement:

(i) Carry out the CHPI Service Categories;

(ii) Deliver services under the CHPI Service Categories that address program outcomes;

(iii) Collect data as required;

(iv) Provide reports as required;

(v) Use or spend the Funding;

(b) an event of Force Majeure that continues for a period of sixty (60) days or more.

10.2 If an Event of Default occurs, the City may, at any time, take one or more of the following actions:

(a) provide the Service Provider an opportunity to remedy the Event of Default;

(b) suspend the payment of Funding for such period as the City determines appropriate;

(c) reduce the amount of Funding;

(d) reallocate Funding;

(e) cancel all further Funding;

(f) demand the repayment of any Funding;

(g) terminate the Agreement, upon giving Notice to the Service Provider.

10.3 If, in accordance with Section 10.2(a), the City provides the Service Provider with an

opportunity to remedy the Event of Default, the City shall provide Notice to the Service Provider of:

(a) the particulars of the Event of Default; and,

(b) the Notice Period.

10.4 If the City has provided the Service Provider with an opportunity to remedy the Event of Default pursuant to 10.2(a), and:

(a) in the opinion of the City, the Service Provider does not remedy the Event of Default within the Notice Period;

(b) it becomes apparent to the City that the Service Provider cannot completely remedy the Event of Default within the Notice Period; or

(c) the Service Provider is not proceeding to remedy the Event of Default in a way that is satisfactory to the City,

the City may extend the Notice Period, or initiate any one or more of the actions provided for in Sections 10.2 (b), (c), (d), (e), (f), or (g).

10.5 Termination under this Article shall take effect as set out in the Notice.

11. French Language SErvices

11.1 If the City is required to provide services to the public in French under the provisions of the *French Language Services Act* ("FLSA"), the Service Provider agrees that the Service Provider shall:

(a) ensure services are provided in French; and,

(b) make it known to the public, including by way of signs, notices, other information on services, and initiation of communications in French, that services provided to and communications with the public in connection with the CHPI are available in French.

11.2 The Service Provider agrees to submit a written report to the City by May 31 in each year of the CHPI setting out whether the Service Provider has complied with Section 11.1. The report shall be provided in the form set out in the Ministry's Program Guidelines.

11.3 Nothing in this section authorizes a Service Provider or provides it with the delegated authority to enter into any agreements on behalf of or otherwise bind the City.

12. NOTICE

12.1 Any notice or other communication required, desired or permitted to be given by this Agreement shall be in writing and shall be effectively given if:

(a) delivered personally;

(b) sent by prepaid courier service; or

(c) sent by facsimile communication, and confirmed by mailing the original documents so sent by prepaid mail on the same or following day, addressed as follows:

(i) in the case of notice to the City:

The City of London
Attention: City Clerk
300 Dufferin Avenue
City Clerk's Office
London, ON
N6A 4L9

Fax: (519) 661-4892

(ii) in the case of notice to the Service Provider:

[insert relevant information]

or at such other address as the party to whom such notice or other communication is to be given shall have advised the party giving same in the manner provided in this section. Any notice or other communication delivered personally or by prepaid courier service shall be deemed to have been given and received on the day it is so delivered at such address, provided that if such day is not a Business Day such notice or other communication shall be deemed to have been given and received on the next following Business Day. Any notice or other communication transmitted by facsimile communication shall be deemed to have been given and received on the day of its transmission, provided that such day is a Business Day and such transmission is completed before 4:30 p.m. on such day, failing which such notice or other communication shall be deemed to have been given and received on the first (1st) Business Day after its transmission. If there has been a mail stoppage and if a party sends a notice or other communication by facsimile communication, such party shall be relieved from the obligation to mail the original document in accordance with this paragraph.

13. indemnification

13.1 The Service Provider shall indemnify and hold harmless the City from and against any and all liability, injury, loss, costs, damages, expenses (including legal, expert, and consultant fees), causes of action, actions, claims, demands, lawsuits or other proceedings, by whomever made sustained, incurred, brought or prosecuted, in any way arising out of or in connection with the CHPI, or otherwise in connection with the Agreement, unless solely caused by the negligence or wilful misconduct of the City.

13.2 The obligation to indemnify will require the Service Provider to exhaust all reasonable opportunities to seek recovery, which efforts shall include but shall not be limited to resorting to legal action to defend third party claims.

13.3 **INSURANCE AND INDEMNITY**

Throughout the term of this Agreement, the Service Provider shall maintain commercial general liability insurance on an occurrence basis for an amount of not less than Two Million Dollars ($2,000,000) and shall include the City as an additional insured with respect to the Service Provider's operatacts and omissions relating to its obligations under this Agreement, such policy to include non-owned automobile liability, personal 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.

The Service Provider shall submit a completed standard Insurance Certificate (Form #0788), and shall provide the City with a minimum of thirty days' notice in advance of cancellation of such insurance.

The City reserves the right to request such higher limits of insurance or other types of policies appropriate to this Agreement as it may reasonably require. Failure to satisfactorily meet these conditions relating to insurance shall be deemed a breach of this Agreement.

The Service Provider undertakes and agrees to defend and indemnify the City and hold the City harmless, at the Service Provider's sole expense, from and against all claims, demands, suits, losses, costs, damages and expenses that the City may sustain or incur by reason of:

(i) any breach of this Agreement by any of the Service Provider, the Service Provider's employees or persons for whom the Service Provider is at law responsible;

(ii) any loss or misuse of funds held by the Service Provider as described in this Agreement;

(iii) the acts or omissions of the Service Provider, the Service Provider's employees or any person for whom the Service Provider is at law responsible in performing Services or otherwise carrying on the Service Provider's business, including any damage to any and all persons or property, whether deliberate, accidental or through negligence, and all tickets, fines or penalties;

(iv) any claim or finding that any of the Service Provider, the Service Provider's employees or persons for whom the Service Provider is at law responsible are employees of, or are in any employment relationship with, the City or are entitled to any Employment Benefits of any kind; or

(v) any liability on the part of the City, under the Income Tax Act (Canada) or any other statute (including, without limitation, any Employment Benefits statute), to make contributions, withhold or remit any monies or make any deductions from payments, or to pay any related interest or penalties, by virtue of any of the following being considered to be an employee of the City, from the Service Provider, the Service Provider's employees or others for whom the Service Provider is at law responsible in connection with the performance of Services or otherwise in connection with the Service Provider's business.

13. 4 At its sole discretion, the City may, at any time require that the Service Provider obtain and maintain a Blanket Position insurance policy or equivalent Fidelity Bond. See Schedule C.

14. Force Majeure

14.1 Subject to Section 14.3, Force Majeure means an event that:

(a) is beyond the reasonable control of a Party; and

(b) makes a Party's performance of its obligations under the Agreement impossible, or so impracticable as reasonably to be considered impossible in the circumstances.

14.2 Force Majeure includes:

(a) infectious diseases, war, riots and civil disorder;

(b) storm, flood, earthquake and other severely adverse weather conditions;

(c) lawful act by a public authority; and

(d) strikes, lockouts and other labour actions,

if such events meet the test set out in Section 14.3.

14.3 Force Majeure shall not include:

(a) any event that is caused by the negligence or intentional action of a Party or such Party's agents or employees; or

(b) any event that a diligent Party could reasonably have been expected to:

(i) take into account at the time of the execution of the Agreement; and

(ii) avoid or overcome in the carrying out of its obligations under the Agreement.

14.4 Subject to Section 10.1(b), the failure of either Party to fulfil any of its obligations under the Agreement shall not be considered to be a breach of, or Event of Default under, the Agreement to the extent that such failure to fulfill the obligation arose from an event of Force Majeure, if the Party affected by such an event has taken all reasonable precautions, due care and reasonable alternative measures, all with the objective of carrying out the terms and conditions of the Agreement.

15. AUDITS and reviews

15.1 The Service Provider shall, on forty-eight (48) hours prior written notice, give Her Majesty the Queen in right of Ontario, as represented by the Minister of Municipal Affairs and Housing ("Ministry"), the City, City Representatives and/or Ministry or City auditors free access to such staff, documents, books, records and accounts as may be determined by the Ministry, City, City Representatives and/or Ministry or City auditors, for the purpose of verifying compliance with the CHPI and this Agreement. The Service Provider shall ensure that the same obligation is imposed on any subcontractor engaged to assist the Service Provider in the performance of this Agreement. The Service Provider acknowledges that the Ministry or City may conduct an audit of the Service Provider and its subcontractors in any year.

15.2 The Ministry and the City reserve the right to conduct operational reviews on forty-eight (48) hours prior notice to the Service Provider to evaluate the effectiveness of the Service Provider's operations and delivery of CHPI. The Service Provider shall give the Ministry, City, City Representatives and/or other persons authorized by the Ministry or City free access to such premises, staff, documents, books, records and accounts as may be determined by the Ministry, City, City Representatives and/or other persons authorized by the Ministry or the City, for the purpose of the operational review. The Service Provider shall ensure that the same obligation is imposed on any subcontractor engaged to assist the Service Provider in the performance of this Agreement. The intent of the operational review is to work in partnership with the Service Provider to identify areas of strength and opportunities, to improve business practices, and to ensure that the effective administration and monitoring of service contracts are maintained. The Ministry or the City may provide the Service Provider with recommendations arising out of the operational review and the Service Provider shall give reasonable consideration to those recommendations.

15.3 No provision of the Agreement shall be construed so as to give the Ministry or the City any control whatsoever over the Service Provider's records. For greater certainty, the Minister's rights under this Article are in addition to any rights provided to the Auditor General pursuant to Section 9 (1) of the *Auditor General Act* (Ontario). This section shall survive any expiry or termination of this Agreement.

16. GENERAL

16.1 The Service Provider shall comply with all City Notifications.

16.2 The Service Provider shall maintain all records and documentation pertaining to this Agreement for two (2) years following the termination of this Agreement.

16.3 The Service Provider represents that it has not knowingly provided the City with any false or misleading information respecting the subject matter of this Agreement and agrees that it shall not knowingly provide any false or misleading information to the City in the performance of its obligations under this Agreement.

16.4 Any power, right or function of the City, contemplated by this Agreement, may be exercised by any employee or agent of the City.

16.5 The Service Provider acknowledges that the City is bound by the *Municipal Freedom of Information and Protection of Privacy Act* (Ontario) and that any information provided to the City in connection with the CHPI or otherwise in connection with this Agreement is subject to disclosure in accordance with that Act.

16.6 [intentionally left blank]

16.7 The Service Provider represents and warrants that it shall:

(a) preserve the PIPEDA and MFIPPA compliance of all MFIPPA or PIPEDA Protected Information transferred to it by the City or the Ministry;

(b) ensure the MFIPPA and PIPEDA compliance of all MFIPPA or PIPEDA Protected Information that it collects in the course of performing its contractual obligations; and

(c) ensure the MFIPPA and PIPEDA compliance of all MFIPPA or PIPEDA Protected Information that it transfers to the City or the Ministry.

16.8 Each disbursement of Funding by the City to the Service Provider under this Agreement is subject to the necessary appropriations from the Provincial Legislature and from Municipal Council. The Minister and the City shall not have any liability in the event the respective appropriations are insufficient to meet the Funding obligations of the Minister or the City.

16.9 Nothing in this Agreement is to be construed as authorizing one Party to contract for or incur any obligation on behalf of the other or to act as agent for the other and nothing in this Agreement shall be construed to constitute the Minister, the City and the Service Provider as partners of each other.

16.10 No member of:

(a) the House of Commons or Senate of Canada; or

(b) the Legislative Assembly of Ontario; or

(c) the Municipal Council of the City or the County of Middlesex, or the governing body of any Municipal Agency, Board or Commission of any of such municipalities;

shall be admitted to any share or part of any contract, agreement or commission made pursuant to this Agreement or to any benefit arising therefrom, including, without limitation, any contract, agreement or commission arising from or related to the CHPI Service Categories.

16.11 All of the remedies available to the City under this Agreement, at equity and/or at law are cumulative and are not alternative and the City shall not be precluded from availing itself simultaneously of some or all of the said remedies.

16.12 Notwithstanding any of the terms of this Agreement, the City shall have the option of waiving any or all of his remedies under this Agreement, but no waiver of a provision shall be deemed to constitute a waiver of any other provision (whether or not similar) nor shall any waiver constitute a continuing waiver unless otherwise provided.

16.13 Time shall in all respects be of the essence in this Agreement, provided that the time for doing or completing any matter provided for under this Agreement may be extended or abridged by agreement in writing signed by the City and the Service Provider or their respective written designates on their behalf, who are hereby expressly appointed in this regard.

16.14 This Agreement is made pursuant to and shall be governed by and construed in accordance with the laws of the Province of Ontario.

16.15 Any reference to a statute in this Agreement includes a reference to all regulations made pursuant to such statute, all amendments made to such statute and regulations in force from time to time and to any statute or regulation which may be passed and which has the effect of supplementing or superseding such statute or regulations.

16.16 The headings and subheadings contained in this Agreement are inserted for convenience and for reference only and in no way define, limit or describe the scope or intent of this Agreement or form part of this Agreement.

16.17 The parties agree that there are no representations, warranties, covenants, agreements, collateral agreements or conditions affecting this Agreement other than as expressed in writing in this Agreement.

16.18 This Agreement shall be read with all changes of gender and number required by the context.

16.19 Each of the Parties shall, at any time and from time to time, upon not less than twenty (20) Business Days prior written notice by the other Party, execute and deliver to the other Party a statement in writing confirming that this Agreement is in good standing, unmodified and in full force and effect, or if there have been modifications that the same are in good standing and in full force and effect, as modified, and stating the modifications. Where applicable, the statement shall state the defaults, if any, known to the Party to whom such request has been made and the action taken or proposed to be taken by such requested Party with respect to same.

16.20 If the Service Provider owes any money to the City, whether or not their return or repayment has been demanded by the City, such monies shall be deemed to be a debt due and owing to the City by the Service Provider and the Service Provider shall pay or return the amount to the City immediately unless the City otherwise directs. The City may charge the Service Provider interest on any monies owing by the Service Provider at the then current interest rate charged by the Province of Ontario on accounts receivable.

16.21 The City may set off any debt owing by the Service Provider to the City under this Agreement against any amount payable by the City to the Service Provider.

16.22 The Service Provider shall not assign this Agreement without the prior written consent of the City, which consent may be withheld, acting in its sole discretion.

16.23 This Agreement shall enure to the benefit of and be binding upon the Parties hereto and their respective successors and assigns, provided that this paragraph shall in no way derogate from the provisions of Section 16.22 restricting the Service Provider's ability to assign this Agreement.

16.24 The invalidity or unenforceability of any provision of this Agreement shall not affect the validity or enforceability of any other provision of this Agreement. Any invalid or unenforceable provision shall be deemed to be severed.

16.25 The provisions in sections 5.3, 5.4, 9.2, 10.2(c), (d), (e), (f), and Article 1 (Interpretation), 7 (Data collection and Reporting Requirements), 12 (Notice), 13 (Indemnification), 15 (Audits and Reviews), and 16(General) except for section 16.20 shall survive termination or expiry of this Agreement for a period of seven (7) years from the date of termination of this Agreement.

IN WITNESS THEREOF this Agreement has been executed by the Parties.
SIGNED, SEALED AND DELIVERED

THE CORPORATION OF THE CITY OF LONDON

Per: _____
Name: Joe Fontana
Title: Mayor
Date:

Per: _____
Name: Catharine Saunders
Title: City Clerk
Date:

[INSERT NAME OF SERVICE PROVIDER]
Per: _____
Name:
Title:
Date: c/s

Per: _____
Name:
Title:
Date: c/s

I/We have the authority to bind the Service Provider

Schedule A

FUNDING / BUDGET ITEMS / ELIGIBLE EXPENDITURES

Maximum Amount of Funding for Initial Term (inclusive of HST):

- January 1, 2013 – March 31, 2013 $
- January 1, 2013 – December 31, 2013 $ + $ (subject to available funding)
- January 1, 2013 – $ + $ (subject to available funding)

Maximum Amount of Funding for Renewals (if any):

- An amount as determined by the City Representative and confirmed in writing to the Service Provider, on the condition that such amount is provided for in the City's current approved budget.

Eligible Expenditures

Personnel

- salaries and benefits of program employees
- contract fees (e.g., trainers, consultants)

Travel

- mileage and travel expenses for program activities or to share program information

Materials / Equipment

- office supplies (paper/pencils)
- specialized program supplies and material, such as toys, books (in either, or both, official languages), indoor play equipment

Rent and Utilities

- rental costs of facility
- utilities (telephone, electricity, heating)
- maintenance and snow clearing

Evaluation / Dissemination

- normally 10-15% of a project's fiscal year budget
- contract fees for third party evaluation
- data collection and analysis

Other

- audit, legal fees, bookkeeping
- annual audited statement
- translation, interpretation, training/professional development
- board and professional liability insurance
- HST should be included in all budget expenses, not as a separate item in this category

Ineligible Expenditures

- therapeutic and medical treatment (e.g. speech or language pathology) covered by provincial/territorial medical and insurance plans
- capital expenditures, which include:
    - new construction and/or conversions of buildings
    - repairs and renovations
    - retrofits
    - buying land
    - purchasing buildings
- The construction, repair and renovation of new and existing social and affordable housing
- Services that do not directly support people who are homeless or at-risk of homelessness
- Alcoholic beverages

Schedule B
DESCRIPTION OF SERVICES

The Service Provider shall provide services under the following CHPI Service Categories (**Mark with an X all that apply**):

____Emergency Shelter Solutions
____Housing with Related Supports
____Services and Supports
____Homelessness Prevention

Start Guide is applicable: (circle one) YES NO

START Guide

(a) Where START Guide is applicable, the Service Provider shall adopt the minimum standards approved by the START Guide Monitoring Body for the START Guide (**S**treet and vulnerable youth services standards that provide: **T**rust **A**ccountability **R**esponsiveness **T**o ensure consistent support for youth).

(b) The Parties acknowledge that the current START Guide was revised November 2009, and any reference to the START Guide shall mean the revised November 2009 version, or any other version approved by the City.

(c) The Service Provider acknowledges it has received and has read the current version of the START Guide.

(d) The Service Provider shall ensure that its staff and volunteers are trained in START Guide Minimum Standards.

(e) The Service Provider shall annually have verification by the START Guide Monitoring Body that it meets the current START Guide Minimum Standards as determined by the START Guide Monitoring Body.

{For each CHPI Service Category, separately set out what the Service Provider is required to do}

The Service Provider shall:

1.0

2.0

-Collection of Data by Service Provider

-Reporting requirements of Service Provider

The Service Provider shall report on the extent to which:

(1) People experience homelessness obtain and retain housing;

(2) People at risk of homelessness remain housed.

Schedule C
BLANKET INSURANCE POLICY OR EQUIVALENT FIDELITY BOND
(at City's option)

The Service Provider shall furnish the City with evidence of Blanket Position insurance policy or equivalent Fidelity Bond in the amount not less than the maximum amount of the City's contribution set out in Schedule A of this Agreement. The City shall be shown on the Policy as a named Obligee with respect to any loss or misuse of funds held by the Service Provider as described in this Agreement.

APPENDIX C

Highlights from the Community Forums
Reducing and Preventing Homelessness in London - November 2012 - January 2013

Date: Wednesday November 7, 2012
Theme: CSUMB Benefit
Attendees: 157
Date: Wednesday, November 28, 2012
Theme: Securing Housing
Guest Speakers: Nicole Francoeur, Samantha McIntyre, Lisa Watson
"STEP Home: A Collaborative Approach"
Attendees: 66
Date: Thursday, November 29, 2012
Theme: Housing with Support
Guest Speaker: Peter Frampton, Executive Director, Learning Enrichment Foundation
"Supporting a Vision of Change Through Enterprising Actions"
Attendees: 52
Date: Wednesday December 5, 2012
Theme: Housing Stability
Guest Speaker: Dr. Stephen Gaetz, Director, Canadian Homelessness Research Network/Homeless Hub
"The Real Cost of Homelessness"
Attendees: 68
Date: Tuesday, January 22, 2013
Theme: Moving Forward - An overview of the Areas of Focus, Actions and Outcomes
Attendees: 84

At the January 22, 2013 community forum one of the questions posed to the participants was "In three years how should the percentage of funding be allocated to each of the four areas of focus: Securing Housing, Housing with Support, Housing Stability and Shelter?" The summary of the five groups indicate the following percentages be allocated by the areas of focus:

- Securing Housing – 33%
- Housing with Support – 29%
- Housing Stability – 18%
- Shelters – 20%

Appendix D

Housing Stability Fund

Effective April 1, 2013

The Housing Stability Fund offers financial assistance to low income Londoners to obtain and retain their housing and for those at risk of homelessness to remain housed.

The Housing Stability Fund is offered by the Housing Support Services of The Salvation Army Centre of Hope and in cooperation with the City of London

Call for an appointment

(519) 661-0343 Ext. 300

Giving Hope Today

London CANADA

Ontario

The Housing Stability Fund includes:

Rental Assistance Program

If you are behind in your rent and facing eviction, or are moving to new a home in London, you may be eligible for this interest free loan/grant program to help you pay your past due rent or last month's rent if you are moving.

Emergency Energy Assistance

If you are a Londoner facing disconnection of your utility service or have been disconnected you may be eligible for this grant program.

Moving Assistance Service

You may be eligible for a grant to assist with hiring a moving company to assist you with your move to your new home in London.

The Housing Stability Fund may be available if:

- You reside in London
- Meet our low income requirements
- Employed or receiving a regular source of income like OW, ODSP, CPP, or a pension

All applications are completed by appointment at The Salvation Army Centre of Hope and our satellite locations.

Housing Stability Fund
Effective April 1, 2013

The Housing Stability Fund offers grants and loan programs to low income Londoners to assist with Rental Arrears, Last Month's Rent, Emergency Energy Assistance and Moving Expenses.

We may be able to assist you if you:

- Meet the income criteria (LICO+15%[1]), are employed, receiving Ontario Works, Ontario Disability Support Program, Employment Insurance, CPP or other regular sources of income
- Live in London and are moving within the City of London
- Have not used the fund in the past 12 months
- Attend an assessment appointment at the Centre of Hope or at one of the satellite locations

Rental Assistance

If you are behind in your rent and facing eviction, or are moving to a new home in London, you may be eligible for this interest free loan/grant program to help you pay your past due rent or last month's rent if you are moving. The Criteria includes:

- Applicants must be pending eviction or establishing a new principal residence
- Up to 2 month's rent is available for rental arrears, based on CMHC Average Market Rent Schedule and unit size
- Up to one month's rent is available for last month's rent based on CMHC Average Market Rent Schedule and unit size
- Applicants may be required to set up a direct ongoing payment to their landlord

Emergency Energy Assistance

If your utility service is pending disconnection or you have been disconnected you may be eligible for this grant program. The Criteria includes:

- Applicants must be the person named on the bill and have made a minimum $50 payment in the previous 4 months
- Assistance up to a maximum of $500 per utility or $600 for electrically heated homes
- Applicants may be required to set up a direct ongoing payment to the utility company

Moving Assistance

You may be eligible for a grant to assist with hiring a moving company to assist you with your move to your new home in London. The Criteria includes:

- Applicants must be establishing a new principal residence in London
- Applicants must provide an estimate for moving costs from an approved moving company
- Assistance up to a maximum of $350 for single or couples, with a 2 stop maximum and $550 for a family with dependent children with a 3 stop maximum

Please call for more information or to set up an appointment
The Salvation Army Centre of Hope
Housing Support Services
519-661-0343 Ext 300

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1 The Low Income Cut Off or LICO is an income level or threshold below which a family will likely devote a larger share of its income on the necessities of food, shelter and clothing than the average family

Appendix E

1. Proposed Plan

Briefly describe how you intend to use your CHPI allocation to address various housing and homelessness-related needs of your SM area.

For example, you can discuss the following matters:

1) Range of services you are planning to deliver (e.g. Emergency Shelter Solutions, Housing with Related Supports, Services and Supports, and Homelessness Prevention) - and why.

2) Client groups you are planning to assist - and why.

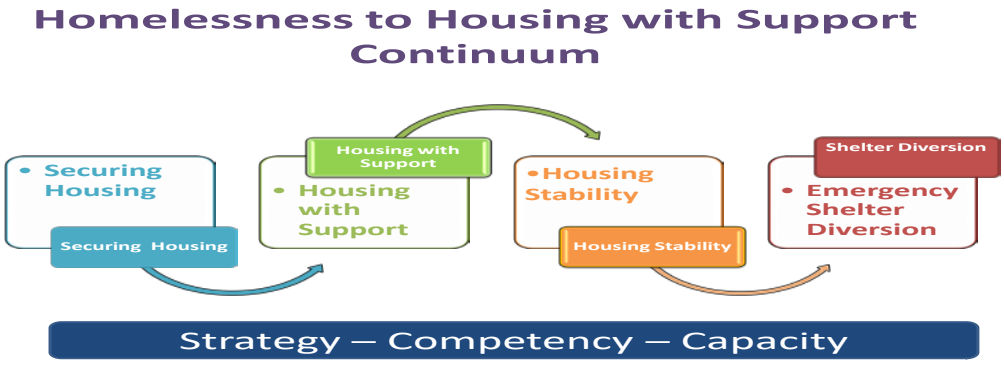
The proposed plan is intended to be a high-level summary and should be no longer than two pages.

Please write in a box below:

As a community, London continues to work to reduce and prevent homelessness through the collaborative efforts of many partners. In November 2010 the City of London approved the result of some of that work – the London Community Plan on Homelessness (LCPH). The LCPH identifies six key themes and 29 directions which address the policy and program directions to be undertaken with the community until December 2015.

With the introduction of the Community Homelessness Prevention Initiative and consolidation of the funding envelopes, we were presented with an opportunity to build on our plan and push our dialogue further to consider significant change that would result in our shared desired outcomes of the reduction and prevention of homelessness through a Housing First approach. We held a series of community forums throughout the Fall and into the New Year to talk concretely about the change, the alignment between the CHPI principles and outcomes and our community plan, and to strategically consider how to invest the funding in a way that would realize real change.

The information gathered from the forums form the basis of how we are proceeding with the implementation of the homelessness to housing with support continuum. The continuum has the primary anchors of securing housing; housing with support; housing stability; and shelter diversion. We will also focus on building strategy, competency and capacity within the system to support the level of change envisioned.



Outlined below are the range of services, programs, and actions by service categories that we will put in place to achieve the change we envision. Our plan will move forward with both temporary or short term programs, services and initiatives designed to address individuals and families experiencing, or at risk, of homelessness as well as programs/services that are aimed at the longer term outcome of reducing and preventing homelessness.

Service Categories

- Emergency Shelter Solutions - Focus on shelter diversion
- Establish a coordinated and centralized intake for individuals and families
- Explore shelter specialization in London
- Reduce emergency shelter use and number of beds

- Housing with Related Supports - Focus on securing housing
- Implement a Jail to Home program
- Implement a Hospital to Home program
- Establish a last months' rent program
- Establish a moving service
- Establish a new furniture bank

- Services and Supports - Focus on housing stability
- Strengthen outreach efforts to house street involved individuals
- Introduce an integrated homeless information and case management system
- Strengthen crisis response once housed
- Introduce peer support and mentoring programs
- Introduce standards for service and measures
- Strengthen the response to persistent and chronic homelessness
- Introduce collaborative leisure and recreation programs

- Homelessness Prevention - Focus on eviction prevention
- Link the emergency utility program and rent bank program to Neighbourhood Housing Support Centres

A Housing First Temporary Support Fund (HFTSF) is a temporary bridge fund put in place for the three month period January 1, 2013 to March 31, 2013. The Housing First Temporary Support Fund is intended to assist recipients of OW/ODSP in establishing a new principal residence, or to prevent eviction or the discontinuance of utilities or heating in an existing residence.

- Administration - Focus on capacity, competency and strategy
- Establish an Implementation Group
- Anchor a consistent Housing First response (philosophy and intervention)
- Enhance system capacity through training, case management, program monitoring and clinical expertise
- Undertake a community plan on youth, London Aboriginal individuals/families, and street involved sex workers
- Work with other funders to align strategies, leverage opportunities, performance monitoring and reporting

While we are seeking significant change, we also want to move at a pace that is manageable and ensures a smooth transition. To achieve this, certain funded agencies that received funding under the Province's previously funded programs, including emergency shelter operators and other agencies, received short- term funding to maintain priority programs and supports between January-March 2013. Ongoing contracts with organizations to achieve the range of services noted above will incorporate expectations regarding principles, outcomes and reporting.

Our transition efforts will also focus on embedding a Housing First approach in our community. Developing diversion initiatives from entering into emergency shelters and rapid housing programs once in shelter is a key aspect of this work. Further, the services identified in the overall implementation will also need to consider the unique needs of our Aboriginal population, youth, families, street involved sex workers, abused women, chronic and persistent homeless individuals, and recognize the concurrent issues of addiction, mental health and trauma.

Community development and community engagement are fundamental to our approach. We will continue to engage our community in a collaborative manner that supports the change we envision through the Community Homelessness Prevention Initiative. These efforts directly contribute to the shared vision to reduce and eliminate homelessness.

2. Projected Use of CHPI funding

Complete the following table to indicate how much of your 2013-14 CHPI allocation you plan to use under various service categories in each quarter.

Projected spending in each quarter may be specific to each service category:

1. Emergency Shelter Solutions
2. Housing with Related Supports
3. Services and Supports
4. Homelessness Prevention

Please refer to the Program Guidelines for examples of activities that may be provided under each service category.

Please also include the amount of funding to be used to administer the program. Service Managers may use up to 10% of their annual allocation on administration costs.

Please provide your best quarterly estimates when completing the table.
Please enter information in the YELLOW HIGHLIGHTED cells only.

PROJECTED USE OF CHPI FUNDING BY QUARTER

Service Categories	**Quarter 1 Apr - Jun**	**Quarter 2 Jul - Sep**	**Quarter 3 Oct - Dec**	**Quarter 4 Jan - Mar**	**TOTAL 2013-14**
	$	$	$	$	$
Emergency Shelter Solutions	$1,221,220	$1,173,920	$1,000,000	$850,000	$4,245,140
Housing with Related Supports	$106,259	$353,958	$400,000	$400,000	$1,260,217
Services and Supports	$25,000	$65,625	$106,250	$791,976	$988,851
Homelessness Prevention	$441,766	$227,561	$227,561	$227,561	$1,124,449
Program Administration	$95,037	$93,158	$93,158	$96,292	$377,645
Total	$1,889,282	$1,914,222	$1,826,969	$2,365,829	$7,996,302

4. Year-End Financial Reporting

Due: May 31, 2014.

Please enter your actual expenditures for each quarter of 2013-14.
Please enter your information in the YELLOW HIGHLIGHTED cells only.

ACTUAL FINANCIAL EXPENDITURES - 2013-14

Service Categories	Q1 Apr-Jun Actual	Q2 Jul-Sep Actual	Q3 Oct-Dec Actual	Q4 Jan-Mar Actual	TOTAL 2013-14 Expenditures	Annual Allocation 2013-14	Variance
	$	$	$	$	$	$	$
Emergency Shelter Solutions					$0	$4,245,140	$4,245,140
Housing with Related Supports					$0	$1,260,217	$1,260,217
Services and Supports					$0	$988,851	$988,851
Homelessness Prevention					$0	$1,124,449	$1,124,449
Program Administration					$0	$377,645	$377,645
Total	$0	$0	$0	$0	$0	$7,996,302	$7,996,302

Is there anything you would like to note to explain your figures?

TOTAL SM EXPENDITURES ON EACH SERVICE CATEGORY - 2013/14

Service Categories	CHPI Funding	Municipal Funding	2013-14 Total
	$	$	$
Emergency Shelter Solutions			$0
Housing with Related Supports			$0
Services and Supports			$0
Homelessness Prevention			$0
Program Administration			$0
Total	$0	$0	$0

CMSM/DSSAB:	City of London
Contact Email and Telephone Number:	jrichardson@london.ca
	519-661-2500 ext. 5228
Date Submitted to MMAH:	February 15, 2013

Service Manager Attestation

I certify that I have delegated authority to approve this Report.

I also certify that to the best of my knowledge, the reported information is true and correct.

X
(SM Signature)
Name: Lynne Livingstone
Title: Managing Director, Neighbourhood, Children and Fire Services

TO:	**CHAIR AND MEMBERS COMMUNITY AND PROTECTIVE SERVICES COMMITTEE MEETING ON JUNE 17, 2019**
FROM:	**LYNNE LIVINGSTONE MANAGING DIRECTOR NEIGHBOURHOOD, CHILDREN AND FIRE SERVICES**
SUBJECT:	**LONDON STRENGTHENING NEIGHBOURHOODS STRATEGY: NEIGHBOURHOOD DECISION MAKING PROGRAM**

RECOMMENDATION

That, on the recommendation of the Managing Director of Neighbourhood, Children and Fire Services, the following actions **BE TAKEN** regarding the Neighbourhood Decision Making Program:

a) Civic Administration **BE DIRECTED** to make the following three changes to the Neighbourhood Decision Making (NDM) Program for 2019: an idea cannot be submitted for the same address in back to back years; London be split up into 10 geographic areas; and, cap funding to an individual project at $15,000;

b) Civic Administration **BE DIRECTED** to find funding in the amount up to $67,000 for 2019 to support the changes to the NDM Program outlined in a) above; and,

c) Civic Administration **BE DIRECTED** to submit a business case as part of the 2020-2023 Multi-Year Budget to support the Council directed changes to the Neighbourhood Decision Making Program outlined in a) above.

PREVIOUS REPORTS PERTINENT TO THIS MATTER

- London Strengthening Neighbourhoods Strategy 2017-2020 (April 26, 2016, May 24, 2017, June 20, 2017, May 28, 2019)

BACKGROUND

On May 28, 2019, Community and Protective Service Committee requested the following:

That the Civic Administration BE REQUESTED to report back at a future meeting of the Community and Protective Services Committee with respect to the following related to the London Strengthening Neighbourhoods Strategy Neighbourhood Decision Making Program:

a) making locations ineligible for funding in consecutive years in the Neighbourhood Decision Making Program;
b) splitting up geographic boundaries further; and,
c) putting a cap on amounts given to each project;

The purpose of this report is to:

- outline additional background information about Neighbourhood Decision Making (NDM);
- confirm process improvements for NDM 2019 implementation; and,
- provide options with respect to the above three proposed changes to the current NDM Program for Council to consider and the potential resource implications of these options.

The Neighbourhood Decision Making Program

The heart and essence of every city and community are its neighbourhoods. Strong neighbourhoods are about people and places, and how they work together to make neighbourhoods great places to live, work, and play. Residents ideally know what is best for their neighbourhoods and will support what they create.

Neighbourhood Decision Making is a program that truly engages, empowers, and connects residents by bringing neighbours together around community-driven projects that enhance and strengthen their neighbourhoods, but it is also an example of participatory budgeting. Residents, whether they are new to London or too young to vote in a civic election, determine how to spend a portion of the municipal budget in their neighbourhoods.

Residents directly decide how to spend part of the municipal budget by making decisions that impact their lives. They are the experts, and by having a vested interest in the outcome, residents become more actively engaged in their community, their city, and in local government.

As an example, in 2018, a young girl drew a picture of the swing she wanted in her neighbourhood park. She submitted this idea to Neighbourhood Decision Making and went house to house with her picture to secure votes. On vote day, she was at her public library voting station sharing her enthusiasm for her project with prospective voters of all ages. Today, there is a new swing in her neighbourhood park for everyone to enjoy!

Process Improvements for NDM 2019 Implementation

Based on early feedback from the resident surveys, Civic Administration will undertake the following steps to improve the Neighbourhood Decision Making Program for 2019:

- Communication Strategy: Civic Administration will review current avenues of communication and eliminate those that are ineffective and build on the communication methods that residents rated as most effective. In addition, communication assets will be translated and Civic Administration is exploring creative ideas that reach multiple audiences that will explain and promote NDM.

- Outreach Strategy: A concentrated effort will be undertaken in 2019, to engage neighbourhoods that haven't participated or have had minimal participation with the NDM program. City staff will continue to build key networks of resident leaders, neighbourhood associations, community groups and organizations across the city to assist in targeting neighbourhoods who may be less "organized", less involved, or are experiencing barriers to participation. Outreach strategies include:
    - Increase promotion in neighbourhoods with low participation rates in NDM over the past two years (activities may include pop up events, participating in organized neighbourhood events, attending neighbourhood meetings, and targeted social media posts).
    - Engage with community champions and local organizations to increase the reach to newcomers, cultural groups, youth, and isolated residents of London by creating specific short promotional videos describing the Neighbourhood Decision Making Program and offering presentations to a variety of organizations and associations who are interested in reaching out to their communities to promote the NDM Program.

- Improving the "Idea Development" process: Based on suggestions from residents, additional resources will be added online including expanding the current "idea bank", improving cost estimates, and providing simple process flow charts. In addition, Civic Administration will leverage opportunities to explore collaboration when residents in the same neighbourhood submit similar ideas.

Proposed Changes to the Neighbourhood Decision Making Program

Council directed Civic Administration to review and report back on three proposed changes to the current NDM program:

- limit locations;
- split up current boundaries; and,
- cap funding.

Limiting a location/address can be turned around quickly and implemented with no additional impact to resources for the 2019 NDM program.

Splitting up the current boundaries will require additional resources. Civic Administration explored two options for splitting up the current five geographical areas (six areas and ten areas). To do this, a number of factors were taken into account in re-drawing the geographic boundaries:

- Maintain a similar population size in each area as best as possible;
- Boundaries of the revised geographic areas were drawn to align with resident-identified neighbourhoods to minimize cross-over and confusion as best as possible;
- Where neighbourhoods were split into two separate areas, population of each area and boundaries such as roads, and other natural boundaries were taken into consideration when dividing neighbourhoods; and,
- The barriers to participation (such as mobility status, prevalence of low income, population immigrated, unemployment rate, speaking neither English nor French) were taken into account, however, could only be fully be addressed in Option Two: ten geographic areas.

There are two proposed options to cap funding. Each of these options align with the options to split up the current boundaries ($20,000 for six areas and $15,000 for ten areas).

Outlined in the chart below are options for Council to consider for each of the changes and the potential resource implications.

Proposed Changes	Current Criteria	Option(s) for Council to Consider	Resource Implications
Limit Locations	There is no restriction limiting residents to submit an idea for the same location in consecutive years. [1]	An idea cannot be submitted for the same address in back to back years (2 years in a row).	N/A
Split up current boundaries	The city is divided into five geographic areas (northeast, northwest, central, southeast, southwest). Each geographic area receives $50,000. See Appendix A for boundaries.	Option One: The city is divided into six geographic areas (numbered 1 to 6). Each geographic area would receive $42,000. See Appendix A for boundaries.	Option One: $47,000 See Appendix B for detailed resource implications.
		Option Two: The City is divided into ten geographic areas (numbered 1 to 10). Each geographic area would receive $25,000. See Appendix A for boundaries.	Option Two: $67,000 See Appendix B for detailed resource implications.
Capping funding	Each of the five geographic areas receive $50,000. There is no cap on funding a project. A resident may submit an idea for up to $50,000.	Option One (six geographic areas): There is a cap of $20,000 for a project. A resident may submit an idea for up to $20,000.	N/A
		Option Two (ten geographic areas): There is a cap of $15,000 for a project. A resident may submit an idea for up to $15,000.	N/A
		It is important to note that capping the funding for a project limits the scale of projects in public parks and other projects that have been funded in the past two years. Appendix C outlines a list of City "infrastructure items and projects that are currently in the NDM Idea Bank.	

Pending Council's direction regarding the above proposed changes and options, Civic Administration will be launching NDM 2019 this August with a targeted vote day of November 16, 2019.

FINANCIAL IMPACT

If Council chooses to proceed with the proposed Option Two: increasing the number of geographic areas to ten, additional one time funding in the amount up to $67,000 will need to be identified in 2019. Civic Administration will go forward with a Strategic Investment Business Case as part of the 2020-2023 Multi-Year Budget process.

NEXT STEPS

Civic Administration Staff will begin promoting NDM 2019 and the changes for 2019 at community events and festivals this summer. A detailed communication strategy will be developed in an effort to promote the program widely and provide targeted outreach as identified. This is contingent on the availability of additional resources and staffing to support a new geographic model.

Civic Administration will continue to monitor and evaluate the program to make sure NDM meets the purpose it was set out to accomplish: *engage, empower, and connect residents by bringing neighbours together around community-driven projects that enhance and strengthen their neighbourhoods*.

[1] In 2017 and 2018, there were no winning ideas that were located at the same address.

CONCLUSION

Initiatives such as Neighbourhood Decision Making bring neighbours together around community-driven projects that enhance and strengthen their neighbourhoods. Funded projects can transform the culture, pulse, and even the physical appearance of neighbourhoods. These projects have the potential to build a stronger sense of community by engaging a diverse range of residents across London's neighbourhoods.

PREPARED AND SUBMITTED BY:	RECOMMENDED BY:
CHERYL SMITH **MANAGER, NEIGHBOURHOOD STRATEGIC INITIATIVES & FUNDING**	**LYNNE LIVINGSTONE** **MANAGING DIRECTOR, NEIGHBOURHOOD, CHILDREN & FIRE SERVICES**

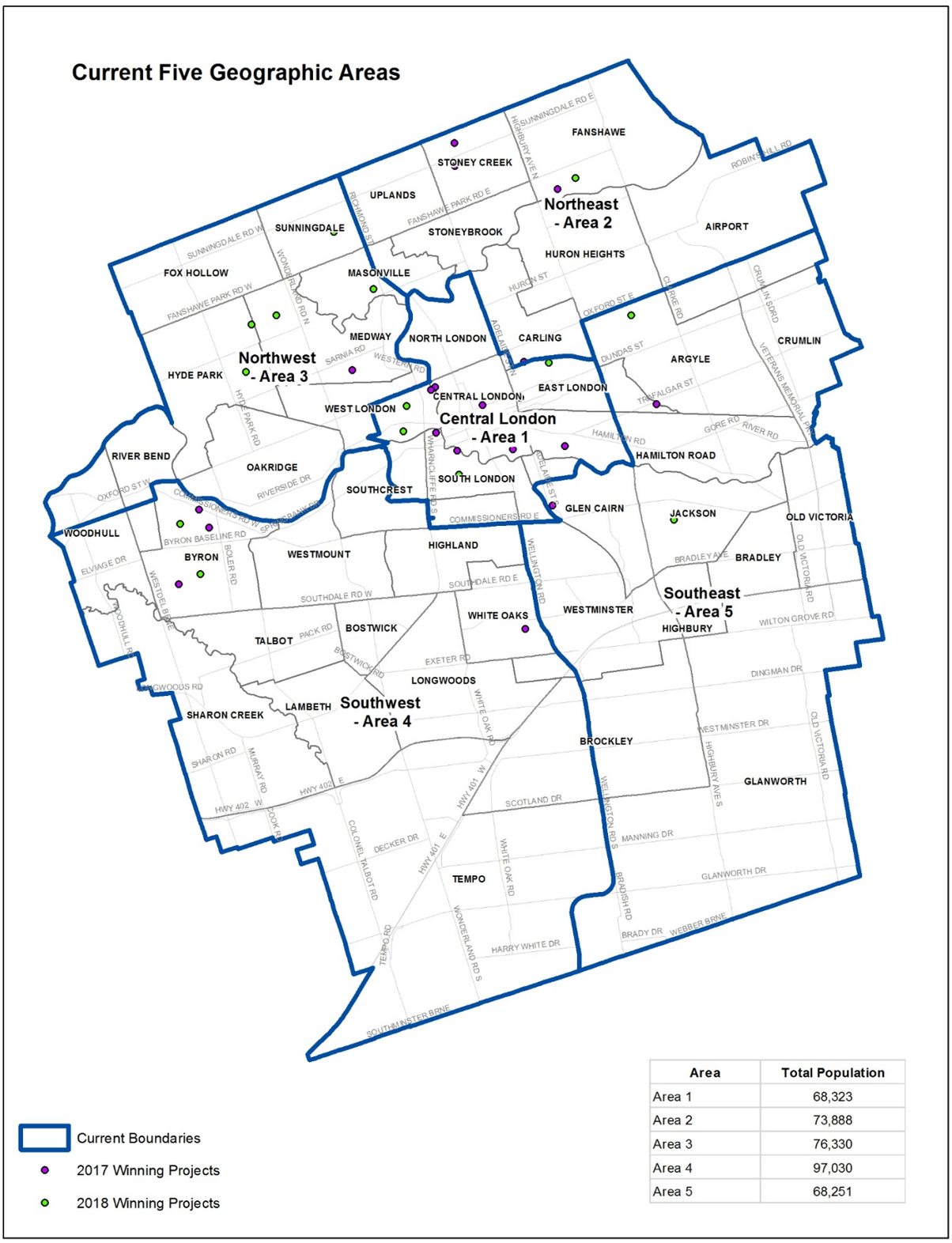
APPENDIX A

NEIGHBOURHOOD DECISION MAKING PROGRAM BOUNDARIES

CURRENT BOUNDARIES: FIVE GEOGRAPHIC AREAS

Below is a map of the current five geographical areas. The boundaries created took the following into account:

- Many residents identify with their geographic area of the city;
- These areas are aligned with resident-identified neighbourhoods minimizing cross over and confusion; and,
- Five concurrent processes are managed within current staff capacity.

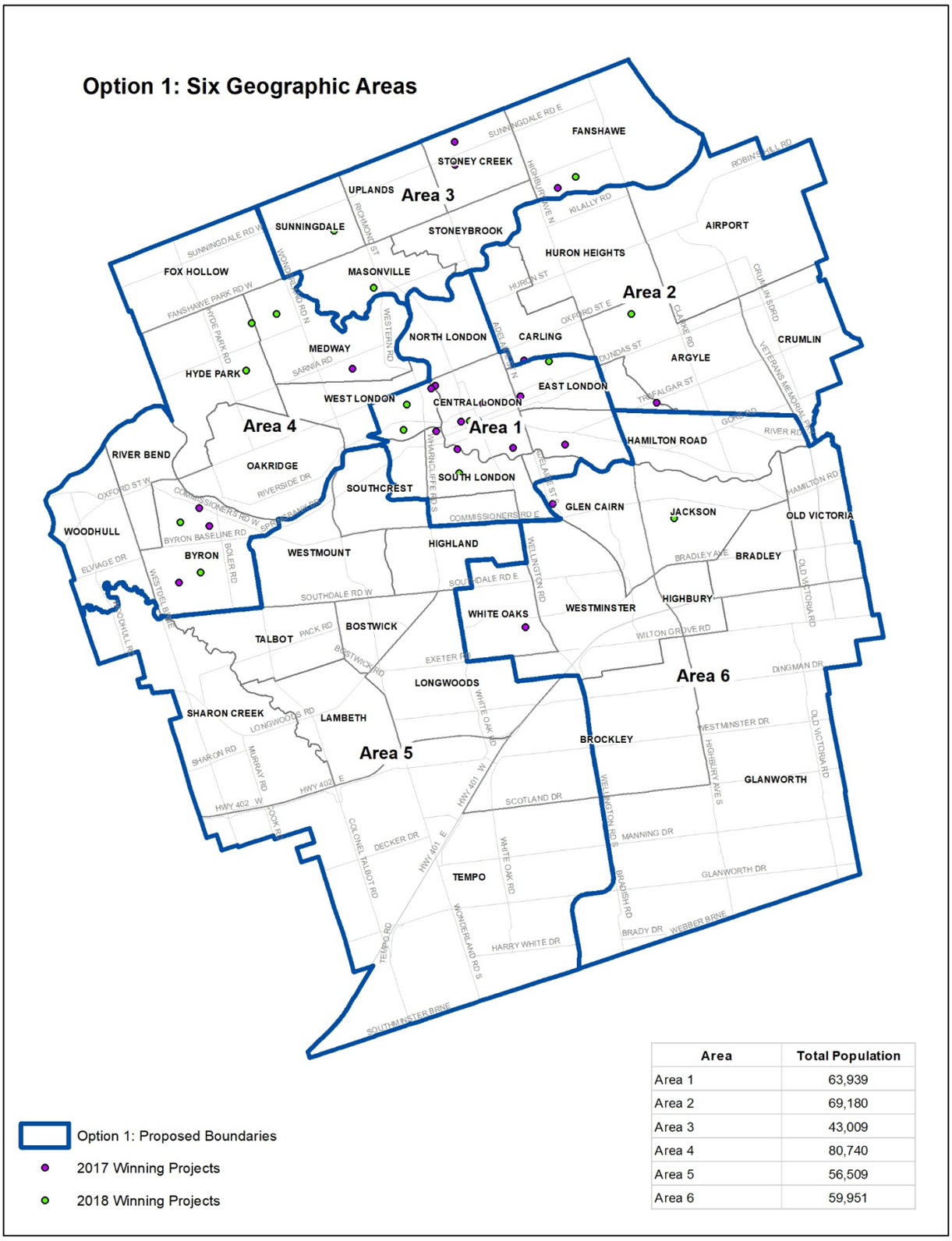


Area	Total Population
Area 1	68,323
Area 2	73,888
Area 3	76,330
Area 4	97,030
Area 5	68,251

OPTION ONE: SPLITTING UP NDM PROGRAM BOUNDARIES INTO SIX GEOGRAPHIC AREAS

Below is a map of the city divided into six geographical areas (labelled Area 1 to 6). The boundaries created below take the following into account:

- The similar population size of each area as best as possible;
- The boundaries of the ten geographic areas are drawn to align with resident-identified neighbourhoods to minimize cross-over and confusion as best as possible; and,
- Where neighbourhoods were split into two separate areas, population of each area and boundaries such as roads, and other natural boundaries were taken into consideration when dividing neighbourhoods.

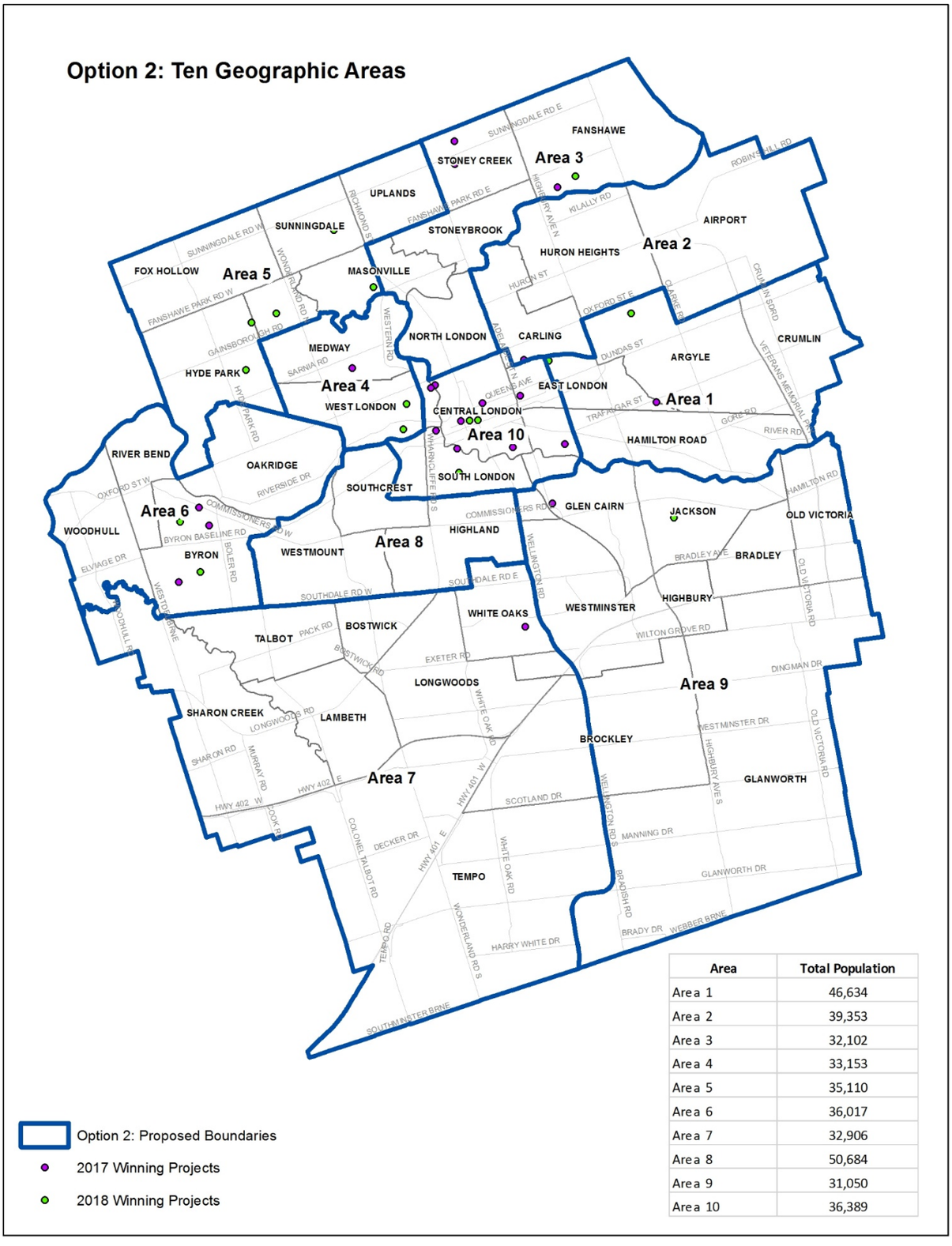


Area	Total Population
Area 1	63,939
Area 2	69,180
Area 3	43,009
Area 4	80,740
Area 5	56,509
Area 6	59,951

OPTION TWO: SPLITTING UP NDM PROGRAM BOUNDARIES: TEN GEOGRAPHIC AREAS

Below is a map of the city divided into ten geographical areas (labelled Area 1 to 10). The boundaries created below take the following into account:

- The similar population size of each area as best as possible;
- The barriers to participation (such as mobility status, prevalence of low income, population immigrated, unemployment rate, speaking neither English or French)
- The boundaries of the ten geographic areas are drawn to align with resident-identified neighbourhoods to minimize cross-over and confusion as best as possible; and,
- Where neighbourhoods were split into two separate areas, population of each area and boundaries such as roads, and other natural boundaries were taken into consideration when dividing neighbourhoods.



Area	Total Population
Area 1	46,634
Area 2	39,353
Area 3	32,102
Area 4	33,153
Area 5	35,110
Area 6	36,017
Area 7	32,906
Area 8	50,684
Area 9	31,050
Area 10	36,389

APPENDIX B

2019 ONE TIME RESOURCE IMPLICATIONS FOR OPTIONS ONE AND TWO

If Council chooses to proceed with increasing the number of geographic areas, additional one time funding (see details below for each option) will need to be identified in 2019.

Civic Administration will go forward with a Strategic Investment Business Case as part of the 2020-2023 Multi-Year Budget process identifying ongoing resource requirements to support the implementation of the revised NDM program.

Resource Implications	Option 1: Six Geographic Areas	Option 2: Ten Geographic Areas
Current NDM Allocation ($250,000)	An additional $2,000 would be added to the overall allocation so that each area would receive $42,000 (total of $252,000)	N/A
Reconfiguration of the online idea submission and voting tools	$20,000 (estimate)	$20,000 (estimate)
Additional casual staff to support increased number of geographic areas	$15,000 to support casual staff to assist with promoting NDM and the new criteria, supporting city staff in reaching out to the new area, supporting voting day	$37,000 to support casual staff to assist with promoting NDM and the new criteria, supporting city staff in reaching out to an additional 5 areas, supporting voting day
Revise current communication assets to promote and inform residents of the new geographic area boundaries	$10,000 (estimate)	$10,000 (estimate)
TOTAL	$47,000	$67,000

APPENDIX C

ESTIMATED COSTS OF CITY "INFRASTRUCTURE" ITEMS AND PROJECTS

Below is a list of City "infrastructure items and projects that are currently in the NDM Idea Bank. This bank was developed in consultation with Parks and Recreation, Environmental and Engineering Services and other corporate partners. Included in this list are a number of winning NDM projects that have been funded over the past two years and built in city parks and schools.

Capping the funding for a project will limit the scale of projects that residents will be able to submit in the future, particularly in public parks and green space.

This list does not include ideas such as public art, events, festivals, etc, as these ideas can be scaled depending on available resources.

PROJECT	COST ESTIMATE
$20,001 - $50,000	
Outdoor Workout Equipment	Min. $50,000 or $5000 per piece
New Playground	$50,000
Natural Landscape Playground	Min. $35,000
Gazebo	$30,000 - $50,000
Volleyball Court	$25,000
Basketball Court	$25,000
Community Garden (self-managed)	$25,000
Neighbourhood Multi-Use Pad and Ice Rink	$50,000
$15,001 - $20,000	
Bike Lane	$17,700 per/km
$15,000 and Under	
Public Bake Oven	$10,000 - $20,000
Sidewalk	$8,750 per 50 metres
Public Ping Pong Table (park)	$8,500
Interpretative Signage	$7000 per sign
Accessible Swing Set	$6,000
Community Info Board	$6,000
Pollinator Garden	$3,000 - $10,000
Chess Table	$2,450
Community Electric Vehicle Charging Station	$2,000 - $10,000
Neighbourhood Ice Rink fixtures (i.e. liner, rink boards)	$6,000 (depending on fixtues)
Bench in Park	$2,000 (with pad)
Decorative Garbage Bin	$2,000 (with pad)
Environmental Interpretative Signage	$2,000 - $7,000 per sign
Bike Rack	$1500 per rack
Disc Golf Basket	$600 per basket
Community Composting	$500 - $1,500
Replacement Accessible Swing	$500
Small Play Equipment in Existing Play Circle	$500 - $5000
Utility Box Murals or wraps	$600 - $1000 per box
Traffic Signs	$250 per sign
Tree Planting	$100 – 500 per tree
Pathway in Park	$200/metre Asphalt $70/metre gravel
Centreline Markers (Caution for bike, pedestrian, speed zones)	$85-$220

TO:	**CHAIR AND MEMBERS COMMUNITY and PROTECTIVE SERVICES COMMITTEE MEETING ON JUNE 17, 2019**
FROM:	**LYNNE LIVINGSTONE MANAGING DIRECTOR NEIGHBOURHOOD, CHILDREN AND FIRE SERVICES**
SUBJECT:	**AWARD OF CONSULTANCY SERVICES FOR COMPREHENSIVE RISK ASSESSMENT AND FIRE MASTER PLAN**

RECOMMENDATION

That, on the recommendation of the Fire Chief, London Fire Department (LFD) and the Managing Director of Neighbourhood, Children and Fire Services (NCFS), the following actions **BE TAKEN**:

(a) An overview of London Fire Department's proposed Comprehensive Community Risk Assessment and Fire Master Plan project BE RECEIVED;

(b) The submission by Emergency Management & Training Inc., 65 Cedar Pointe Drive, Suite 144, Barrie, Ontario, L4N 9R3, to provide consulting services for Comprehensive Risk Assessment and Fire Master Plan for $150,374.00 (excluding HST) BE ACCEPTED in accordance with Section 12 of the City of London's Procurement of Goods and Services Policy;

(c) The financing for this project BE APPROVED as set out in the Source of Financing Report, attached hereto as Appendix "A";

(d) Civic Administration BE AUTHORIZED to undertake all administrative acts which are necessary in relation to this project.

PREVIOUS REPORTS PERTINENT TO THIS MATTER

- April 29, 2009 - Fire Master Plan – Organization & Resource Deployment Analysis for the London Fire Services
- June 3, 2009 – Presentation to the then Board of Control
- July 19, 2011 - Update of London Fire Department Redeployment Strategy

REASONS FOR THIS MATTER BEING CONSIDERED IN CAMERA

N/A

BACKGROUND

London Fire Department contributes to two (2) of Council's Strategic Areas of Focus: *Strengthening the Community and Leading in Public Service.*
The London Fire Department contributes directly to the expected result of increased neighbourhood safety.

Council's 2019-2023 Strategic Plan identifies two key strategies for the London Fire Department to deliver on these expectations: promote and support fire safety through increased public education and prevention, utilizing all the resources of the London Fire Department; and, improve emergency response through the development of the Fire Master Plan and new technology.

Some of the key actions to deliver on those strategies include the development of a Comprehensive Community Risk Assessment and a Fire Master Plan.

The last Fire Master Plan and Organization & Deployment Analysis reports were brought to Council in April 2009 followed by a presentation to the then Board of Control in June 2009.

Recommendations from that project that have since been implemented with Council approval:

- adding a station in the northwest (Station 14 in 2011);
- decommissioning Rescue 6 and redeploying this staff to Station 14;
- providing better aerial coverage in the west end of the City through the deployment of Engine 12, a Quint and re-aligning the three Aerial trucks;
- relocating the Tanker from Station 8 to Station 5;
- introducing and strategically deploying multi-purpose Pumper Rescues in lieu of single purpose Engines; there are now 5 Rescue Pumpers deployed around the City;
- relocating Stations 7 and 11 in 2013 and 2017 respectively; and,
- redeploying Command Cars, one east and one west to equalize their service areas, following completion of renovations to Station 6.

The purpose of this report is twofold:

- to provide a brief overview of a Comprehensive Community Risk Assessment and Fire Master Plan; and,
- to seek approval to award the consulting contract for the development of the Comprehensive Community Risk Assessment and the Fire Master Plan.

Overview of a Community Risk Assessment and the Fire Master Plan

The *Fire Prevention and Protection Act, 1997* indicates that:

2 *(1) Every municipality shall,*
(a) establish a program in the municipality which must include public education with respect to fire safety and certain components of fire prevention; and
(b) provide such other fire protection services as it determines may be necessary in accordance with its needs and circumstances

Two key documents that can assist Council in fulfilling these requirements include The Comprehensive Community Risk Assessment and the Fire Master Plan.

Community Risk Assessment is required as per the regulatory requirement of *Ontario Regulation (O. Reg.) 378/18 COMMUNITY RISK ASSESSMENTS*, under the *Fire Protection and Prevention Act, 1997*. The Community Risk Assessment considers the following:

- identify current and emerging factors or issues associated with the provision of fire protection services as described in the *Fire Protection and Prevention Act, 1997*, and its applicable Regulations. For example, economic and population growth, shifts in demographics, building stock profile, industry mix, fiscal challenges, environmental challenges and provincial or federal legislative changes;
- review the overall operations of LFD to identify service improvements and enhancements;
- address appropriate service level standards based on the risk impact of issues identified to the residents and businesses of the City, along with short term and long term funding strategies;
- propose location and timing of current and future fire stations, as well as other Divisions such as Communications & Training, and the required funding sources;
- propose fleet configuration options to meet service level standards and fire hall locations; and,
- any other observations that impact operational efficiency.

The Fire Master Plan will be a culmination of the Comprehensive Community Risk Assessment into distinct strategic goals for Council's consideration. The Plan will provide an overall vision, direction and guidance for decision making about the level of service, such as fire hall locations, fleet configuration and other elements of fire service delivery, to match the changing needs of the community while recognizing the budgetary implications of these decisions.

Integration with the current direction of the City of London and existing plans / initiatives / strategies, such as the London Plan will be essential throughout the development of the Comprehensive Community Risk Assessment and the Fire Master Plan. As well, consultation

with staff, related City entities and community stakeholder groups will be undertaken to develop a clear and concise Plan that the department can use to guide its work over the next 10 (ten) years and inform broader needs for the next 20 (twenty) years.

The project is proposed to be completed in two phases:

- Phase 1 Deliverables:
  Comprehensive Community Risk Assessment (CRA) Report
  Comprehensive Risk Mitigation Strategy (CRMS) Report
- Phase 2 Deliverables:
  Fire Master Plan

It is anticipated this work will be complete in Fall 2020.

Procurement Process

Request for Proposal RFP19-15 for a consultant or consulting team was issued by the Purchasing and Supply Division in May 2019. Three proposals were received: Dillon Consulting, London, Emergency Management & Training Inc. Barrie, and Operational Research in Health Limited (ORH), UK. An Evaluation Committee reviewed the proposals and scored them on the criteria stated in the RFP, under the supervision of the Purchasing and Supply Division. Based on that review and having scored well on all criteria stipulated in the RFP, Emergency Management & Training Inc. is the recommended successful proponent of this RFP.

FINANCIAL IMPACT

The total consulting services cost is $150,374 (excluding HST). This funding is available through a transfer from the approved 2019 Fire Services Operating Budget.

CONCLUSION

The Comprehensive Community Risk Assessment and the Fire Master Plan will require a significant amount of background research and will include review of existing City of London strategies and projects, changing demographics, best practices, emerging trends, City By-Laws and legislated requirements of the *Fire Prevention and Protection Act, 1997*, in accordance with our regulatory requirements.

London Fire Department recommends approval to award the consulting contract for the development of the Comprehensive Community Risk Assessment and the Fire Master Plan to Emergency Training & Management Inc. because they are the successful proponents according to the evaluation criteria set out in RFP19-15.

PREPARED BY:	**SUBMITTED BY:**
ARUNDHATI MOHILE **MANAGER of PLANNING & FINANCE,** **LONDON FIRE DEPARTMENT**	**LORI HAMER,** **FIRE CHIEF,** **LONDON FIRE DEPARTMENT**
CONCURRED BY:	**RECOMMENDED BY:**
IAN COLLINS, **DIRECTOR,** **FINANCIAL SERVICES**	**LYNNE LIVINGSTONE,** **MANAGING DIRECTOR** **NEIGHBOURHOOD, CHILDREN & FIRE SERVICES**

C.

APPENDIX 'A'

#19087

Chair and Members
Community and Protective Services Committee

June 17, 2019
(Award Contract)

RE: Award of Consultancy Services
Comprehensive Risk Assessment and Fire Master Plan (Subledger NT19GG03)
Capital Project FS1012 - Comprehensive Risk Assessment and Fire Master Plan
Emergency Management & Training Inc. - $150,374.00

FINANCE & CORPORATE SERVICES REPORT ON THE SOURCES OF FINANCING:

Finance & Corporate Services confirms that the cost of this project, although not included in the Capital Budget, can be accommodated with a transfer from the 2019 London Fire Services operating budget and that, subject to the adoption of the recommendations of the Fire Chief, London Fire Department, and the Managing Director of Neighbourhood, Children and Fire Services, the detailed source of financing for this project would be:

ESTIMATED EXPENDITURES	**Approved Budget**	**This Submission**	**Revised Budget**
Consulting	$0	$153,021	$153,021
NET ESTIMATED EXPENDITURES	**$0**	**$153,021** 1)	**$153,021**
SOURCE OF FINANCING:			
Transfer from Operating (BU 610101)	$0	$153,021	$153,021
TOTAL FINANCING	**$0**	**$153,021**	**$153,021**

1) **FINANCIAL NOTE:**

Contract Price	$150,374
Add: HST @13%	19,549
Taxes	169,923
Less: HST Rebate	16,902
Net Contract Price	$153,021

lp

Kyle Murray
Director of Financial Planning & Business Support

TO:	**CHAIR AND MEMBERS COMMUNITY AND PROTECTIVE SERVICES COMMITTEE MEETING ON JUNE 17, 2019**
FROM:	**G. KOTSIFAS, P. ENG. MANAGING DIRECTOR, DEVELOPMENT & COMPLIANCE SERVICES & CHIEF BUILDING OFFICIAL**
SUBJECT:	**ADMINISTRATIVE MONETARY PENALTY BY-LAW**

RECOMMENDATION

That, on the recommendation of the Managing Director, Development & Compliance Services & Chief Building Official, the attached proposed by-law (Appendix "A") amendment to change the in force and effect date of the Administrative Monetary Penalty System By-law A-54, **BE INTRODUCED** at the Municipal Council meeting on June 25, 2019.

PREVIOUS REPORTS

Administrative Monetary Penalties – January 23, 2018 – Community and Protective Services Committee
Administrative Monetary Penalties – December 11, 2018 – Community and Protective Services Committee

BACKGROUND

The *Municipal Act, 2001* and Ontario Regulation 333/07, authorize municipalities to implement a system of Administrative Monetary Penalties ("AMPs"). In December 2018, the Municipal Council enacted a by-law to provide AMPs for parking and by-law infractions.

On December 18, 2018, Municipal Council passed the Administration Monetary Penalty System By-law, allowing for a more efficient and effective process to address parking infractions (and subsequently additional By-law matters). The AMPs By-law was required to make an application to the Province for vehicle plate searches under an AMPs model. This approval has been received.

Civic Administration continue to work with the Province, a Parking Information Technology vendor and various departments to "go live" with the AMPs model on November 1, 2019. In order to switch this from the existing Provincial Offences Act model to AMPs, amendments are required. Once the AMPs model is operational for parking violations, Civic Administration will report on additional By-laws which will be enforced using AMPs. Several additional by-laws will be amended in July and August 2019, for housekeeping purposes to implement the "go live" date.

PREPARED BY:	
ANNETTE DROST MANAGER, MUNICIPAL LAW ENFORCEMENT SERVICES, PARKING SERVICES	
PREPARED BY:	**RECOMMENDED BY:**
OREST KATOLYK, MLEO (C) CHIEF MUNICIPAL LAW ENFORCEMENT OFFICER	**GEORGE KOTSIFAS, P. ENG. MANAGING DIRECTOR, DEVELOPMENT & COMPLIANCE SERVICES & CHIEF BUILDING OFFICIAL**

APPENDIX “A”

Bill No.
By-law No.

A by-law to amend By-law No. A.-54, being “A by-law to implement an Administrative Monetary Penalty System in London” to implement an Administrative Monetary Penalty System for parking and by-law infractions, by amending the effective date set out in section 12.1 of the By-law from May 1, 2019 to November 1, 2019.

WHEREAS section 102.1 of the *Municipal Act, 2001*, S.O. 2001, c.25, as amended and Ontario Regulation 337/07 authority The Corporation of the City of London to require a person to pay an administrative penalty for a contravention of any by-law respecting the parking, standing or stopping of vehicles

AND WHEREAS the Municipal Council on December 18, 2018 passed By-law No. A-54 being “A by-law to implement an Administrative Monetary Penalty System in London” to implement an Administrative Monetary Penalty System for parking and by-law infractions;

AND WHEREAS the Municipal Council deems it appropriate to amend the effective date of By-law No. A-54 from May 1, 2019 to November 1, 2019 to permit the Civic Administration sufficient time to have in place processes to implement the Administrative Monetary Penalty System;

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

1. That section 12.1 of the By-law be amended by deleting the date “May 1, 2019” and by replacing it with the date “November 1, 2019”.

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

Ed Holder
Mayor

Catharine Saunders
City Clerk

First Reading –
Second Reading –
Third Reading –

Community Safety and Crime Prevention Advisory Committee

Report

5th Meeting of the Community Safety and Crime Prevention Advisory Committee
May 23, 2019
Committee Room #5

Attendance

PRESENT: L. Norman (Chair), J. Bennett, B. Hall, B. Rankin, M. Sherritt, B. Spearman and L. Steel and H. Lysynski (Secretary)

ALSO PRESENT: R. Brittan, S. Maguire, J. Simms and J. Walter

ABSENT: I. Bielaska-Hornblower, S. Davis, J. Simms and M. Melling

The meeting was called to order at 12:15 PM

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 Automated Speed Enforcement

That the Civic Administration BE ADVISED that the Community Safety and Crime Prevention Advisory Committee (CSCP) expressed its support for the potential implementation of automated speed enforcement in community safety zones and school zones; it being noted that the CSCP heard a verbal presentation from S. Maguire, Division Manager, Roadway Lighting & Traffic Control, with respect to this matter.

3. Consent

3.1 4th Report of the Community Safety and Crime Prevention Advisory Committee

That it BE NOTED that the 4th Report of the Community Safety and Crime Prevention Advisory Committee, from its meeting held on April 25, 2019, was received.

4. Sub-Committees and Working Groups

None.

5. Items for Discussion

5.1 Community Safety Week - Discussion

That Councillors P. van Meerbergen and M. van Holst; and G. Tucker, Communications Specialist, BE THANKED for their support of the Community Safety and Crime Prevention Advisory Committee Community Safety Week that was held May 6 to 11, 2019.

5.2 London Fire Services Statistics

That consideration of the London Fire Services statistics by D. Lebold BE POSTPONED to the next meeting of the Community Safety and Crime Prevention Advisory Committee, as Ms. D. Lebold was unable to attend this meeting.

6. Deferred Matters/Additional Business

None.

7. Adjournment

The meeting adjourned at 1:36 PM.

Housing Crisis

Crouch Neighbourhood Resource Centre & others

Motion to City Council

to have the present affordable and geared to income housing situation in London, declared a crisis and immediately commit money and staff to a solution implementable immediately

At Crouch

3 – 5 people per week in need of housing

OW Shelter Allowance: $375
ODSP Shelter Allowance: $475

Rent Geared to Income
As of April, 2019

4,897 people on wait list
142 – Special Priority
943 – Urgent homeless
190 – urgent medical
201 – urgent social

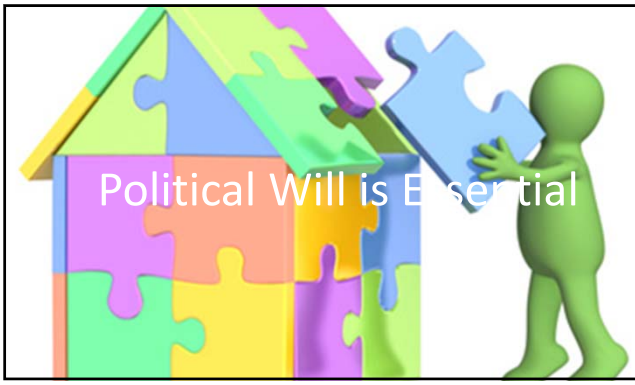
Wait Times

7 to 10 years!
Special Priority: maybe within a year

Shelters (unless)

- You are a family (Rotholme – full)
- You are a woman experiencing violence (Anova – full)
- You have a pet (not allowed)
- You are trying to stay free of drugs
- You have a mental illness (worsened by noise, crowds, violence)
- Fear of someone else using the shelter system

- Almost half: physical health lead to loss of housing.
- Almost half: mental health affects housing stability
- Almost half: have been assaulted while homeless (higher for women)
- Almost half: homeless due to abuse or trauma



What got us here?

- No will to build: goal of 0 tax increase over and above functional city
- Close mental health hospitals
- Property value increase
- Low vacancy rate

New plan provides hope

Political will is required to support investment & support creative options

Required immediately (may include):

- $ for motel stays
- Additional staff for quick turnaround of vacant units
- Allow people to share w/o cutting shelter allowance
- Short-term rental top ups in private sector
- Area of land with services

Working Group

- Homelessness Prevention & Housing
- London Housing Corp.
- Planning Dept.
- Staff from: Anova, Mission (& Rotholme), Salvation Army (YOU), London Cares and Agencies with housing first support staff

The Ask

- Immediate support for working group
- Immediate Action
- Resources ($) to support recommendations
- Political Will to invest in solutions when the new plan is completed
- The Will to do Better!

Organizations and Individuals who are in support of the message to CAPS

Neighbourhood Legal Services London & Middlesex

South London Neighbourhood Resource Centre

LUSO Community Services

Glen Cairn Community Resource Centre

Melissa Reynen, Housing Stability Worker/HIFIS Specialist

The Rt. Rev. Linda Nicholls, Anglican Bishop of Huron

Diocesan Council of the Diocese of Huron

Vera van Diepen

Basic Income London

Abe Oudshoorn, RN, PhD, Assistant Professor, Arthur Labatt Family School of Nursing

Northwest London Resource Centre
Rev. Dr. John Thompson, St. John the Evangelist

London Community Foundation

Family Service Thames Valley

Sue Wilson, CSJ – Office for Systemic Justice, Sisters of St. Joseph in Canada

London Abused Women's Centre

Hamilton Road Community Association

Hamilton Road Basic Needs Committee

United Way Elgin Middlesex

London For All

Anova

Impact Church

Diocese of London

Kasey Kilpatrick (CAS London)

Hamilton Road Legal Centre and Jim Dean Law Professional Corporation

POVERTY IS A COMMUNITY ISSUE

More than
62,000
Londoners
live in poverty.
That's 1 in 7 of us.

London urgently needs to address poverty. Too many people in our community lack the resources they need to live with dignity and it's holding us all back.

London for All is our city's roadmap to end poverty. As lead agency, United Way convenes community partners to facilitate long-term solutions and systems change. Together, we're creating pathways out of poverty so that all Londoners can participate and thrive.

London for All is:

60+ stakeholder organizations coming together to ignite change

38 individuals identifying with lived or living experience who are involved as key decision-makers

160+ volunteers from diverse backgrounds

LONDON FOR ALL IN ACTION

Engage people with lived experience in democratic processes and institutions

People with lived or living experience deeply understand the realities of poverty. The expertise of these individuals adds strength and resiliency to poverty reduction work. Their first-hand knowledge of systemic barriers is invaluable in co-creating innovative solutions.

38 individuals identifying with lived or living experience in poverty are involved as key decision-makers in London for All. All individuals are eligible for compensation for their time, travel, and expenses.

> **"London for All has helped me to find my voice and to empower others to know that they are not alone."**
>
> – Member, LFA Leadership Table

Work with farmers to provide more fresh food to people who need it most

The London Good Food Box is a neighbourhood-based program that provides vegetables and fruits at an affordable price through collective purchasing.

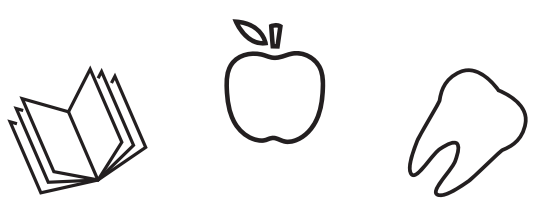
The Good Food Box Program has grown to 12 host sites and distributes over 350 boxes of food monthly.

Expand local no-cost dental programs for Londoners living with low income

SOAHAC Dental Clinic provides free dental care to Indigenous children, youth and adults who are covered for services under social assistance and Children's Aid Society programs.

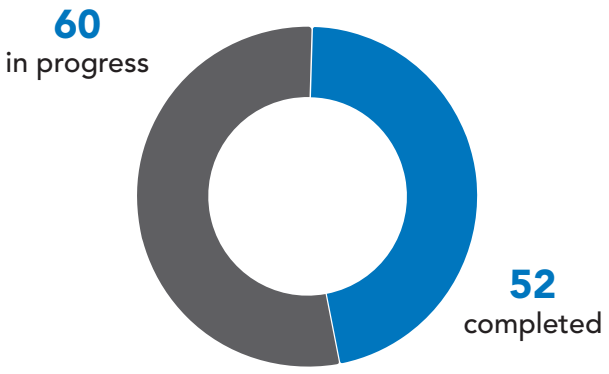
Parkwood Hospital Dental Clinic provides services to individuals in care at Parkwood Institute and after discharge.

Dental Outreach Community Services hosts clinics at Western University and in the community for low income Londoners.



112 Recommendations addressing:

- Income & Employment
- Food Security
- Health
- Transportation
- Early Learning & Education
- Changing Mindsets
- Systems Change
- Homelessness Prevention & Housing



unitedwayem.ca/london-for-all

United Way
Elgin Middlesex

LONDON FOR ALL

A ROADMAP TO END POVERTY

Year 2 • May 2019

London
CANADA

LONDON FOR ALL VOLUNTEERS

Leadership Table

Luke Nicholas, Chair
Jeff Preston, Vice Chair
Dharshi Lacey
Eric Todd
Deb Peckham
Marci Allen-Easton
Dwayne Hill
Sue Wilson
Vijay Venkatesan
Sandra Fieber
Jayne Garland
Jim Wilkes
Patricia Hoffer
Sandra Datars Bere
Kelly Ziegner

Income & Employment

David Billson, Chair
Kevin Dickins
Karen Flood
Vijay Venkatesan
Carol Stewart
Dani Bartlett
Debra Mountenay
Joe Henry
Mike Laliberte
Nancy McQuillan
Robert Collins
Wendy Lau
Wilma de Rond

Early Learning & Education

Heather Lokko, Chair
Adrienne Small
Sandra Fieber
Celine Bourbonnais-MacDonald
Diane Gordon
Jen Smith
Joe Henry
Lee-Anne Cross
Lisa Manax-Skikos
Marion Dunleavy
Riley Culhane
Yvette Scrivener
Candace Parrack

Health

Scott Courtice, Chair
Deb Peckham
Beth Mitchell
Dr. Chris Mackie
Joe Antone
Kelly Simpson
Dr. Laura Neumann
Martha Powell
Pam Hill
Sherri McRobert

Food Security

Tosha Densky, Chair
Chris Blain
Eric Todd
Andrew Fleet
Anne Zok
Dave Cook
Ellen Lakusiak
Glen Pearson
Hugh Mitchell
Jana Keller
Leif Maitland
Maureen Temme
Mike Woods
Molly Campbell
Paul Seale
Sarah Campbell
Sean Hunter
Stanislav Rajic
Vicki Mayer

Homelessness Prevention & Housing

Greg Playford, Chair
Jan Richardson
Dave Purdy
Deb Peckham
Eric Todd
Marci Allen Easton
Sue Wilson
Abe Oudshoorn
Anne Armstrong
Betsy Esbaugh
Brian Turcotte
Cathy Nolan
Charlotte Dingwall
Chris Babcock
Jaclyn Seeler
Joan Atkinson
Josh Browne
Martha Powell
Matt Thompson
Mirella Bryant
Monica Wolf
Stephen Giustizia

Transportation

Sheryl Rooth, Chair
Cheryl Smith
Jeff Preston
Amanda Stark
Gerry LaHay
Jason Jordan
Jim Swan
Pam Quesnel
Brian Tansy
Amanda Stratton
Mel Sheehan

Changing Mindsets

Circles Guiding Coalition
Jessica Justrabo
Trevor Johnson
Vito Mendonca
Tracy Smith Carrier
Colleen Amatruda
Bev Kobe
Shane Clarke
Katherine Krakowski
Susan Gowan
Joanne Girvan
Pat Matthews
Meagen Pyper
Darryl H
Mary Ellen Lawrence
Chris Blain
Mel Sheehan
Deana Ruston
Marg Richings
Sheila Simpson
Lore Wainwright
Michele Manocchi
Andree Ribout
Saleha Khan
Chief Jessica Hill
Chief Myeengun Henry
Jens Stickling
Raymond Deleary
Jennifer Whiteye
Al Day
Cherilyn Hill
Chanda Kennedy
Evelyn Young
Luke Nicholas
Southern First Nations Secretariat
London District Chiefs Council
Circles Groups
Andre Vashist
James Shelley
Tina Lightfoot
Eric Todd
Jessica Bugorski
Wendy Lau
Skylar Franke
Kristen Loblaw
Jason Mandlowitz
Murray Hamilton
Joe Bezzina
Bonnie Smith
Nicole Kovacs
Mike Courey
Luis Patricio

United Way Elgin Middlesex

LONDON FOR ALL

A ROADMAP TO END POVERTY

London CANADA

Summary Report

London for All: A Roadmap to End Poverty

Expected Results	Strategy	Target End Date	Accomplishments	Variance
Changing Mindsets	1.1 Develop a campaign to educate and engage the community on poverty that	5/31/20		
	1.2 Grow existing awareness and engagement initiatives	5/31/20		
	1.3 Increase the number of organizations providing Indigenous Cultural Safety training	5/31/20		
	✓ 1.4 Increase the number of organizations providing Cultural Competency training	5/31/18	London Cross Cultural Learners Centre (CCLC) resumed its provision of Intercultural Education Services in January 2017, focused on Cultural Competency training. A variety of training modules have been developed to meet the needs of the community. Intensive training is available for specialized audiences: workshops focusing on practical implications in specific areas of competence are available, and Train-the-Trainer courses are available for those who want to become certified trainers and provide training to their organization(s) and/or clientele. In 2017, Cultural Competency training was provided at 22 organizations in the City of London. 1,200 participants took part in these training sessions, delivered by CCLC. Twenty individuals received their Certified Trainers certification through the Train-the-Trainer program and then provided training to 350 people in their respective workplaces.	
	1.5 Collaborate with school boards to build on existing resources that help students understand the impacts of poverty and to reduce stigma.	5/31/20		

Expected Results	Strategy	Target End Date	Accomplishments	Variance
	1.6 Strengthen relationships and increase partnerships between municipal leaders, Indigenous peoples and community partners to create an Indigenous poverty strategy	5/31/20		
	1.7 Create a "Made in London" campaign that encourages residents to think and buy local in order to support the local economy and increase local employment	5/31/20		
	1.8 Publicly acknowledge support for the Truth and Reconciliation Commission of Canada: Calls to Action's recommendations and use the findings to educate Londoners and address systemic racism and discrimination	5/31/20		
	1.9 Strengthen programs to counteract violence against women and support National Inquiry into Missing and Murdered Indigenous Women and Girls	5/31/20		
Income & Employment	2.1 Use London's Community Economic Roadmap to accelerate skills training programs that meet local labour market needs	5/31/20		

Expected Results	Strategy	Target End Date	Accomplishments	Variance
	2.2 Become a Basic Income Guarantee pilot site	5/31/18	The Ontario Basic Income pilot project was launched in 2017. The City of London was not successful as a host city. The pilot project was implemented in Hamilton, Brantford, Brant County, Lindsay and ThunderBay and the surrounding area to test whether a basic income can better support vulnerable workers, improve health and education outcomes for people on low incomes, and help ensure that everyone shares in Ontario's economic growth. On July 31, 2018, Minister MacLeod announced that the three-year $150 million pilot project would be cancelled despite campaign assurances that it would continue if Premiere Ford was elected. The Basic Income project concluded on March 31, 2019.	
			Community Diversity & Inclusion Strategy: City Council's 2015-2019 Strategic Plan identified the need to develop a Community Diversity & Inclusion Strategy (CDIS) as a way to "build a diverse, inclusive and welcoming community" by "supporting all Londoners to feel engaged and involved in our community". In November 2016, the City of London asked Londoners to step forward to help build this Strategy. 200 Londoners came forward to be CDIS Champions, committing to meet three times from January to March and engage their community networks between meetings. A Steering Committee, including representatives from the Diversity Inclusion and Anti-Oppression Advisory Committee (DIAAC) and other CDIS Champions, provided oversight over the entire process.	

Expected Results	Strategy	Target End Date	Accomplishments	Variance
	✓ 2.3 Develop and implement hiring practices aimed at increased diversity	5/31/18	Londoners and community stakeholders were also provided with several opportunities to provide input. On August 1, 2018 the Steering Committee presented the draft document to Community and Protective Services Committee for endorsement. The strategy then went to City Council for final approval on August 22. The CDIS is an aspirational document. It reflects a collective effort and interest in building a more inclusive city. It captures the insights of a group of Londoners at a specific point in time. It is not exhaustive, nor is it complete, nor is it perfect. Diversity and inclusion are complex, challenging, ever changing and often highly personal topics. The CDIS does not pretend to reflect every perspective, or include every possible action that the London community could and should take to become more inclusive. Some of the strategies in the CDIS will be easier to implement than others, as some are specific initiatives while others may never be “complete” but instead will require ongoing effort from the entire community. The CDIS must be a living document which is reviewed and revised on regular basis, as the very act of having deliberate discussions with Londoners about inclusion is critical to making progress. The CDIS represents a step in the right direction, while appreciating that there will always be steps ahead to make London a truly inclusive community. **“All Are Welcome Here” Campaign** “All are welcome here” is a campaign to fight back against the recent rise of anti-immigrant sentiment in the city. It is a product of the London	

Expected Results	Strategy	Target End Date	Accomplishments	Variance
			Middlesex Local Immigration Partnership with various partners including the City of London. The purpose of the campaign is to end racism and religious and ethnic discrimination in the city. 1,000 Acts of Welcome Campaign The LMLIP 1,000 Acts of Welcome Challenge is a local campaign to end racial, religious and ethnic prejudice and discrimination in London by engaging residents in creating a welcoming community - one welcoming act at a time! The key campaign message is #AllAreWelcomeHere. The campaign encourages residents of London to engage in acts of welcome and share those acts through the campaign social media. It encourages schools to take concrete steps aimed at creating a more welcoming school community. It initially invited every resident, to get involved and complete 1000 Acts of Welcome by March 21, 2018, a deadline that has now been extended indefinitely.	
	2.4 Implement social procurement policies at public institutions	5/31/20		
	✓ 2.5 Establish the Living Wage figure for London	5/31/18	Great work done by the London Poverty Research Centre at King's University College and the Middlesex London Health Unit. When determining a Living Wage for a given community, it is necessary to consider a wide range of local factors and conditions that can affect how earners are able to meet their basic needs. A Living Wage is specific to the community for which it is calculated. The Living Wage for London, Ontario is $15.53 per hour; however, where the employer provides an employee medical insurance plan, the Living Wage drops to $14.57 per hour.	

Expected Results	Strategy	Target End Date	Accomplishments	Variance
	✔ 2.6 Support the implementation of the Brighter Prospects: Transforming Social Assistance in Ontario recommendations, including linking social assistance rates to inflation and allowing individuals to retain more of their assets before accessing social assistance	5/31/20	Brighter Prospects: Transforming Social Assistance in Ontario Increased limits for assets for recipients of ODSP and Ontario Works so that individuals and families can build financial resilience and better weather daily cost pressures and unexpected financial needs. Effective September 2017 the following changes were implemented: Ontario Works asset limits increased from: $2,500 to $10,000 for single individuals $5,000 to $15,000 for couples ODSP asset limits increased from: $5,000 to $40,000 for single individuals $7,500 to $50,000 for couples	
	✔ 2.7 Advocate for adequate, liveable rates for people accessing Ontario Works and Ontario Disability Support Program	5/31/20	Along with a submission on the Income Security roadmap from the Ontario Municipal Social Services Association (OMSSA) for which the City of London is one of the 47 Representatives, a proposal was prepared by the London Community Advocates Network and sent on behalf of LFA to the Honourable Charles Sousa, Minister of Finance. Additionally the Income Security roadmap was attached to the submission. The Roadmap for Change is a comprehensive plan that will help break the cycle of poverty in Ontario. The recommendations contained in the report will significantly improve the income security system in Ontario.	

Expected Results	Strategy	Target End Date	Accomplishments	Variance
	✓ 2.8 Advocate for adequate, liveable rates for older adults accessing social assistance and pension programs, including: • Canadian Pension Plan•Guaranteed Income Supplement • Old Age Security •Guaranteed Annual Income System	5/31/20	Along with a submission on the Income Security roadmap from the Ontario Municipal Social Services Association (OMSSA) for which the City of London is one of the 47 Representatives, a proposal was prepared by the London Community Advocates Network and sent on behalf of LFA to the Honourable Charles Sousa, Minister of Finance. Additionally the Income Security roadmap was attached to the submission. The Roadmap for Change is a comprehensive plan that will help break the cycle of poverty in Ontario. The recommendations contained in the report will significantly improve the income security system in Ontario.	
	– 2.9 Evaluate provincial minimum wage levels in the context of the Low Income Measure and use as a tool to address poverty where appropriate	5/31/20		
	– 2.10 Promote the business case for employers to pay a Living Wage and acknowledge those who are already doing so	5/31/20		
	✓ 2.11 Urge Federal and Provincial partners to create more employment training programs using an equity lens to target specific demographics with increased barriers to work (e.g. persons with disabilities, persons with mental health or addictions challenges, etc.)	5/31/20	Along with a submission on the Income Security roadmap from the Ontario Municipal Social Services Association (OMSSA) for which the City of London is one of the 47 Representatives, a proposal was prepared by City of London staff and sent on behalf of the CYN. Additionally the Income Security roadmap was attached to the submission, specifically pages 117-123 which focus on employment, and pages 103-123 which cover supporting persons with disabilities.	

Expected Results	Strategy	Target End Date	Accomplishments	Variance
	✓ 2.12 Support provincial efforts to enhance legislation to support workers in maintaining employment, such as provincial Bill 177, which provides survivors of sexual or domestic violence with up to 10 days of paid leave to deal with the harm they experienced	5/31/20	DOMESTIC OR SEXUAL VIOLENCE LEAVE - rolled into Bill 148 - came into effect January 1, 2018 andprovides a new stand-alone leave specifically for victims of domestic or sexual violence. The leave entitles and employee who has been employed for at least 13 consecutive weeks to a leave of absence when that employee, or the employee's child, is the victim of domestic or sexual violence or experiences the threat of sexual or domestic violence. Employees are entitled to claim 10 days of Domestic or Sexual Violence Leave and/or up to a potential maximum of 15 weeks of leave.	
	2.13 Encourage employers to consider skills and knowledge in the absence of credentials (e.g. diplomas and degrees)	5/31/20		

Expected Results	Strategy	Target End Date	Accomplishments	Variance
	✓ 2.14 Work with employers to increase flexibility in workplace for those with family responsibilities including basic benefits and sick time	5/31/20	New leave protections came into effect on January 1, 2018 through Bill 148, representing an important step forward to ensure that workers are better able to take care of their health and that of their families. On October 23, 2018, the Ontario government introduced Bill 47, Making Ontario Open for Business Act, 2018, to repeal numerous provisions of the previous Bill 148. The government indicated that the proposed amendments are designed to "remove the worst burdens that prevent Ontario businesses from creating jobs while expanding opportunities for workers". Current personal emergency leave entitlements would be replaced with a package of annual leave days for workers employed for at least 2 consecutive weeks, comprised of up to 3 days of personal illness, 2 days for bereavement and 3 days for family responsibilities. Employers would be permitted to require evidence of entitlement to leave that is reasonable in the circumstances, including asking employees to provide a medical note from a qualified health practitioner.	
	— 2.15 Collaborate with employers to close the wage gap for Indigenous peoples, women, LGBTQ, differently abled, and racialized communities	5/31/20		
	— 2.16 Support initiatives aimed at increasing employment opportunities for newcomers in London, such as:	5/31/20		

Expected Results	Strategy	Target End Date	Accomplishments	Variance
	✔ 2.17 Advocate for the elimination of the cost of applying to have a criminal record expunged to remove a financial barrier for people looking to find work	5/31/20	In partnership with the OW/ODSP Advocates group, letters were sent to The Honorable Ralph Goodale, Minister of Public Safety Canada; and the Honorable Jody Wilson-Raybould, Minister of Justice and Attorney General of Canada regarding eliminating fees to obtain pardons and having a criminal record expuanged. As well, the OW/ODSP Advocates group prepared a memorandum outlining the step by step process to have a criminal record expunged. This document has been shared with the Income & Employment group, Ontario Works / ODSP, Circles, and the information can also be found on the John Howard Society of Ontario website.	
			Impact Loan Program – Goodwill Industries Impact Loan is a program delivered by Goodwill Industries with the help of the Small Business Centre and Libro Credit Union. Together, they assist entrepreneurs so that they can create financial stability for themselves and their families. The Impact Loan program includes coaching, planning, connecting, networking and other supports. **VERGE Capital – Pillar Nonprofit Network** VERGE Capital helps social enterprises (non-profit, for-profit and cooperatives) bring their business ideas to fruition through two social finance loan funds. VERGE provides capital to both new and established enterprises across Southwestern Ontario. VERGE Capital leverages its growing entrepreneurship ecosystem to create wraparound supports before, during and after financing. The VERGE	

Expected Results	Strategy	Target End Date	Accomplishments	Variance
	✔ 2.18 Promote and invest in opportunities for entrepreneurs living with low income, such as microloans	5/31/20	team works closely with other social enterprise supports provided by Pillar Nonprofit Network, to provide expertise on legal structure, business planning, impact measurement, and market knowledge. **Social Impact Fund – London Community Foundation** The Social Impact Fund is a social investment program that turns donations into capital loans for both non-profits and for-profits. A re-brand and expansion of the London Community Foundation's Social Loan Fund, it focuses on supporting affordable housing and social enterprise opportunities in the London and Middlesex area. While the priority of the fund continues to be the creation of local affordable housing, the Social Impact Fund will now also have an allocation to provide financing or investment in all types of social enterprise projects and organizations that are looking to improve the community, and can demonstrate a social return or value. **Small Business Centre** The London Small Business Centre is a not-for-profit organization that provides training and support to starting and growing businesses. From concept, through start-up and early growth stages, the Centre is a one-stop source for information, guidance and professional advice on starting and running a successful business. The London Small Business Centre provides easy access to programs, services, resources and support for all aspects of a business.	
			Pillar Nonprofit Network - Social Enterprise Coaching Social enterprises are non-profit, for-profit & cooperative organizations using business strategies to achieve positive social and environmental impact. Pillar provides access to	

Expected Results	Strategy	Target End Date	Accomplishments	Variance
	✔ 2.19 Create more supports for Londoners looking to develop new social enterprises	5/31/20	support and expert knowledge to social enterprises at all stages of business development, from idea to growth. Pillar's Social Enterprise Team helps guide individuals on their social enterprise journey. From ideas to growing social enterprise, Pillar provides guidance and the following resources: 1. VERGE Capital helps social enterprises (non-profit, for-profit and cooperatives) bring their business ideas to fruition through two social finance loan funds. • The VERGE Capital Startup Fund provides loans to local early-stage enterprises with both a solid business case and a strong community impact model. • The VERGE Breakthrough Fund is Southwestern Ontario's first impact investing fund providing growth capital to social and environmental enterprises. 2. Socialpreneur Chats - An opportunity to meet other social innovators and entrepreneurs. A drop-in program held the last Friday morning of each month at Innovation Works. Facilitated by a Social Enterprise Coach, this is an opportunity to meet the Pillar team and other social entrepreneurs and share ideas and challenges. 3. Social Enterprise Incubator - Sponsored by Libro Credit Union, the Social Enterprise Incubator provides budding entrepreneurs a front seat into the world of social enterprise. Participants are engaged for 6 months and work with Pillar staff, Libro Credit Union staff, volunteer Business Advisors and the Innovation Works community. **LEAP Junction (Entrepreneurial Services)** LEAP Junction is an exciting initiative mandated to seek out, support and promote student entrepreneurial	

Expected Results	Strategy	Target End Date	Accomplishments	Variance
			enterprise located on the Fanshawe College campus. Leap Junction is part of the London Campus Linked Accelerator, a joint initiative with Western University funded by the Government of Ontario under the Youth Jobs Strategy. **Futurpreneur Canada** Futurpreneur Canada is the only national, non-profit organization that provides financing, mentoring and support tools to aspiring business owners aged 18-39. Their internationally recognized mentoring program hand matches young entrepreneurs with a business expert from a network of more than 2,800 volunteer mentors. **London Small Business Centre** London Small Business Centre (SBC) is local, non-profit and open to anyone looking for information and guidance to develop their business. The SBC Counsellors advise individuals about turning a concept into a business plan and on to actual business start-up. Most services are free. **Tech Alliance** When entrepreneurs need help starting or growing a tech-based business, they turn to TechAlliance. As the regional innovation centre for London and surrounding areas as part of the Ontario network of entrepreneurs, TechAlliance is the ultimate resource for tech companies at any stage of their growth.	
	2.20 Provide supports to address bad credit by collaborating with the financial sector to provide banking alternatives and credit counseling, eliminating the need for predatory lending	5/31/20		
			City of London Social Services moved from the food voucher system to giving grocery store gift cards instead. The benefits to doing this are: • Dignity of the client – gift cards	

Expected Results	Strategy	Target End Date	Accomplishments	Variance
	✔ 2.21 Reorganize individual social assistance funds, subsidies and vouchers to make it easier for people to access resources	5/31/20	keep their social assistance status private. • Individuals can use the card to purchase whatever they need at the grocery store where the food voucher was somewhat prescriptive. • Individuals can use the gift card over multiple occurrences and have full access to all the funds on the card. With the food voucher, they had to spend all the money in one occurrence and if didn't spend it all, were not provided change (or only a minimal amount of change … i.e. maximum of $3) – even though the full value of the food voucher was deducted from their next cheque. **Employment Related Expenses (ERE)** can be tailored to the needs of clients. • Funds are used to purchase clothing (including Clothing Works for interviews and first days on the job), employment related funds. • Efforts over the last 1 ½ years to promote ERE flexibility has resulted in increased spending on individuals on a case-by-case basis • Employment resources are focussed on providing services based on the individual's participation agreement – somewhat specific to the needs of the individual. Ongoing work with community agencies such as WIL, YOU, Leads for example to address specific populations supports. Continue to work with College Boreal, and Nokeekwe. Limited to provincial guidelines • RFP has highlighted utilizing community agencies as part of the employment framework so that access to community resources and knowledge of available resources are more easily accessed • RFP (and community consultations) has organized employment assistance into 3 streams (entry, re-entry and rapid re-entry) and proponents have added individualized services so that the	

Expected Results	Strategy	Target End Date	Accomplishments	Variance
			agencies can be more responsive to individual needs. (providing more 1:1 supports where needed)	
	✔ 2.22 Reduce clawbacks for people moving from social assistance to paid employment	5/31/20	Effective January 2017, child support payments are fully exempt from social assistance benefit calculations, thereby increasing incomes for families receiving both social assistance and child support. Prior to this change, child support payments were treated as income and deducted dollar-for-dollar from benefits. Clients are no longer required to pursue child support as a condition of eligibility for social assistance.	

Expected Results	Strategy	Target End Date	Accomplishments	Variance
	✔ 2.23 Bring service providers together to develop a plan that coordinates supports for people transitioning from social assistance to work or school	5/31/20	Purchase of Service (POS) Agencies (and non-POS agencies) meet at least quarterly to review processes, referrals, new programming, and updates to support agencies supporting people into employment and school • The recent RFP process included community consultations with service providers 1 – with community agencies and 2 – with POS agencies • Employment Sector Council meets monthly to advocate for employment and helping people through the transition stage • The City of London supports London & Area Works – a project of London Employment Planning Council (LEPC) and London Economic Development Corporation (LEDC) with annual job fairs which bring employers, service providers and potential employees together • Local Employment Planning Council (LEPC) brought together members of the Central Planning Table to discuss integrated planning at the Workforce Planning Summit held in May 2018 • LEPC has delivered the Learning4Life tool that helps people navigate through school and employment options in London and area • LEPC has the following sub-committees that work with transitions to employment and school / training: Intergovernmental working group; Central Planning table; and the Apprenticeship table	
	— 2.24 Review job creation strategies in all sectors to ensure a focus on full-time, permanent work with adequate pay	5/31/20		

Expected Results	Strategy	Target End Date	Accomplishments	Variance
	✔ 2.25 Advocate for increased enforcement of child support payments	5/31/20	In partnership with the OW/ODSP Advocates group the following letters were sent to The Honorable Lisa McLeod, Minister of Children, Community and Social Services regarding increasing enforcement of child support orders. (Letters can be found on the LFA website).	
Health	✔ 3.1 Develop and implement a coordinated local mental health and addictions strategy, collaborating with Southwest Local Health Integration Network and other key stakeholders.	5/31/18	**City of London -** The City of London 2015-2019 Strategic Plan called for the development of a Community Mental Health and Addiction Strategy as part of the Plan's key focus on Strengthening our Community; caring and compassionate services and the elimination of "barriers for individuals facing poverty, mental health and addictions and help them find pathways to be successful." An Advisory Council, consisting of representatives of key local service providers and agencies was formed in July 2017. **SW-LHIN (South West Local Health Integration Network)** The SW-LHIN has been working with its mental health and addictions partners to increase capacity as well as to standardize and coordinate mental health and addiction services across London. This work has been driven by and continues to align to Ontario's Comprehensive Mental Health and Addictions Strategy: Open Minds, Healthy Minds. **Re: Working to Improve Mental Health and Addictions Services** May 1, 2019 a communication was sent out to Health system partners announcing the decision of four community mental health and addictions agencies in Thames Valley to explore how a potential	

Expected Results	Strategy	Target End Date	Accomplishments	Variance
			Integration can improve mental health and addictions services for clients and families. Addiction Services of Thames Valley Canadian Mental Health Association, Elgin Canadian Mental Health Association, Middlesex Canadian Mental Health Association, Oxford South West Local Health Integration Network	
			Mental Illness and addiction awareness campaigns: **Bell Let's Talk** campaign is an annual awareness campaign and Day (January) driving the national conversation to confront stigma around mental illness. **Breakfast of Champions** is presented by St Joseph's Health Care Foundation in partnership with the Canadian Mental Health Association (CMHA) Middlesex. The event raises awareness and funds to support mental health programs. **CMHA Mental Health Week** is an annual campaign (May) to raise awareness to end stigma associated with mental illness. **Mental Illness Awareness Week** is an annual campaign to educate and increase awareness about mental illness. It takes place very year during the first full week of October. **National Addictions Awareness Week** is an annual campaign held every November by the Canadian Centre on Substance Abuse in partnership with addiction prevention, treatment and recovery organizations across the country. **Recovery Week** is held during the month of September, Canadians in recovery from addiction join in events/activities that build	

Expected Results	Strategy	Target End Date	Accomplishments	Variance
	✔ 3.2 Reduce the stigma associated with mental illness and addiction and create a campaign to support connecting people with appropriate services.	6/1/20	awareness and challenge societal stigma. Connecting people with appropriate services: **Reach Out** - is a 24/7 bilingual information, support and crisis service for those living in London, Middlesex, Oxford and Elgin counties. This service is for people living with mental health and addictions needs – as well as their families, caregivers and health care providers. The number is 519-433-2023. The toll free number is 1-866-933-2023. The website is www.reachout247.ca. You can also web chat with a professional. Reach Out is an example of the commitment of local mental health and addictions agencies to faster, more coordinated access to services. It is a partnership project of Addiction Services of Thames Valley and the Canadian Mental Health Associations of Middlesex, Elgin and Oxford. Reach Out is funded by the South West Local Health Integration Network. All calls are answered by trained information and referral specialists, backed by a robust database of local service information. The needs of the caller drive the outcome of the call. A triage process starts the interaction. Callers in crisis are sent a mobile response team. Callers needing supportive listening are transferred to a trained volunteer. Callers requiring service or treatment are connected with an appropriate agency. The responsibility is then on the agency, not the caller, to call the individual back within 48 hours. The development of Reach Out is motivated by the desire to provide individuals with mental health and addictions needs with timely,	

Expected Results	Strategy	Target End Date	Accomplishments	Variance
			seamless access to appropriate services. **Why connect with Reach Out?** There are many reasons why you might call Reach Out. Some of these reasons are: ● Crisis intervention including access to a mobile crisis team ● Emotional trauma, distress or relapse ● Thoughts of suicide or harming self or others ● Access to community supports and addiction treatment ● Substance use, gaming, Internet disorder and problem gambling ● General information about mental health and addictions ● All calls are answered by trained information and referral specialists, backed by a robust database of local and provincial service information. You can expect a supportive, caring professional who is very knowledgeable about mental health and addictions concerns to answer the phone. This person knows what services are available and how to connect you with them. With a single phone call, you can receive crisis support, a supportive listener, information and education, or access to a mental health or addictions professional. **211 Ontario** – is an award winning helpline and website that provides information on and referrals to Ontario's community, social, health-related and government services. **Help Yourself Through Hard Times** – is a guide to basic needs services for London and Middlesex County. It lists services that provide assistance to individuals and families on limited incomes during times of financial hardship. The booklet is updated	

Expected Results	Strategy	Target End Date	Accomplishments	Variance
			once a year, and is available for download, or in print form from the City of London or at many social service locations in London.	
	3.3 Advocate for extended health and dental benefit programs, including Ontario Drug Benefit and Non-Insured Health Benefit, for a longer period of time for those transitioning off social assistance	5/31/20		
	3.4 Expand local no-cost dental programs for Londoners living with low income	5/31/20		
	✓ 3.5 Connect primary care providers accepting patients with Londoners who need care and live with low income including primary care	5/31/20	**Primary Care Services – London Intercommunity Health Centre** Primary care services are provided, within a Health Promotion framework, by a team that includes registered nurses, registered practical nurses, a community dietitian, physiotherapists, nurse practitioners, and physicians. The Health Centre provides treatment and support for illnesses as well as chronic health and social problems. The Health Centre's goal is to keep each client as healthy as possible through primary care, health teaching, and goal setting. The Health Centre has experience working with people who face barriers to accessing care who have complex health care needs. The clients might be experiencing homelessness, beginning their journey to discover their gender identity, living with mental health and addictions challenges, or starting a new life in Canada, etc. The Health Centre offers a warm, safe and welcoming experience for everyone.	

Expected Results	Strategy	Target End Date	Accomplishments	Variance
	✔ 3.6 Working with the South West Local Health Integration Network, use health equity lens to increase access to care for vulnerable people	5/31/20	In developing the Integrated Health Service Plan 2016-2019, the SWLHIN worked with individuals using the health system, health service provider leaders and governors, networks, municipal leaders and the public to design a plan that reflects the current needs and directions of the health system. Interacting, sharing and gathering information with health service providers, people who use the health care system, volunteers and the public was central to the creation of the Integrated Health Service Plan. In May 2018 the South West Local Health Integration Network (LHIN) announced a $1.3 million funding boost from the province which will be used to expand the London InterCommunity Health Centre (LIHC). The goal of the expansion is to enhance equitable and timely access to primary care and further strengthen integration of primary care and other services, leading to easier system navigation and improved patient experience.	
			Health and social service partners worked together to improve support and access to services for French-speaking clients through a Regional Francophone Community Health and Social Services Hub effective June 4, 2018. The hub is an access point and source of information to help clients with service navigation as well as awareness of, and participation in culturally-sensitive activities and services. It is a pilot in London-Middlesex with the potential for expansion to other areas. In May 2018 the South West Local Health Integration Network (LHIN) announced a $1.3 million funding boost from the province which will be used to expand the London InterCommunity Health Centre (LIHC).	

Expected Results	Strategy	Target End Date	Accomplishments	Variance
	✓ 3.7 Advocate for the expansion of Community Health Centres15	5/31/20	The goal of the expansion is to enhance equitable and timely access to primary care and further strengthen integration of primary care and other services, leading to easier system navigation and improved patient experience. Through this expansion, the London InterCommunity Health Centre's services now include: • A health clinic for Canadian newcomers, which is located at London's Cross-Cultural Learner Centre (CCLC); and • A People in Need of Teams (PINOT) program that helps connect clients who have multiple barriers in receiving healthcare in accessing team-based care with "allied" health professionals, such as social workers, respiratory therapists, footcare nursing, senior supports, systems navigation and physiotherapists. • A new location has been established in East London, as this geographic area has the lowest access to allied healthcare in the City. This location will open in 2019. East Londoners referred by their solo practitioners to this program will also have access to a psychologist, a respiratory therapist, and more.	
			Nurse-Family Partnership (NFP) Nurse-Family Partnership is a free home visiting program run by the Middlesex London Health Unit (MLHU) where public health nurses visit young, first-time moms during their pregnancy and the first two years of their child's life. This program can help women have a healthy pregnancy; have healthy children; and meet school and/or work goals. **Outreach Team ("Street Nursing")** The Middlesex-London Health Unit's Outreach Team participates in locating, engaging, educating, and	

Expected Results	Strategy	Target End Date	Accomplishments	Variance
			ultimately linking people to care, treatment and basic needs programs (i.e. housing, London InterCommunity Health Centre, Infectious Diseases Care Program, etc.). The end goal of the team is to help decrease the spread of disease and support clients through their continuum of care. The team creates an environment where clients feel supported enough to reach their treatment goals. **Substance Abuse Outreach Program** The Substance Abuse Outreach Program run by Addiction Service Thames Valley (ADSTV) meets clients within the community, in a mutually agreed upon location, that is comfortable and easily accessible for the client. SA Outreach counsellors will primarily provide brief solution focused therapy with a goal of minimizing or eliminating a client's barrier(s) to attending services. **Community Health & Harm Reduction Outreach Program** The Community Health and Harm Reduction program run by the London InterCommunity Health Centre (LIHC) is a relational engagement strategy to connect priority populations with health education, social services and community resources. This program provides outreach, education and support to populations whose health is at risk due to multiple barriers. Activities include street level engagement with target populations, with a focus on community building and establishment of rapport. **Financial Empowerment** The Health Centre run by the London InterCommunity Health Centre (LIHC) is currently developing a strategy to more intentionally support those living in poverty and on low income to become more financially empowered. The objectives for clients are to increase access to reliable financial information,	

Expected Results	Strategy	Target End Date	Accomplishments	Variance
			education and counselling; to increase uptake of income-boosting benefits and tax credits; to increase savings and asset-building knowledge and opportunities; and to increase access to safe and affordable financial products and services. **Health in Housing Initiative** The Health in Housing Initiative (HiHI) recognizes the need to bring Health Centre programs and services to reach people where they are at in their communities. The Health Centre's services benefit those who might feel isolated, marginalized, and vulnerable due to poverty and other health related factors. HiHI is a weekly program run by the London InterCommunity Health Centre (LIHC) in partnership with housing complexes that focuses on health promotion, health services, and a sense of community belonging. The program goal is to increase overall health and wellness outcomes of residents in select housing complexes. The program vision is that residents will have increased control over, and ability to improve, their health through ongoing access to supports and services. **Integrated HIV/AIDS (Mycare)/Hepatitis C Care Programs** Registered Nurses, Outreach Workers, and Social Workers provide street level and agency outreach, and onsite nursing/social support to people at risk or living with HIV/AIDS/HCV who are facing barriers to access to treatment and are significantly marginalized by poverty, drug addiction, mental health, and housing instability. This program is run by the London InterCommunity Health Centre (LIHC). The teams proactively locate clients and meet them in streets, shelters, their homes, detention centres, etc. They provide housing, income, and food security support as well as education regarding their diagnosis	
	✔ 3.8 Support implementation of proven outreach-based family support program	5/31/20		

Expected Results	Strategy	Target End Date	Accomplishments	Variance
			and treatment options. Clients are supported throughout their treatment with case management, care coordination, and networking supports, as appropriate to their circumstances. **North East London Community Engagement** Supported by the Health Centre, the North East London Community Engagement (NELCE) is a resident-based, action-oriented community group focused on strengthening and improving the community of Northeast London. Through this work, they promote and develop a strong sense of community pride and participation, provide opportunities to develop personal growth and leadership within the community, encourage involvement across the diverse community and support community partnership within North East London. NELCE is committed to the values and practices of equity and inclusion within a safe environment to foster leadership. **Psychology Services** Psychologists offer psychometric testing and psychological assessment to people with intellectual/cognitive/adaptive impairment. This is an important class of assessment as many Health Centre clients have some form of complex challenges and may need social assistance. The London Inter-Community Health Centre facilitates seamless access to benefits which eligible clients are entitled too. **Seniors Wrap-Around Program** This program, run by the London InterCommunity Health Centre (LIHC), supports isolated Canadian-born, immigrant, and francophone seniors. Many seniors in the community are living in poverty with mental illnesses and chronic conditions. The Seniors Wrap-Around Facilitators bring together a supportive team of	

Expected Results	Strategy	Target End Date	Accomplishments	Variance
			family members, community members, and professionals to help to ensure a better quality of life and improve overall health of vulnerable seniors in the community. The goal of this program is to keep seniors healthy and living in their own home. **Social Work Services** Social Workers provide services to individuals, couples, families, and groups in the form of instrumental supports, counselling, crisis intervention, therapy, advocacy, and coordination of resources. By working within the framework of health and well-being, tackling the determinants of health, our Social Workers make the necessary links between the physical, social, emotional, and economic impacts of health. The team of Social Workers from the London Inter-Community Health Centre meet clients where they are at: in the street, shelters, their home, and in collaboration with care provided in hospitals. **System Navigation Services** System Navigators offer intake services for new clients and provided a comprehensive assessment of their strengths, capacities and needs across the social and physical determinants of health. They assist clients in navigating the broader health and social systems by providing information and supports to access resources that they need. The System Navigators meet clients at the London Inter-Community Health Centre as well as out in the community. **Youth Outreach Services** In various community settings in North East and East London, the Youth Outreach Workers (YOW) work together with youth, ages 12-21, to build their resiliency and skills. They provide direct support by helping youth access services and resources such as primary care, recreational	

Expected Results	Strategy	Target End Date	Accomplishments	Variance
			activities, income supports, sexual health, legal services, mental health and addictions, education, volunteering, parenting, employment, and basic needs or housing. Workers build trust with youth, families, and the community, and support them to find appropriate programs and services. The YOW team enhances and promotes the development of community based services and leadership opportunities for young people in the community.	
Homelessness Prevention & Housing	4.1 Build a culture of practice around effective implementation of the Housing First approach	5/31/18		
	4.2 Engage landlords in keeping more people housed	5/31/18		
	4.3 Invest in housing allowances to support flexible, permanent housing stability for individuals and families	5/31/20		
	4.4 Implement strategies that assist in housing women at risk of or experiencing homelessness	5/31/20		
	4.5 Implement strategies that support housing youth at risk of or experiencing homelessness	5/31/20		
	✓ 4.6 Leverage funding and invest in the regeneration of existing London and Middlesex Housing Corporation properties	5/31/20	City Council enhanced investments to support the regeneration of social housing to a total of $750,000. This was approved in the 2016-2019 multi-year budget.	
	4.7 Continue to implement London's Homeless Prevention and Housing Plan16 which includes increasing the stock of affordable housing and supportive housing	5/31/20		
	4.8 Increase physical accessibility in affordable housing	5/31/20		

Expected Results	Strategy	Target End Date	Accomplishments	Variance
	4.9 Support mixed income and intensification housing development policies to avoid creating large areas with low-income housing	5/31/20		
	4.10 Enhance community safety in social housing	5/31/20		
			Coordinated Informed Response – City of London London's Coordinated Informed Response works together with multiple service areas and organizations. This caring and compassionate response aims to support individuals who are street involved, sleeping rough and urban camping in finding safe alternative solutions focused on housing. **London's Homeless Prevention System** London's Homeless Prevention System focuses on: Securing Housing; Housing with Support; Housing Stability; and Shelter Diversion. Housing First - The priority of a Housing First approach is to move individuals and families experiencing homelessness quickly into housing with support and then begin to work on the issues that contributed to their homelessness from the stability and safety of their own home. "A Housing First or Housing with Support approach assists individuals and families by seeking out and supporting the right housing, at the right place, with the right level of support to develop lasting housing stability." **Behavioural Response Team – LHSC** The Behavioural Response Team program is an assessment and consultation service for older adults presenting with responsive behaviours related to dementia,	

Expected Results	Strategy	Target End Date	Accomplishments	Variance
	✔ 4.11 Create a coordinated response with supports and protections for vulnerable people living in the community	5/31/20	mental health or addiction. This service will provide quick assessment and support to individuals in the community or residential care. **London's Community Plan Regarding Street Level Women at Risk** London's Community Plan Regarding Street Level Women at Risk focuses on addressing the housing, exit strategies, health and well-being of women who are involved in street-involved sex work, and/or trading sex for food, drugs or a place to stay. The Community Plan is grounded in the lived experience of street-involved women, and feedback from London service providers. A "Housing First" approach is the underlying approach of the Plan. A "Housing First" approach shifts the priority to move individuals and families quickly into a home with the supports needed to support their stability. The Street Level Women at Risk Program is a collaboration of 24 organizations working to provide housing and supports to street-level sex workers. **London Connectivity Situational Table** In 2018 the London Police Service formed the London Connectivity Situational Table which provides a multi-partnership approach to wrap services around individuals at acute risk. Representatives from more than 20 local agencies meet once a week to better assess an individual's needs and provide the best support. The Connectivity Situational Table is a strategic alliance of human services, guided by common principles and processes in order to mitigate risk situations in a timely manner, usually within 24-48 hours. The term "table" highlights that it is	

Expected Results	Strategy	Target End Date	Accomplishments	Variance
			a meeting which convenes regularly, with police and other human service professionals from a variety of organizations. During a Situation Table, participants work together to review situations of acutely elevated risk (AER) and determine if an individual is at imminent risk of harm and victimization and then coordinate interventions to reduce them. By addressing situations of AER, the table works collaboratively to reduce multiple risk factors that increase the likelihood that someone within a community will experience harm and victimization. Representatives from LPS and local agencies meet once a week to identify people in the community who are “at risk” and acute, finding ways to better support them. The ability to share information while adhering to privacy allows community agencies to better assess someone who is at risk. The group works hard to protect people’s privacy, while making sure they have access to the supports they need. An individual has to be deemed at risk and acute by the agencies involved at the table. This means there has to be more than one element of risk, more than one agency involved. When the table determines that the person meets the criteria, the name is put forward to see which agencies might have already been involved in aiding that individual. From there, an action plan is coordinated and only those few agencies will continue to work on the case. Top 5 risk factors for situation table cases: Mental health Physical violence Criminal involvement Housing Drug use The ultimate goal of the initiative is	

Expected Results	Strategy	Target End Date	Accomplishments	Variance
			to streamline services for those who need support, so that they can be stable and productive on their own.	
	4.12 Continue to support the evolution of emergency shelters to improve diversion, rapid housing, and specialization	5/31/20		
	4.13 Expand the capacity of the Housing Stability Bank, which provides emergency rental and utility assistance	5/31/20		
	4.14 Expand supportive housing approaches for people with disabilities	5/31/20		
	4.15 Connect with healthcare to work with older adults with complex needs to develop attainable housing strategies responsive to their needs, creating spaces for those who are residing in hospital or do not qualify for long term care	5/31/20		
	4.16 Partner with Indigenous community to create housing plan	5/31/20		
	4.17 Coordinate available supports for people transitioning between housing options	5/31/20		
	4.18 Implement strategies to assist with start-up costs of housing (furniture, moving, household items)	5/31/20		
	4.19 Encourage organizations (e.g. faith organizations, social entrepreneurs) to invest in attainable housing to increase housing supply	5/31/20		
	4.20 Clear the social housing waitlist and reinvest resources in housing that keep the waitlist clear	5/31/20		
	4.21 Encourage private sector to increase supply of attainable rental housing	5/31/20		

Expected Results	Strategy	Target End Date	Accomplishments	Variance
	4.22 Streamline the process by which affordable housing is accessed to help people get housed more quickly	5/31/20		
Transportation	5.1 Reduce transit-related costs for people with low income through consideration of pricing and subsidy models	5/31/18	Effective January 1, 2018, a new income related transit program was launched. This program is for Londoners, 18 and over whose income is at or below the low income cut-off (after tax). This is a 2 year pilot project. The cost of a subsidized bus pass for eligible Londoners is $52.00/month. The application process is available on line and in person through the City of London's Discretionary Benefits Program. Passes may be purchased at the 2 LTC locations and at 7 additional locations across the city.	
	5.2 Engage all stakeholders, including businesses and London Transit Commission, regarding timing, routes, and accessibility to help connect people to services, supports, and employment opportunities	5/31/18	In partnership with the LTC and the London Economic Development Corporation (LEDC), a Transit Summit "Getting People to Work Using Public Transit: Challenges & Solutions" was held in London on May 15, 2018. Discussion topics included gaps in services; expanding routes into industrial areas; increasing route times on main routes; and identifying need.	

Expected Results	Strategy	Target End Date	Accomplishments	Variance
	✔ 5.3 Allow children under 12 to ride public transit free to help families with transit costs and encourage ridership	5/31/18	This recommendation was implemented on January 1, 2017 In May, 2017, fobs were distributed to LTC customers for use for any child between the ages of 5 and 12 wishing to ride the bus to get an accurate picture of ridership for this age category. The fobs are tapped on the smart card readers at the time of boarding, and each fob tap is recorded as a ride. As of January 1, 2018, LTC now has an accurate count of actual ridership. For the first quarter for 2018, child ridership has increased significantly with the introduction of free transit for children 12 and under (approximately 2 ½ fold).	
			Great move forward for accessibility - every LTC bus is accessible. All new LTC buses have variant seating provided at the front of the bus. Some buses have 2 variant seating sections and newer buses have 3 sections - and these sections indicate that they are for persons with disabilities. Once registered at LTC, attendants and support workers are able to ride LTC and paratransit at no cost. This information is now advertised on the LTC website and the information is provided to LTC riders with disabilities. This provision is also included in the Disabilities Act which is coming in spring 2019. "Non-Peak Pass" – this bus pass is available at no cost to paratransit customers to ride LTC conventional transit during off-peak times Monday through Friday and all day Saturday and Sunday. Access to sidewalks is a big issue during the winter months. The City of London policies regarding sidewalk	

Expected Results	Strategy	Target End Date	Accomplishments	Variance
	✔ 5.4 Increase accessibility of transit for persons with disabilities	5/31/20	and bus stop clearing standards have been debated in council and established as follows: • The maximum allowable accumulation of fresh snow is 8 cm. Continuous sanding shall not be completed except under conditions of freezing rain or generally slippery conditions. Sidewalks adjacent to major roads and bus routes are ploughed first and then followed by local streets. Ploughing shall be completed 24 hours after the snow fall ends. • Mechanical clearing of sidewalks is at a disadvantage because of two factors. First, the equipment can seldom 'get ahead of pedestrian traffic' that compacts the snow, and second the plow is set in a float position to ride on the sidewalk. This float position enables the plow to safely ride over expansion joints, minor vertical inconsistencies or elevation changes and distortions on the sidewalk. These factors form the basis for London's 'snow packed' level-of-service standard. Once a path is cleared, subsequent trips by the sidewalk plow are made easier. • Students at Kings University College have provided a policy regarding accessibility and snow removal. Through www.SnowProblem.ca students will raise awareness about this issue and will be submitting new policy suggestions to council for budget consideration.	

Expected Results	Strategy	Target End Date	Accomplishments	Variance
	✓ 5.5 Increase safe, affordable transportation options, such as improved cycling lanes and cycling infrastructure, that serve people who live, work, or seek services in London" at end of sentence	5/31/20	The Cycling Master Plan for the City of London was approved by City Council in September 2016. The final public review period extended into November 2016 and resulted in the submission of more constructive comments. The London ON Bikes Cycling Master Plan provides a series of recommendations to guide London's cycling programs into the future.	
	✓ 5.6 Explore innovative approaches to transportation, such as rideshare programs	5/31/20	In partnership with the LTC and the London Economic Development Corporation (LEDC), a Transit Summit "Getting People to Work Using Public Transit: Challenges & Solutions" was held in London on May 15, 2018. Discussion topics included encouraging businesses to promote carpooling and rideshare programs.	
	✓ 5.7 Introduce discounted bus pass for youth (13 to 18 years old)	5/31/20	A resolution was passed on October 17, 2017 to review / propose this discounted pass. A business case exploring options was presented to City Council during budget deliberations on November 27, 2017. A budget public participation meeting was held on November 22, 2017. This new program will roll out September 1, 2018 for all youth 13 to 17 years of age. As part of the 2018 budget update, Council endorsed a 22 month pilot identifying the following model/option: Bulk purchase of passes and re-sale to youth (ages 13-17) at $52/month.	
Early Learning & Education	✓ 6.1 Increase the number of licensed childcare spaces	5/31/18	The City of London - Children's Services provided an additional 534 licensed childcare spaces (for ages 0 - 4 years) in 2017 and 176 additional spaces will be provided in 2018/2019.	
	✓ 6.2 Reduce the wait time to receive childcare subsidy	5/31/18	As of May 2019 there is no wait list for childcare subsidy. Applications are processed immediately upon receipt.	

Expected Results	Strategy	Target End Date	Accomplishments	Variance
	✔ 6.3 Demonstrate active use of an equity lens in childcare quality strategies	5/31/18	Strive *(formerly Quality Child Care Coordinating Committee)* is a collaborative group of Child Care and Early Years Practitioners who support learning and development in order to enhance quality practice. STRIVE incorporates an equity lens and is available to all Child Care providers. Strive promotes a collaborative approach to quality child care and professional learning across all early years and child care programs in our community. Strive is a responsive, community driven organization with an Advisory Committee that is tasked with ensuring that equity indicators are included in the expected practice of licensed Child Care and Family Centre networks and that the strategies and tactics are put into action. Members of the Advisory Committee represent the diversity and complexity of the Child Care and Early Years sector. Strive leverages administrative support from a backbone organization; Childreach.	
	6.4 Increase capacity of childcare sector to address mental health issues	5/31/20		
	6.5 Advocate for increased investment by all levels of government in early years education and literacy programming	5/31/20		
	6.6 Support development of national childcare strategy	5/31/20		

Expected Results	Strategy	Target End Date	Accomplishments	Variance
	6.7 Advocate for increases to childcare fee subsidy for low income families	5/31/20		
	6.8 Expand elementary school initiatives that increase awareness of all post-secondary options	5/31/20		
	6.9 Advocate for improved quality of parental leave benefits, including exploration of flexible leave times	5/31/20		
	6.10 Expand mentorship and support programs for new parents	5/31/20		
	6.11 Expand matched savings programs to help families save for education	5/31/20		
	6.12 Create flexible childcare spaces outside of daytime working hours	5/31/20		
	6.13 Develop a community strategy to eliminate financial barriers for school-based extra-curricular activities	5/31/20		
	6.14 Implement coordinated approach to education, building on proven projects in London and other communities, to increase high school graduation rates	5/31/20		
	6.15 Develop a community strategy to eliminate financial barriers to achieving GED (General Educational Development)	5/31/20		
	6.16 Collaborate with post-secondary institutions to identify ways to support students living in poverty	5/31/20		
	6.17 Increase availability of financial literacy and "basic life skills" training for all Londoners, including children and youth	5/31/20		

Expected Results	Strategy	Target End Date	Accomplishments	Variance
Food Security	7.1 Support development of the London & Middlesex Food Policy Council	5/31/18	The collaborative team of London Community Foundation, Middlesex-London Health Unit, City of London and Middlesex County, announced the development of the Middlesex-London Food Policy Council in June 2016. The goal of the Middlesex London Food Policy Council is to facilitate and support a safe, healthy and accessible local food system that is socially, economically, and environmentally sustainable.	
			Campaigns that promote healthy local food include: **London Food Bank** - In May 2018, the London Food Bank, in partnership with the City of London and the Middlesex-London Food Policy Council, along with participating stores, launched Community Refresh to formalize and ramp up the efforts that have been underway for over a decade. The rapid increase in these efforts helped to bring the London Food Bank to the 50% total. **Healthy Kids Community Challenge (HKCC)** - London is one of 45 municipalities receiving HKCC funding and uses the funds to enhance the impact of London's Child and Youth Network (CYN), whose goals and aims closely align with the objectives of HKCC. The CYN addresses Ministry mandated themes which change every nine months. **London Training Centre** - Combining 30 years of food skills training, advocacy for careers in foodservice and a commitment to a local, sustainable food system, London Training Centre offers programs to gain real skills and work with real food in a state of the art commercial kitchen. **Food Families** - **Child and Youth**	

Expected Results	Strategy	Target End Date	Accomplishments	Variance
	✔ 7.2 Support campaigns that promote healthy, local food	5/31/20	**Network (CYN)** - Food Families is a dynamic program in which a group of neighbourhood families come together on a regular basis to form a network that supports, encourages, and mentors one another using food – purchasing, growing, sharing, learning, and celebrating – as a galvanizing focus. **Adaptive Cooking London** - Adaptive cooking classes are specifically developed for adults with physical, mental or learning disabilities. The emphasis of the program is on healthy eating while living successfully on a modest budget **Good Food Box Program** - The London Good Food Box is a neighbourhood-based food distribution system that provides a variety of seasonal delicious and nutritious vegetables and fruits at an affordable price. **Let's Get Cooking / Smart Start for Babies** - Smart Start for Babies is a free prenatal education and nutrition program for pregnant women and teens and their support persons who face barriers to accessing healthy food. Sessions are offered at different locations in London and Strathroy, which are led by Public Health Nurses and Registered Dietitians. **Western Fair Market** - Effective October 2018, the famers' market at Western Fair expanded to Sunday openings. Market-goers can buy high-quality; farm-fresh goods directly from the person who produced them. **Harvest Bucks** - Harvest Bucks are vouchers used to buy fresh vegetables and fruit at participating locations in London. Individuals, businesses and organizations my purchase Harvest Bucks and eligible community food programs may apply for funded Harvest Bucks. **Urban Roots** - Urban Roots is a non-profit organization that revitalizes	

Expected Results	Strategy	Target End Date	Accomplishments	Variance
			underused land in the City of London for agriculture. **Nutrition Ignition** - Nutrition Ignition is a comprehensive school-based nutrition and physical education program for school-aged children and their families. **Growing Chefs** - Growing Chefs! Ontario is a registered charity based in London that unites chefs, growers, educators and community members in children's food education projects. **Neighbourhood Resource Centres** - Programs promoting healthy, local food are offered through the London Neighbourhood Resource Centres to build the capacity of neighbourhoods to develop local and sustainable food systems. Programs include healthy eating, food budgeting and preparation of healthy, affordable meals. **Middlesex London Food Policy Council (MLFPC)** - The Middlesex London Food Policy Council is compiling a directory of local food literacy programming in the city. This directory will enhance networking and the sharing of information about food skills and food literacy programming and resources.	
			London Food Bank - In May 2018, the London Food Bank, in partnership with the City of London and the Middlesex-London Food Policy Council, along with participating stores, launched Community Refresh to formalize and ramp up the efforts that have been underway for over a decade. The rapid increase in these efforts helped to bring the London Food Bank to the 50% total. In August 2018, the London Food Bank reached an important goal. For the first time in its 32-year history, 50% of the food it received was perishable.	

Expected Results	Strategy	Target End Date	Accomplishments	Variance
	✔ 7.3 Until emergency food sources are no longer required, ensure fresh, high quality food is easily available (convenient locations and hours) to those who need it	5/31/20	**Meals on Wheels** - Meals on Wheels London provides service to adults with disabilities and seniors (55+) in need of nutritional support. Meals on Wheels assists those who need short term (caregiver relief, recuperation, seasonal) or long term assistance. **London Food Coalition** - The London Food Coalition is a group of more than 20 organizations that work with members of our community who are at risk of poverty and food insecurity. The Coalition is a coordinated food alliance that rescues high-quality fresh food and redistributes it to Londoners in need. **Good Food Box Program -** The London Good Food Box is a neighbourhood-based food distribution system that provides a variety of seasonal delicious and nutritious vegetables and fruits at an affordable price. **Harvest Bucks** - Harvest Bucks are vouchers used to buy fresh vegetables and fruit at participating locations in London. **"All About Food"** – Neighbourhood Mapping Through the Child and Youth Network (CYN) 6 neighbourhoods were identified in 2018 for neighbourhood mapping for low or not cost food sources such as food cupboards; community gardens; and community kitchens. **Salvation Army** -The Salvation Army operates a food bank that services over 1,000 households with emergency food assistance. **Hydroponic Growing Towers** - In partnership with United Way Elgin Middlesex, the London Police Association and the Child and Youth Network (CYN) 17 Hydroponic Growing Towers were provided to the following agencies in our community. **Food Families -** Food Families is a dynamic program in which a group of neighbourhood families come	

Expected Results	Strategy	Target End Date	Accomplishments	Variance
			together on a regular basis to form a network that supports, encourages and mentors one another using food – purchasing, growing, sharing, learning, and celebrating – as a galvanizing focus. The goal of Food Families is to build skills that increase families' buying power and increase the sharing of practical and affordable ways to eat well. In addition to these goals, Food Families seeks to increase families' social connections with other neighbourhood residents and organizations. Participating families are supported by community organizations and stakeholders who work together to provide opportunities and remove barriers for participants. Opportunities include providing families with: • The technical 'know-how' of couponing, bulk buying, and collectively preparing larger quantities of food; • Opportunities to work with other community partners in order to access larger quantities of fresh fruits and vegetables (e.g., sharing transportation to local markets and collective purchasing options); and • Community space to gather, learn from one another, and build relationships. Food Families has had a significant impact on families. A formal evaluation was completed and identified a number of exciting results, including: • Families have learned new ways to save money– saving an average of $127 a month on groceries • Families are saving money on groceries and have more options when they purchase food • Families have increased their ability to prepare and cook their own food • Families are eating nutritious, well-balances meals when possible • Families have greater connectivity	

Expected Results	Strategy	Target End Date	Accomplishments	Variance
	✔ 7.4 Expand programs that support residents shopping and cooking together to save money, such as collective kitchens	5/31/20	to their neighbourhood/neighbours **Collective Kitchens -** Collective Kitchen is an opportunity for individuals in our community to pool their resources with others and collectively plan, shop and prepare home cooked meals to take home. Individuals come together in a centralized kitchen to prepare a nutritious meal, which they can then share with friends on-site and have plenty left over to take home. Programming includes educational sessions around meal planning, wholesome and nutritious grocery shopping, budgeting and other healthy lifestyle practices. **Good Food Box Program -** The London Good Food Box is a neighbourhood-based food distribution system that provides a variety of seasonal delicious and nutritious vegetables and fruits at an affordable price. The London Good Food Box is committed to creating socially and economically sustainable neighbourhoods by offering affordable, fresh vegetables and fruits through collective purchasing and making them available throughout London. The Good Food Box Program has grown from 2 to 12 host sites and now distributes over 350 boxes of food monthly. **Growing Chefs -** Growing Chefs! Ontario is a registered charity based in London that unites chefs, growers, educators and community members in children's food education projects. Cooking develops and encourages many important skills. Understanding how and where food grows, how food interacts with our senses, the history of different foods and techniques, the names we give to food, and how food relates to our own lifestyles and cultures are all important to child	

Expected Results	Strategy	Target End Date	Accomplishments	Variance
			development. Growing Chefs! Ontario offers a variety of food education projects to get kids and communities excited about healthy, wholesome food. **Supports available:** **Equipment lending program** The Neighbourhood Basic Needs working group through the CYN Ending Poverty priority table established the equipment lending program in 2018. The program is currently coordinated out of the Glen Cairn Community Resource Centre and it supports organizations and service providers offering Food Families training. The equipment lending program allows organizations to run food programing when they would not typically have basic kitchen supplies to offer the program. **Safe Food Handler Training – London Training Centre** The London Training Centre is pleased to provide Safe Food Handler training and certification in partnership with Middlesex/London Health Unit and County of Lambton Community Health Services Department. This certificate meets mandatory provincial food safety training requirements and is recognized by all health units in Ontario.	
			London Good Food Box Priority neighbourhoods have been identified as having minimal access to fresh produce, yet an increased access to less healthy food, such as junk food. Due to these neighbourhoods historically being considered food deserts, both adults and children may have negative attitudes towards fruit and vegetables and may be reluctant to try new produce items. There is a need to better inform residents about the health benefits of	

Expected Results	Strategy	Target End Date	Accomplishments	Variance
			vegetables and fruit, as universal encouragement of vegetables and fruit consumption normalizes positive behaviours. Individuals and families in low-income neighbourhoods, as low-income populations have higher rates of obesity and consume less vegetables and fruit. There is a knowledge gap about available programs to influence healthy eating behaviors with children and their families. Therefore, an opportunity exists through promotion of, and participation in Food Box programs. There are financial barriers for residents of low-income neighbourhoods that impact buying fresh vegetables and fruit. However, neighbourhood Food Box programs can collectively purchase and deliver fresh produce to neighbourhood depots through collaborative purchasing. Through community initiatives, neighbourhoods can organize and participate fully in Food Box programs. In 2018, the London Good Food Box expanded from 2 host sites to 11 across the City of London. An average of 350 boxes are ordered every month and participants are receiving about $15-$20 worth of fresh produce for only $10. Preliminary evaluation results show that this program is providing the opportunity for families to purchase fresh fruits and vegetables that were seen as too expensive before. **Hydroponic Garden Towers** Hydroponics is a method of gardening that doesn't use soil, but rather a rich nutrient solution that cycles through from a reservoir. Using this system, the plant receives nutrients through the roots, but they are not in soil. These automated soilless growing systems increase efficiency, maximize space, leading to higher yields, and potentially better quality produce. Community benefits	

Expected Results	Strategy	Target End Date	Accomplishments	Variance
	✔ 7.5 Expand local food literacy programs for all ages to increase knowledge of affordable, healthy food options	5/31/20	include: • Increased access to healthy, nutrient dense produce all year • Increased opportunities for enhancement of food literacy skills among individuals, children, youth and families (learning, watching and participating in growing food for the benefit of all community members) • Fully accessible: wheelchair accessible, portable and can be placed anywhere. • Environmentally sustainable- hydroponic gardens use less water and other resources than traditional soil based gardens • Innovative: London would be the first city to embrace garden towers as a fundamental part of community life: centring around food education and access Currently, 17 hydroponic garden towers have been distributed to priority neighbourhoods across London and are located in Family Centres, Community Centres, and Libraries. **Growing Chefs** Growing Chefs! Ontario is a registered charity based in London that unites chefs, growers, educators and community members in children's food education projects. Cooking develops and encourages many important skills. Understanding how and where food grows, how food interacts with our senses, the history of different foods and techniques, the names we give to food, and how food relates to our own lifestyles and cultures are all important to child development. Growing Chefs! Ontario offers a variety of food education projects to get kids and communities excited about healthy, wholesome food. **Middlesex London Food Policy Council (MLFPC)** The Middlesex London Food Policy Council is compiling a directory of local food literacy programming in	

Expected Results	Strategy	Target End Date	Accomplishments	Variance
			the city. This directory will enhance networking and the sharing of information about food skills and food literacy programming and resources. S**upports available:** **Equipment lending program** The Neighbourhood Basic Needs working group through the CYN Ending Poverty priority table established the equipment lending program in 2018. The program is currently coordinated out of the Glen Cairn Community Resource Centre and it supports organizations and service providers offering Food Families training. The equipment lending program allows organizations to run food programing when they would not typically have basic kitchen supplies to offer the program. **Food Literacy best practices** – in development by MLHU	

Expected Results	Strategy	Target End Date	Accomplishments	Variance
	✔ 7.6 Support local policies and strategies that encourage more community gardens and urban farms on public and private land to provide space for residents to come together, volunteer, and grow their own food	5/31/20	**Urban Agriculture Strategy** - The City of London has developed an Urban Agriculture Strategy. The primary goal of the Urban Agriculture Strategy is to direct urban agriculture efforts within the City of London by both the community and the City. **Friends of Urban Agriculture** - Friends of Urban Agriculture is a network of London citizens who are passionate and dedicated to pushing the agenda of urban agriculture forward. They engage and empower Londoners by organizing specific events to raise awareness, facilitating the successful implementation of urban agriculture projects and coordinating a network of organizations and individuals invested in urban agriculture. They are also focused on promoting urban agriculture friendly policy change at City Hall. **Community Gardens Strategy** - London is home to 17 community gardens located on municipally owned land. Over 450 gardeners are active within the gardens, which are located on green space in neighbourhoods across the city.	

Expected Results	Strategy	Target End Date	Accomplishments	Variance
	✔ 7.7 Work with farmers to provide more fresh food to people who need it most	5/31/20	**London Food Bank** – Community Harvest Program In August 2018, the London Food Bank reached an important goal. For the first time in its 32-year history, 50% of the food it received was perishable. Eight years ago, the London Food Bank worked with the OAFB to start a province-wide pilot program with area farmers and growers called *Community Harvest*. Hundreds of thousands of pounds of food have come to the food bank through their efforts. Special thanks to the Western Fair Association for their help in reaching out to these growers. **Good Food Box Program** - The London Good Food Box is a neighbourhood-based food distribution system that provides a variety of seasonal delicious and nutritious vegetables and fruits at an affordable price. The Good Food Box Program has grown from 2 to 12 host sites and now distributes over 350 boxes of food monthly. **London Food Coalition** - The London Food Coalition is a group of more than 20 organizations that work with members of our community who are at risk of poverty and food insecurity. The Coalition is a coordinated food alliance that rescues high-quality fresh food and redistributes it to Londoners in need. **Urban Roots London -** Urban Roots is a non-profit organization that revitalizes underused land in the City of London for agriculture. **FoodFund -** FoodFund believes that all food deserves plates and all plates deserve food. This is why they source recovered fruit and vegetables from local farmers and deliver it to your doorstep.	

Expected Results	Strategy	Target End Date	Accomplishments	Variance
	✔ 7.8 Reclaim quality, usable food from grocery stores and restaurants in a cost-effective way	5/31/20	**London Food Coalition / Second Harvest** - The London Food Coalition is dedicated to creating food prosperity initiatives that assert fresh food as a fundamental right. Fresh food is integral to many different community programs in the city. This initiative provides essential resources for family cooking programs, nutritional and educational programming, camp programs, and healthy meals for children and families. Furthermore, this coalition reduces the costs of food for London organizations. Over the span of its first year, the coalition has rescued close to 130,000 pounds of fresh food and distributed it to over 20 member agencies. The London Food Coalition rescues the fresh food and distributes it to over 20 member partners, mainly agencies and church groups. **London Food Bank / Community Harvest Program** - Since the Community Harvest program's inception in 2010, nearly 1.7 million pounds (771 tonnes) of produce has been rescued, with about 38% of those donations being shared with other agencies in the London region and across Ontario. Not only has this rescued food gone to families in need of assistance, it has also avoided nearly 1,500 tonnes of greenhouse gas emissions (CO2-e) by diverting perfectly edible food from becoming landfill.	

Expected Results	Strategy	Target End Date	Accomplishments	Variance
	✔ 7.9 Increase availability of gift cards, food cards, coupons, price-matching, and fresh food vouchers that provide healthy, culturally appropriate food	5/31/20	**Harvest Bucks** - Harvest Bucks are vouchers used to buy fresh vegetables and fruit at participating locations in London. Individuals, businesses and organizations my purchase Harvest Bucks and eligible community food programs may apply for funded Harvest Bucks. **Food Families – Child and Youth Network (CYN)** - Food Families is a dynamic program in which a group of neighbourhood families come together on a regular basis to form a network that supports, encourages, and mentors one another using food – purchasing, growing, sharing, learning, and celebrating – as a galvanizing focus. **Food voucher system -** City of London Social Services moved from the food voucher system to giving grocery store gift cards instead.	

Expected Results	Strategy	Target End Date	Accomplishments	Variance
	✔ 7.10 Work with local growers and service providers to distribute seeds and soil during growing season, paired with education on growing food	5/31/20	**Seedy Saturday** - In partnership with the City of London, the London Middlesex Master Gardeners host "Seedy Saturday" every spring. Seedy Saturday is a fun, inexpensive event where you can swap and exchange seeds, get exciting varieties that other seed savers are sharing (as well as the stories that come with them), attend workshops and talks, meet vendors and obtain seeds from seed companies. **Friends of Urban Agriculture** - Friends of Urban Agriculture is a network of London citizens who are passionate and dedicated to pushing the agenda of urban agriculture forward. They engage and empower Londoners by organizing specific events to raise awareness, facilitating the successful implementation of urban agriculture projects and coordinating a network of organizations and individuals invested in urban agriculture. **Compost Value Day** – London Food Bank Compost Value Day offers Londoners an opportunity to help their garden and two local charities at the same time. The compost is produced from the City's leaf and yard waste. **Hydroponic Garden Towers** - Hydroponics is a method of gardening that doesn't use soil, but rather a rich nutrient solution that cycles through from a reservoir. These automated soilless growing systems increase efficiency, maximize space, leading to higher yields, and potentially better quality produce. Currently, 17 hydroponic garden towers have been distributed to priority neighbourhoods across London and are located in Family Centres, Community Centres, and Libraries.	

Expected Results	Strategy	Target End Date	Accomplishments	Variance
	7.11 Build on research on "food deserts" (areas of the city with little or no access to grocery stores) and support business models that address them (e.g. markets, fresh food in convenience stores, etc.)	5/31/20		
System Change	8.1 Review supports and services to understand which to scale up and which to stop	5/31/20		
	8.2 Bring poverty-focused planning tables together to coordinate, collaborate, and streamline efforts	5/31/20		
	8.3 Engage people with lived experience in democratic processes and institutions	5/31/18		
	8.4 Use these recommendations as London's mandate to advocate for policy change from provincial and federal governments	5/31/20		
			In early 2018, London residents attended the Good Neighbourhood Conference to explore the London Strengthening Neighbourhoods Strategy (2017-2020). Residents identified 11 Actions that were to be implemented in 2018. Resident leaders, supported by City staff, have been meeting and implementing the identified actions including: Action 1: Target under or non-represented neighbourhoods with engagement opportunities and support, including communication, events and facilitation. Action 2: Create opportunities to celebrate neighbourhood identities both at the neighbourhood level and city-wide. Action 3: Increase outreach to new neighbourhoods - make it intentional, fun and easy through supporting events such as movie night in the park. Action 4: Identify volunteers within	

Expected Results	Strategy	Target End Date	Accomplishments	Variance
	✓ 8.5 Build strong, engaged, community-driven neighbourhoods by continuing to implement the London Strengthening Neighbourhoods Strategy17	5/31/20	community associations to act as expert advisors for other associations. Action 5: Create opportunities for residents to regularly share information with City Staff and Councillors, at the neighbourhood level with town hall meetings, monthly exchanges of info, etc. Action 6: Create opportunities for Action 6: City Staff and Councillors to share timely information with neighbourhoods/wards in a variety of ways including email, newsletters, community bulletin boards, web apps, mail. Action 7: City of London, Urban League of London, and neighbourhood associations to hold annual Neighbourhood Conference to share tools, resources, how-to's and expert advice through a variety of workshops and trade fair-style booths. Action 8: Create a "Welcome Wagon" toolkit which connects residents to their neighbourhood Action 9: Develop a funding model with a clear process and guidelines to support the start-up costs of new NA's to support: · The start-up costs of new neighbourhood associations to support engagement and communication (such as initial mail out to all residents in an association's boundaries) · Ongoing needs of neighbourhood associations, such as: space, technology, accessibility, translation services, communication strategies, signage and neighbourhood activities Action 10: Have neighbourhood associations work together and share common assets. Action 11: Partner with community stakeholders to broaden engagement with diverse communities	

Expected Results	Strategy	Target End Date	Accomplishments	Variance
	8.6 Promote London's "community hubs" (such as Family Centres, resources centres and libraries) and online resources to help families connect to supports	5/31/20		
	8.7 Develop strategies and services to address unmet needs identified through the review of supports and services	5/31/20		
	8.8 Identify ways to streamline and simplify access to support	5/31/20		
	8.9 Strengthen the culture of collaboration across all organizations and sectors	5/31/20		
	8.10 Research the viability of Neighbourhood Economic Development Corporations that provide community-driven opportunities to access resources that strengthen neighbourhoods and encourage community participation	5/31/20		
	8.11 Promote charitable gift-giving toward programs with sustained, transformative impacts on poverty	5/31/20		
			Family Centre Fox Hollow Family Centre Fox Hollow opened in December 2017. It is located in the Sir Arthur Currie Public School and is designed to make life easier for all families and residents by offering a single door to many opportunities in their neighbourhood and city. As lead of the Family Centre, Whitehills Childcare Association works together with other service providers to provide coordinated service for families including: • Parenting & Early Learning • Early Childhood Education • Public Health and Wellness • Recreation • Sports and Leisure • Youth Services	

Expected Results	Strategy	Target End Date	Accomplishments	Variance
			• Senior Services • Newcomer Services • Referral, Resources, Information and Awareness This project is generously funded by the Ministry of Education in support of the Early Years Vision and in partnership with Thames Valley District School Board and the City of London. Family Centre Fox Hollow is part of a network of Family Centres being developed in neighbourhoods by London's Child and Youth Network, a collective of over 150 organizations committed to strengthening children, youth and families. **Bostwick Community Centre, YMCA and Library** The Bostwick Community Centre opened in September 2018 and was developed in partnership with the City of London, YMCA of Western Ontario, and London Public Library. With a multi-purpose community space, indoor pool and gymnasium, double pad arena, YMCA fitness facility and Library Branch, the Bostwick Community Centre has something for every ability, age and life stage. Amenities include: • 2 NHL sized ice rinks • 6 multi-purpose community rooms (for programming and community rentals) • 6-lane, 25 meter indoor pool • Family pool • Community kitchen • Wellness cafe • Child-minding area (for YMCA members only) • Full size gymnasium • Fitness centre • Group fitness studios • Full service library branch • Service London counter • 200m walking loop • Outdoor accessible playground equipment **Fanshawe Family Centre**	

Expected Results	Strategy	Target End Date	Accomplishments	Variance
			Family Centre opened in April 2019 and is designed to make life easier for all families and residents by offering a single door to the many opportunities in your neighbourhood and city. The EarlyON Child and Family Centre is a part of the Fanshawe Family Centre. The Family Centre offers: • parenting & early learning • early childhood education • public health and wellness • recreation, sports and leisure • youth services • referral, resources, information, and awareness **Family Centre Blessed Sacrament** Family Centre Blessed Sacrament will be located in Blessed Sacrament Catholic School and is anticipated to open in fall 2019. **Dundas Place** Dundas Place is London's first flexible street; a space shared by pedestrians, cyclists and motorists. It was identified as a top priority in the Our Move Forward: London's Downtown Plan, as part of the revitalizing downtown strategy. The City of London had a vision to transform Dundas Street in downtown London into Dundas Place, a key public space and cultural hub that will encourage residential intensification in the core, showcase the built heritage of the area and shape downtown London for decades to come. Dundas Place represents an opportunity to build community and make our entire core stronger. **London Community Gardens Program** "Community gardens build and nurture community capacity, which is defined as the sum total of commitment, resources, and skills that a community can mobilize and deploy to address community	

Expected Results	Strategy	Target End Date	Accomplishments	Variance
			problems and strengthen community assets. London is home to 14 gardens (on municipally owned land) encompassing over 400 plots where gardeners grow vegetables, fruit and other plants. The gardens are part of the London Community Gardens Program (LCGP), as they sit on City owned land in various London neighbourhoods.	
	✔ 8.12 Build more public gathering spaces (e.g. recreation centres, parks) to increase access to space for unstructured recreation and space for community to come together	5/31/20	**Indigenous-led Licensed Child Care and EarlyON Child and Family Centre** The City of London and the Southwest Ontario Aboriginal Health Access Centre (SOAHAC) have partnered on a new Indigenous-led Licensed Child Care and EarlyON Child and Family Centre. As the first of its kind in London, the Centre will provide culturally relevant early years programming that is based in language and Spirit, serving families in London and Middlesex County. The Indigenous-led Child Care and Family Centre addresses concerns heard during engagement with Indigenous families and service providers in London and Middlesex. Through the engagement process, Indigenous families expressed that access to culturally relevant, quality Indigenous–led programming that supports families is critical. Since inception, this project has been guided and supported by the Journey Together Indigenous Planning Committee, which includes representatives from local Indigenous-led organizations, Indigenous parents and caregivers, and other relevant planning partners. Funding for the project was made possible through The Journey Together: Ontario's Commitment to Reconciliation with Indigenous Peoples. This is possible, in part, as a result of the Province of Ontario and the Government of Canada	

Expected Results	Strategy	Target End Date	Accomplishments	Variance
			commitment to significant investments to address the Truth and Reconciliation Commission's Calls to Action, and specifically call to action # 12, calling upon the federal, provincial, territorial, and Aboriginal governments to develop culturally appropriate early childhood education programs for Aboriginal families. The Centre will be built at 449 Hill Street, within the shared territory of the Anishinaabe (Ojibwe), Haudenosaunee (Oneida) and Leni-Lenape (Delaware) peoples. Construction of the Centre is expected to be complete in 2020. **Parks and Recreation Master Plan** The City of London offers high quality parks, recreation programs, sport services, and facilities that engage residents of all ages and abilities. The Parks and Recreation Master Plan provides an overall vision and direction for making decisions. The Master Plan is a living document that is based on public input, participation trends, utilization levels, best practices, demographic changes, and growth forecasts. It guides the City's investment in parks, recreation programs, sport services, and facilities over the next ten years and beyond. A Vision for Parks and Recreation: In London, all residents – regardless of age, ability, culture, gender, income, or where they live – have opportunity to participate and share in meaningful and accessible parks, recreation, and sport experiences. In 2018, the City collected surveys and input from over 2,300 London residents and stakeholders. Based on this input, as well as extensive background research, recommendations were developed. The recommendations were organized into 5 categories which correspond to the Framework for Recreation in Canada:	

Expected Results	Strategy	Target End Date	Accomplishments	Variance
			• ACTIVE LIVING • INCLUSION AND ACCESS • CONNECTING PEOPLE AND NATURE • SUPPORTIVE ENVIRONMENTS • RECREATION CAPACITY Prior to finalizing the Plan in 2019, the City sought feedback on the proposed recommendations to help finalize the Plan and ensure that their services continue to respond to the community, now and into the future. **London Environmental Network** Many London environmental groups have seen a need for a more organized way of getting their message out to the public in order to make significant progress in the environmental issues facing our community. London Environmental Network (LEN) was officially incorporated as a nonprofit organization in March 2018. The LEN was created to help protect our environment and build a sustainable community by supporting local environmental organizations improve their internal capacity and ability to deliver on their missions. The London Environmental Network provides our member organizations with shared resources, and training, outreach and collaboration opportunities so they can become stronger and work more effectively together. It also connects groups to the London community, recruits volunteers, and promotes environmental events, initiatives and successes. LEN - Green Economy London The Green Economy Hub launched in London in May 2019 to support local businesses to set and achieve sustainability targets, joining 6 other Hubs across Ontario. Green Economy London helps businesses and organizations realize the competitive advantage of becoming environmentally sustainable.	

Expected Results	Strategy	Target End Date	Accomplishments	Variance
	8.13 Recognize Londoners' commitment to volunteerism and a caring community and build upon these efforts	5/31/20		

United Way
Elgin Middlesex

City of London - CAPS Committee
June 17, 2019

LONDON FOR ALL
A ROADMAP TO END POVERTY

United Way
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London For All – A Roadmap to End Poverty

Goal: Londoners working together to end poverty in one generation

United Way
Elgin Middlesex

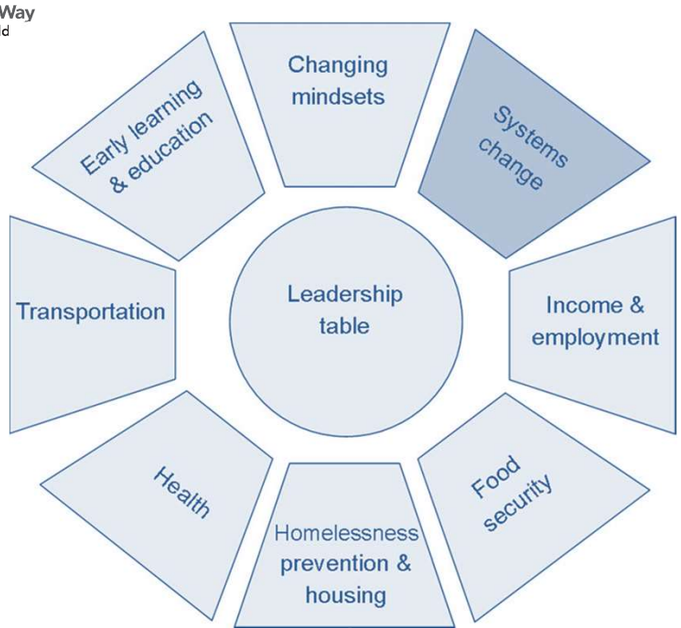
As lead agency, United Way is convening and facilitating the work of:

60 stakeholder organizations coming together to ignite change

38 individuals identifying with lived / living experience who are involved as key decision-makers

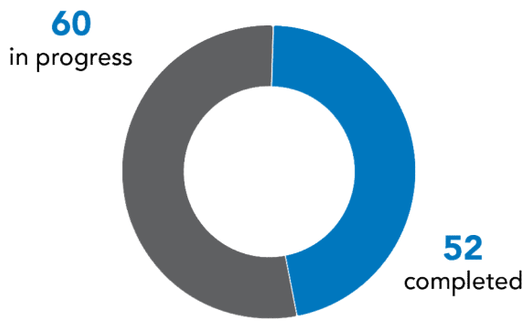
160+ volunteers from diverse backgrounds

United Way
Elgin Midd



United Way Elgin Middlesex

Status of the 112 recommendations – May 2019



Thank you

United Way Elgin Middlesex

LONDON FOR ALL

A ROADMAP TO END POVERTY

TO:	**CHAIR AND MEMBERS COMMUNITY and PROTECTIVE SERVICES COMMITTEE MEETING ON JUNE 17, 2019**
FROM:	**SCOTT STAFFORD, MANAGING DIRECTOR, PARKS AND RECREATION AND LYNNE LIVINGSTONE, MANAGING DIRECTOR, NEIGHBOURHOOD, CHILDREN AND FIRE SERVICES**
SUBJECT:	**PARKS AND RECREATION MASTER PLAN UPDATE**

RECOMMENDATION

That, on the recommendation of the Managing Directors of Parks and Recreation and Neighbourhood, Children and Fire Services, the following actions be taken with respect to the attached (Appendix B) Draft Parks and Recreation Master Plan, dated June 7, 2019:

a) the above-noted Plan **BE ADOPTED**; and,
b) the Civic Administration **BE DIRECTED** to proceed with implementation of the Plan, it being noted that any/all implementation will be subject to funding through the multi-year budget process.

PREVIOUS REPORTS PERTINENT TO THIS MATTER

- Irregular Result Request for Proposal 18-09 “Parks and Recreation Strategic Master Plan Update” (Feb. 21, 2018)
- Parks and Recreation Strategic Master Plan Interim Update (Jan. 24, 2017)
- Parks and Recreation Strategic Master Plan – Accomplishments and Update Strategy (Apr. 26, 2016)
- Parks and Recreation Strategic Master Plan Update (Nov. 23, 2009)

STRATEGIC PLAN LINKAGES 2019-2023

Strengthening our Community: The parks and recreation system plays a significant role in strengthening neighbourhoods by creating opportunities for residents to lead healthy, socially active lives.

Building a Sustainable City: Creating and preserving strong and healthy environments and creating beautiful places for all Londoners is emphasized in the Master Plan.

Growing Our Economy: Investment in the parks and recreation system and city building activities attract growth and investment and regenerate spaces and places.

Creating a Safe London for Women and Girls: Providing opportunities for women and girls to participate safely in parks, recreation, and sport.

Leading in Public Service: Experiences are enhanced through investment in park, recreation and sport facilities and by pursuing innovative programs and service delivery.

BACKGROUND

The 2019 Parks and Recreation Master Plan provides an overall vision, direction, and guidance for planning and making decisions about parks, recreation programs, sport services, and facilities. It is informed by public input and is aligned to local, provincial, and national policies, strategies, best practices, trends, demographics, and growth forecasts. The Master Plan has a timeframe of ten years (2019 to 2028) and includes a longer-term outlook for major capital projects to 2039.

The Plan identifies broad needs and strategies and contains a series of recommendations that will assist the City and the community to achieve the vision and goals. The recommendations build upon the strong core of services currently provided by the City. Appendix A contains a full list of the goals, strategic directions, and recommendations.

Full implementation of the Plan will require ongoing community engagement, flexibility in approach, partnerships, and funding from a variety of sources. It will guide the work of several service areas including: Parks and Recreation, Neighbourhood, Children and Fire Services, Planning Services, and Finance and Corporate Services - Facilities Design and Construction. The Plan was last updated in 2009, with an interim update in 2017.

The purpose of this report is to:

a) Outline the steps taken to develop the Parks and Recreation Master Plan and provide the results of community input on the Goals, Strategic Directions, and Recommendations (March to April 2019); and,
b) Present the Draft Parks and Recreation Master Plan to Committee and Council for consideration (see Appendix B).

DEVELOPMENT OF THE PLAN

Staff from Parks and Recreation, Neighbourhood, Children and Fire Services, Planning Services, and Finance and Corporate Services guided the work of the consultant team led by Monteith Brown Planning Consultants with Tucker-Reid and Associates, and Swerhun Consulting.

The development of the Plan was completed in three (3) phases:

1. Research and Consultation (Mar. to Sept. 2018);
2. Development of Recommendations and Strategies (Sept. 2018 to Feb. 2019); and,
3. Testing the Master Plan and Finalization (Mar. 2019 to current).

Phase 1: Research and Consultation

A significant amount of background research informed the development of the update. This research included a review of existing City of London strategies, projects, inventories and use data as well as municipal scans of best practices, emerging trends, demographics, and standards. A review of programming and service needs to maximize participation, and to make sure they are accessible and inclusive of all residents, was a focus of the overall update.

Engagement with residents (including under-represented populations), stakeholders, agencies, organizations, partners, advisory committees, City staff, and City officials was critical to understanding current issues and future opportunities for enhancing the parks, recreation, and sport system in London. The comprehensive engagement strategy provided many opportunities for resident and stakeholder input, as well as supporting increased understanding and awareness of the Parks and Recreation Master Plan update.

Over 2,500 individuals provided input through a series of structured and unstructured opportunities (online survey, interviews, stakeholder sessions, focus groups) over the engagement phase in spring and summer 2018. Valuable insights on the current state of London's parks, recreation, and sport system were captured in a background report "*What We've Heard so Far*", available on the City of London website. A summary of this engagement phase can be found on pages 23 to 25 within the attached Draft Plan (Appendix B).

Phase 2: Development of Recommendations and Strategies

The framework of the Plan is based upon the *Framework for Recreation in Canada* (2015) and is supported by the Master Plan's internal and external engagement program, as well as leading research in the sector. The framework is aligned with, informed by and supports the achievements of many City of London plans and strategies that identify parks, recreation, and sport services as important contributors in creating strong neighbourhoods, reducing poverty, engaging diverse populations, supporting children and youth, designing age friendly communities, and much more. A list of all the goals, strategic directions, and recommendations can be found in Appendix A.

Phase 3: Testing the Master Plan and Finalization

From mid-March to the end of April 2019, the draft goals, strategic directions, and recommendations were posted online at getinvolved.london.ca for public comment. Two Open Houses were also held for those wishing to provide input in person to City staff and consultants. These opportunities were advertised widely throughout the community, through e-newsletters, at community centres, and through the various stakeholder groups and individuals engaged in 2018. Presentations/interviews were offered to the Advisory Committees and Council.

Fifty (50) people attended the two Open Houses held on April 3, 2019, and over 1,000 unique visitors viewed the content at getinvolved.london.ca. A total of 169 comments were submitted. A summary of this input is attached in Appendix C and is organized by section of the Plan. Advisory Committee input can be found in Appendix D.

Consideration of these comments resulted in some edits to the strategic directions and in some cases further clarifying information was included either within the recommendations themselves or within the text of the various sections.

PRESENTATION OF THE PLAN

The Draft Parks and Recreation Master Plan attached in Appendix B is the result of the year-long process described above. It provides details on background research (trends, best practices, demographics, growth projections) and community input, links to existing City of London strategies and initiatives, provincial and national initiatives, and past accomplishments.

The Plan contains an overall vision, supported by goals and strategic directions that expresses how the City will approach decision-making and investment over the next ten years and beyond.

As noted earlier Appendix A provides a complete summary of the goals, strategic directions, and recommendations while the entire Plan can be found in Appendix B.

The vision and goal statements outlined in the Plan are aligned with the Framework for Recreation in Canada (2015).

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.*

GOAL 1 – ACTIVE LIVING
We will support and promote opportunities for active living. This will be achieved through unstructured and structured experiences that encourage regular physical activity and healthy aging.

Strategic Directions:

a) Foster active living through structured and unstructured activities that improve physical, mental, and social wellbeing.
b) Make parks and facilities walkable and accessible by residents through active transportation and connections to public transit.
c) Support programming that encourages introductory skill development, interaction, and community building.

GOAL 2 – INCLUSION AND ACCESS
We will remove barriers to participation by adopting a model of “access for all”. This will be achieved by welcoming and including all residents

Strategic Directions:

a) Work collaboratively with populations that face constraints to participation – such as (but not limited to) Indigenous peoples, newcomers to Canada, residents with low income backgrounds, LGBTQ2S+ community, females, and persons with disabilities – to reduce and remove barriers.
b) Support diversity and inclusion by evaluating proposals, policies, and actions through an equity and gender lens.
c) Provide, promote, and enhance subsidy programs that improve affordability for all.
d) Increase the range of low- and no-cost programs within the city.
e) Promote the use of parks and public spaces.

f) Promote the use of trails and pathways in a way that protects significant features and functions.
g) Implement age friendly design standards and planning strategies that improve accessibility for all.

GOAL 3 – CONNECTING PEOPLE AND NATURE

We will strengthen residents' connections with their neighbourhoods and nature. This will be achieved through public awareness, neighbourhood-driven activities and decision-making, and opportunities to animate and enjoy London's outdoor spaces and places.

Strategic Directions:

a) Enhance awareness of community initiatives and promote the personal and community benefits of parks, recreation, and sport.
b) Support volunteerism and community engagement in the planning and delivery of services.
c) Continue to emphasize initiatives focused on strengthening neighbourhoods, animation of public spaces, and unstructured activities.
d) Collaborate with providers to exchange information and promote services and programs.
e) Use recreation to help people connect with nature and be stewards of the natural environment.
f) Apply effective designs and management strategies that support healthy and sustainable environments, and sustain significant ecological features and functions.
g) Support efforts to expand active transportation networks, including trails and pathways within, and connecting to, parks and natural park areas.

GOAL 4 – SUPPORTIVE ENVIRONMENTS

We will invest strategically in parks, recreation and sport infrastructure to support the Master Plan goals. This will be achieved by responding to demonstrated community needs through the thoughtful design, delivery, and management of parks, facilities, and spaces.

Strategic Directions:

a) Ensure that public spaces are safe, welcoming, accessible, and maintained in a state of good repair through the implementation of contemporary design standards and AODA requirements.
b) Renew, expand, and develop spaces, facilities, and amenities in appropriate locations to address existing gaps.
c) Strive to develop spaces, facilities, and amenities that are flexible, serve multiple users, function as neighbourhood hubs, and can be linked to broader strategies and initiatives.
d) Respond to changing participation patterns, demographics, and emerging activities by adapting public spaces and programs to fit evolving needs and expectations.
e) Employ effective and progressive maintenance and asset management practices.
f) Support inward and upward growth through proactive planning and innovative models that support future growth and an increasingly urbanized city.
g) Recognize the importance of placemaking through the provision of exceptional civic spaces and robust infrastructure.
h) Utilize a variety of acquisition and non-acquisition-based options to enhance the supply of parks and open spaces.

GOAL 5 – RECREATION CAPACITY

We will deliver exceptional parks, recreation, and sport services. This will be achieved through the use of effective and responsive practices, partnerships, innovation, leadership, and accountability at all levels.

Strategic Directions:

a) Demonstrate leadership and service excellence in the management and provision of quality parks, facilities, programs, and services.
b) Adopt evidenced-based continuous improvement models in the delivery of service.
c) Respond to a changing community through continued professional development and training.
d) Seek out partnership and community relationship opportunities that maximize benefits to Londoners.
e) Work with community partners to create a sustainable sport development model.
f) Promote alignment between the Master Plan and other community strategies and initiatives.

FINANCIAL IMPACT

The Parks and Recreation Master Plan will be used as a resource in developing the City's multi-year budget documents, growth planning, secondary plans, and related studies. The goal is to work within the City's multi-year budget by implementing capital recommendations in a timeframe consistent with population growth and expected funding sources. A strategic direction of the Plan is to pursue a variety of funding options to implement the Master Plan including partnerships and other external funding sources when available.

CONCLUSION

This updated Master Plan looks at the long-term future of parks, recreation programs, sports services, and facilities in the context of Council's long-term plan for city-building, needs and desires of London's residents/user groups/stakeholders, comparison to best practices of other municipalities, identification of gaps, and overlaps in existing services and internal operations, all balanced against the city's financial realities.

This Plan will serve as a guiding document providing goals and directions for standards and service delivery over the next 10 years and an identification of facility needs for the next 20 years.

This Plan represents a unique opportunity for the City and its partners to direct their focus to priority areas that will make a powerful impact in the lives of London's diverse residents and their neighbourhoods by building a better London for all.

Acknowledgements
A Steering Committee guided the development of the Master Plan. Members were: Scott Stafford (Chair), Lynne Livingstone, Anna Lisa Barbon, and John Fleming.

Staff from Parks and Recreation, Neighbourhood, Children, and Fire Services, Finance and Corporate Services, City Planning, and Environment and Engineering contributed to the development of the Plan through the Technical and Engagement Committees, and by providing input during the engagement phases of Plan development.

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APPENDIX A – Parks and Recreation Master Plan, Goals, Strategic Directions, and Recommendations

GOAL 1 – ACTIVE LIVING
We will support and promote opportunities for active living. This will be achieved through unstructured and structured experiences that encourage regular physical activity and healthy aging.

Strategic Directions:

a) Foster active living through structured and unstructured activities that improve physical, mental, and social wellbeing.
b) Make parks and facilities walkable and accessible by residents through active transportation and connections to public transit.
c) Support programming that encourages introductory skill development, interaction, and community building.

Recommendations:

Physical Activity, Active Living, and Active Aging

1. Continue to embrace a **strength-based service delivery and program role** that maximizes access by leveraging contributions from the full range of providers. Programs provided by the City of London will continue to emphasize physical activity and physical literacy for residents of all ages and abilities through registered and drop-in opportunities.
2. Expand the variety, frequency, location, and promotion of **drop-in programs** through the use of community centres, neighbourhood locations, and parks. Develop a strategy to identify, administer, and evaluate drop-in programming that responds to changing demographics and diversity.
3. Offer more **family recreation opportunities** to meet the needs of newcomers and minority groups (including more intergenerational opportunities and options for children ages 0-2 years) and to help foster lifelong participation.
4. Work with the Child and Youth Network priority area leads to explore options for integrating **physical literacy and new physical activity elements** into our built environment, such as incorporating literacy decals, murals, etc. into community centres.
5. Explore how to best meet the increasing demands and unique needs of **older adults**. Meet with partners such as the Huff N' Puff Seniors Fitness Association and other organizations to explore needs/plans moving forward, including the exploration of a **therapeutic line of programming** with community partners.
6. Continue to review **program participation data** to make informed decisions about program development by age group and location through the establishment of participation targets.
7. **Work together with other service providers and stakeholders** to understand and address overall participation rates and gaps in parks, recreation, and sport pursuits in London.

GOAL 2 – INCLUSION AND ACCESS
We will remove barriers to participation by adopting a model of "access for all". This will be achieved by welcoming and including all residents

Strategic Directions:

a) Work collaboratively with populations that face constraints to participation – such as (but not limited to) Indigenous peoples, newcomers to Canada, residents with low income backgrounds, LGBTQ2S+ community, females, and persons with disabilities – to reduce and remove barriers.
b) Support diversity and inclusion by evaluating proposals, policies, and actions through an equity and gender lens.
c) Provide, promote, and enhance subsidy programs that improve affordability for all.
d) Increase the range of low- and no-cost programs within the city.
e) Promote the use of parks and public spaces.
f) Promote the use of trails and pathways in a way that protects significant features and functions.
g) Implement age friendly design standards and planning strategies that improve accessibility for all.

Recommendations

8. As the City grows, continue to expand **low- and no-cost program initiatives**. Continued research and engagement at the neighbourhood-level is necessary to identify areas that will benefit the most from these initiatives.
9. Reach out to **Indigenous people and organizations** to:

a) Undertake regular and meaningful engagement on matters of importance related to parks, recreation programs, sport services, and facilities;
b) Explore new partnerships for including Indigenous programming in the Recreation Guide;
c) Explore how to best ensure Indigenous peoples feel welcomed in programs and community centres;
d) Target casual staff recruitment efforts through Indigenous organizations to increase the diversity in London's leadership staff; and,
e) Identify how parks, recreation, and sport can support the Truth and Reconciliation Commission of Canada Calls to Action.

10. Work with **under-represented populations** to: identify participation rates in parks, recreation, and sport; remove barriers to participation; and, establish appropriate participation targets.
11. Expand our reach to **newcomer populations** by:
    a) Focusing on staff recruitment efforts and leadership development to increase the diversity of the staff team;
    b) Increasing the variety of recreational opportunities that are appropriate for various ethnocultural groups; and
    c) Translating promotional materials into predominant languages.
12. Expand programs and services for the **special needs population**, with a focus on increasing physical activity options for school-aged children with special needs.
13. Expand **staff training** around accessibility, including sensitivity training sessions.
14. Expand **gender diversity/LGBTQ2S**+ inclusion by utilizing consistent signage at all centres and using the Ontario Human Rights Code and experts in the region to inform the staff training programs.
15. Evaluate the balance of **female participation** by age cohort in all direct, casual, community, and stakeholder-driven sport opportunities in London.

Note: Unless otherwise notes, matters relating to barrier-free accessibility and AODA built environment requirements are addressed in Section 7 "Supportive Environments".

GOAL 3 – CONNECTING PEOPLE AND NATURE

We will strengthen residents' connections with their neighbourhoods and nature. This will be achieved through public awareness, neighbourhood-driven activities and decision-making, and opportunities to animate and enjoy London's outdoor spaces and places.

Strategic Directions:

a) Enhance awareness of community initiatives and promote the personal and community benefits of parks, recreation, and sport.
b) Support volunteerism and community engagement in the planning and delivery of services.
c) Continue to emphasize initiatives focused on strengthening neighbourhoods, animation of public spaces, and unstructured activities.
d) Collaborate with providers to exchange information and promote services and programs.
e) Use recreation to help people connect with nature and be stewards of the natural environment.
f) Apply effective designs and management strategies that support healthy and sustainable environments, and sustain significant ecological features and functions.
g) Support efforts to expand active transportation networks, including trails and pathways within, and connecting to, parks and natural park areas.

Recommendations:

<u>Connecting People and Neighbourhoods</u>

16. Continue to **support community development and local decision-making initiatives**, the London Strengthening Neighbourhoods Strategy, Child and Youth Agenda, partnerships, and other means of achieving equity in park, facility, and service delivery.
17. Continue to embed **public engagement as a required element** when making key decisions relating to parks, recreation, and sport services. Consider a variety of tactics (including community-led and community-designed engagement opportunities) that make it easy for people to participate, such as at non-traditional locations and times.
18. Continue to support **Neighbourhood Hubs** by:
    a) Ensuring community centres and parks are safe places where people can gather and connect, and promote this fact;
    b) Providing welcoming and inviting spaces;
    c) Using community centres and parks as access points for information about other City of London services; and,
    d) Using appropriate facilities as warming/cooling centres when needed.
19. Continue to maximize **program delivery in existing places and spaces** by:

a) Identifying location gaps for different program areas and develop strategies to fill these gaps; and,
b) Sourcing out new program locations through formalizing usage of school facilities (all school boards), coordinating with Family Centres, planning ahead for when new school space becomes available, and identifying under-utilized public library spaces.

20. As part of a broader community engagement strategy that utilizes a blend of broad and targeted tactics, investigate the feasibility of developing an **online community portal and application** centred on parks, recreation, and sport in London.
21. Increase **resident awareness and marketing** of parks, recreation, and sport opportunities and information through:
    a) Leveraging new and emerging technologies that enhance the customer service experience (e.g., program registration and rentals);
    b) Including more information about features available at each location, including those accessible to persons with disabilities;
    c) Educating the public about service level standards, such as parks maintenance and naturalization initiatives;
    d) Establishing strategies for communicating with specific audiences, including under-represented groups;
    e) Expanding current initiatives such as the Play Your Way newsletter, NeighbourGood London, surveys, information centres, etc.;
    f) Developing generic neighbourhood-based information by working with Family Centres, libraries, and schools; and,
    g) Increasing cross-promotion on social media, utilizing relationships with neighbourhood groups, etc.
22. Continue to explore opportunities to publish key promotional material and provide language supports for participants in **multiple and predominant languages** with the goal of expanding the City's reach and increasing participation amongst newcomer groups.

<u>Connecting People with Nature / Thames River</u>

23. Place a greater emphasis on helping people **connect with nature through recreation** by:
    a) Incorporating appreciation and exposure to nature through new program design;
    b) Improving the connection between community and seniors' centres and their outdoor spaces; and,
    c) Enhancing shoreline access and gathering spaces by providing more amenities for trails/pathways and water-based recreational pursuits (e.g., fishing, paddling, etc.) adjacent to the Thames River, in keeping with best environmental practices.
24. To support education and nature appreciation, provide **interpretive signage** that highlights the significance of London's Natural Heritage System.

<u>Recreational Trails and Pathways</u>

25. Continue to provide Londoners with **trails** that offer opportunities to be immersed in, experience, respect, and value nature.
26. Where ecologically appropriate, ensure that new trails are **AODA compliant**, so that all Londoners can experience nature.
27. Continue efforts to address **gaps in the recreational trail and pathway networks** and extending the system into new growth areas. All trail and pathway development projects require site-specific analysis, including application of applicable policies and guidelines.
28. Identify and consider opportunities to enhance the **safety and convenience** of the recreational pathway system through urban design, active transportation, and park renewal initiatives. Examples include (but are not limited to) installation of bike racks and amenities, signage clearly identifying access points, community education and awareness, separation of users in high traffic areas, and a winter maintenance program in select locations where significant features and functions are not put at risk.
29. Work with applicable approval agencies to develop a coordinated policy approach for **recreational trail and pathway development** within Woodland Parks and floodplains.
30. Align implementation of the Parks and Recreation Master Plan with the City's **Cycling Master Plan** and promote and link with **Provincial Cycling Routes** (CycleON). Update technical standards to reflect Provincial planning guidelines, as revised from time to time.

<u>Environmental Health and Stewardship</u>

31. Identify resources to support the enhanced **management of municipal woodlands** (including Woodland Parks) and work collaboratively with internal and external stakeholders to achieve the desired service level standards.
32. Enhance **stakeholder and resident roles** in providing **stewardship** of parks, gardens, and other community resources. This may include encouraging the establishment of

park foundations, conservancies, and other stewardship partnerships that enhance park sustainability.

33. Seek opportunities to improve **awareness and understanding** about the importance of the City's Natural Heritage System and urban forest and their broader role within **Carolinian Canada**. Additional research should be conducted into best practices that build upon existing community partnerships and community education opportunities (e.g., programming and events, social media, educational signs, etc.).
34. Continue to promote **naturalization of appropriate municipal lands and beautification and greening efforts** led or sponsored by the City (e.g., planting programs, "adopt-a-" initiatives, community events, public art, and more) to meet multiple goals for habitats, pollinators, and tree coverage.
35. Continue to seek and implement strategies for the effective management of **urban wildlife** and **invasive species**.

Outdoor Play

36. Develop an **Outdoor Activity Strategy** to encourage residents of all ages to stay outdoors longer, enjoy outdoor settings and enhance connections with nature. This strategy may also include policy direction on accommodating physical activity and community-based **commercial activities** in parks (e.g., group fitness classes, farmers' markets, etc.).
37. Investigate new **challenging play opportunities** to keep children and families outdoors and active for longer periods of time.

GOAL 4 – SUPPORTIVE ENVIRONMENTS We will invest strategically in parks, recreation and sport infrastructure to support the Master Plan goals. This will be achieved by responding to demonstrated community needs through the thoughtful design, delivery, and management of parks, facilities, and spaces.

Strategic Directions:

a) Ensure that public spaces are safe, welcoming, accessible, and maintained in a state of good repair through the implementation of contemporary design standards and AODA requirements.
b) Renew, expand, and develop spaces, facilities, and amenities in appropriate locations to address existing gaps.
c) Strive to develop spaces, facilities, and amenities that are flexible, serve multiple users, function as neighbourhood hubs, and can be linked to broader strategies and initiatives.
d) Respond to changing participation patterns, demographics, and emerging activities by adapting public spaces and programs to fit evolving needs and expectations.
e) Employ effective and progressive maintenance and asset management practices.
f) Support inward and upward growth through proactive planning and innovative models that support future growth and an increasingly urbanized city.
g) Recognize the importance of placemaking through exceptional civic spaces and robust infrastructure.
h) Utilize a variety of acquisition and non-acquisition-based options to enhance the supply of parks and open spaces.

Recommendations:

Planning for a Mature City

38. Consider **new service and facility delivery models** that reflect the realities of higher-density residential communities, while ensuring convenient public access to needed spaces (e.g., public recreation amenities in highrise buildings).
39. In neighbourhoods planned for **residential intensification**, evaluate existing parks, green spaces, and other municipal properties for their potential to accommodate multi-functional spaces and expanded social and recreational opportunities to serve diverse populations.
40. Evaluate **surplus school and other acquisition opportunities** based on the principles and targets advanced in this Master Plan, with a focus on geographic gap areas.

Guidelines for Planning and Priority-Setting

41. Facilitate a **balanced distribution and network** of parks, recreation programs, sport services, and facilities recognizing that different locations may serve different needs. This includes planning for **new program locations** (municipal and partnered) in gap and growth areas.
42. Utilize the planning and priority-setting guidelines identified in this Master Plan (Section 7.1) for evaluating requests and opportunities to provide **new or enhanced infrastructure** and when planning and designing infrastructure.
43. Where possible, **acquire land well in advance** of development for higher order projects such as planned community centres. Consider options for co-locating community centres with District Park-level sports fields and amenities.

44. Continue to make facilities and parks more accessible for persons with disabilities, in keeping with **AODA requirements**. Review the City's **accessibility design standards** to ensure that all relevant parks, recreation and sport facilities are included.
45. Conduct **accessibility audits** on a regular basis to ensure that the City's accessibility standards are being met at all parks, recreation and sport facilities. Give consideration to assistive technologies and adaptive equipment that facilitate access for persons with disabilities.
46. Develop a **standardized framework to evaluate requests** for facilities presently not part of the City's core parks, recreation, and sport service mandate. At a minimum, the framework should consider the City's role (or lack thereof) in providing the service in relation to demonstrated demand, alternate providers, cost factors, and economic sustainability.
47. Ensure that major retrofits and new construction projects adequately consider opportunities to address **climate change, environmental sustainability, and energy conservation**. At a minimum, this should include consideration of green technologies (e.g., green roofs, electric vehicle charging stations, battery-powered maintenance tools, refrigeration plants, etc.) and low-impact development practices (e.g., stormwater management, permeable surfaces, etc.) by building these items into City budgets.

Community Centres

48. Develop a mid-size, multi-use community centre in **Southeast London**, with an emphasis on securing an alternate site (considering the site selection criteria developed in 2010) in the short-term. Proposed components (to be confirmed through community and partner consultation) include twin ice pads (as a replacement for Farquharson Arena), large gymnasium, activity rooms, and multi-use space. Potential partnerships will be considered.
49. Develop a mid-size multi-use community centre in **Northwest London** (following the Southeast London project). Proposed components (to be confirmed through community and potential partner consultation) include an indoor pool, large gymnasium, activity rooms, and multi-use space. Potential partnerships will be considered. Additional study is required to determine the preferred facility provision model, which could influence location(s), timing, and/or potential partners.
50. Expand the network of **neighbourhood community centres** by establishing a facility in North London and another in Central London between 2024 and 2029. Neighbourhood centres would generally include large gymnasiums, community kitchens, multi-purpose spaces, and/or specialty/partnered spaces based on demonstrated needs. In the longer-term, one to two additional neighbourhood centres should be considered to address gap areas in South London. Traditional models of provision may evolve as the city intensifies within the Primary Transit Area.
51. Build **gymnasiums and multi-use activity space** as part of each proposed multi-use and neighbourhood centre, for a total of six new gymnasiums by 2039. Consider opportunities to add gymnasiums to existing centres or repurposed facilities to assist in meeting this goal.
52. Prepare a **Gymnasium Strategy** to review current access policies, other providers, needs, and provision strategies, with a goal of enhancing access to large gymnasiums for programs, events, and rentals.
53. Establish a strategy to **expand the senior satellite model** in consultation with stakeholders, with a view toward coordinated service delivery at the neighbourhood-level. Considerations include:
    a) Adding a new satellite site in the short-term;
    b) Program expansion, low-cost and/or unstructured options, sustainable multi-site membership model, and expanded hours at locations that are experiencing high attendance and unmet demand;
    c) Establishing criteria for evaluating priorities and track performance over time; and,
    d) Working with Parks Planning to identify outdoor spaces that can be used to complement programming at seniors centres and satellites.

Indoor Pools

54. Work with local users to ensure that the **Canada Games Aquatic Centre** remains able to host competitions and meets, with consideration being given to pool depth, technical requirements, and support spaces.
55. Develop a new indoor 25-metre 6-lane pool for community use in **Northwest London** in the short-term. Further study is required to determine if the pool is best provided as part of the proposed large multi-use community centre or through an expansion to the Canadian Games Aquatic Centre.
56. Reassess longer-term demand for an **eighth municipal indoor pool location** through the next Master Plan update, possibly in partnership with an alternate provider in Central London.

Arenas

57. Maintain public access to 22 indoor ice pads until 2031, at which point planning may begin for **one additional ice pad** (as a multi-pad replacement and/or partnered project). Long-term consideration may be given to **phasing out single pad arenas** in favour of multi-pad facilities with community space. To confirm these directions, facility usage and registration trends should be monitored, as should capacities and capital plans in adjacent municipalities.
58. Continue to examine and assess the need for **dry pads for floor sports** and community activities. Where supported by demonstrated demand, consider opportunities to repurpose under-utilized spaces.
59. Repurpose **Silverwood Arena** to alternate community uses. Initiate a Request for Expression of Interest and/or Proposal process (with identified objectives and outcomes) and feasibility study (with community input) to guide the project.
60. Remove **Glen Cairn Arena** as a municipal capital asset as it is surplus to community needs.
61. Include two ice pads as part of the proposed multi-use community centre in **Southeast London**. Upon opening, remove the ice pads at **Farquharson Arena** from the inventory. Continue discussions with the landowner (Thames Valley District School Board) regarding the future of Farquharson Arena.

Outdoor Aquatics

62. Develop five additional **spray pads** (for a total of 21) by 2039, with a focus on identified gap areas (Foxfield Park, Riverbend Park, one in North London, and two in Southwest London). New spray pads should be provided through park development projects or wading pool conversions, with an emphasis on district-level sites with existing washrooms, parking, and shade. Consideration may be given to different levels of spray pad provision (e.g., basic and enhanced), as well as options for recirculated/treated water systems.
63. Assess usage trends at **outdoor swimming pools** and develop a strategy to guide future programming and reinvestment priorities, including consideration of the City's role in ensuring community access to non-profit community pools. No additional outdoor swimming pools are recommended.
64. Continue to reduce the number of **wading pools** within City parks and develop criteria for wading pool decommissioning. Wading pools that are under-utilized, in poor condition, serving aging communities, in close proximity to alternative aquatic services and/or are not associated with outdoor pools are likely candidates for removal. They may be replaced with spray pads or other in-demand park amenities identified through community consultation.

Sports Fields

65. Develop up to 28 additional **rectangular sports fields** (unlit equivalents) by 2039 through new park development, improvements that create capacity (e.g., upgrades such as adding lights, expanding fields, etc.), and enhancing access to non-municipal fields. Where possible, priority should be placed on multi-field complexes with full-size, lit, and irrigated fields (including artificial turf fields that extend the season and accommodate multiple sports).
66. Develop up to 12.5 additional **ball diamonds** (unlit equivalents) by 2039 through new park development, improvements that create capacity (e.g., adding lights), and enhancing access to non-municipal diamonds. Most of these diamonds are required in the short-term to accommodate the recent increase in youth participation and loss of fields at the Southwest London Baseball Complex. Where possible, priority should be placed on multi-field complexes with full-size, lit diamonds.
67. Develop a second full-size **cricket pitch** (potentially spanning two rectangular sports fields). Longer-term needs should be examined once the second pitch is fully operational and usage patterns can be assessed.
68. Continue to undertake **upgrades and improvements** to existing sports fields, supported by demonstrated demand and in cooperation with sports organizations. Examples include field dimensions, lighting, grading, irrigation, drainage, turf, infield improvements, fencing, benches, shelters, etc. Efforts should be made to add lights to fields prior to nearby residential construction taking place.
69. Continue to work with local **school boards** to improve the quality of school fields as demand grows. By enhancing public access to quality, non-municipal fields, the City will be able to add capacity and reduce development costs. Options for improving the quality and maintenance of school fields should also be explored.
70. Update the **fieldhouse strategy** to confirm the preferred level of service and development and renewal needs.
71. Develop a **sports field allocation policy** and integrate emerging sports into existing allocation policies.

Playgrounds

72. Seek a balanced **distribution of playgrounds** by providing one play structure generally within an 800-metre radius of every residential area (without crossing a major arterial road or physical barrier).
73. Design new and redeveloped playgrounds for **accessibility** (including surfacing and components), as well as consideration of challenging/adventure and natural play areas. The standard for City-Wide and District Parks should be fully accessible playgrounds with rubber surfacing. Playgrounds in Neighbourhood Parks should generally have engineered woodchip surfacing with consideration to partially-accessible playground structures.
74. Develop a process and criteria to prioritize **playground replacement, relocation, and/or removal** to deal with the gap in replacement funding.
75. Consider adding **adult fitness equipment** to selected parks or pathways on a case-by-case basis. These opportunities should be supported by the local community and be in proximity to indoor spaces with access to washrooms.

Outdoor Courts

76. Prepare a **Tennis / Multi-use Court Strategy** to: validate future needs (up to eleven additional courts by 2039); identify gaps and potential locations; establish priorities for upgrades, replacement, removal, or repurposing; and, identify a business case and funding strategy to support court construction and renewal.
77. Evaluate **outdoor pickleball court** needs on a case-by-case basis, with a preference for locating them in areas with demonstrated demand. Opportunities to accommodate a pickleball complex of four or more courts (supported with amenities such as shade, washrooms, and nearby parking) should be explored further.
78. Resolve gaps in **outdoor basketball court** provision (Central London, Oakridge, Medway, Westmount/Highland, and Byron) and consider basketball courts in parks within growing areas (a minimum of nine additional hoops will be required by 2039 to serve growth). Where appropriate, consideration should be given to multi-use court designs that can accommodate multiple sports and activities, such as basketball, ball hockey, ice skating, etc.
79. Where feasible, continue to encourage the development and operation of **neighbourhood outdoor ice rinks** (natural ice) where supported by community requests and volunteer efforts. Consider opportunities on a case-by-case basis to develop **boarded multi-use pads** that can be used for ball hockey and other activities in the summer and natural ice skating in the winter.

Skate and Bike Parks

80. Update the **Outdoor Skateboard Park Implementation Strategy** to reflect preferred skate park typologies, needs, design standards (including lighting of City-wide skate parks), site selection criteria, and potential locations.
81. Identify suitable sites for the development of **two district-level skate parks** (Southwest London, Southeast London). Additional **neighbourhood-level skate parks** may be considered where there is demonstrated demand, a gap in service, and a suitable location that is locally supported. Locations and designs should be confirmed through consultation with youth, the skateboarding community, and local neighbourhoods.
82. Initiate a feasibility study involving community engagement, site selection, and design processes to confirm the need expressed for a dedicated **BMX and/or mountain bike park**.

Other Outdoor Sites and Amenities

83. Provide a balanced distribution of **off-leash dog parks**, including consideration of new parks in Northwest and Southwest London over the longer-term. Site-specific analysis, community consultation, and partnerships are required as securing suitable locations can be a challenge.
84. Develop a **tiered model of dog park designs** to enable options at the neighbourhood-level, particularly in areas of residential intensification. Opportunities to work with developers to provide amenity space for dog owners may also be considered.
85. Continue to support the **community garden program** and related initiatives (e.g., pollinator habitat, community kitchens, etc.) through strategies that encourage broad participation, as identified in the City's Urban Agriculture Strategy and Community Gardens Strategic Plan, an emphasis should be placed on community garden development in neighbourhoods.
86. Undertake a review of the **golf service delivery model and standards**, with a focus on affordable and inclusive golf opportunities. The review should consider the potential expansion of services that would encourage year-round use of clubhouse and/or courses.
87. Continue to update and implement the **Storybook Gardens Business Plan** to meet the changing needs and expectations of visitors, with the goal of supporting a unique

programming environment that provides opportunities for children to build developmental assets and for families to foster connections.

88. Continue to refine practices and procedures that support the animation of parks and civic spaces through **special events**.
89. Develop a service standard for **seating areas** to support the City's efforts related to park and civic space design, active transportation, and complete streets.

Parkland Acquisition

90. When planning for new parks have regard to the policies for parkland suitability, dedication, acquisition, and design contained in **the London Plan** and **Parkland Conveyance and Levy By-law**. Procedures and fee schedules should be reviewed on a regular basis.
91. Continue to acquire **active parkland** at the maximum applicable rate as permitted by the Planning Act, via the City's implementing policy documents. Seek to maintain the current city-wide target of **2.2 hectares of municipal parkland per 1,000** residents. Levels of supply will vary across the city; however, efforts should be made to balance the distribution of neighbourhood-level park types across all communities.
92. Continue to evaluate the acquisition of **open space lands** (e.g., woodlands, natural areas, etc.) on a case-by-case basis using criteria in the City's guiding documents. Hazard or open space lands will only be accepted as part of parkland dedication requirements at the City's discretion (at a substantially reduced rate in keeping with the Parkland Conveyance and Levy By-law), with the goal of supporting their long-term protection and management.
93. Employ a variety of **acquisition and non-acquisition-based strategies** to achieve the objectives of this Plan with a focus on growth areas and other areas of need.

Park and Public Space Design

94. Review and revise the City's **park design guidelines**, having regard to the design considerations identified in the Master Plan such as age friendly applications. Update standards relating (but not limited) to on- and off-street parking, general park lighting, washrooms, and gateway features provided by developers. Not all amenities will be appropriate for all park types.
95. Allocate a portion of space in appropriate park types for **passive recreation** to encourage park use by residents of all ages. Design and manage the interface between active and passive park areas to allow for sufficient separation.
96. Develop a strategy for the **renewal of Neighbourhood Parks** across the city, including funding amounts and sources. Emphasize projects that promote usage by people of all ages, such as the introduction of shade, seating, pathways, unprogrammed space, etc. (note: washrooms are not a viable service level in most Neighbourhood Parks).
97. Recognize the space surrounding **stormwater management (SWM) ponds** as community assets, where appropriate. In areas with parkland deficiencies, design and maintain the areas surrounding SWM ponds to allow for greater community use.
98. Continue to seek opportunities through the subdivision approval process to **accelerate park development**, including the use of developer-built parks (under the direction and to the satisfaction of the City).
99. Continue to encourage community stakeholders and partners to invest in **"value-added" improvements** within the parks system. Projects must address neighbourhood and/or city-wide priorities and must conform to City standards.
100. Create **well-designed parks and public spaces** that are age friendly and embed opportunities for residents and visitors to play, learn, and connect.
101. Develop an implementation strategy for the establishment and management of **private-owned publicly accessible spaces** (POPS). Created by the development industry within higher density urban areas, POPS offer an opportunity to enhance the public realm through effective design and programming. They are not considered a replacement for municipal parkland or dedication requirements.
102. Engage in the **coordinated informed response** and other integrated responses and strategies aimed at improving the use, public safety, activities, and access of parks.

GOAL 5 – RECREATION CAPACITY

We will deliver exceptional parks, recreation, and sport services. This will be achieved through the use of effective and responsive practices, partnerships, innovation, leadership, and accountability at all levels.

Strategic Directions:

a) Demonstrate leadership and service excellence in the management and provision of quality parks, facilities, programs, and services.
b) Adopt evidenced-based continuous improvement models in the delivery of service.
c) Respond to a changing community through continued professional development and training.

d) Seek out partnership and community relationship opportunities that maximize benefits to Londoners.
e) Work with community partners to create a sustainable sport development model.
f) Promote alignment between the Master Plan and other community strategies and initiatives.

Recommendations

Leading in Public Service

103. To inform program and service provision, increase **collaborative efforts** with community groups and volunteers by:
    a) Continuing to collect feedback from neighbourhood groups about programs and services they want to see and use this feedback to inform program decisions;
    b) Working with new and partner organizations to fill gaps using a strength-based delivery approach (organizations that focus on different abilities, markets, etc.);
    c) Identifying populations and neighbourhoods not currently accessing services and forming new program delivery relationships to jointly address those needs (e.g., targeted Leader in Training options, Indigenous program opportunities, etc.);
    d) Building leadership capacity within the community to support local initiatives and create strong neighbourhoods;
    e) Hosting regular forums with service providers and funders to identify and address potential improvements to customer service practices, the built environment, etc.; and,
    f) Regularly communicating the Master Plan priorities to internal and external partners to improve coordination, alignment, and implementation.
104. Undertake a review of the effectiveness of the **Play Your Way financial assistance program** and **"Policy for waiving or reducing fees for use of city owned community centres and recreation facilities"**, including opportunities to simplify the process to register for programs and apply for subsidy.

Sport Services

105. Host a forum with all sport providers and stakeholder groups to discuss the merits of developing a London Sport Agreement as a commitment to engage collectively to develop a Sport Policy and Sport Plan for the City of London.

Partnerships

106. Expand and/or realign **strategic partnership opportunities** to further the directions of the Parks and Recreation Master Plan including (but not limited to) increasing physical activity, enhancing access for under-represented and diverse populations, increasing outdoor play duration, strengthening diversity and inclusion, and increasing capacity for older adults and youth. Be proactive in partnership development through regular communication and establishment of a **standardized framework and/or criteria** to simplify and expedite partnership outcomes (see **Appendix B**).
107. Utilize the **sponsorship, advertising, and naming rights program** to capture an increased level of alternate funding to enhance parks, recreation and sport facilities, programs, and services.
108. Collaborate with **school boards** to identify opportunities to maximize community access to existing sites and future park/school campuses.
109. Collaborate with **post-secondary institutions** to identify opportunities to maximize community access to existing and future sport facilities. Encourage opportunities to work together on the research and evaluation of community-based approaches to prevailing issues in service delivery.
110. Support **regional, provincial, and national initiatives** that increase support for information sharing, research, and data collection.

IMPLEMENTATION AND FINANCIAL PLANNING

Funding Tools and Practices

111. **Maximize available funding sources** through effective financial processes and practices. Where appropriate and consistent with municipal policies and priorities, consider **alternative funding and cost-sharing approaches** to achieve capital and operating cost recovery targets, such as (but not limited to) surcharges, fundraising, grants, sponsorships and naming rights, and various forms of collaboration to provide the best value to residents. Where appropriate, additional funding capacity may be used to **advance projects** from the list of unfunded items supported by this Master Plan.
112. Assess **operating budget implications** and partnership options prior to approving major capital projects.

113. Provide high priority and sufficient funding for **ongoing park and facility renewal and lifecycle requirements**, including but not limited to **bolstering block funds** for park amenities (e.g., playgrounds, sport courts, comfort amenities, etc.).
114. Use this Master Plan as a **resource** in developing the City's annual and multi-year budget documents, growth-related funding strategies, secondary plans, and related studies.

Informing Our Choices

115. Ensure that planning for major capital projects includes meaningful **community engagement**, **feasibility studies** that validate building program and service requirements (informed by demographic and socio-economic data, local needs, recreation trends, and preferences, etc.), and consideration of **potential partnerships**.
116. To assist in the evaluation of **unsolicited proposals** that propose new parks, recreation, or sport services/ facilities that have not traditionally been supported by the City, the City should require proponents to submit **business cases** (acceptable to the City). Initiatives that fully recover their direct and indirect costs may proceed more quickly if they are supported by the Master Plan.

Implementing the Master Plan

117. Implement a system for the **regular monitoring** of the Master Plan, including the use of **evidence-based assessment tools and guidelines** to improve performance measurement and business intelligence. Opportunities to link the Master Plan to Council's Strategic Plan should also be sought.
118. Develop a **communications plan** following approval of the Master Plan to create awareness about its key messages and recommendations amongst residents and stakeholders. Implement a system for the regular reporting of the Master Plan, including an **annual update to the community** (e.g., report card).
119. Reassess the direction, priorities, and accomplishments of the Master Plan at approximately **five-year intervals** to inform growth-related planning and funding strategies and/or Multi-Year Budget.

APPENDIX B – DRAFT PARKS AND RECREATION MASTER PLAN

CITY OF LONDON

2019 PARKS AND RECREATION MASTER PLAN

DRAFT June 7, 2019

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TUCKER·REID & ASSOCIATES

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Monteith•Brown
planning consultants

London
CANADA

ACKNOWLEDGEMENTS

Thank you to everyone who contributed their time, ideas, and expertise to the development of this Master Plan. We are deeply appreciative of the many residents, groups, and partners who shared their insight by participating in our public engagement activities. We are also sincerely thankful to City Council for their continued support and the staff from across the City of London's service areas who provided guidance and expertise throughout the development of the Plan.

Land Acknowledgement

Oral history and archeological records show that the London region has been inhabited for over 10,000 years. The Indigenous peoples who have called this regional home for millennia include the Anishinaabeg, Haudenosaunee, and Lenni-Lenape Nations.

The City of London values the significant historical and contemporary contributions of local and regional First Nations and those whose histories, languages, and cultures continue to influence our vibrant community. We acknowledge them and others who care for the land and its past, present, and future stewards.

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Note: For convenience, throughout the document certain words and phrases have been emphasized using **bold text**. These words or phrases are not defined and have no formal status.

Section 1: INTRODUCTION

1.1 Master Plan Overview

The City of London offers high quality parks, recreation programs, sport services, and facilities that engage residents and visitors of all ages and abilities. Parks, recreation, and sport play a significant role in community building through the facilitation of active and passive activities, opportunities for structured and spontaneous play, strengthening of neighbourhood connections, and more.

Planning ahead is critical. As London grows and changes, the interests of residents also change. With 2009 being the last detailed review of the Parks and Recreation Master Plan (an interim update was prepared in 2017), London developed this updated plan to set a course for the future.

The 2019 Parks and Recreation Master Plan provides an overall vision, direction, and guidance for making decisions about parks, recreation programs, sport services, and facilities. It is informed by public input and is aligned to strategies and best practices, trends, demographic shifts, and growth forecasts. The Master Plan has a timeframe of ten years (2019 to 2028), although it is informed by a longer-term outlook for major capital projects (to 2039).

1.2 Planning is Vital to our Success

With a population of 409,000, increasing to 489,700 by 2039, London is a growing city with a strong parks, recreation, and sport system(1). New demands are continually placed on this system and there is a need to evaluate municipal investment opportunities and set priorities for the future. Investing in the right services, at the right times and in the right places benefits everyone. This plan represents a unique opportunity for the City and its partners to direct their focus to priority areas that will make a powerful impact in the lives of London's diverse residents and their neighbourhoods.

A Master Plan helps to identify broad needs and strategies based on best practices, public input, and local demand factors. Evidence-based decisions are crucial to making the best use of public funds and this Plan seeks to identify the most pressing objectives and opportunities for achieving them. In doing so, the Plan prepares the City in its search for external funding, partnerships, and alignment with related initiatives.

Using this Master Plan

At a high-level, the Master Plan will guide the City's planning and future budgeting, including alignment with the City's 2018 Development Charges Background Study. It will also be relevant for the day-to-day operations of several City of London Service Areas, including: Parks and Recreation; Neighbourhood, Children, and Fire Services; Planning Services; and, Finance and Corporate Services.

(1) City of London, Finance Department, 2018. Forecasted population includes a Census undercount of 2.7%.

1.3 Parks, Recreation, and Sport Help us Achieve More

Parks, recreation, and sports services provide places for people of all ages and abilities to be active and learn new skills, connect with one another, share their interests, exchange ideas, and experience diversity. This helps to build a sense of belonging and form the heart of a community.

Parks, recreation, and sport also contribute to larger outcomes in the city, such as engaging children in active play, decreasing childhood obesity, poverty reduction, improved mental health, city building and the creation of healthy and safe neighbourhoods, economic health, sport tourism initiatives, connecting with and developing an appreciation of nature, cultural prosperity, and more.

This Plan aims to improve the quality of life for all Londoners through the provision of parks, recreation programs, sport services, and facilities that are welcoming and accessible for all. The Plan addresses barriers to access and aligns parks, recreation programs, sport services, and facilities with the evolving interests and requirements of Londoners.

1.4 How this Plan will Make a Difference

The audience for this Master Plan is broad. For the City, it will be an essential tool to inform planning and decision-making on areas of investment, partnerships, funding, park and facility design, programming, service delivery, and policy development. The Plan is also intended to serve as a resource for other facility and service providers, potential partners, facility funders, and others interested and/or involved in the delivery of City parks, recreation, and sport services.

The Plan outlines leading practices in parks, recreation, and sport. More importantly, it contains a series of recommendations, some of which refer to discrete projects or actions and others that provide ongoing and incremental guidance. Full implementation of the Plan will require ongoing community engagement, flexibility in approach, partnerships, and funding from a variety of sources.

1.5 The Plan is Built on Extensive Consultation and Research

The Master Plan is a strategy that guides the provision and management of parks, recreation programs, sport services, and facilities. It is informed by public input, strategies, and best practices, trends, demographic shifts and growth forecasts. It is also influenced by several overarching plans and technical studies. The key findings and implications from these inputs are summarized in Section 2.

The areas that are directly guided by this plan include:

a. **Programs**, such as aquatic, sport, fitness, wellness, arts/crafts, dance/music, leadership, and general interest programs provided by the City and other providers.
b. **Services**, such as operations and maintenance, public engagement, sport tourism, financial assistance programs, implementing policies, and more.
c. **Recreation and Sport Facilities**, such as community centres, arenas, pools, sports fields, playgrounds, and more.
d. **Parks and Civic Spaces**, such as major parks, connected green spaces, neigbourhood parks, gardens, and civic squares.

The scope of parks, recreation, and sport is quite broad and many aspects of the Plan touch on topics that are related to other initiatives, plans, and strategic documents. Aligning this Master Plan with related initiatives is critical to implementing Council's Strategic Plan, maximizing resources, and achieving common outcomes.

Some amenities were not included in the scope of this Master Plan as they are addressed in other strategic documents, such as:

a. **Parkland Dedication**, which is guided by the London Plan and Parkland Conveyance and Levy By-law.
b. **Cycling and Bike Lanes,** which are addressed in the Cycling Master Plan and London Plan.
c. **Environmentally Significant Areas,** which are addressed through the London Plan policies and technical recommendations within Conservation Master Plans.
d. **Arts, Culture, and Heritage,** which is guided by the City's Cultural Prosperity Plan, Music, Entertainment and Culture District Study, and related reports. The "culture portfolio" was recently transferred to the City's Parks and Recreation Service Area.

Alignment with these and other related strategic documents is a key focus of this Parks and Recreation Master Plan.

Developing the Master Plan

1. **Research and Consultation:** Public input from this phase is documented in the "What we've Heard so Far" Report
2. **Development of Recommendations and Strategies:** This phase included the preparation of the draft Master Plan
3. **Testing the Master Plan and Finalization:** The draft Plan was shared with the public and stakeholders prior to finalization

Section 2: MASTER PLAN BUILDING BLOCKS

This section provides an overview of the City of London and its recent accomplishments as guided by past Master Plans. Summaries of key Master Plan building blocks are also provided, including demographics and growth, market trends, background studies, and community input. The City's broader strategic framework, service area strategies, and relevant Provincial/National planning initiatives are also summarized to promote alignment.

2.1 What makes London Unique

The City of London is located in the heart of Southwestern Ontario and exists as a separated city within Middlesex County. With a population of over 409,000, London is the 11th largest municipality in Canada. The city is home to Western University, Fanshawe College, and teaching hospitals, making it a regional centre for health services and education.

With a rich history and diversified economy, the city offers a vibrant lifestyle for people of all ages. London offers a multitude of leisure options for residents and visitors alike, including active living, unstructured activities, sports, nature appreciation, and opportunities for civic engagement and social connectivity such as festivals and events. The City's programs offer affordable and accessible opportunities to try new activities, build skills and physical literacy, and connect with others. In 2018, the City had nearly 72,500 registered program participants and over 2.5 million visits to its community centres.

London is known as the "Forest City" and is centred at the forks of the Thames River, a Canadian Heritage River. The city is home to hundreds of parks to meet the interests of all residents, including accessible playgrounds, sports parks, community gardens, woodlands, and the Thames Valley Parkway pathway system. A broad range of facilities are also available, such as arenas, community centres, pools, golf courses, community sites, and specialty parks and attractions (including Springbank Park and Storybook Gardens).

London is home to several semi-professional sports teams (including one of the oldest professional soccer franchises in North America – London City Soccer Club) and Labatt Memorial Park (the world's oldest baseball ground). In the past, the city has hosted several pre-eminent events, such as the Ontario and Canada Summer Games, the World Figure Skating Championships, and the Juno Awards. Every year, London attracts world-class tournaments,

including the London Blizzard Invitational (the world's largest and longest-running sledge hockey tournament) and the London Devilettes Hockey Tournament (the world's largest girls hockey tournament).

The City is committed to enhancing social equity through leading-edge programs and services that encourage broad participation and access for all residents. For example, a recent focus has been placed on providing service to under-represented populations, guided by initiatives such as the Child and Youth Agenda, Age Friendly London Action Plan, Community Diversity and Inclusion Strategy, and Strengthening Neighbourhoods Strategy. These initiatives have led to, or lent support to, several innovative practices and programs including (but not limited to):

- Play Your Way fund, a subsidy program offering over $1 million annually in financial support to assist over 12,500 Londoners to participate in City programs and admissions to pools and Storybook Gardens;
- Free playground programs generate over 18,400 visits per summer at 39 sites;
- Neighbourhood Decision-Making (resident-driven projects) and the "NeighbourGood London" program (event and program assistance, including information sharing and equipment lending);
- Family Centres, a network of neighbour-hood-based locations offering programs and services that support children, youth, and families;working with organizations such as the Huff N' Puff Senior Fitness Association, one of the largest such associations in Canada.
- Act-i-Pass and Healthy Eating/Healthy Physical Activity initiatives aimed at increasing healthy eat ing and healthy physical activity;
- Healthy Homes Program, a sport programs for homeless populations;
- The "Camps on TRACKS" training module for camp staff to better support campers with special needs (a best practice being adopted by many municipalities across Ontario);
- Community donations – many from local sports organizations – and volunteer efforts (for every $1 of City investment, $8 - $10 was leveraged in cash, in-kind, and volunteer time donations to community projects on public property through initiatives such as Adopt-A-Park, and more); and,
- London was designated as Canada's first Age Friendly community - the City continues to engage a very active seniors' community by working with organizations such as the Huff N' Puff Senior Fitness Association, one of the largest such associations in Canada.

The City has also proven itself as a leader in creating accessible spaces and inclusive programs. For example, London was one of the first municipalities to create Facility Accessibility Design Standards; these technical standards have been adopted (or adapted) by more than 50 jurisdictions across Canada and the United States. The City also developed North America's first accessible golf course (Parkside 9).

Working Together

The City recognizes that community partnerships are vital to achieving a better Londonl. The City frequently works with organizations such as the London Public Library, YMCA of Southwestern Ontario, schools, non-profit organizations, and the private sector through co-located facilities and service agreements. For example, the City established a joint venture management agreement with the Western Fair Association to develop and operate the Western Fair Sports Centre, which is a key component of the local arena supply and serves as a regional tournament centre. In addition, Western University and Fanshawe College provide a wide array of recreational resources for student and community use (the latter offers the largest college recreation program in Ontario).

The City of London is also proud of its commitment to innovative designs and environmental sustainability. Key initiatives include (but are not limited to):

- Many of London's newer municipal facilities are green municipal building projects;
- The City and two community partners established the Million Tree Challenge to inspire Londoners to plant one million trees within the "Forest City", placing London amongst much larger global cities that are participating in this initiative; the City's Tree Planting Strategy outlines a long-term plan to increase London's tree canopy from 24% to 34%;
- London has the lowest park maintenance operating cost per capita amongst its municipal benchmark comparators, reflecting a concerted effort to appropriately manage resources;
- Adopt-a-Park, Adopt-a-Pond, and Adopt-a-Street programs that empower community groups and businesses to be active stewards;
- London is the first municipality in the Province to have a city-wide invasive plant species management plan with a priority on addressing phragmites;
- A growing focus is being placed on urban food and agriculture, guided by the Urban Agriculture Strategy and the London Plan;
- The City is a leader in habitat protection, enhancement, and creation for pollinator species; and,
- The City is unique in that it has a program for the acquisition and management of woodlots.

2.2 Delivery of Parks, Recreation, and Sport Services

Parks, recreation, and sport are essential public services. The delivery system in London is comprised of providers representing the municipal, volunteer and non-profit, education, and commercial sectors.

The City of London (municipal sector) is the only provider with a mandate to oversee the needs of the entire community and is thus the primary provider of community services and facilities. Funding is predominantly derived from a mixture of growth-related charges, user fees, and taxation. The City's primary focus is on facilitating activities and experiences that enhance community wellbeing along with an emphasis on affordable opportunities for inclusive parks, recreation, and sport activities.

To facilitate this, the City provides an extensive supply of parks, open spaces, trails and pathways, recreation facilities, and community spaces, all of which are designed, managed, maintained, and programmed by a multi-disciplinary staff team with unique skills and responsibilities.

A focus is placed on accessible, quality spaces for community recreation programs, activities, and neighbourhood gatherings. The City matches the needs and wants of residents and organizations with the availability of resources in a fair and equitable manner. Community and neighbourhood development, along with services for children, youth, and older adults are also growing areas of the City's delivery system.

The City works collaboratively with others to ensure that gaps are identified and filled. Agreements and partnerships with other sectors help to enhance access to quality services for London residents.

Several municipal service areas and divisions were engaged in the development of this Master Plan, including those listed below that will be directly influenced by the plan and its directions.

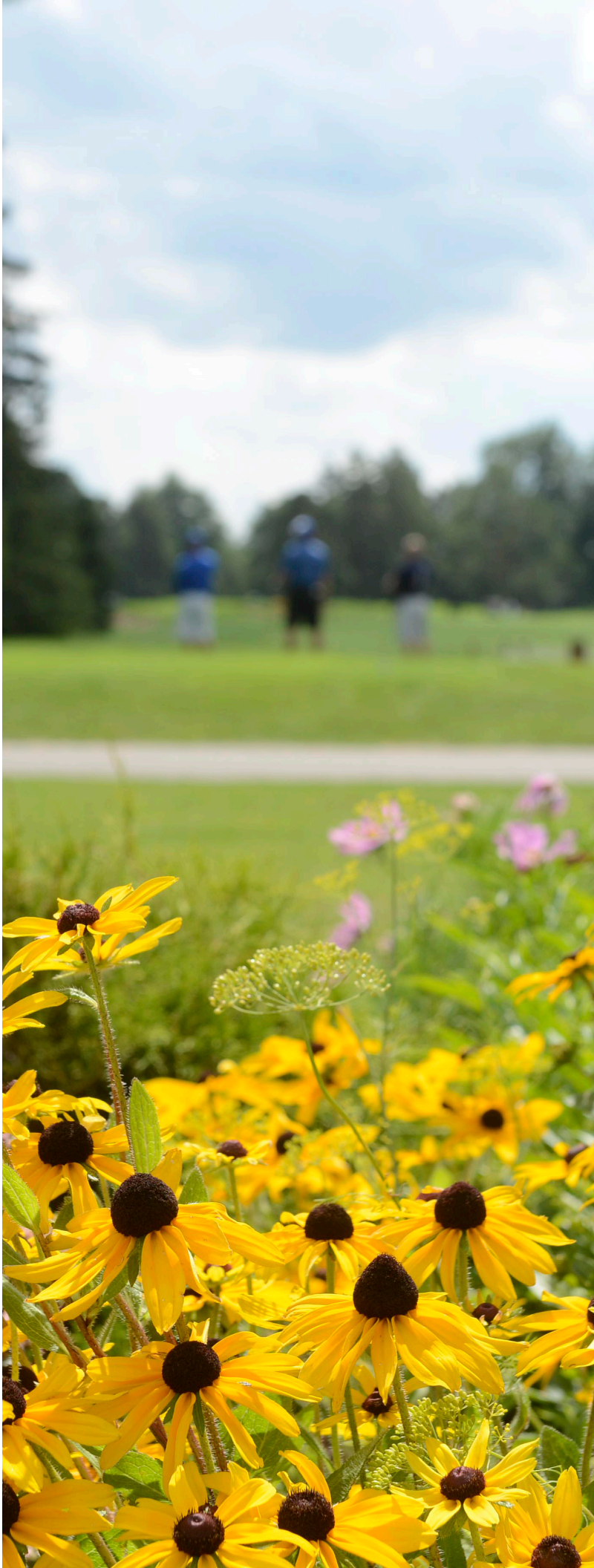


Table 1: City Departments Aligned with this Master Plan

Service Area	Division affected by Master Plan
Parks and Recreation	Aquatics, Arenas and Attractions; Culture, Special Events, and Sports Services; Business Solutions and Customer Service; Parks Planning and Operations
Neighbourhood, Children, and Fire Services	Service London; Neighbourhood Operations; Neighbourhood Strategic Initiatives and Funding
Planning Services	Long Range Planning and Research
Environmental and Engineering Services	Urban Forestry Planning
Finance and Corporate Services	Corporate Asset Management; Development Finance; Facilities Design, Construction and Maintenance; Financial Business Support; Financial Planning and Policy

2.3 Building on the 2009 Master Plan – Key Accomplishments

The 2009 Parks and Recreation Strategic Master Plan has served as a guiding document for parks, recreation programs, sport services, and facilities over the past ten years, until an Interim Update was prepared in 2017 with the goal of identifying short-term priorities prior to a comprehensive update in 2019. The 2009 Plan focused on the ongoing management and development of London's parks, recreation, and sport system to make sure that the needs of residents were met and to position the City to respond to growth. Many of the best practices identified in the Plan remain pertinent today.

A Strong Commitment to Implementation

The 2009 Plan identified 182 recommendations that addressed indoor and outdoor recreation and community facilities, parks planning and design, sports services, community programs, special events, Storybook Gardens, and more. To date, 97% of the recommendations put forward in the 2009 Strategic Master Plan have been completed or are underway. This illustrates the City's commitment to continuous improvement, as well as the need to chart a new course for the next ten years.

This Master Plan builds upon the successes of the 2009 Parks and Recreation Strategic Master Plan and 2017 Interim Update. The following are notable achievements and initiatives accomplished by the City of London (often in partnership with the community) over the past ten years.

The City of London has also made several improvements to the way it delivers services, often in partnership with other service provides. Recent accomplishments include (but are not limited to):

- Increased programming in neighbourhoods, including the introduction of more no- or low-cost programs and drop-in activities;
- Established 7 Senior Satellites;
- Supported the development and implementation of the London's Strengthening Neighbourhoods Strategy (2017-20) with a focus on ineighbourhood-driven activities and decision making;
- Introduced staff training programs on inclusion, diversity, and accessibility;
- Initiated changes to the way in which facilities are allocated and scheduled, with a view toward maximizing capacity;
- Collaborated with various cultural groups to enhance services to newcomer groups and produce new program opportunities, such as badminton, indoor cricket, ageless grace, fitness classes delivered in Spanish, etc.;
- Supported the development and implementatation of an Age Friendly London Action Plan (2017-20) and Network and established 7 Family Centres across the City;
- Provided support for London's Child and Youth Agenda (2017-21) and Network;
- Spearheaded new communications vehicles, including social media sites, Play Your Way online newsletter, etc.;
- Updated pricing and allocation policies that have maximized facility and sport field usage;
- Prepared the London Plan (London's Official Plan), which includes a new parkland policy framework and classifications (currently under appeal), the City has also initiated work on a new Parkland Conveyance and Levy By-law;
- Initiated business improvements to golf courses and Storybook Gardens; and,
- Completed a master plan for a portion of the Thames River (One River Environmental Assessment).

In relation to infrastructure, the City has recently:

- Developed many new parks facilities, including (but not limited to) soccer and multi-use fields (including two artificial turf), ball diamonds, fieldhouses, a cricket pitch, spray pads, sport courts, skateboard parks, off-leash dog parks, and more;
- Completed one of the three main Thames Valley Parkway gaps linking Kiwanis Park and the neighbourhoods around it to the rest of the city;
- Invested in repairs to facilities at the end of their lifecycles, including (but not limited to): community centres (Byron Optimist, Boyle Memorial, Carling Heights Optimist,

- (cont'd) Medway, and South London); pools (Canada Games Aquatic Centre and outdoor pools such as Westminster, Southcrest, and Byron); arenas (Argyle, Oakridge, Stronach, Medway, and Nichols); and, dozens of playgrounds;
- Developed several new community centres, including:
    - Springbank Gardens Community Centre (2010);
    - Stoney Creek Community Centre, YMCA and Library (2011);
    - Bostwick Community Centre, YMCA and Library (2018); and,
    - East Community Centre (2019).
- Supported the development of the BMO Centre (indoor sports facility) by London Optimist Sports Centre (opened in 2011 and expanded in 2017);
- Completed major upgrades to approximately twelve (12) parks and collaborated with local organizations to improve sports fields, including adding lights, and new fencing;
- Assumed over ninety (90) new parks (the majority of which are open space and woodland parks) and added more than 260 hectares of new land to the inventory;
- Adopted new accessibility standards for facilities and programs including building 7 accessible community gardens;
- Constructed over forty (40) kilometres of recreational pathways to the network – one of the best systems in Canada; and,
- The private sector has developed several new commercial recreation venues and activities (indoor sports, adult leagues, entertainment complexes, etc.), although one prominent baseball facility has recently closed to accommodate residential development.

Building on these accomplishments, an updated strategy is needed to reflect current conditions and ensure alignment with contemporary priorities and strategies.

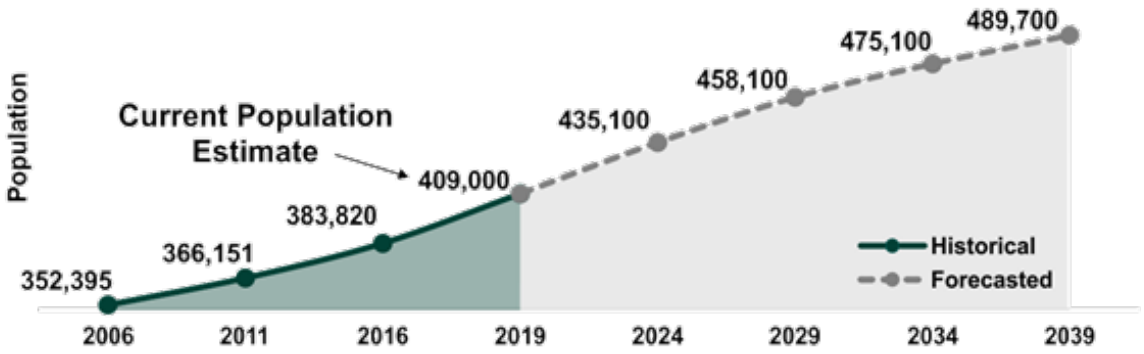
2.4 London's Socio-Demographic Profile and Growth Outlook

Understanding who lives in the city and how the population is expected to change in the future is vital to parks, recreation, and sport planning. This section draws from Census data, City of London population projections, and secondary research sources.

Population and Geographic Distribution

The estimated 2019 population for the City of London is 409,000. By 2039, London is projected to add another 80,700 residents, reaching a population of 489,700. This represents an increase of 20%, continuing the city's past pattern of strong growth and suggesting that the parks, recreation, and sport needs of residents will also increase over time.

Figure 1: Historical and Forecasted Population Growth



Source: Statistics Canada 2006 – 2016 Census; City of London, 2018 Development Charges Review.
Note: Forecasted population includes a Census undercount of 2.7%.

The Master Plan recognizes that the City's land use policies will increasingly emphasize growth within the Primary Transit Area, as directed by the London Plan (the City's new Official Plan, which is partially under appeal at this time). To enable the City to meet its intensification targets, infill growth will become more prominent and structured along a series of nodes and corridors within the Primary Transit Area. Due to the strength of residential growth in greenfield areas, the proportion of the city's population living within the Primary Transit Area will decrease from 53% in 2019 to 48% in 2039. Nevertheless, the population within the Primary Transit Area is projected to grow by 8%, with limited opportunities for new parks and open spaces.

Table 2: Population Distribution by Primary Transit Area

Area	2019	2024	2029	2034	2039	Growth	
Primary Transit Area	216,200	221,400	226,600	229,800	232,900	**16,700**	**8%**
Other Areas	192,800	213,700	231,500	245,300	256,800	**64,000**	**33%**
Total	**409,000**	**435,100**	**458,100**	**475,100**	**489,700**	**80,700**	**20%**

Source: City of London, Finance Department. Forecasted population includes a Census undercount of 2.7%. Rounded to the nearest 100.

Figure 2: Distribution of Population Change, City of London 2019-2039

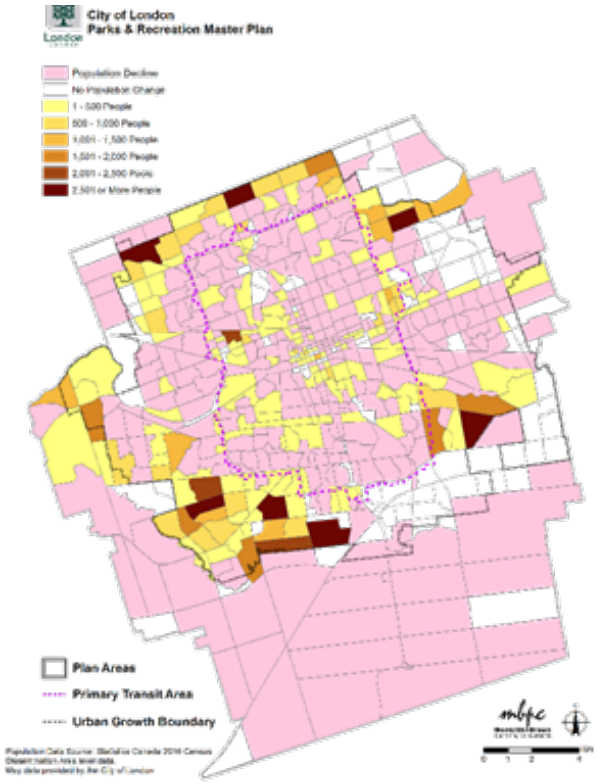
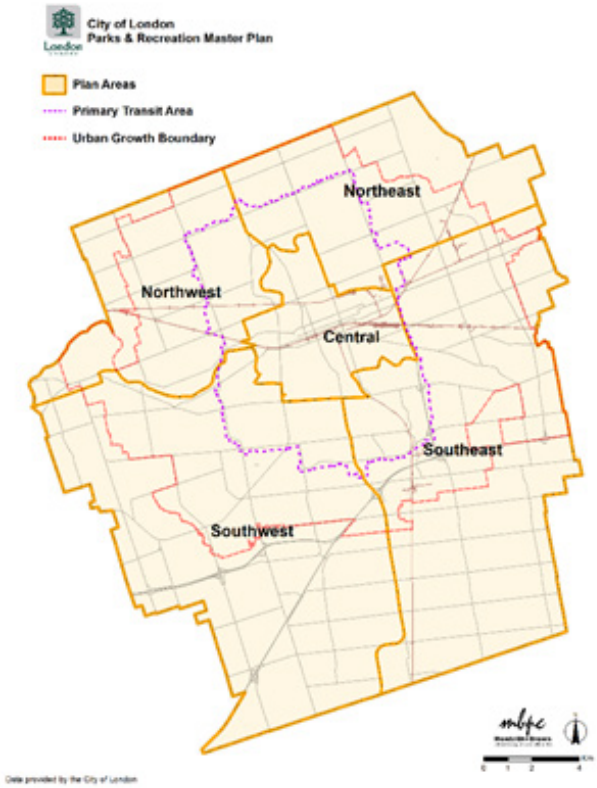


Figure 2 illustrates the distribution of population growth during the 2019-2039 planning period. Growth is expected to occur throughout London, with continued greenfield/suburban growth being more common in the short-term due to previous planning approvals. Over time, residential development will transition towards higher-density growth within the Primary Transit Area. Generally speaking, facility and service gaps will be most prominent in areas with increasing population density (e.g., downtown and primary transit area) and developing areas of London (e.g., outer edges). In these areas, existing amenities and programs may face increased pressure and use until such time as new parks, facilities, or partnerships can be developed.

Figure 3: Master Plan Areas



Building on the approach used in previous master plans, the city has been divided into five geographic “Plan Areas” to enable research and comparisons at the district-level. These plan areas are consistent with those used by the City in its recent Neighbourhood-Decision Making initiative that essentially divide the city into quadrants with a central core. The plan areas take into consideration population distribution and resident-identified neighbourhoods.

Figure 3 and Table 3 illustrate the Plan Area boundaries.

Table 3: General Boundaries of Plan Areas

Plan Area	Northern Boundary	Eastern Boundary	Southern Boundary	Western Boundary
Northwest	Nothern City Limits	Richmond Street, Thames River	Oxford Street West, Thames River	Western City Limits
Northeast	Nothern City Limits	Eastern City Limits	CP Railway, Oxford Street East	Richmond Street, Thames River, Adelaide Street North
Central	Oxford Street West, Thames River, CP Railway	Highbury Avenue North	Commissioners Road West	Thames River, Wharncliffe Road S
Southeast	Oxford Street East, Commissioners Road East	Eastern City Limits	Southern City Limits	Wellington Road
Southwest	Thames River, Commissioners Road West	Wellington Road	Southern City Limits	Western City Limits

Table 4: Population Distribution by Plan Area

Plan Area	2019	2024	2029	2034	2039	Growth	
Northwest	86,900	94,100	98,000	99,400	100,500	**13,500**	**16%**
Northeast	77,700	82,300	87,800	92,300	94,500	**16,800**	**22%**
Central	72,400	75,400	77,800	80,200	81,900	**9,500**	**13%**
Southeast	70,900	74,900	78,600	80,600	81,900	**10,900**	**15%**
Southwest	101,100	108,400	115,800	122,600	130,900	**29,900**	**30%**
Total	**409,000**	**435,100**	**458,100**	**475,100**	**489,700**	**80,700**	**20%**

Source: City of London, Finance Department. Forecasted population includes a Census undercount of 2.7%. Rounded to the nearest 100.

Each plan area has a population that currently ranges between approximately 70,000 and 100,000 residents. Over the planning period, each plan area is projected to experience some degree of population growth. The majority of growth is expected to occur in Southwest London (30%) and Northeast London (22%) given the large supply of undeveloped residential greenfield space. In terms of population size, Southwest London will continue to be the largest area by 2039 (130,900 residents) followed by the Northwest London (100,500 residents).

Preparing for London's Changing Urban Form

The City needs to plan for appropriate parks, recreation programs, sport services, and facilities within all areas of London. A continued shift towards medium- and high-density residential development will place stress on many of London's existing parks, recreation programs, sport services, and facilities. This will require a greater emphasis on partnerships and innovation in the design and delivery of parks, recreation, and sport facilities, such as applying progressive design standards and seeking new ways to provide services. As higher densities can result in a loss of personal space and growing feelings of isolation, opportunities for publicly-accessible spaces, neighbourhood hubs, and engaging activities should be sought.

Population by Age

London's population is aging as the leading edge of the baby boom generation is now just over 70 years old. The 2016 Census reported an average age of 40.5 years for London residents and there are now more residents age 60 and over than residents age 19 and younger.

London's age cohort forecasts suggest continued changes in age composition over the next twenty-plus years. Between 2021 and 2041, London's senior population (age 70+) is forecast to experience the most growth (increasing by 67%), followed by adults (age 35 to 54 years, which generally represent the baby boom echo). Modest growth is forecast for the child and youth populations, which have traditionally been the primary users of parks, recreation, and sport services. Moving forward, demand can be anticipated for amenities and programs serving all ages, including a range of active pursuits (e.g., playgrounds, swimming, sports, pickleball, etc.), and social and passive activities (e.g., community gardens, trails and pathways, comfort amenities, etc.).

Table 5: Age Cohort Forecast, 2021 to 2041

Age Groups	2021	2041	Change	
Pre-School and Children (0 – 9 yrs)	44,300	45,000	619	1%
Youth (10 – 19 yrs)	48,000	54,600	6,600	14%
Young Adults (20 – 34 yrs)	91,400	97,300	5,800	6%
Adults (35 – 54 yrs)	103,700	132,700	29,000	28%
Older Adults (55 – 69 yrs)	77,900	76,300	-1,600	-2%
Seniors (70+ yrs)	53,500	89,500	36,000	67%
Total	**418,800**	**495,200**	**76,400**	**18%**

Source: Watson & Associates Economists Ltd. 2018. City of London Population, Housing and Employment Growth Forecast, 2016 – 2044.

An analysis of the distribution of London's age cohorts by Plan area (2016 Census) indicates that:

- The highest proportions of **pre-school and school-age children (ages 0 – 9 years)** are located in London's outer neighbourhoods, including the city's newest residential communities;
- The largest concentrations of **youth (ages 10 – 19 years**) can be found in established neighbourhoods within Northwest, Southwest, and Southeast London;
- Proportionally, many **young adults (ages 20 – 34 years)** reside in Central London, as well as in portions of Northwest and Northeast London, which is likely influenced by post-secondary and rental housing opportunities;
- The distribution of **adults (ages 35 – 54 years) and older adults (ages 55 – 69 years)** is relatively balanced across all Plan Areas; and,
- High concentrations of **seniors (ages 70+)** can be found in pockets within each Plan Area, partially influenced by the location of seniors' group housing developments.

Other Socio-Demographic Considerations

Socio-demographic factors such as income and diversity are also known to influence interest and participation in parks, recreation, and sport opportunities. Described below, these trends suggest an increasing need for accessible, affordable, and age friendly spaces and services.

Nearly one-fifth (19%) of London residents reside in low-income households, higher than the Provincial average (14%). Populations that are most vulnerable include: children and youth; older adults; lone parent families; newcomers; ethno-cultural and ethno-racial groups; persons with disabilities; Indigenous peoples; Lesbian, Gay, Bisexual, Trans, Queer, Two-Spirit, plus (LGBTQ2S+); and, women. To encourage broad participation, the City and its partners have made substantial efforts to offer low- and no-cost programming within neighbourhoods and to provide financial assistance through programs such as the Play Your Way fund. These efforts demonstrate a commitment to promoting access for all.

Over one-fifth (22%) of London's population are immigrants, lower than the Provincial average (29%). One-quarter (26%) of this population arrived in Canada between 2006 and 2016. One-tenth (10%) of London's residents speak a non-official language at home – the most common being Arabic, Chinese (Cantonese and Mandarin), Spanish, and Polish. London's Newcomer Strategy highlights the importance of attracting immigrants and newcomers to sustain overall growth within the city.

As immigration rates continue to rise, there will be greater demand for activities, and services that appeal to the diversity in the population. Some notable examples include cricket, badminton, and picnicking, although the range of specific requests will be much broader and may include interventions such as providing materials in multiple languages and curtains to restrict viewing during women-only swim times.

2.5 Leading Parks, Recreation, and Sport Trends

Trends in parks, recreation, and sport are constantly evolving due to socio-demographic shifts, activity preferences, evolving lifestyles, land use patterns, and new outlooks regarding personal wellbeing. As trends are not static, the City and other providers must continue to engage the community, monitor needs, and respond to changing interests over time.

At right are several “mega-trends” that are broad, system-wide directions or movements affecting society and spanning various sectors. Many of these will have widespread effects on the future of parks, recreation, and sports. Some, such as urbanization and population aging, are already starting to impact what and how facilities and services are being delivered. Others, such as climate change and physical inactivity, require a longer-term perspective but are equally important.

The Value Proposition
- Recognizing the Benefits
- Environmental Awareness
- Changing Economic & Fiscal Landscape

Demographic & Socio-Economic
- Urbanization
- Changing Demographics
- Immigration and Diversity
- Affordability

Participation & Interests
- Sedentary Lifestyles and Physcial Inactivity
- Unstructured, Low-cost Activities
- Connecting with Nature
- Demand for Active Transportation
- The Changing Face of Sport
- Elite Training, Competition and Sport-Friendly Facilities

Park and Facility Design
- Multi-use Parks and Facilities
- Renewing and Repurposing Aging Infrastructure
- Variation in Park Usage and Design
- Focus on Design and Function

Service Delivery
- Partnerships and Community Hubs
- Supporting Volunteerism
- Customer-driven Models
- New Technologies

Informed by these mega-trends, summarized below are several key findings that have influenced the development of this Master Plan. This list is not intended to be exhaustive, rather it contains specific subjects that were identified time and again through the research and consultation phase.

a) More attention is being paid to personal wellness, but physical activity levels remain low.

Low physical activity levels have been a concern in Canada for some time, which has created a renewed focus on physical literacy, healthy behaviours, and personal wellness, particularly among children. Enhancing convenience, affordability, and ease of participation for people of all ages and abilities can help reduce barriers. A variety of strategies are required to offer choice and convenience in participating in physical activity.

The City of London uses several practices and programs to address access and inclusion for all. For example, the City has expanded unstructured activities, which are lower cost, easier to fit into busy schedules, and improve physical and/or mental health. The ACT-i-Pass card also provides grade 5 students in London with free access to recreation programs during the school year. Furthermore, exposure to nature and access to outdoor play space for active play help to strengthen individuals and communities. These and similar initiatives have been identified though the Neighbourhood Decision-Making program and are a growing component of municipal investment.

b) Interest in parks, recreation, and sport interests has diversified and expectations are growing.

Generations ago, children and youth sports (mainly hockey and baseball) dominated the recreation landscape and municipal facility and service delivery followed suit. Today, new activities and markets are prevalent, challenging municipalities to keep pace. The examples are widespread - from pickleball to cricket, community gardens to disc golf, neighbourhood hubs to year-round athletic facilities, innovative play and more. The trend toward increased specialization in sport is also stretching the limits of municipal service delivery. In response, the market share held by other sectors is growing.

The City of London frequently introduces new activities and spaces within its parks, recreation, and sport system to address changing community trends. This is often done in partnership with others as the City cannot respond to the full range of needs on its own. Where possible, the City also encourages multi-use amenities, flexible spaces, and defined levels of service to maximize access and resources.

c) The population is aging and becoming more diverse.

Demographic shifts are occurring throughout North America, most notably increases in the number of older adults and newcomers, coupled with steady to declining birth rates. As covered earlier, these trends are impacting the demand for, and delivery of parks, recreation, and sport services. Generally speaking, vulnerable populations have fewer opportunities for leisure participation due to the barriers they face, such as cost, transportation, time, health, etc.

The City of London has been a leader in the development of barrier-free spaces and accessible program opportunities, which has strengthened the ability to serve residents of all ages and backgrounds. Other examples include ongoing engagement through initiatives such as Age Friendly London, Child and Youth Agenda, various advisory committees, and community outreach forums. As the population grows and evolves, a continued focus should be placed on inclusive opportunities that reflect an increasingly multicultural, diverse, and urbanized community.

d) There is growing demand for healthy, complete communities that promote social interaction.

On the whole, people are spending more time in their neighbourhoods, increasing the importance of equitable access to quality leisure opportunities. Leading this trend is increased interest in active living, social connectedness, and placemaking, all of which are influenced by an aging and increasingly diverse population.

The City of London is readying itself for urban intensification through policies and projects that support a wider range of public spaces and amenities, such as trails/pathways, seating, shade, washrooms, urban parks in dense areas (including privately owned public spaces), event spaces, neighbourhood hubs, and more. Social issues such as drug abuse and homelessness are also increasingly impacting the use of parks and community facilities, leading the City to seek new strategies in service delivery and design.

e) Aging and outdated infrastructure create financial and other challenges.

Most Canadian municipalities are faced with rising infrastructure deficits. The growing stock of aging facilities contributes to this as many were built in the late 1960s or 1970s through Centennial-era or lottery-funded grant programs. Many of these facilities contain outmoded designs and features that are not barrier-free or able to meet contemporary needs.

By comparison, the City of London has addressed infrastructure renewal through proactive planning and strategic investments in existing, replacement, and new facilities. The City continues to evaluate opportunities to optimize existing parks and facilities and orient them to community needs. Decisions regarding facility renewal and repurposing can be complex and met with substantial community interest.

f) Partnerships bring resources together to achieve more.

Municipalities play a key role in providing parks, recreation and sport facilities, programs, and services. However, many of these opportunities would not be possible without the dedication of partners such as conservation authorities, community organizations, sports groups, agencies, private entities, and more. Partnerships with external organizations to fund, develop, and/or operate services and facilities are becoming more common as the range of community needs expands.

The City of London values its many partners, which help to extend the reach and impact of programs and services. The City frequently evaluates new opportunities to collaborate with others in response to demonstrated community needs.

2.6 City of London's Strategic Plan and Related Strategies

Parks, recreation, and sport contribute to the success of many city-wide and community-specific priorities. This Master Plan reflects the planning context and aligns with the directions of relevant City of London strategies, particularly those that share a common vision to enhance the wellbeing of individuals, communities, and the natural and built environments.

The Parks and Recreation Master Plan is a key strategic driver of strategies noted in the Strategic Plan for the City of London. The Strategic Plan identifies City Council's vision, mission, values, and strategic areas of focus. It sets the course of City Council and Administration as they work to deliver on the goals for the next four years. Through the multi-year budget process, Council's Strategic Plan is put into action, with details about accountability, pacing, and resourcing. To learn more about Council's Strategic Plan, please visit www.london.ca

Among others, the Master Plan has been influenced by the following Council-endorsed strategies. These documents are broad in scope and include information regarding the city's growth, program and service delivery, infrastructure development, policies, and other strategic directions.

- The London Plan (Official Plan)
- London Strengthening Neighbourhoods Strategy
- Age Friendly London Action Plan
- London's Child and Youth Agenda
- London ON Bikes Cycling Master Plan
- London's Cultural Prosperity Plan
- Thames Valley Corridor Plan
- One River Environmental Assessment and related reports
- London for All: A Roadmap to end Poverty
- Community Diversity & Inclusion Strategy
- A variety of topic-specific policies, business plans, and implementation strategies

2.7 Alignment with Provincial and National Initiatives

In the past few years, the Provincial and Federal Governments – often in association with the non-profit sector – have undertaken significant work focused on parks, recreation, and sport and the importance of participation in physical and leisure activities. These initiatives include a blend of policies, guidelines, and best practices based on accepted norms and research. In doing so, they allow municipalities and stakeholders to speak a common language and work together to achieve common goals.

Key sector-specific Provincial- and National-level initiatives that have influenced the Master Plan include:

- A Common Vision for Increasing Physical Activity and Reducing Sedentary Living in Canada: Let's Get Moving (2018)
- Parks for All (2017)
- Ontario Trails Strategy (2017)
- Game ON – The Ontario Government's Sport Plan (2015)
- A Framework for Recreation in Canada: Pathways to Wellbeing (2015)
- Canadian Sport for Life – various documents; e.g., Active for Life, Long-term Athlete Development, etc. (2014-2018)
- Canadian Sports Policy (2012)
- Active Canada 20/20 (2012)
- Ontario Healthy Kids Strategy (2012)
- Charter for Recreation and Parks in Ontario (2009) (4)
- CycleON – Ontario's Cycling Strategy (2013)
- CycleON Action Plan 2.0 (2018)
-

One report – **the Framework for Recreation in Canada 2015: Pathways to Wellbeing** – has particular relevance to this Master Plan as it is the overarching guideline designed to support coordinated policies and practices in recreation and related sectors throughout Canada. The Framework for Recreation in Canada (FRC) was endorsed by the Federation of Canadian Municipalities in September 2016. Specifically, the FRC:

- Presents a renewed definition of recreation and explores the challenges and benefits of recreation today;
- Provides the rationale for investing in an evolved recreation strategy and describes the need for collaboration with other initiatives in a variety of sectors; and,
- Describes a new vision for recreation in Canada and suggests common ways of thinking about the renewal of recreation based on clear goals and underlying values and principles. The vision is "*a Canada in which everyone is engaged in meaningful, accessible recreation experiences that foster: individual wellbeing; community well-being; and, the wellbeing of our natural and built environments*."

The goals of this City of London Parks and Recreation Master Plan (see Section 3.2) are aligned with the goals of the Framework for Recreation in Canada.

Figure 6: Goals of the Framework for Recreation in Canada 2015

(4) The City of London committed to this vision by endorsing the Charter in 2010.

2.8 What We've Heard – Community Consultation

Engagement with residents, stakeholders, agencies, partners, advisory committees, City staff, and City officials was critical to understanding current issues and future opportunities for enhancing the parks, recreation, and sport system in London. Directed by a comprehensive community engagement strategy, the process generated awareness and understanding while ensuring that all stakeholders had an opportunity to be heard, including under-represented populations.

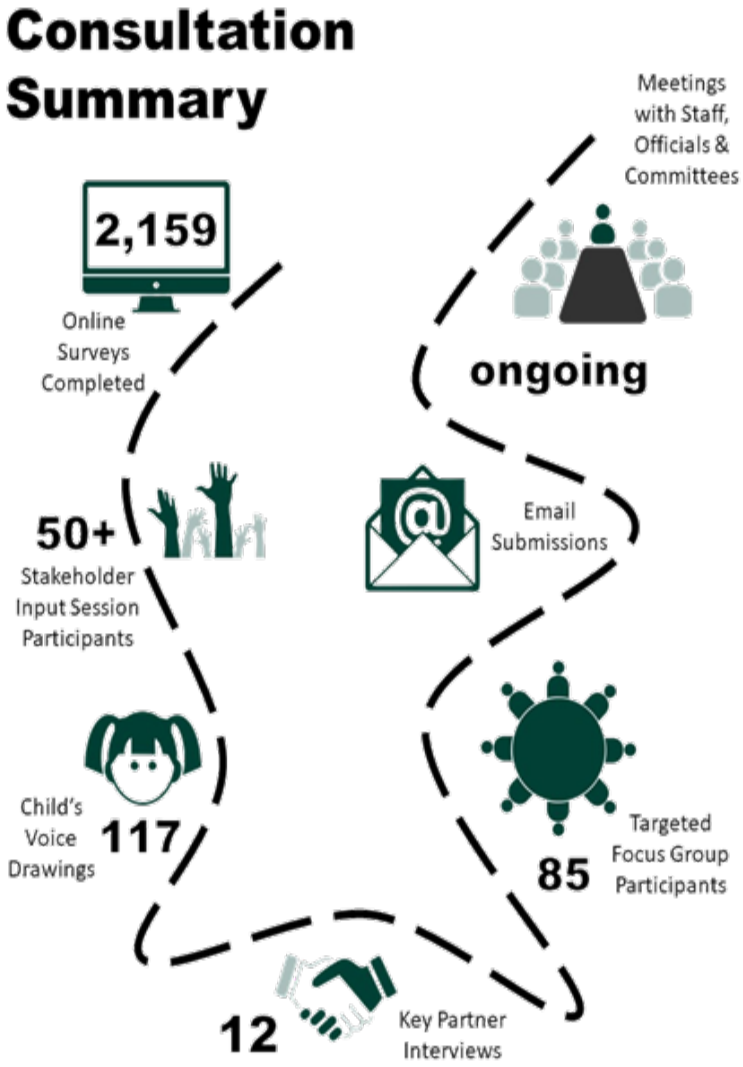
Londoners are passionate and engaged when it comes to parks, recreation, and sport. The community's response to the Master Plan process was outstanding, with over 2,500 residents providing input. The engagement program incorporated a series of structured and unstructured opportunities to identify issues and ideas, both in-person and remotely. The first consultation phase occurred during Spring and Summer 2018 and helped to identify preliminary needs and ideas.

Primary engagement tactics included:

- Community Survey (2,159 completed online and paper) advertised widely across the city;
- Online Engagement through the City's "Get Involved" and City websites, as well as written submissions to the project email;
- Stakeholder Workshops (3 sessions with over 50 representatives) with local user groups, service clubs, neighbourhood associations, and organizations to learn more about their concerns and needs;
- Targeted Focus Groups (6 sessions with 85 representatives) to allow for deeper engagement with partners that provide services to those identified as priority, such as Indigenous populations, newcomer groups, youth, older adults, persons with disabilities, and low-income residents;
- Agency and Partner Interviews (12 sessions) with selected organizations that provide services to London residents and/or have notable relationships with the City;
- Child's Voice Drawing Submissions (117) that identified how children like to play;
- Advisory Committee Presentations (10 committees) to gather input; and,
- Internal Engagement to solicit input from City staff and officials.

In-depth Public Engagement

A background report to this Master Plan – the "What We've Heard so Far" report – identifies what is important to residents and stakeholders. A second consultation phase took place in Spring 2019 for feedback on the draft goals, strategic directions, and recommendations.



The Master Plan's communication and engagement initiatives provided valuable insights into the current state of London's parks, recreation, and sport system. The following findings represent opinions shared by many residents and stakeholders. They have been taken into consideration within this Master Plan, along with other building blocks such as demographics, market conditions and trends, regional considerations, financial capabilities.

The City offers a wide variety of high quality and responsive parks, facilities, and services.

1. Londoners expressed high levels of satisfaction with parks, recreation, and sport services, programs, and facilities. According to the community survey: indoor recreation facilities, active parks, passive parks, trails, and pathways all received satisfaction levels of 86% or higher.
2. The City and community partners provide access to high quality and affordable programs, parks, and facilities. Most partners and community organizations have excellent relationships with the City and want to do more.
3. Residents indicated that there are many opportunities to participate in sports and active pursuits. This is vital for physical activity and physical literacy for people of all ages, abilities, and income levels.
4. Residents indicated that there are numerous opportunities to access and connect with the natural environment (which promotes mental, physical, social, and cultural health for individuals and communities).
5. Organizations indicated that the City is progressive, responsive to community requests, and open to trying new things. One example is the City's efforts to develop strong neighbourhoods and enhance a sense of community.

Access, equity and inclusion are key considerations for service delivery.

6. Additional low- and no-cost activities and facility rentals were requested. Affordability challenges are the greatest for under-represented and marginalized groups, such as the homeless, low-income populations, newcomers to Canada, Indigenous populations, and persons with disabilities.
7. The City's Play Your Way financial assistance program is well used and needed. However, some groups found that it was difficult to navigate the system and felt that some people are falling through the cracks.
8. Participants felt that it is vital that the City continue to offer accessible and inclusive spaces, amenities, and services. A wide variety of requests were received in this regard, both general and specific, including the establishment of a public inventory of accessible spaces and services.
9. Program locations that meet accessibility design standards, provide accessible equipment, and are accessible by public transit and active transportation were identified as key considerations.

We can achieve more by working together.

10. Greater communication and awareness were requested by many. A multi-faceted strategy is required as different groups rely on different forms of communication.
11. Many community organizations expressed interest in working with the City to fill gaps in programs and services. Regular and consistent communication with a wide range of service providers is critical.

London's population and urban form are changing and parks, facilities, and services must keep pace.

12. London's population is aging and becoming more diverse. This is leading to new demands, including more community events, unstructured activities, and sports (pickleball, cricket, etc.).
13. With growing diversity (ethnicity, income, abilities, etc.) comes the need for strategies to promote inclusion, safety, and welcoming environments. Examples include training, messaging, communication.
14. There is a need to acknowledge the traditional territories of Indigenous populations and build strong relationships to accommodate their unique needs within the parks, recreation, and sport system.
15. Continued education was requested around park use/rules, City initiatives, benefits of physical activity, etc. Public involvement helps to elevate sense of community and pride.

Parks and open spaces provide tremendous benefits and should be a focus of future investment.

16. Comfort amenities in parks – such as shade, seating, and washrooms – were a common request. These amenities help to support greater use by people of all ages and respond to the trend in unstructured park use. A significant number of the Neighbourhood Decision Making Program idea submissions focused on these park support amenities.
17. The variety of park types and designs is changing. For example, suggestions were received to reimagine Neighbourhood Parks with age friendly and accessible amenities and a variety and higher standard of play equipment (including challenging play).
18. There are growing concerns over safety within the city's parks and trails system. Common requests included the separation of pedestrians and cyclists along the Thames Valley Parkway, addressing the issue of needles, litter, and vandalism within parks, and responding to concerns over urban wildlife management.
19. Many participants suggested that a greater emphasis be placed on healthy food and urban agriculture, such as the expansion of community gardens and promotion of naturally growing foods.
20. More can be done to promote the environmental and social benefits of preserving, managing, and enjoying natural areas. The Parks and Recreation Master Plan is not the place to include overarching policy relating to the Environmentally Significant Areas. Clarity in terminology and alignment with existing policy will be important.

Population growth and evolving interests are impacting demand for recreation and community services and facilities.

21. Strong support was expressed for multi-use parks and facilities, specifically for a future community centre development in Northwest London. Additional large gymnasiums that can accommodate a variety of sports (including pickleball) were requested.
22. Infrastructure renewal is a growing concern in London. Specifically, there is uncertainty over the future of older arenas (e.g., Silverwood Arena, Farquharson Arena, etc.), though demand was expressed for accommodating other community-building and sport opportunities within repurposed facilities.
23. Several groups articulated a desire for new or improved sports fields, such as additional ball diamonds (with consideration to geographic distribution), cricket fields, multi-use turf fields, and fieldhouse amenities at sports parks.
24. Many requests were received for more spray pads throughout the city. Some concern was expressed over the phasing out of wading pools.
25. While there is growing interest in new park amenities, many – such as BMX/skateboard parks, off-leash parks, outdoor sport courts, lighting, etc. – can be met with community opposition due to site selection challenges.

Interest in sport is growing and additional support was requested.

26. Several organizations expressed interest in new and improved facilities to meet year-round sport training and competition needs. One example was an expansion to the Canada Games Aquatic Centre.
27. There were suggestions for the City to support athlete development to a greater degree than it has in the past. Examples include working with community partners to provide indoor and outdoor track and field venues, as well as a curling facility.
28. To better support sport tourism, it was suggested that the City work with organizations to design new parks and facilities that are "competition-ready".

Section 3: STRATEGIC FRAMEWORK

This section identifies the strategic framework that will guide the Master Plan's implementation. In creating this framework, the principles, and overarching strategies established in the 2009 Master Plan and 2017 Interim Update have been revisited through the lens of updated consultation and research.

3.1 The Case for Investing in Parks, Recreation, and Sport

There is ample evidence that points to the tremendous benefits associated with parks and open space and participation in recreation and sport. In short, parks, recreation, and sport opportunities enrich quality of life and strengthen personal and community wellbeing. Everyone in London benefits from parks, recreation, and sport.

The Cost of Physical Inactivity

Similar to Provincial and National averages, 42% of adults (18 years and over) and 35% of youth (12 to 17 years old) in the London Census Metropolitan Area do not achieve the Canadian Physical Activity Guidelines.

The 2018 ParticipACTION Report Card of Physical Activity for Children and Youth in Canada gives the following grades:
- overall physical activity (D+)
- active play and leisure activities (D)
- organized sport participation (B)

As of 2009, physical inactivity cost Canadian taxpayers $6.8 billion a year, representing nearly 4% of total health care costs.

The Strategic Plan for the City of London identfies five strategic areas of focus. The benefits of parks, recreation, and sport – as identified through a review of relevant research sources – are identified below according to these focus areas.

Strengthening our Community
Parks, recreation, and sport:

- improves physical and mental health by keeping people active, healthy and engaged
- addresses sedentary behaviours and contributes to disease prevention and obesity reduction
- builds confidence, learning, and cognitive skills by engaging children in active play
- removes barriers to access recreation, sport, leisure and leadership for hard to reach populations and delivers accessible opportunities for persons with disabilities
- provides families and neighbourhoods with safe and welcoming places to interact together
- supports athletes in their quest to be the best they can be
- offers social respite from everyday pressures
- contributes to skill development, lifelong learning, and the training of future leaders
- creates a sense of belonging and enhances understanding and respect for different cultures

Building a Sustainable City
Parks, recreation, and sport:

- plays a key role in maintaining healthy, strong, and vibrant communities
- enhances social connections and vibrancy within neighbourhoods
- presents the community with affordable and inclusive spaces for gathering and celebrating
- generates community pride by inspiring residents to invest their time and energy in their city
- offers active transportation choices that are safe, convenient, and enjoyable for pedestrians and cyclists
- deepens our appreciation of and connection with the natural environment
- contributes to ecological health and climate change mitigation through the thoughtful management of open space and natural features

Growing our Economy
Parks, recreation, and sport:

- increases property values through the availability of nearby amenities
- supports tourism and generates economic benefits
- creates a competitive advantage for the city in terms of attraction and retention

Creating a Safe London for Women and Girls
Parks, recreation, and sport:

- Provides opportunities for women and girls to participate safely in parks, recreation, and sport
- Contributes to outcomes of providing safe spaces and places for women and girls

Leading in Public Service
Parks, recreation, and sport:

- contributes to larger outcomes in the city, such as economic vitality, public health, poverty reduction, and environmental resiliency
- creates new and/or enhanced opportunities for residents and neighbourhood groups to participate and engage in identifying program and service needs and to build capacity

3.2 A Vision for Parks, Recreation, and Sport in London

Guiding principles, each with a series of directions, were prepared for the 2009 Parks and Recreation Strategic Master Plan. Since that time, several key reports and policies have been developed that offer additional direction to the planning, design, and delivery of parks, recreation, and sport services. This includes (but is not limited to) Council's Strategic Plan, London Plan, and "A Framework for Recreation in Canada". As a result, this framework has been revisited.

The strategic framework for this Master Plan contains an overall **vision**, which is supported by **goals** and **strategic directions**. This framework is an important tool that fundamentally expresses how the City will approach decision-making and investment over the next ten years and beyond. Collectively, it articulates the vision and direction to which the City and community aspire, strengthens the City's ongoing commitment, and directs future investment. Everything the City does should further the vision and one or more of the goals.

This framework is supported by the Master Plan's internal and external engagement program (including input from the public and stakeholders), as well as leading research in the sector and local policy directions. The framework is aligned with, informed by and supports the achievement of many City of London plans and strategies that identify parks, recreation, and sport services as important contributors in creating strong neighbourhoods, reducing poverty, engaging diverse populations, supporting children and youth, designing age friendly communities, and much more.

The Master Plan also contains detailed **recommendations** that will assist the City and the community to achieve the vision. The recommendations build upon the strong core of services currently provided by the City and others. Strategic directions and recommendations can be found in Sections 4 to 8, with additional recommendations relative to implementation and budgeting in Section 9.

Figure 7: Strategic Framework for the Parks and Recreation Master Plan

Vision (adapted from the London Plan and Framework for Recreation in Canada)

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.

Table 6: Parks and Recreation Master Plan Goals

	Goal 1: ACTIVE LIVING	We will support and promote opportunities for active living. This will be achieved through unstructured and structured experiences that encourage regular physical activity and healthy aging.
	Goal 2: INCLUSION AND ACCESS	We will remove barriers to participation by adopting a model of “access for all”. This will be achieved by welcoming and including all residents.
	Goal 3: CONNECTING PEOPLE AND NATURE	We will strengthen residents’ connections with their neighbourhoods and nature. This will be achieved through public awareness, neighbourhood-driven activities and decision-making, and opportunities to animate and enjoy London’s outdoor spaces and places.
	Goal 4: SUPPORTIVE ENVIRONMENTS	We will invest strategically in parks, recreation and sport infrastructure to support the Master Plan goals. This will be achieved by responding to demonstrated community needs through the thoughtful design, provision, and management of parks, facilities, and spaces.
	Goal 5: RECREATION CAPACITY	We will deliver exceptional parks, recreation, and sport services. This will be achieved through the use of effective and responsive practices, partnerships, innovation, leadership, and accountability at all levels.

Note: The goals of this Parks and Recreation Master Plan are aligned with the Framework for Recreation in Canada (2015).

Section 4: ACTIVE LIVING

This section contains analysis and recommendations relating to programs and activities.

Goal 1: ACTIVE LIVING

We will support and promote opportunities for active living. This will be achieved through unstructured and structured experiences that encourage regular physical activity and healthy aging.

Strategic Directions:

a. Foster active living through structured and unstructured activities that improve physical, mental, and social wellbeing.
b. Make parks and facilities walkable and accessible by residents through active transportation and connections to public transit.
c. Support programming that encourages introductory skill development, interaction, and community building.

The City of London strives to provide parks, recreation, and sport programs that introduce residents to new activities, encourage physical activity, and strengthen physical literacy. By facilitating access to high quality programs and spaces, the City of London can make sure that residents have access to the services they need to make healthy choices that will enhance individual and community wellbeing. The review of City programs and services revealed a high level of satisfaction with the quality and variety of these opportunities.

Sharpening our Focus

The following primary areas require continued focus for the duration of the Parks and Recreation Master Plan:

a. Increasing the frequency, duration, and intensity of physical activity for the general population; and,
b. Increasing participation and offering a broad range of programs and services to all residents.

Making the case for an aligned and collective approach to maximizing the intensity, duration, and frequency of physical activity through introductory programming will serve residents well. Making physical activity the easy choice should be the continued focus of the City and all related stakeholders.

Physical Activity

There is an increasing body of knowledge that supports the **personal and societal benefits** of participation in active endeavours including all forms of physical activity. It is well known that combining regular physical activity with proper dietary habits helps to form healthy lifestyles that contribute to a host of physical, social, and physiological benefits. Recreation and sport participation and physical activity are increasingly seen as health promotion tools in the fight against some of the most significant illnesses of the 21st century like heart disease, obesity, and diabetes.

Consistent with Canadian Sport for Life Model (CS4L), recreation providers play an integral role in developing **physical literacy** in children and youth, as well as promoting lifelong physical activity for all residents. Because many different institutions, agencies, and groups are involved in delivering sports and physical activity programs, CS4L recommends that recreational, educational, and sport clubs coordinate their efforts to prepare residents to have the skills to be more active in a safe manner. Physical literacy is integrated into programs and activities for all ages. Under the CS4L framework, recreation providers work together with organizations to introduce and promote physical literacy for all ages and abilities.

The goal of municipal recreation providers is to introduce various leisure pursuits to promote exposure to physical activity and sports, creative pursuits, and general interest programs. This in turn exposes residents to various opportunities generally at an introductory level and encourages people to try new activities and reap the benefits of participation. A review of the City of London's Recreation Guide found that there is a broad range of **opportunities for all age groups and abilities.**

Staff regularly review registration statistics, reassess programs with low registration, and add new programs and opportunities to respond to trends and community needs. For example, the development of the Act-i-Pass program with other community recreation providers offers free activities for students in Grade 5 to promote engagement in recreation. The creativity in developing new programs is what program staff pride themselves in. The range of programs offered in London is intentional. An emphasis is placed on programs and clinics on the environment, science, and technology to respond to a growing need to ensure that young people are exposed to broader opportunities, can think more globally, and consider careers in these areas.

The Master Plan's **public engagement** process yielded suggestions for additional drop-in programs, a greater variety of activities for older adults and seniors, adult sport leagues, and opportunities to connect with nature and optimize park use year-round. There were also suggestions for intergenerational opportunities and opportunities to increase physical literacy through the built environment. Recreation practitioners need to be nimble to respond to emerging needs and address critical social issues. City of London staff remain vigilant in determining new interests and monitoring participation rates in the range of opportunities by age group.

It is important to annually assess the number of people participating in recreational pursuits by age group, often referred to as the **penetration or participation rate.** This is typically measured by determining the percentage of the population (or age subset) that is registered in direct programs and engaged in casual pursuits. Staff have measured the location of program participants (to determine how far participants travel to engage in recreation pursuits) as well as participation in some sports and seniors' activities. These data are intended to provide a high-level benchmark as some residents register in more than one program in each year. While there is no industry benchmark as each community is different, measuring participation rates year-to-year provides useful indicators locally and may identify gaps. The goal is to attain as much participation as possible given facility space and fiscal sustainability goals. All efforts must be taken to increase this participation rate to ensure that the health outcomes within the general population are positive ones.

Other methods may also be used to determine the effectiveness of the parks, recreation, and sport programs and services. Understanding quality assurance measures, legislative compliance, and participant satisfaction levels will offer a broader view. Once the rates are understood, staff can develop realistic and achievable targets in increasing participation. The City is encouraged to work with other providers to understand participation figures and the degree to which the participation rate extends beyond City-delivered programs.

Casual and unstructured opportunities to be active are proving to be most popular. Walking, hiking, cycling throughout the city, dropping into a community centre to play in the gym, and using park spaces to master new skills on one's own time are popular in terms of participation. The City of London has recognized this trend and offers the loan of large-scale games for residents to use for family picnics and gatherings. Many municipalities are also increasing daytime and unstructured use of gymnasiums by allowing residents to use them through independent or self-organized play outside of program times. Other promising examples that help to keep residents outside and active longer include sand/dirt hills that allow children and the general public to climb, build, and explore, as well as supports that can be used for slacklines (balancing sports).

Active Living

Active living is critical to individual and community wellbeing – it reduces the risk of chronic disease, enhances physical and mental health, and brings residents together. It is about working together to create places where active transportation, physical activities, and play are integral parts of everyday life.

Accessibility and affordability are essential to providing opportunities to be active in neighbourhoods and on the way to work, school, or play. To achieve maximum benefit, active living should be integrated into daily routines, such as walking to the store or bus stop or taking the stairs. Supporting safe, connected, and healthy neighbourhoods requires collaboration with internal and external stakeholders.

The City is mindful that policy decisions, community design, service delivery, and education initiatives impact public health and peoples' abilities to make active lifestyle choices. Convenient, safe, and connected walking and cycling routes are at the core of promoting active living. Aside from specific infrastructure for cyclists and pedestrians, the way neighborhoods and communities are built affects walkability and levels of activity. The notion of making "the healthy choice the easy choice" is supported by several City of London plans and strategies, such as the Age Friendly Action Plan, London ON Bikes Cycling Master Plan, London's Child and Youth Agenda, London Strengthening Neighbourhoods Strategy, and more.

Note: See Section 6 "Connecting People and Nature" for more on recreational trails and pathways, which are key components of London's active transportation system.

Note: For definitions of Park types refer to the London Plan - Parks and Recreation, for Natural Heritage definitions refer to The London Plan – Environmental Policies. Further definitions are available in By-Law No. PR-2, A By-law relating to use, protection and regulation of Public Parks and Recreation Areas in the City of London.

Active Aging

The City of London will experience an increase in the number of older adults (55 years and older) over the course of the next two decades. It is anticipated that the number of older adults will increase by 34,400 residents between 2021 and 2041. While the City's population will also rise during this time period, older adults will account for about 45% of the growth.

The current service delivery approach for older adult services includes a "hub and spoke" model of facilities, anchored by two seniors' community centres and supported by seniors' satellites across the city. The model includes programming and casual opportunities offered directly by the City, as well programs and services offered by older adult clubs. Demand will likely increase as the population expands and the City will need to be prepared. In 2017, older adults registered in 13,500 program opportunities of the 16,500 opportunities offered (with an 82% fill rate). Public spaces provided to older adult clubs may also need to be reviewed as demand changes.

Recommendations

Physical Activity, Active Living, and Active Aging

1. Continue to embrace a **strength-based service delivery and program role** that maximizes access by leveraging contributions from the full range of providers. Programs provided by the City of London will continue to emphasize physical activity and physical literacy for residents of all ages and abilities through registered and drop-in opportunities.
2. Expand the variety, frequency, location, and promotion of **drop-in programs** through the use of community centres, neighbourhood locations, and parks. Develop a strategy to identify, administer, and evaluate drop-in programming that responds to changing demographics and diversity.
3. Offer more **family recreation opportunities** to meet the needs of newcomers and minority groups (including more intergenerational opportunities and options for children ages 0-2 years) and to help foster lifelong participation.
4. Work with the Child and Youth Network priority area leads to explore options for integrating **physical literacy and new physical activity elements** into the built environment, such as incorporating literacy decals, murals, etc. into community centres.
5. Explore how to best meet the increasing demands and unique needs of **older adults.** Meet with partners such as the Huff N' Puff Seniors Fitness Association and other organizations to explore needs/plans moving forward, including the exploration of a **therapeutic line of programming** with community partners.
6. Continue to review **program participation data** to make informed decisions about program development by age group and location through the establishment of participation targets.
7. **Work together with other service providers and stakeholders** to understand and address overall participation rates and gaps in parks, recreation, and sport pursuits in London.

Section 5: INCLUSION AND ACCESS

This section contains analysis and recommendations to **access and equity.**

Goal 2: INCLUSION & ACCESS

We will remove barriers to participation by adopting a model of “access for all”. This will be achieved by welcoming and including all residents.

Strategic Directions:

a. Work collaboratively with populations that face constraints to participation – such as (but not limited to) Indigenous peoples, newcomers to Canada, residents with low income backgrounds, LGBTQ2S+ community, females, and persons with disabilities – to reduce and remove barriers.
b. Support diversity and inclusion by evaluating proposals, policies, and actions through an equity and gender lens.
c. Provide, promote, and enhance subsidy programs that improve affordability for all.
d. Increase the range of low- and no-cost programs within the city.
e. Promote the use of parks and public spaces.
f. Promote the use of trails and pathways in a way that protects significant features and functions.
g. Implement age friendly design standards and planning strategies that improve accessibility for all.

The City plays an active and important role in providing community access to parks, recreation, and sport opportunities and is committed to initiatives and community-based projects that are consistent with its vision, mission, and values.

Providing Access for All

Increased access to parks, recreation, and sport services improves individual, social, and economic wellbeing. The City is committed to providing:

- A full range of opportunities that reduce barriers and support all Londoners to feel engaged and involved in our community.
- Access to programs and activities for persons of all ages and abilities.

Services and spaces that are accessible to diverse communities, and people of all ages and abilities will create healthier individuals and a stronger community. The City strives to offer programs, parks, and facilities that can be used by all, but challenges still exist. Common barriers include costs, transportation, design and built environment, communication and awareness, and need for child care.

"It's all about Participation!" These are the first words articulated in London's Recreation Guide. This paragraph is followed by information on the Financial Assistance Policy to ensure that finances are not a barrier to participation in recreation programs and services. This is a clear demonstration that the City places importance on including all residents in a broad range of inclusive parks, recreation, and sport services.

It is vital that all residents can make easy choices to join in casual or formal activities and reap the benefits of participation. The simple – but big – idea is to reduce barriers that residents may face in accessing parks, recreation, and sport opportunities. In the past, this emphasis on barrier reduction has largely focussed on residents from low income backgrounds and persons with disabilities. Efforts to implement barrier-free park and facility designs, translate materials and signage into predominant languages, provide program assistance to residents with disabilities, deliver specialized programming, and offer recreation subsidy programs for low income residents are proving to be successful.

Residents expect exceptional customer service within universally barrier-free facilities. Accessible spaces and affordable services enable people to maintain or improve their health and wellbeing through all of their life stages. This is an increasingly important consideration given health trends that indicate an aging population, decreased mobility, and increased physical and mental illnesses.

Municipalities and other providers are now expanding their efforts to include other under-represented populations to ensure full inclusion. There is a clear distinction between “equality” (providing all residents the same opportunities regardless of their backgrounds) and “equity” (taking differing approaches to include under-represented residents).

More amenities that support people of all ages will be needed, including accessible, age friendly park and facility designs, as well as inclusive programming led by qualified instructors. The City must continue to adapt its spaces to serve people of all ages and backgrounds, setting priorities based on community input, demographics, utilization, and design factors.

Key Tools and Practices for Inclusion

The size and range of under-represented groups in London is growing, along with their needs. Ensuring **equitable access to parks, recreation, and sport services** is a vital role for all municipalities. For the City of London, this means continuing to:

- Develop baseline policies that state the commitment of the City and staff to include all residents regardless of backgrounds;
- Ensure that the makeup of staff and volunteers reflect the community that they serve;
- Provide staff and volunteers with adequate training to understand the needs of under-represented populations and the barriers that they face;
- Provide staff and volunteers with adequate training to address emerging behavioural, emotional, and cognitive needs of children and residents of all ages;
- Guide staff in considering diverse populations in the development, delivery, and evaluation of all programs and services;
- Engage diverse populations as services are reviewed and new ones developed;
- Develop partnerships, sponsorships, and donation programs to maximize resources;
- Attract youth from diverse backgrounds to engage in leadership training to become employment-ready for parks, recreation, and sport opportunities;
- Execute visual audits of parks, facilities, and programs to ensure that participation is reflective of the community makeup;
- Develop internal staff inclusion and equity committees to ensure that there is the capacity and readiness to include under-represented populations;
- Provide programs to teach an introduction to traditional Canadian sports and opportunities; and,
- Work with diverse populations to offer their own traditional sports and activities to all residents.

Indigenous Peoples

Indigenous awareness, recognition, understanding, and reconciliation are addressed through a number of sectoral documents, such as Parks for All (2017 Parks Canada Agency on behalf of the Canadian Parks Council and the Canadian Parks and Recreation Association) and the calls to action identified by the Truth and Reconciliation Commission of Canada. All communities have a role to play in recognizing the importance of Indigenous voices in parks, recreation, and sport. For example, many municipalities are showcasing Indigenous history through public art and plaques in community centres and parks, along with exploring programs and events reflective of First Nations sports and culture.

Indigenous Peoples: Truth and Reconciliation

The following Calls to Action from the Truth and Reconciliation Commission of Canada (2015) relate to "Sports and Reconciliation" and are applicable to all levels of government:

87. We call upon all levels of government, in collaboration with Aboriginal peoples, sports halls of fame, and other relevant organizations, to provide public education that tells the national story of Aboriginal athletes in history.

88. We call upon all levels of government to take action to ensure long-term Aboriginal athlete development and growth, and continued support for the North American Indigenous Games, including funding to host the games and for provincial and territorial team preparation and travel.

Through this Master Plan and other initiatives (e.g., London's Community Diversity and Inclusion Strategy), the City of London has shown leadership in reaching out to Indigenous peoples to better understand their needs and take concrete steps towards healing and reconciliation. These initiatives are in their initial stages and must demonstrate commitment over the long-term.

Persons with Disabilities

The 2012 Canadian Survey on Disability reported that approximately 3.8 million Canadians were living with a disability, equating to 13% of the population(1). Locally, the City estimates that approximately one in five residents have some form of disability(2), which would amount to over 80,000 residents.

The City of London is committed to providing quality goods, services, and facilities that are accessible to all and in a manner that respects the dignity and independence of persons with disabilities. The City is committed to working with the community to meet the needs of persons with disabilities by preventing and removing barriers to accessibility in customer service, information and communication, employment, the design of public spaces, and transportation. The City is also committed to meeting the requirements of applicable legislation, including the Accessiblity for Ontarians with Disabilities Act (AODA) and the Human Rights Code.

Specific to parks, recreation, and sport, the City offers a range of services to ensure that persons with disabilities can engage in leisure activities, with guidance from the Accessibility Advisory Committee. For example, staff work directly with residents with disabilities to integrate them into programs/ camps and provide the needed supports. Greater prominence and information on inclusive services was suggested by stakeholders, such as listing this information within the initial pages of the Recreation Guide and advertising the accessible features at all parks and facilities. In addition, specific opportunities for persons with disabilities are offered (e.g., Wheelchair Tennis) and other opportunities are provided in partnership with organizations supporting residents with disabilities. Ensuring that trails and pathways are accessible to all is one of the goals expressed by residents through the Master Plan's engagement program.

Note: Unless otherwise noted, matters relating to barrier-free accessibility and AODA built environment requirements are addressed in Section 7 "Supportive Environments".

(1) 2012 Canadian Survey on Disability. 2016. Mobility disabilities among Canadians aged 15 years and older, 2012. Retrieved from www.statcan.gc.ca
(2) City of London. 2012. Disability facts, figures, and issues. Retrieved from www.london.ca

Residents with Low Income

The City of London recognizes that addressing affordability will likely increase participation in programs and services. Access to most outdoor spaces, parks, trails, and pathways is free, as are many programs and events. The City's Financial Assistance Policy ("Play Your Way" fund) offers financial support to low income Londoners who wish to access recreation programs and activities offered by the City of London. A maximum of $300 per person is available for a 12-month period to eligible recipients (as of 2019). The City also offers a range of free and low-cost programs and services to ensure that there is universal access to parks, recreation, and sport opportunities. The City works with others such as the London Public Library system which provides information and assistance to allow residents to apply for recreation subsidies. With an annual contribution of over $1 million, the effectiveness of the Play Your Way fund should be reviewed to understand the participation rate of the number of residents with low income and work towards a participation target. The delivery of services at the neighbourhood level is also a successful model for serving low income residents and those with transportation barriers.

Newcomers

Approximately one-fifth (22%) of residents in London are immigrants and it is anticipated that the number of newcomers will increase. London's Community Diversity and Inclusion Strategy demonstrates the City's commitment to ensure that residents feel engaged and welcomed in the community.

Making newcomers feel welcome is paramount, as is delivering appropriate program types. Some residents from other countries not only participate in different sport and activities, but also use public space differently, often with a greater focus on socializing. The City strives to welcome all residents within its parks and facilities through comfortable public spaces and high quality customer service. Building relationships with diverse communities and cultural groups also pays dividends in promoting understanding, enhancing access, and improving participation.

LGBTQ2S+ and Gender

Recreation departments play a role in welcoming members of the LGBTQS2+ community. Trained staff and safe spaces encourage members of this community to engage in leisure pursuits. Safe and positive spaces to gather and recreate can assist this community with respect to freedom of expression. Many municipalities include the LGBTQ2S+ community in developing programs and services of interest to ensure that programs and partnerships are meaningful.

Female participation in parks, recreation, and sport pursuits declines as girls reach adolescence. Uninterrupted engagement is important in ensuring that females can embrace active lifestyles through the life course, and becomes a way of life. Further, due to cultural values some females prefer "women-only" experiences. This barrier to participation has been addressed by the City of London and other providers through a variety of ways, such as leadership opportunities, sport leagues, and more. A review of participation may assist in ensuring that the number of females in recreation and sport pursuits is reflective of the percentage of the general population.

Homeless Prevention and Belonging

The City of London has shown leadership in setting out to prevent homelessness and providing supports for the homeless population. The City also facilitates sports leagues such as baseball and floor hockey for the homeless community. Parks, recreation, and sport also plays a supporting role to stakeholder groups who provide services to this community. Participation in recreation and sport provides homeless residents with encouragement, increased physical activity levels, and confidence through skill development. Promising practices in other municipalities include similar active pursuits, parks ambassador programs, and community garden plots for the homeless. London should continue to work with other service providers to augment supports through leisure activities that offer encouragement and positive outcomes. Thoughtful park and facility design - with consideration of CPTED (Crime Prevention Through Environmental Design) principles - also enhances comfort, safety, and security.

Recommendations

Inclusion and Access

8. As the City grows, continue to expand **low- and no-cost program initiatives**. Continued research and engagement at the neighbourhood-level is necessary to identify areas that will benefit the most from these initiatives.
9. Reach out to **Indigenous people and organizations** to:

    a) Undertake regular and meaningful engagement on matters of importance related to parks, recreation programs, sport services, and facilities;

    b) Explore new partnerships for including Indigenous programming in the Recreation Guide;

    c) Explore how to best ensure Indigenous peoples feel welcomed in programs and community centres;

    d) Target casual staff recruitment efforts through Indigenous organizations to increase the diversity in London's leadership staff; and,

    e) Identify how parks, recreation, and sport can support the Truth and Reconciliation Commission of Canada Calls to Action.
10. Work with **under-represented populations** to: identify participation rates in parks, recreation, and sport; remove barriers to participation; and, establish appropriate participation targets.
11. Expand our reach to n**ewcomer populations** by:

    a) Focusing on staff recruitment efforts and leadership development to increase the diversity of the staff team;

    b) Increasing the variety of recreational opportunities that are appropriate for various ethnocultural groups; and

    c) Translating promotional materials into predominant languages.
12. Expand programs and services for the **special needs population**, with a focus on increasing physical activity options for school-aged children with special needs.
13. Expand **staff training** around accessibility, including sensitivity training sessions.
14. Expand **gender diversity/LGBTQ2S+** inclusion by utilizing consistent signage at all centres and using the Ontario Human Rights Code and experts in the region to inform the staff training programs.
15. Evaluate the balance of **female participation** by age cohort in all direct, casual, community, and stakeholder-driven sport opportunities in London.

Note: Unless otherwise noted, matters relating to barrier-free accessibility and AODA built environment requirements are addressed in Section 7 "Supportive Environments".

Section 6: CONNECTING PEOPLE AND NATURE

This section contains analysis and recommendations relating to **connecting people with their neighbourhoods and with nature.**

Goal 3: CONNECTING PEOPLE AND NATURE

We will strengthen residents' connections with their neighbourhoods and nature. This will be achieved through public awareness, neighbourhood-driven activities and decision-making, and opportunities to animate and enjoy London's outdoor spaces and places.

Strategic Directions:

a. Enhance awareness of community initiatives and promote the personal and community benefits of parks, recreation, and sport.
b. Support volunteerism and community engagement in the planning and delivery of services.
c. Continue to emphasize initiatives focused on strengthening neighbourhoods, animation of public spaces, and unstructured activities.
d. Collaborate with providers to exchange information and promote services and programs.
e. Use recreation to help people connect with nature and be stewards of the natural environment.
f. Apply effective designs and management strategies that support healthy and sustainable environments and sustain significant ecological features and functions.
g. Support efforts to expand active transportation networks, including trails and pathways within and connecting to, parks and natural park areas.

6.1 Connecting People and Neighbourhoods

The London Strengthening Neighbourhoods Strategy (LSNS)

Through strong resident engagement, the City of London has taken a proactive role in strengthening communications and access to services where people live. LSNS has shown leadership in better understanding the needs and make-up of neighbourhoods and building capacity to deliver meaningful programs and services. This approach assists in better understanding and addressing the unique nature of residents' needs within each neighbourhood. LSNS provides for greater engagement and inclusion of all residents, local decision-making, increased neighbourhood activities and participation, and enhanced communications.

Some promising deliverables from LSNS include:

- The Neighbourhood Decision-Making program provides funding for infrastructure, local supports, and events. Residents propose ideas and vote for the various proposals. Approximately $250,000 per year was provided in 2017 and 2018 to neighbourhoods through this program.
- The City provides access to free assets such as tents, tables, chairs, and games to support neighbourhood events to residents and neighbourhood groups. A Neighbourhood Small Events Fund (up to $500) is available to residents and neighbourhood groups to support community events to engage and strengthen the community.
- Toolkits and "How to" resources are provided to neighbourhoods to assist with planning of local events and activities.
- Communications are enhanced through various online tools (like NeighbourGood London) and promotional materials.

With the anticipated increase in the population, staff will need to continue to encourage the delivery of recreational opportunities and neighbourhood activities to include more residents and through a

Online Communities

Effective communication and engagement with the community are paramount in not only promoting local opportunities, but educating the public on the benefits of participating in parks, recreation, and sport pursuits. The City of London utilizes an **extensive communications program** to promote its various special events, registration dates, trails, gardens, specialized facilities, and more. The City is committed to making it convenient for residents to learn about municipal services and make it even easier to access them. One way of supporting increased communications and engagement while reaching a broad audience is through the development and support of **online communities**. Building an online community for parks, recreation, and sport can serve to educate, inform, promote, engage, and seek opinions. Moving beyond the current "Play Your Way" online newsletter where residents are required to provide contact information to receive updates about upcoming events, program registrations, volunteer opportunities. The opportunity could be geared to one's particular interests, with participants receiving relevant material on activities, volunteer opportunities, educational items, etc. The system could also offer the ability to respond to City-initiated polling questions to gather a quick response to specific items of interest or allow for cross-posting of events.

Engaging the community in self-governing parks, recreation, and sport activities also requires extending support to **volunteers and service providers**. For example, neighbourhood hubs such as senior satellites and community centres rely on local organizations and volunteers to promote their programs and opportunities. Staff regularly engage residents, businesses, like-minded organizations, and community groups to maximize investments that enhance local capacity and support accessible, responsive programming – particularly in neighbourhoods with higher numbers of vulnerable children, youth, and families. Meaningful programs and services cannot be provided without open dialogue with the people that the City serves.

The City of London is known for its approach to addressing social issues in the community through an **integrated approach with other stakeholders** with specific expertise. This approach has set an example for communities in that local issues are studied with a rounded view and a view toward providing coordinated and thoughtful solutions. Some examples of integrated decision-making processes include the London Strengthening Neighbourhoods Strategy, London's Child and Youth Network, Age Friendly London Network, Homeless Prevention and Housing Plan. These are excellent illustrations of creating a vision as a collective to improve community outcomes, while allowing all stakeholders to play their individual part in achieving them. This is leading practise and should continue as community issues require attention.

Recommendations

Connecting People and Neighbourhoods

16. Continue to **support community development and local decision-making initiatives**, the London Strengthening Neighbourhoods Strategy, Child and Youth Agenda, partnerships, and other means of achieving equity in park, facility, and service delivery.
17. Continue to embed **public engagement as a required element** when making key decisions relating to parks, recreation, and sport services. Consider a variety of tactics (including community-led and community-designed engagement opportunities) that make it easy for people to participate, such as at non-tradional locations and times.
18. Continue to support **Neighbourhood Hubs** by:

    a) Ensuring community centres are safe places where people can gather and connect, and promote this fact;

    b) Providing welcoming and inviting spaces;

    c) Using community centres as access points for information about other City of London services; and,

    d) Using appropriate facilities as warming/cooling centres when needed.
19. Continue to maximize program delivery in **existing places and spaces** by:

    a) Identifying location gaps for different program areas and develop strategies to fill these gaps; and,

    b) Sourcing out new program locations through formalizing usage of school facilities (all school boards), coordinating with Family Centres, planning ahead for when new school space becomes available, and identifying under-utilized public library spaces.
20. As part of a broader community engagement strategy that utilizes a blend of broad and targeted tactics, investigate the feasibility of developing an **online community portal and application** centred on parks, recreation, and sport in London.
21. Increase resident **awareness and marketing** of parks, recreation, and sport opportunities and information through:

    a) Leveraging new and emerging technologies that enhance the customer service experience (e.g., program registration and rentals);

    b) Including more information about features available at each location, including those accessible to persons with disabilities;

    c) Educating the public about service level standards, such as parks maintenance and naturalization initiatives;

    d) Establishing strategies for communicating with specific audiences, including under-represented groups;

    e) Expanding current initiatives such as the Play Your Way newsletter, NeighborhoodGood London, surveys, information centres, etc.;

    f) Developing generic neighbourhood-based information by working with Family Centres, libraries, and schools; and,

    g) Increasing cross-promotion on social media, utilizing relationships with neighbourhood groups, etc.
22. Continue to explore opportunities to publish key promotional material and provide language supports for participants in **multiple and predominant languages** with the goal of expanding the City's reach and increasing participation amongst newcomer groups.

6.2 Connecting People and Nature

London's parks and open space system – with many assets connected to the Thames River – has consistently been rated by the public as one of the city's best features. Parks and open spaces enhance the vibrancy of our communities and keep individuals connected and engaged. Their impact on personal wellness is significant, including the many mental health and healing benefits associated with connections to nature.

Aligning with Provincial Policy

Connecting people and nature supports policy 1.5.1 of the Provincial Policy Statement (2014) that promotes:

- *"planning and providing for a full range of publicly accessible, built and natural settings for recreation, including facilities, parklands, public spaces, open spaces areas, trails and linkages, and, where practical, water-based resources"; and,*
- *"providing opportunities for public access to shorelines".*

The National and Provincial direction to connect people and nature aligns with International standards for managing natural areas in urban centres. The International Union for Conservation of Nature (IUCN) is the world's authoritative resource for protected areas. In the IUCN's Urban Protected Areas Profiles and Best Practice Guidelines (7) the number one best practice recommendation is to **"provide access for all".**

Note: Additional recommendations on parks planning and design are contained in Section 7.4.

Recreational Trails and Pathways

In recent years, there has been more research into the benefits of nature for children and major efforts to provide opportunities in urban areas for all residents to interact with nature. These benefits are well documented and are recognized by Londoners, as they rank "hiking on nature trails" as their second most popular recreational activity, after walking on pathways. It is, therefore, a high priority to continue to provide residents with these valuable experiences. As more Londoners value and appreciate nature, they are more likely to support and advocate for the protection and management of natural areas.

London residents consistently identify walking, hiking, and cycling as favoured activities for all ages. These activities are often satisfied in local neighbourhoods through sidewalks and walking loops in parks. The multi-use Thames Valley Pathway (TVP) and London's network of community trails and cycling routes also support these activities and help to connect neighbourhoods across the city. The City places a high priority on enhancing the recreational trail and pathway system.

Continued improvement and expansion of the recreational pathway and active transportation networks are key goals for the City. For example, the Age Friendly London Action Plan (2017-2020) recommends a guide for age friendly outdoor recreational trails and pathways in London. All trail and pathway development projects require site-specific analysis, including application of applicable policies and guidelines.

Making Recreational Trails and Pathways Accessible for All

The Accessibility for Ontarians with Disabilities Act requires that all new recreational trails and pathways be accessible, unless there is a strict technical reason why they cannot be – such as very steep slopes or significant negative impacts on natural features. For the last fifteen years, London has been a leader in Ontario and across Canada in making its parks and facilities more accessible and the City continues to strive to make its parks open to all Londoners.

Many of London's parks and open spaces are part of a larger Natural Heritage System that includes Environmentally Significant Areas (ESAs). Currently, there are twelve large ESAs that the City contracts the Upper Thames River Conservation Authority to manage separately from the parks and open space system. While ESAs provide Londoners with great opportunities for recreational hiking, these areas have their own planning and management goals, guidelines, and processes that fall outside of the mandate of the Parks and Recreation Master Plan. The planning and management of ESAs resides with the City Planning service area.

(7) International Union for Conservation of Nature. Urban Protected Areas Profiles and Best Practice Guidelines. 2014. https://portals.iucn.org/library/sites/library/files/documents/PAG-022.pdf

Thames River

This Natural Heritage System also overlaps with the parks system in many places, the largest being the Thames Valley corridor. Two branches of the Thames River run through the city and form the backdrop to many of its largest parks – Springbank, Gibbons, Harris, Greenway, North London Athletic Fields, St. Julien, and Thames Parks. Through the development of the Thames Valley Corridor Plan, Londoners established a guiding vision for the corridor that is now part of the new London Plan:

> *The Thames Corridor is London's most important natural, cultural recreational, and aesthetic resource. The City and community partners will preserve and enhance the natural environment, Thames River health, vistas, beauty and cultural heritage while accommodating compatible infrastructure, accessibility and recreation.*
>
> *- Vision Statement from Thames Valley Corridor Plan, 2011*

The vision for the corridor through London is in keeping with the goals of the Canadian Heritage River designation – bestowed on the Thames River "*for its outstanding natural and cultural contributions, quality recreational opportunities, and demonstration of a healthy river environment"*. The important role of the river as a cultural and environmental feature for Indigenous populations is also recognized.

The Corridor Plan has several key objectives that implement this vision, which have been incorporated into the City's ongoing management of the corridor. Specific sites along the river have been identified for improvement and the recent One River Environmental Assessment has studied how this may be accomplished in the area from the Forks, westward to Boler Road.

Access to the Thames River is important to Londoners and visitors, as is protecting and promoting its Heritage River status. Fishery health and ecosystem biodiversity in local waters are improving and interest in fishing and paddling are trending upward. Residents and stakeholders have requested enhanced access for water-based recreational pursuits and cultural ceremonies. Maintaining and increasing shoreline access promotes good health, water-based recreation, environmental awareness, and connections to nature for multiple user groups. Consistent with the London Plan and Thames Valley Corridor Plan, the City will continue to seek opportunities to invest in and enhance access to London's riverfront.

Environmental Health and Stewardship

Aside from the key recreational and social benefits to residents, London's parks and open spaces also help the City achieve its goals and requirements relating to environmental health. It is increasingly evident that parks and open spaces fulfill a role in helping the City meet many of its environmental goals. Over the last twenty years, the City has purposefully naturalized approximately 15% of the river corridor parklands with meadows, shrubs, and trees. For years, this work has included specific projects that support pollinators like butterflies and bees. This work across the City has also resulted in the parks and open space system having over 40% tree canopy coverage – well above the average in the city of 24%.

The Master Plan recognizes the contributions of natural areas, the urban forest, and the Thames River to individual and community health and wellness. This includes consideration of the City's role in environmental stewardship (e.g., programming, climate change mitigation, green technologies, etc.) and expanding support for community-driven initiatives that encourage environmentally-friendly behaviours. Many relevant directions and policies relating to these topics are contained in guiding documents such as the London Plan, Urban Forestry Strategy, and the City's new Invasive Plant Species Management Strategy. The City will continue to support the protection and enhancement of the natural environment through appropriate means, including stewardship initiatives and community partnerships.

The City has both an obligation and an opportunity to be a leader in environmental sustainability. There are many things London can do to become a greener city. While this Master Plan is not intended to provide detailed direction on environmental management, many ideas were raised through the consultation program, such as the use of interpretive signage and community education, pollinator habitat and community gardens, solar and wind energy, shade, and naturalization guidelines, green technologies, low impact development approaches, materials purchasing, urban wildlife, and invasive species management.

Outdoor Play

Outdoor play is critical to children's development; they need outdoor and unstructured play to master new skills, be active, learn, and find wonder in their natural environment. However, children are given fewer opportunities to engage in outdoor and "challenging" play compared to previous generations. Children spend less time outdoors due to a fear of accidents and more time spent indoors engaged in sedentary behaviours (such as increased screen time). As a result, Nature Deficit Disorder is a term coined to encourage parents to keep their children and families outside longer and more often to gain the benefits of being active. Guidelines to assist communities and individuals address this issue are beginning to emerge, offering practical ways to improve the physical, mental, and social health of children and residents of all ages.

The Value of Outdoor Play

"Access to active play in nature and outdoors – with its risks – is essential for healthy child development. We recommend increasing children's opportunities for self-directed play outdoors in all settings—at home, at school, in child care, in the community, and in nature."

- ParticipACTION 2015 position statement on active outdoor play

Several municipalities are engaged in researching and experimenting with the merits of challenging play and testing new approaches. Many communities are also placing larger toys (e.g., kitchens, trucks, workshops, tricycles, castles, etc.) in playgrounds, which has proven to keep children in playgrounds longer and immersed in imaginative play. To address concerns over risk mitigation, the Canadian Public Health Association is developing a policy toolkit to guide the development of challenging play opportunities and adventure play areas. The development of an Outdoor Activity Strategy is recommended to encourage Londoners of all ages to stay outdoors longer, enjoy natural settings, and enhance connections with nature. This strategy should consider programs and pilot projects that animate and energize London's excellent parks system, unlocking their potential as "outdoor community centres". For example, London's Urban Agriculture Strategy includes several initiatives that promote the benefits of staying outdoors longer and leading more active lifestyles.

Recommendations

Connecting People with Nature / Thames River

23. Place a greater emphasis on helping people **connect with nature through recreation** by:

    a) Incorporating appreciation and exposure to nature through new program design;

    b) Improving the connection between community and seniors' centres and their outdoor spaces; and,

    c) Enhancing shoreline access and gathering spaces by providing more amenities for trails/ pathways and water-based recreational pursuits (e.g., fishing, paddling, etc.) adjacent to the Thames River, in keeping with best environmental practices.

24. To support education and nature appreciation, provide **interpretive signage** that highlights the significance of London's Natural Heritage System.

Recreational Trails and Pathways

25. Continue to provide Londoners with **trails** that offer opportunities to be immersed in, experience, respect, and value nature.

26. Where ecologically appropriate, ensure that new trails are **AODA compliant**, so that all Londoners can experience nature.

27. Continue efforts to address **gaps in the recreational trail and pathway system** and extending the system into new growth areas. All trail and pathway development projects require site-specific analysis, including application of applicable policies and guidelines.

28. Identify and consider opportunities to enhance the **safety and convenience** of the recreational pathway system through urban design, active transportation, and park renewal initiatives. Examples include (but are not limited to) installation of bike racks and amenities, signage clearly identifying access points, community education and awareness, separation of users in high traffic areas, and a winter maintenance program in select locations where significant features and functions are not put at risk.

29. Work with applicable approval agencies to develop a coordinated policy approach for **recreational trail and pathway development** within Woodland Parks and floodplains.

30. Align implementation of the Parks and Recreation Master Plan with the City's **Cycling Master Plan** and promote and link with **Provincial Cycling Routes** (CycleON). Update technical standards to reflect Provincial planning guidelines, as revised from time to time.

Environmental Health and Stewardship

31. Identify resources to support the enhanced **management of municipal woodlands** (including Woodland Parks) and work collaboratively with internal and external stakeholders to achieve the desired service level standards.

32. Encourage **stakeholder and resident roles** in providing **stewardship** of parks, gardens, and other community resources. This may include encouraging the establishment of park foundations, conservancies, and other stewardship partnerships that enhance park sustainability.

Recommendations

33. Seek opportunities to improve **awareness and understanding** about the importance of the City's Natural Heritage System and urban forest and their broader role within **Carolinian Canada.** Additional research should be conducted into best practices that build upon existing community partnerships and community education opportunities (e.g., programming and events, social media, educational signs, etc.).
34. Continue to promote **naturalization of appropriate municipal lands and beautification and greening efforts** led or sponsored by the City (e.g., planting programs, "adopt-a-" initiatives, community events, public art, and more) to meet multiple goals for habitats, pollinators, and tree coverage.
35. Continue to seek and implement strategies for the effective management of **urban wildlife and invasive species.**

Outdoor Play

36. Develop an **Outdoor Activity Strategy** to encourage residents of all ages to stay outdoors longer, enjoy outdoor settings, and enhance connections with nature. This strategy may also include policy direction on accommodating physical activity and community-based **commercial activities** in parks (e.g., group fitness classes, farmers' markets, etc.).
37. Investigate new **challenging play opportunities** to keep children and families outdoors and active for longer periods of time.

Section 7: SUPPORTIVE ENVIRONMENTS

This section contains analysis and recommendations relating to **capital planning/investment and recreation spaces/amenities**.

Goal 4: SUPPORTIVE ENVIRONMENTS

We will invest strategically in parks, recreation, and sport infrastructure to support the Master Plan goals. This will be achieved by responding to demonstrated community needs through the thoughtful design, provision, and management of parks, facilities, and spaces.

Strategic Directions:

a. Ensure that public spaces are safe, welcoming, accessible, and maintained in a state of good repair through the implementation of contemporary design standards, and AODA requirements.
b. Renew, expand, and develop spaces, facilities, and amenities in appropriate locations to address existing gaps.
c. Strive to develop spaces, facilities, and amenities that are flexible, serve multiple users, function as neighbourhood hubs, and can be linked to broader strategies and initiatives.
d. Respond to changing participation patterns, demographics, and emerging activities by adapting public spaces and programs to fit evolving needs and expectations.
e. Employ effective and progressive maintenance and asset managment practices.
f. Support inward and upward growth through proactive planning and innovative models that support future growth and an increasingly urbanized city.
g. Recognize the importance of placemaking through exceptional civic spaces and robust infrastructure.
h. Utilize a variety of acquisition and non-acquisition-based options to enhance the supply of parks and open spaces.

7.1 Capital Planning and Investment Planning for a Maturing City

Planning for a Maturing City

Local and Provincial policies support healthy, active communities and the balanced distribution of parks and open spaces within urban areas. One of London's key goals is to build a mixed-use compact city that makes the best use of existing infrastructure and maintains natural and agricultural lands. Over time, this will be achieved by growing **"inwards and upwards"**, concentrating future population growth in existing built-up areas. The London Plan (currently under appeal) establishes strategies to target a minimum of 45% of new residential development within the built area boundary and 75% of all intensification within the Primary Transit Area (8).

Growth in the city's existing neighbourhoods introduces new dynamics related to population density, land availability, critical mass, and diversity. Over time, intensification – characterized by mid- to high-rise residential buildings – will become more common in the downtown core and along major nodes and corridors within the Primary Transit Area. From experiences in larger urban centres, it can be anticipated that these areas will attract a wide range of residents, from single adults (many of whom will form families with young children) to retirees.

Advanced planning and creativity are needed to support growth and the city's evolving urban form. Intensification means that it can be costly and challenging to find space for land-intensive uses such as community centres, sports parks, and more. Higher densities can also result in a loss of personal space and growing feelings of isolation, placing greater demands on public amenities. Enhanced access to green space, publicly-accessible spaces, complete streets, active transportation choices, neighbourhood hubs, and diverse activities will become more critical.

Although the City has recently approved several high-density residential buildings – many in downtown London – this shift towards intensification will be gradual. Between 2019 and 2039, the City forecasts that nearly four-fifths of London's population growth will occur outside the Primary Transit Area. As a result, there are many neighbourhoods outside the built-area boundary that are growing and maturing, requiring the expansion and renewal of services, programs, and infrastructure. Planning for parks, recreation, and sport must consider the diverse needs and preferences of residents living across all of London.

As a large, maturing city, London is home to a **diverse population**. While the parks, recreation, and sport system has a role to play in achieving broader social objectives, it is also affected by emerging social trends, such as the aging population, multi-cultural diversity, obesity and physical inactivity, poverty, homelessness, and drug use, to name a few. The City offers inclusive services that can be accessed by all and, in the case of hard-to-reach populations, has fostered partnerships with other service providers to promote the benefits of parks, recreation, and sport.

The City has a **social responsibility** to support diverse groups. London's Strengthening Neighbourhoods Strategy (2009) sees a future where our neighbourhoods are "empowered, sustainable, safe, and active", where "we will care for and celebrate each other while encouraging diversity and inclusiveness", and where "our neighbourhoods will be environmentally and socially responsible…". A continued commitment to social engagement is required to achieve this.

For example, **social issues** can discourage some residents and user groups from using and enjoying London's parks and green spaces. The City has responded by teaming up with social service agencies to develop a "coordinated informed response" aimed at reducing the health risks to individuals who are street-involved and addressing public concerns. Other examples include needle bin programs and designing parks that consider crime prevention principles. The City builds and maintains parks for all residents; however, some locations require stronger interventions to improve safety and access for all. Sustained efforts will be required to maximize current assets, explore new ways of doing things, and foster partnerships.

(8) City of London. 2016. The London Plan (Minister's Modifications)

Guidelines for Planning and Priority-Setting

An investment in parks and facilities is a contribution toward the health and wellbeing of the community. Renewed and new infrastructure provide the places and spaces that the City and its partners require to deliver accessible, responsive programming, build capacity, and create spaces for people to gather. The equitable provision of parks, facilities, and services enables all residents to achieve positive outcomes for themselves and their communities.

Through a strengths-based delivery system, the City is committed to providing parks, recreation programs, and sport opportunities that meet the needs of all Londoners. It is necessary to establish priorities because the City cannot feasibly meet all community expectations placed on its parks, recreation, and sport system.

The City's current level of service prioritizes facilities that support broad community access through traditional and universally-accessible amenities, including more urban amenities as the population within existing neighbourhood increases. Projects that extend beyond this level of service – including specialized and/or single-use facilities and spaces that are less accessible to the general public (e.g., soccer stadiums, indoor track and field venues, curling clubs, etc.) – would generally require outside funding, such as grants, donations, fundraising, user fees, or other forms of partnerships and external investment. This may apply to amenities that promote exclusive access or enhancements required to accommodate specialized activities or events.

Community-Initiated Facility Requests
(see also Section 8.3 Partnerships)

As recommended in the 2009 Strategic Master Plan, the City should not be obligated to finance, construct, operate, or maintain any facility that does not:

- Directly serve a significant proportion of the city's residents;
- Constitute a core service; or,
- Form part of an identified sport-tourism program or other Corporate initiative.

The City should maintain an "open door policy" for communication with organizations to allow them to communicate and gain information about facility availability. This direction continues to be supported.

The intended users influences the design, location, and management of facilities and services. The City supports a network of facility types that allows for local needs to be met through neighbourhood program sites (such as parks, neighbourhood community centres, or other partnered spaces such as Family Centres) and district or city-wide services to be delivered at destination facilities (such as larger multi-use centres and District Parks). A range of facility types and delivery strategies are necessary for creating strong, vibrant, and healthy communities.

Table 7: Facility Classification Typology

Classification	Description
Neighbourhood Facilities	Neighbourhood facilities offer opportunities with broad appeal that respond to the specific needs of the surrounding area. Convenience is a major strength of neighbourhood level amenities, which will be within walking distance of many users. The scale of most neighbourhood facilities is modest so as to integrate within the surrounding area. Examples include neighbourhood community centres, outdoor basketball courts, community gardens, etc. Some amenities and spaces may exist at the sub-neighbourhood level (with a catchment area of less than 1-kilometre) to serve the needs of an immediate area, such as playgrounds, seating areas, etc.
District Facilities	District facilities typically serve a collection of neighbourhoods and offer a wide range of opportunities for activities, programs, rentals, and events. They are destinations and often require substantial off-road parking and support amenities. Examples include multi-use community centres, arenas, sports fields, and court complexes, etc.
City-wide Facilities	City-wide facilities offer specialized opportunities intended to serve the entire city and possibly beyond, including major events. Where possible, these facilities also provide services that would typically be delivered in a community facility. Examples include the Canada Games Aquatic Centre (50-metre pool), Western Fair Sports Centre (quad pad arena), etc.

Note: The parks system is guided by a separate classification system comprised of eight park types, as referenced in the London Plan - Parks and Environmental Policies sections. Further definitions are available in By-Law No. PR-2. A By-Law relating to use, protection and regulation of Public Parks and Recreation Areas in the City of London.

Developing, operating, and maintaining parks, recreation and sport infrastructure is a major responsibility. Prior to providing new facilities, the City should explore opportunities to optimize existing parks and facilities and be creative in doing so, including consideration of renewal, upgrades and non-traditional options. **Upgrades** to existing parks, trails, and facilities found strong support in the community consultation program (62% of survey respondents felt that the City does not provide enough support for maintaining and updating older parks, recreation, and sport facilities) – most residents prioritize renewal and upgrades over new amenities.

Principles for Infrastructure Investment

Decisions to invest in existing, new, and repurposed parks, recreation, and sport facilities should be supported by the following, at a minimum. Gaps and needs may be different across the city and provision should be based on community-specific requirements.

a. **Demonstrated demand**, as determined by
   i. Capacity of existing system to accommodate current and projected demand (e.g., facility utilization, participation trends, etc.);
   ii. Geographic distribution and the ability to serve high needs areas (e.g., consideration of underserved and vulnerable communities), recognizing that different facilities may have different catchment areas; and,
   iii. Population thresholds, particularly for growth-related requirements.
b. **Public and stakeholder support.**
c. **Partners** and consideration of alternate providers, where applicable.
d. Leading **asset management practices** and considerations of condition, functionality, and user experience (in the case of existing infrastructure)
e. **Financial feasibility** and the ability to leverage internal and/or external funding.

To aid in the assessment of demonstrated demand, targets (linked to distribution, population, specific age groups, or participants) have been developed to identify indoor and outdoor recreation and sport facility needs within this Master Plan. The targets from the previous Strategic Master Plan were reviewed and updated based on local demand factors and community input. These should be interpreted as general guidelines for determining facility needs. For more information, refer to Tables 9 (indoor facilities) and 10 (outdoor facilities).

Infrastructure Planning and Design Considerations

The planning and design of parks, recreation and sport facilities should consider the following:

a. Securing a suitable **location**, ideally well in advance of construction (i.e., at least five years prior to construction of major community facilities).
b. Maximizing **accessibility, visibility, and safety**, such as planning facilities on transit routes and pathways, as well as designs that meet or exceed universal guidelines.
c. Meeting a wide range of **community needs** through designs that are **flexible, multi-functional, and multi-seasonal** to the greatest degree possible.
d. **Operating models** that enhance community access and affordability.
e. Designs and technologies that are **resilient, reduce environmental impacts, improve operational efficiency, and enhance connections with outdoor spaces.**
f. Addressing the City's **emergency management requirements**, where applicable.
g. Opportunities to allow for sport hosting capabilities, including designs that are **competition-friendly,** where appropriate.

As noted above, new facilities and activity spaces should be designed with **multiple uses** in mind. A continued shift away from smaller, single use facilities that are operated under exclusive use arrangements will assist the City in focussing its resources on spaces that promote public access and inclusive programming, as well as providing more efficient use of staff and other resources. Requests for dedicated spaces and single-use facilities may be considered, but will be lower priorities.

In terms of design, quality infrastructure and facility modernization allow municipalities to reduce the impact of **extreme weather events and climate change.** Flexible designs and contemporary construction techniques help parks and facilities to better adapt to shifting needs and meet a wider variety of uses over their lifecycles. Retrofits are sometimes required to meet modern performance targets in the areas of climate change, environmental sustainability, energy conservation, and facility and program accessibility. For example, energy efficiency (e.g., natural or high-efficiency lighting, automated building systems, etc.) and eco-friendly designs (e.g., building to LEED standards, etc.) are common objectives of most City of London building projects and this can be expected to continue. Preventative maintenance programs can also assist in ensuring that parks and facilities are able to respond to changing climatic conditions.

The City should continue to **stay informed** about emerging parks, recreation, and sport interests through regular communication, business intelligence tools, and monitoring of trends and community interest (including the collection of program, activity, and sport registration data). In cases where the City has decided to participate and/or invest (using the criteria identified above), they will seek **innovative solutions and/or partnerships** (using a standardized partnership framework – see Appendix B) that enhance access to residents.

Recommendations

Planning for a Mature City

38. Consider **new service and facility delivery models** that reflect the realities of higher-density residential communities, while ensuring convenient public access to needed spaces (e.g., public recreation amenities in highrise buildings).

39. In neighbourhoods planned for **residential intensification**, evaluate existing parks, green spaces, and other municipal properties for their potential to accommodate multi-functional spaces and expanded social and recreational opportunities to serve diverse populations.

40. Evaluate **surplus school and other acquisition opportunities** based on the principles and targets advanced in this Master Plan, with a focus on geographic gap areas.

Guidelines for Planning and Priority-Setting

41. Facilitate a **balanced distribution and network** of parks, recreation programs, sport services, and facilities recognizing that different locations may serve different needs. This includes planning for **new program locations** (municipal and partnered) in gap and growth areas.

42. Utilize the planning and priority-setting guidelines identified in this Master Plan (Section 7.1) for evaluating requests and opportunities to provide **new or enhanced infrastructure** and when planning and designing infrastructure.

43. Where possible, **acquire land well in advance** of development for higher order projects such as planned community centres. Consider options for co-locating community centres with District Park-level sports fields and amenities.

44. Continue to make facilities and parks more accessible for persons with disabilities, in keeping with **AODA requirements**. Review the City's **accessibility design standards** to ensure that all relevant parks, recreation and sport facilities are included.

45. Conduct **accessibility audits** on a regular basis to ensure that the City's accessibility standards are being met at all parks, recreation and sport facilities. Give consideration to assistive technologies and adaptive equipment that facilitate access for persons with disabilities.

46. Develop a **standardized framework to evaluate requests** for facilities presently not part of the City's core parks, recreation, and sport service mandate. At a minimum, the framework should consider the City's role (or lack thereof) in providing the service in relation to demonstrated demand, alternate providers, cost factors, and economic sustainability.

47. Ensure that major retrofits and new construction projects adequately consider opportunities to address **climate change, environmental sustainability, and energy conservation.** At a minimum, this should include consideration of green technologies (e.g., green roofs, electric vehicle charging stations, battery-powered maintenance tools, refrigeration plants, etc.) and low-impact development practices (e.g., stormwater management, permeable surfaces, etc.) by building these items into City budgets.

7.2 Indoor Recreation Spaces

The City of London is committed to providing affordable, accessible, and quality community recreation facilities (e.g., community centres, arenas, etc.) for programming, rentals, community-based services and functions. Several of these facilities – initially built in the 1960s and 70s – have recently been revitalized to extend their service life.

Over time, more amenities that support people of all ages and abilities will be needed to respond to London's changing and growing population. Examples of in-demand features include accessible, age friendly facility designs, warm water pools, larger lobbies, social spaces, community kitchens, gymnasiums, flexible spaces, walking loops, and more. Modern facilities are increasingly being designed as gathering spaces that respond to the ways in which people interact and how they access services, often in a drop-in manner.

Through the careful analysis of supply and demand factors (including community input, demographic and participation trends, alternate providers, etc.), as well as consideration of projects currently underway, **facility needs for the next twenty years** have been identified. These needs have been evaluated through an equity lens illustrated by the facility hierarchy identified in Section 7.1, offering service at the neighbourhood, district, and city-wide levels and beyond. Where gaps exist in the municipal inventory, the City may seek partnerships with other providers to improve access.

This Master Plan Identifies Needs at a High Level

A summary table illustrating existing inventories, recommended targets, and proposed strategies is contained at the end of this section. Mapping of indoor and outdoor recreation facilities is contained in Appendix A.

While the Master Plan identifies a long-range vision and guiding actions for the City's consideration, **further technical analysis** (e.g., feasibility studies that examine location, design, programming, partners, etc.) is required when planning major infrastructure. This will occur throughout the Master Plan's implementation phase with community engagement.

Community Centres

Community centres are inviting, inclusive, and accessible gathering places that allow people to engage in a variety of recreation programs, drop-in and social activities, and sport services. The City operates 24 community centres of varying sizes and models, including two large multi-use centres, five mid-size multi-use centres, sixteen neighbourhood centres, and one specialized facility.

Table 8: Community Centre Classification System, City of London

Classification/Description	Municipal Facilities (2 locations)
Large Multi-Use Community Centre Must contain at least: • 1 gymnasium; • 1 multi-purpose room; • 1 indoor pool; • Dedicated seniors and/or youth space; and, • 1 other recreation facility (e.g., arena, library, fitness, etc.).	**2 Locations** Bostwick Community Centre, YMCA and Library* Stoney Creek Community Centre, YMCA and Library*
Mid-size Multi-Use Community Centre Must contain at least: • 1 gymnasium; • 2 multi-purpose rooms; and, • 1 other recreation facility (e.g., pool, arena, library, etc.).	**5 Locations** Carling Heights Optimist Community Centre East Community Centre (2019) Lambeth Community Centre South London Community Centre Stronach Community Recreation Centre
Neighbourhood Community Centres Includes stand-alone or multi-pad arenas, community rooms, small gym, etc.	**16 Locations** Argyle Arena Boyle Memorial Community Centre Byron Optimist Community Centre Carling Recreation Centre Civic Gardens Complex Earl Nichols Recreation Centre Farquharson Arena Hamilton Road Seniors' Centre & Community Centre Kinsmen Recreation Centre Kiwanis Seniors' Community Centre Medway Community Centre North London Optimist Community Centre Oakridge Arena Silverwood Arena (currently operating as a dry pad) South London Community Pool Springbank Gardens Community Centre
Specialized Facility Includes unique, City-wide facilities.	**1 Location** Canada Games Aquatic Centre

Classification Source: 2009 Strategic Master Plan.
*Operated in partnership with a third party.
Note: Supply excludes Glen Cairn Arena, which has been removed from the inventory following the completion of the Bostwick Community Centre, YMCA and Library. Silverwood Arena is operating as a dry pad and is expected to remain in the inventory as a repurposed facility.

London has been proactive in ensuring that its community centres are positioned to meet the needs of both current and future residents across the city. In 2018, the City opened the Bostwick Community Centre, YMCA and Library (large multi-use centre). The East Community Centre (mid-size multi-use centre) is expected to be completed in 2019. Both facilities contain a variety of recreational and sport components that will address longstanding community needs.

Looking to the future, the Master Plan recommends the development of a **mid-size multi-use community centre in Southeast London** (including twin ice pads, large gymnasium, activity rooms, multi-use space, etc.). The acquisition of a suitable site is a critical first step in this process. Providing two new ice pads at this location would allow for Farquharson Arena to be decommissioned as an ice facility, consistent with previous studies and Council direction. Outdated and inefficient facilities – such as Silverwood Arena – may present opportunities to serve more contemporary roles within neighbourhoods should they be renovated or repurposed to include components such as activity space, multi-use community rooms, gymnasiums, and/or other in-demand spaces.

A gap in community centre distribution is emerging in **Northwest London** due to lack of capacity at existing facilities, combined with the area's large and growing population base. A **mid-size multi-use community centre** is recommended (at a site to be determined), potentially consisting of an indoor pool, large gymnasium, and multi-use space. It is recognized that additional study is required to determine the preferred facility model in Northwest London, which could influence location(s), timing, and/or partners.

Population growth, distribution, and alternate providers are key considerations for the delivery of smaller **neighbourhood community centres**. Based on these criteria, the City should consider developing one neighbourhood centre in **North London** (first priority) and another in **Central London** (second priority) between 2024 and 2029. These neighbourhood centres may include large gymnasiums, community kitchens, multi-purpose spaces, and specialty/partnered spaces based on demonstrated needs. In the longer-term, one to two additional neighbourhood centres should be considered to address gap areas in **South London.**

Traditional **models of facility provision** may evolve as the city intensifies within the Primary Transit Area. The City will continue to adapt its facilities to serve people of all ages across London, setting priorities based on equity, demographics, utilization, and economic considerations. For example, community centres are increasingly including amenities and services such as child minding, flex space, sensory rooms, and therapeutic spaces, Wi-Fi, community kitchens, municipal information and services, emergency support, and other specialized community services in partnership with others. These and other considerations will be examined through the planning and design of new and renovated centres.

Furthermore, the public is supportive of collaborations with service providers such as schools, libraries, and non-profit agencies, including the development of **neighbourhood hubs**. Most residents support the co-location of community centres with other types of spaces and services. Opportunities to work with the London Public Library on future capital projects and with school boards on the reuse of former school sites should continue to be explored. To achieve the full potential of neighbourhood hubs, the City should continue to leverage its network of facilities to enhance awareness of and disseminate information on other City of London services.

Gymnasiums and activity spaces are common elements within many of London's community centres. These flexible spaces can accommodate a wide range of activities, programs, events, and rentals and are in demand across the city. For example, pickleball lines have been painted on many gymnasium floors to accommodate this fast-growing activity. Most gymnasiums are at capacity and enhanced access to non-municipal facilities is critical to accommodating the City's programs and the increasing needs of the sport community (e.g., volleyball, basketball, pickleball, badminton, etc.).

The creation of a **Gymnasium Strategy** is recommended to review access policies, other providers (schools, post secondary, non-profit, private, etc.), needs (rentals, community recreation, events, training, etc.), and provision strategies. Continued efforts to extend joint-use agreements remains a key objective, particularly where they can bolster neighbourhood-level access to community programs and rentals. Opportunities should also be sought to increase the supply of large municipal gymnasiums through the development of new community centres, as well as expansions to existing sites where practical **(for a total of six more by 2039)**.

Some community centres contain specialized or unique spaces. For example, the City provides **indoor courts** (three tennis and two squash) and a dry floor pad at the North London Optimist Community Centre. Future community centres will be designed to include flexible **multi-purpose spaces** that can accommodate a variety of general interest, physical activity, age-specific, and fitness programming. Facilities such as child care centres, community services, and meeting rooms may also be clustered with indoor recreational facilities to encourage the creation of neighbourhood hubs.

London is an aging community. Trends and promising practices suggest a continued focus on accommodating seniors' recreation activities within community centres, rather than developing additional single-use, dedicated spaces. Community interest was expressed for expanding the City's **senior satellite model** to offer additional program hours within neighbourhoods experiencing high demand. The City should continue to seek opportunities to offer program models and activities that are convenient for older adults and seniors. It is a key objective to maximize the use of physical space and program offerings by supporting community interests.

Indoor Pools

The City's Aquatics Services provide London families and individuals of all ages with opportunities to participate in unstructured aquatic activities and structured programs (including swimming lesson instruction, leadership development, fitness, and recreational swimming). Equally important are educational and outreach programs for drowning prevention and water safety. The City's six indoor pools (including the new East Community Centre and two facilities that are operated in conjunction with the YMCA) play a large role in the delivery of these benefits to residents of London and surrounding municipalities. These facilities are supplemented by indoor pools operated by other providers, particularly non-profit organizations (e.g., YMCA, Boys and Girls Club, University, schools, etc.) that allow for community access.

The community has stated a desire for an improved distribution of indoor aquatics services to enable swimming activities closer to home. However, the magnitude of indoor aquatic centres is such that they cannot feasibly be provided in every community. New indoor **pools** must be properly justified and should be co-located with other community spaces.

The Master Plan seeks balance by proposing indoor pool developments in growing areas of the city, including a seventh community pool in **Northwest London.** Additional study is required to evaluate potential locations for the pool, such as within the proposed community centre for the area or as part of an existing facility. The consultation program found considerable interest for adding a 25-meter tank to the Canada Games Aquatic Centre in Northwest London; if located here, the additional tank could be used for warm-up/cool-down activities associated with meets, as well as swim programs.

Long-term demand for an eighth indoor pool location should be monitored and reassessed through the next Master Plan update, possibly in partnership with an alternate provider in Central London. Universal change rooms and barrier-free access are among the many design standards being recommended for modern aquatic facilities, both indoor and outdoor.

Arenas

The City of London facilitates public access to 22 indoor ice pads at 11 facilities, including the four rinks at Western Fair Sports Centre that are operated through a third-party agreement. Budweiser Gardens (event venue), Thompson Recreation and Athletics Centre (Western University), and the London Sports Park (private provider) are excluded from the municipal supply, although it is recognized that these facilities help to alleviate pressures placed on London's arenas.

Overall demand for indoor ice activities is not increasing as fast as London's population and it is recommended that the City **maintain a supply of 22 indoor ice pads until at least 2031**. During this time, new arenas should only be provided as replacement facilities, typically through efficient multi-pad designs in conjunction with other community spaces.

Beyond 2031, a requirement for **one additional ice pad** is projected, which may be achieved though a multi-pad replacement and/or partnered project. In the interim, facility usage and registration trends should be monitored, as should capacities and capital plans in adjacent municipalities.

Consistent with the direction established in the 2017 Interim Update, the City will remove **Glen Cairn Arena** and repurpose **Silverwood Arena** into alternate uses now that the ice pads have been replaced through the arena at the Bostwick Community Centre. The future of Silverwood Arena will be guided by a feasibility study and community stakeholder engagement process.

Farquharson Arena is an aging, under-utilized facility with several functional shortcomings. As per previous studies and Council direction, Farquharson Arena is to be decommissioned once the ice pads can be replaced at the proposed Southeast Multi-purpose Recreation Centre. Recognizing the potential to repurpose the site to other non-ice uses that strengthens the local community and offer responsive and accessible programming, additional discussions with the landowner (Thames Valley District School Board) are underway regarding the future of this facility.

It is acknowledged that the repurposing and/or removal of older single pad arenas requires site- and community-specific assessments. Several requests for the **adaptive reuse of facilities** were received through the Master Plan's consultation phase, including (but not limited to):

- Dry pads for floor sports such as lacrosse, ball hockey, roller derby, or skateboarding (the City is currently testing this option at Silverwood Arena and also offers a dry floor at North London Optimist Community Centre);
- Community space (e.g., gymnasiums, activity rooms, etc.); and,
- Specialized spaces (e.g., curling sheets, indoor track, etc.).

The City will continue to undertake **renewal projects** as required to update and modernize aging arenas. Where supported by community input and technical analysis, long-term consideration may be given to phasing out of the City's remaining single pad arenas in favour of multi-pad and multi-use facilities.

Table 9: Municipal Indoor Recreation Facility Inventory & Future Development Strategies

Facility Type	Municipality Supply (2019)	Changes to Supply since 2009 Plan	Updated Target	Additional Facilities Required by 2039
Community Centres	**7 large/mid-size multi-use centres:** Large (2): Bostwick CC, Stoney Creek CC Mid-size (5): CHOCC, East CC, Lambeth CC, South London CC, Stronach CRC **16 neighbourhood centres:** Argyle Arena, Boyle Memorial CC, Byron Optimist CC, Carling Recreation Centre, Civic Gardens, Earl Nichols RC, Farquharson Arena, Hamilton Road Seniors CC, Kinsmen RC, Kiwanis Seniors CC, Medway CC, NLOCC, Oakridge Arena, Silverwood Arena, South London Community Pool, Springbank Gardens CC Note: Some centres contain specialized spaces, such as indoor courts	Three new Large Multi-use Centres: Bostwick CC, East CC, Stoney Creek CC	1 per 55,000 population (Multi-use CCs) 1 per 25,000 population (Neighbourhood Centres)	2 additional multi-use centres 3 to 4 additional neighbourhood centres
Arenas	**22 ice pads:** Quad (4 total pads): Western Fair Sports Centre (agreement) Triple (3 total pads): Earl Nichols Twin (12 total pads): Argyle, Bostwick, Carling, Farquharson, Kinsmen, Stronach Single: (3 total pads): Lambeth, Medway, Oakridge	No change to supply. Bostwick CC (2 pads) replaced Glen Cairn and Silverwood Arenas	1 per 425 organized youth participants	Up to 1 additional ice pad to meet long-term needs
Indoor Pools	**6 locations:** Olympic (1): Canada Games Aquatic Centre Competition (4): Bostwick, CHOCC, East CC, Stoney Creek Community (1): South London	Three new aquatic complexes: Bostwick CC, East CC, Stoney Creek CC	1 per 65,000 population	1 to 2 additional indoor pool locations
Fitness Centres	**3 locations**: Bostwick CC (YMCA), CHOCC (fitness room), Stoney Creek (YMCA)	Two new locations: Bostwick CC, Stoney Creek CC	None – not a core municipal service	Evaluate partnership opportunities
Gymnasiums	**10 locations**: Bostwick CC, Boyle CC, Byron Optimist CC, CHOCC, East CC, Lambeth CC, NLOCC, South London CC, Stoney Creek CC, Stronach CRC	Three new locations: Bostwick CC, East CC, Stoney Creek CC	1 per 30,000 population	6 additional locations
Older Adult Spaces	**9 locations:** Seniors' Centres (2): Hamilton Road, Kiwanis Satellites (7): various	Seniors' Satellites are new	No additional stand-alone centres	Expansion of senior satellite model on a case-by-case basis

Recommendations

Community Centres

48. Develop a mid-size, multi-use community centre in **Southeast London**, with an emphasis on securing an alternate site (considering the site selection criteria developed in 2010) in the short-term. Proposed components (to be confirmed through community and partner consultation) include twin ice pads (as a replacement for Farquharson Arena), large gymnasium, activity rooms, and multi-use space. Potential partnerships will be considered.

49. Develop a mid-size multi-use community centre in **Northwest London** (following the Southeast London project). Proposed components (to be confirmed through community and potential partner consultation) include an indoor pool, large gymnasium, activity rooms, and multi-use space. Potential partnerships will be considered. Additional study is required to determine the preferred facility provision model, which could influence location(s), timing, and/or potential partners.

50. Expand the network of **neighbourhood community centres** by establishing a facility in North London and another in Central London between 2024 and 2029. Neighbourhood centres would generally include large gymnasiums, community kitchens, multi-purpose spaces, and/or specialty/partnered spaces based on demonstrated needs. In the longer-term, one to two additional neighbourhood centres should be considered to address gap areas in South London. Traditional models of provision may evolve as the city intensifies within the Primary Transit Area.

51. Build **gymnasiums and multi-use activity space** as part of each proposed multi-use and neighbourhood centre, for a total of six new gymnasiums by 2039. Consider opportunities to add gymnasiums to existing centres or repurposed facilities to assist in meeting this goal.

52. Prepare a **Gymnasium Strategy** to review current access policies, other providers, needs, and provision strategies, with a goal of enhancing access to large gymnasiums for programs, events, and rentals.

53. Establish a strategy to **expand the senior satellite model** in consultation with stakeholders, with a view toward coordinated service delivery at the neighbourhood-level. Considerations include:

    a) Adding a new satellite site in the short-term;

    b) Program expansion, low-cost and/or unstructured options, sustainable multi-site membership model, and expanded hours at locations that are experiencing high attendance and unmet demand;

    c) Establishing criteria for evaluating priorities and track performance over time; and,

    d) Working with Parks Planning to identify outdoor spaces that can be used to complement programming at seniors centres and satellites.

Indoor Pools

54. Work with local users to ensure that the **Canada Games Aquatic Centre** remains able to host competitions and meets, with consideration being given to pool depth, technical requirements, and support spaces.

55. Develop a new indoor 25-metre 6-lane pool for community use in **Northwest London** in the short-term. Further study is required to determine if the pool is best provided as part of the proposed large multi-use community centre or through an expansion to the Canada Games Aquatic Centre.

56. Reassess longer-term demand for an **eighth municipal indoor pool location** through the next Master Plan update, possibly in partnership with an alternate provider in Central London.

Recommendations

Arenas

57. Maintain public access to 22 indoor ice pads until 2031, at which point planning may begin for **one additional ice pad** (as a multi-pad replacement and/or partnered project). Long-term consideration may be given to **phasing out single pad arenas** in favour of multi-pad facilities with community space. To confirm these directions, facility usage and registration trends should be monitored, as should capacities and capital plans in adjacent municipalities.

58. Continue to examine and assess the need for **dry pads for floor sports** and community activities. Where supported by demonstrated demand, consider opportunities to repurpose under-utilized spaces.

59. Repurpose **Silverwood Arena** to alternate community uses. Initiate a Request for Expression of Interest and/or Proposal process (with identified objectives and outcomes) and feasibility study (with community input) to guide the project.

60. Remove **Glen Cairn Arena** as a municipal capital asset as it is surplus to community needs.

61. Include two ice pads as part of the proposed multi-use community centre in **Southeast London**. Upon opening, remove the ice pads at **Farquharson Arena** from the inventory. Continue discussions with the landowner (Thames Valley District School Board) regarding the future of Farquharson Arena.

7.3 Outdoor Recreation Amenities

This section examines outdoor recreation facilities and park amenities, such as outdoor aquatic facilities, sports fields, playgrounds, courts, skate and bike parks, golf courses, Storybook Gardens, off-leash dog parks, community gardens, and more – totalling nearly 600 recreational amenities. Responsibilities for the planning, development, maintenance, and operation of these amenities are shared by several City service areas. Recommendations for recreational trails and pathways are contained in Section 6.2 and recommendations for the planning and design of the city's parks and open space network (including policy directions) are contained in Section 7.4.

The assessment of outdoor facility needs to 2039 is based on a mixture of inputs, including public and stakeholder input, demographics and growth, gaps, participation trends, alternative providers, parks observation audit, etc. Many recommendations are supported by targets that are specific to London's unique demand factors, while others represent best practices that the City will work to achieve over time. In instances where the City has prepared recent policy or technical reports, the identified strategies have been updated and reflected within the Master Plan.

Outdoor Aquatics

Outdoor aquatic facilities are important community resources that provide opportunities for fun, recreation, and instruction within an outdoor setting. They appeal to children, families, and recreational swimmers (e.g., lane swimmers) and are especially well used on hot summer days and for day camps. Depending on the type of facility, residents are seeking a wide variety of features at each location, such as shade, washrooms, universal change rooms, heated water, beach entries, interactive components, ample deck space, etc. The City has recognized this through the recent rehabilitation of several outdoor pools (e.g., Byron, Northeast, Southcrest, and Westminster) and development of new spray pads.

London's eleven **outdoor swimming pools** have capacity to accommodate additional usage. Due to variable demand, high operating costs, the short season, and susceptibility to changing weather, no additional outdoor pools are recommended. In addition, many of London's outdoor and wading pools have exceeded their anticipated lifespan and offer limited appeal to the neighbourhoods they serve. Across London, outdoor pool usage declined by 19% between 2012 and 2017. The significant cost of renewal and redevelopment must be weighed against factors such as service levels, usage trends, and other recreation needs. As a result, an increase in the number of year-

round indoor pools is recommended to serve future growth.

There remains a need to rationalize the City's long-term supply of outdoor pools and to pursue strategies to enhance use and efficiencies, such as the introduction of new activities. With the closure of Silverwood and Glen Cairn Arenas – and opening of the East Community Centre indoor pool – **removal** of the associated community pools should be considered, as well as the development of a spray pad and/or park space (in consultation with the community). The viability and usage of the two remaining older community pools within the inventory (Northridge and Oakridge) and their associated support buildings should be evaluated prior to undertaking major capital repairs.

It is recommended that the City develop a **strategy** to assess how its pools are used and to guide future programming and reinvestment priorities, such as adding shade, deck space, new features, universal change rooms, heaters/solar panels, etc. The strategy should also consider the sustainability and public accessibility of non-profit community pools. Opportunities to introduce new programming, accessible services, and modernization initiatives may assist the City in maintaining or increasing usage levels over time.

The City's nine neighbourhood-based **wading pools** offer affordable access to unstructured activities for young children, allowing them to be introduced to shallow water. However, the outdoor aquatic experience is changing and the appeal of wading pools is limited compared to other amenities that are growing in popularity. Wading pool usage is significantly lower than that of outdoor swimming pools and many are serving neighbourhoods with declining child populations. Like outdoor pools, wading pools are also costly to operate due largely to the staffing requirements.

Based on direction from the 2009 Strategic Master Plan, the City has removed nine aging wading pools from the inventory. It is recommended that the City continue its practice of **decommissioning park site wading pools or converting them** to spray pads or other amenities based on low utilization and/or prior to undertaking major capital repairs. Potential candidates requiring further study and community consultation include: McMahen, Meredith, Murray, Silverwood, Smith, and University Heights. Criteria for wading pool decommissioning should be developed. No additional wading pools are recommended.

The City frequently receives requests for the installation of spray pads across London. It is recognized that they are not neighbourhood-level amenities due to their cost and level of use – many attract high levels of use that needs to be supported by off-street parking, washrooms, shade, and other recreational amenities (features frequently associated with indoor recreation facilities).

Based on a revised target and gap analysis, it is projected that five additional spray pads (for a total of 21) will be required by 2039. In the short-term, projects are planned within Foxfield Park and Riverbend Park. Over the longer-term, spray pads may be considered for North London (one spray pad) and Southwest (two spray pads). New spray pads should be provided through park development

projects or wading pool conversions that fill gaps in underserved areas, with an emphasis on district-level sites with washrooms, parking, and shade. Consideration may be given to different levels of spray pad design (e.g., basic and enhanced).

Sports Fields

The City allocates 130 **rectangular sports fields** for activities such as soccer, football, and rugby. With over 15,500 registered players in London, soccer is the predominant user of these fields. Any new demand is largely driven by a shift toward skill development and adult play as London's youth registration figures are unchanged from ten years ago. Although participation in field sports other than soccer is increasing, they account for a much lower proportion of municipal field use. Requests were received for additional artificial turf fields as these accommodate the widest range of sports over an extended season.

The number of rectangular sports fields is adequate at the present time, but demand is expected to increase as the city grows. It is projected that up to 28 additional rectangular fields (unlit equivalents (9)) will be required by 2039 – a rate of approximately three fields every two years. The City will work with partners to achieve this.

Guided by previous Master Plans, the City has undertaken improvements at several **ball diamonds** (often in partnership with minor sport groups) and removed lower quality diamonds from the inventory. The City currently allocates 73 ball diamonds. Where once there was a surplus of fields, recent increases in participation are placing pressures on existing diamonds. Part of the demand is associated with the recent closure of the non-municipal Southwest London Baseball Complex (Dreamers). Fortunately, the City has been able to accommodate most active players within its inventory since this complex closed, aided by upgrades to existing diamonds.

The City's primary focus is on meeting City-wide ball diamond needs for youth. Adult players are accommodated where scheduling allows (particularly on lit diamonds), but the development of an adult ball complex (e.g., a replacement for the Southwest London Baseball Complex) is not likely to be achieved without collaboration and outside funding. To serve existing users and accommodate future growth, there will be a need for approximately 12.5 additional ball diamonds by 2039 (unlit equivalents (10)).

Cricket is an emerging sport in the city and is presently served by one non-regulation size pitch at North London Athletic Fields. Interest in the sport is being driven by London's diverse and growing population, though fields can be difficult to create due to their large land base. There is sufficient demand to develop a second full-size cricket pitch (potentially spanning two rectangular sports fields). Longer-term needs should be examined once the second pitch is fully operational.

To address current and future needs for rectangular fields, ball diamonds, and cricket pitches, the City will employ a variety of strategies, including:

- New park development, such as the proposed Killaly Fields and Foxfield District Park;
- Enhancements to the existing supply, such as grading, drainage, lighting, irrigation, expansion, etc.; and,
- Access to existing non-municipal fields, such as schools.

Regarding the latter strategy, there is presently no shared use agreement in place to manage public access to **school sports fields**, although some collaboration occurs on a site-specific basis. Given the large land base required for sports fields, opportunities to maximize community use of all public recreational lands – including schools and their sports fields – should continue to be pursued.

Fieldhouses are unstaffed, stand-alone, and seasonal structures containing washrooms, change rooms, concessions, storage, and/or meeting rooms. They are commonly provided in sports parks to support large sports field complexes. Requests were received from user groups for the expansion and development of additional fieldhouses, citing a need for more and larger structures to support their activities and events. Current funding levels are insufficient to address the full range of community requests; therefore, an updated approach to fieldhouse provision is required, with consideration of appropriate service levels, capital requirements, public access, and management responsibilities.

(9) Each lit natural and artificial turf field provides the equivalent capacity of 1.5 and 2.0 unlit natural fields during peak season, respectively.
(10) Each lit ball diamond provides the equivalent capacity of 2.0 unlit ball diamonds.

Playgrounds

Equity and geographic accessibility are vital to identifying **playground** needs, which are consistently identified among the most desirable local-level recreation amenities. To achieve this, the City has established a target of providing one playground generally within an 800m radius of every residential area (without crossing a major arterial road or physical barrier). Presently, there are 164 playground structures at 141 park sites across London. Over time, additional playgrounds will be required to resolve gaps (Medway and Central London) and serve greenfield growth areas.

Many of London's playgrounds require **replacement** as they are approaching the end of their life. Current funding levels are insufficient to replace playgrounds in line with life expectancy and to address associated landscaping, site furniture, and supporting amenities. The design of playgrounds should continue to evolve (with a growing focus on accessible components, natural play areas, challenging/adventure play, etc.), which will also require increased internal and external funding.

For adults, municipalities are increasingly providing **outdoor fitness equipment** (adult playgrounds) that rely on body weight resistance. London currently has one such installation (located at Capulet Park in Northwest London) and another one to be built in Springbank Park in 2019. These amenities can improve balance, speed, and coordination, as well as reduce social isolation and associated behaviours.

To facilitate no-cost unstructured outdoor fitness opportunities, the City should consider adding adult fitness equipment to selected parks or trails on a case-by-case basis. Similarly, designated tai chi / exercise areas may also be identified. Conditions for success include safe locations, community support, instructions for use, adjacency to indoor spaces with access to washrooms, and proximity to older adult and populations that value outdoor recreation.

Outdoor Courts

The City provides 59 **outdoor tennis courts** throughout London. Interest in tennis is rising in Canada, leading to demand for higher quality courts. However, there is capacity for additional use at many London courts. While growth projections support up to eleven additional courts by 2039, a **Tennis / Multi-use Court Strategy** is needed to:

- Identify locations for future tennis and/or multi-use courts (e.g., tennis, basketball, pickleball, ball hockey, ice skating, etc.), with a focus on addressing gaps in distribution. New tennis courts should be concentrated at City-Wide or District Parks, in groups of two or more.
- Evaluate the condition of courts and establish a prioritized list for replacement or removal.
- Consider opportunities to repurpose underutilized courts to other recreation uses.
- Identify a funding strategy to support the construction and lifecycle renewal of courts.

Since the 2009 Strategic Master Plan was prepared, the City has also begun constructing outdoor **pickleball courts** and now has six courts at three sites. Pickleball is a new and fast-growing sport that is popular with older adults, although it can be played by all ages in an indoor or outdoor setting. Where supported by demonstrated demand, pickleball courts may be constructed in areas with demonstrated demand. Where possible, they should be co-located with tennis courts in groups of two or more to facilitate simultaneous play and be supported by shade, washrooms, and nearby parking. Opportunities to develop a complex of four or more pickleball courts should be explored further with potential partners/funders.

New **outdoor basketball courts** have been a key point of emphasis in park development projects since the 2009 Strategic Master Plan was approved. To enhance distribution, courts should be provided in key gap areas (Central London, Oakridge, Medway, Westmount/Highland, and Byron), supported by further study. Courts should continue to be considered in parks within growing areas; a minimum of nine additional hoops will be required over the master plan period to serve growth. Half courts have been a staple of recent park designs and may be considered within smaller park sites. For larger or higher-level parks, trends suggest a growing emphasis on **multi-use courts** that can accommodate multiple sports and activities, such as basketball, ball hockey, ice skating, tennis, etc.

The City has fourteen **outdoor beach volleyball courts**, all of which are at the North London Athletic Fields. Ten of these courts were completed in 2018 to support the Ontario Summer Games, funded by grants from the Ontario Volleyball Association and the Summer Games organization. The current supply is sufficient to meet foreseeable demands, although additional courts may be considered based on emerging requirements.

Skate and Bike Parks

Skateboarding and other action sports are mainstream pursuits (primarily for youth, but increasingly for adults). Municipalities and other providers are seeking safe and suitable locations to accommodate these sports; a non-municipal indoor skatepark recently opened in the city to serve year-round demand. Investing in unstructured activities responds to national trends of declining participation in organized sports.

There are 13 **skate parks** in London; each varies in size, design, and range of amenities such as ramps, railings, ledges and wedges, and more. The City's Outdoor Skateboard Park Implementation Strategy has guided investment for several years and should be updated, including a review of skate park typologies, needs, and potential locations. Site selection criteria should be revisited, as well as design standards (such as lighting of City-wide skate parks, etc.).

In the interim, it is recommended that the City seek to develop **district-level skate parks** in Southwest and Southeast London, pending the identification of suitable sites. The siting of skateboard parks has been a challenge for the City due to perceived impacts; therefore, additional neighbourhood-level skate parks should only be pursued where there is demonstrated demand, a gap in service (e.g., Northwest and Southwest London), and a suitable location that is locally supported. Locations and designs should be confirmed through consultation with youth, the skateboarding community, and local neighbourhoods.

The City has been receiving requests for bicycle-based infrastructure in parks (e.g., dirt jumps, pump tracks, technical bike parks, and cross-country mountain biking facilities) dating back to the 2003 Strategic Master Plan. The City does not currently provide any dedicated **BMX or mountain bike parks,** although some non-municipal facilities permit these types of activities. To promote responsible riding outside of protected natural areas, it is recommended that the City support these activities through the development of an initial outdoor BMX/bike park, guided by a feasibility study. Longer-term supplies should be informed by a strategy that identifies capital projects and practices that can support the sport, as well as requirements for minimizing risk.

Other Outdoor Sites and Amenities

Off-leash dog parks provide pet owners with the opportunity to exercise and socialize with their dogs in a controlled area. These spaces are also beneficial for residents and community interaction, particularly for residents living in isolation. There are currently five off-leash dog parks in London. The establishment of new dog parks is a lower priority at this time; however, gaps will develop in Northwest and Southwest London as the city grows. A site selection exercise and community consultation should be completed should demand be demonstrated in these areas. To address growth in intensification areas, the City should develop a tiered model of dog park designs and work with developers to provide amenity space for dog owners.

The City provides refrigerated **outdoor ice skating rinks** in Victoria Park and Convent Garden Market and supports neighbourhood rinks (natural ice) maintained by volunteer groups. The number of neighbourhood-supported outdoor ice rinks can vary from year-to-year depending on requests, volunteer commitment, and weather conditions. Rinks are used for recreational skating and shinny. No new refrigerated rinks are anticipated during the life of this Master Plan; however, the design of new multi-use courts (including pads with boards), may provide opportunities to support additional community rinks and year-round use.

Community gardens are integral to building a healthy, green city with a strong, resilient food system. They form part of the City's Urban Agriculture Strategy and are guided by the London Plan and Community Gardens Strategic Plan. With 17 locations and over 450 plots, community gardens provide healthy and fresh food choices, enhance food security, bring residents together, and offer educational and stewardship opportunities. To encourage participation by all, the City continues to undertake accessibility improvements at existing community gardens and explore opportunities to provide new gardens in parks with sufficient space, support infrastructure, and accessible features. Growing interest has been expressed for the establishment of pollinator projects (a trend seen across parks systems throughout Canada). The City has been supporting these projects for over fifteen years; further opportunities to enable community projects should be explored.

The City of London has a long history of providing high quality, accessible, and affordable **golf experiences** for Londoners and visitors. Participation in golf encourages healthy outdoor activity and social opportunities for all ages and abilities. Through its Municipal Golf Business Plan, the City will continue to seek ways to improve playability, conditioning, and presentation of the golf courses in delivering an experience appropriate for its customers. This includes (but is not limited to) opportunities to extend year-round use and maximizing clubhouse facilities as community space. A review of the golf course service delivery model and standards will be undertaken during the life of this Plan.

Storybook Gardens is a unique, admission-based local learning and recreation facility that contributes to the diversity of recreation services in London. Serving over 135,000 visitors per year, Storybook Gardens provides a unique and memorable setting for people to come together, to connect and engage with each other, and to participate in special events and activities. The park's naturalized environment and various features encourage children to explore in an interactive way and for families to play and learn together. Attendance at Storybook Gardens has been rising in recent years, supported by an increased focus on year-round programs and events. The City will continue to support Storybook Gardens through investment and initiatives that meet the changing needs and expectations of visitors.

Several London parks, civic spaces, and facilities support **special events** ranging from neighbourhood gatherings to Canada Day festivities and everything in between. Cultural, sporting, and community events provide opportunities for Londoners to come together to participate in a safe, respectful, and engaging manner. London's event hosting capacity is well suited to accommodate a wide range of community events at well-known sites such as Victoria Park, Harris Park, Springbank Gardens, Greenway Park, and more. However, the number and complexity of events are continually increasing, placing added pressure on resources and infrastructure. Overuse and the staging of events in spaces not designed for intense use can have negative impacts on the parks system and surrounding area. New civic spaces and event areas (e.g., Dundas Place) are being developed to address these concerns and increase event

capacity. Continued investment in infrastructure to support special events (e.g., civic spaces, Victoria Park Kiwanis Memorial Bandshell, drive zones, and turf applications to reduce wear and tear, etc.) and assist organizers is vital. Additional parks and civic spaces that support events should be considered.

The City does not presently have a service level for **seating areas.** Traditionally provided along trails and pathways and near amenities such as playgrounds, there is a movement toward the thoughtful placement and incorporation of seating areas in a variety of settings. With the aging population and growing unstructured use of parks and civic spaces, demand for seating amenities is on the rise. Seating – such as benches and other forms of urban furniture – helps to create welcoming spaces that bring the community together. Benches gives people a place to rest, meet with or be around others, and connect with nature in a communal and accessible setting. Seating is a critical element of placemaking and should be planned in areas where pedestrian movement is encouraged. A service standard for seating should be developed to support the City's efforts related to park and civic space design, active transportation, and complete streets.

In addition to the amenities discussed above, there are several **unique public spaces** that are used for various parks, recreation programs, and sport services facilities, such as (but not limited to) Dundas Place flex street. These public spaces support opportunities to strengthen our community through passive recreation, gatherings, and events. They are key building blocks that bring people together and their contributions to enhancing the quality of life in London should be recognized through the Master Plan's implementation.

Table 10: Municipal Outdoor Recreation Facility Inventory & Future Development Strategies

Facility Type	Municipal Supply (2019)	Changes to Supply since 2009 Plan	Updated Provision Target	Additional Facilities Required by 2039
Outdoor Aquatics				
Outdoor Swimming and Wading Pools	11 swimming pool locations 9 wading pool locations	One fewer swimming pool (East Lions) and nine fewer wading pools (Byron, Doidge, East Lions, Fairmont, Kiwanis, Oakridge, Southcrest, Westminster, White Oaks)	No additional pools	No additional pools; some pools may be removed through attrition
Spray Pads	16 locations (plus Storybook Gardens)	Seven additional spray pads (Constitution, Ed Blake, Meadowgate, Medway, Oakridge, Queens, South London)	1 spray pad per 4,000 children (ages 0-14)	5 additional spray pads
Sports Fields				
Rectangular Sports Fields	130 fields (137 unlit equivalents) School fields excluded	35.5 additional fields (ULE)	1 per 2,000 residents age 0-54 years	Up to 28 additional fields (ULE)
Ball Diamonds	73 diamonds (80 unlit equivalents) School fields excluded	7.5 fewer diamonds (ULE)	1 per 75 youth participants or 150 adult participants	Up to 12.5 additional diamonds (ULE)
Cricket Pitches	1 pitch	Not inventoried	Based on demonstrated demand	1 additional cricket pitch
Fieldhouses	33 with public washrooms	Not inventoried	Based on demonstrated demand	To coincide with major sport field development
Playgrounds				
Playgrounds	140 locations (163 play structures, plus additional free-standing swings and components)	29 new locations	1 per 800 metres within residential areas	Additional playgrounds to serve gap and growth areas
Adult Exercise Equipment	1 installation	One new installation	No target set	Site-specific analysis required

Facility Type	Municipal Supply (2019)	Changes to Supply since 2009 Plan	Updated Provision Target	Additional Facilities Required by 2039
Courts				
Tennis Courts	59 courts (54 unlit and 5 lit)	Seven fewer tennis courts	1 per 7,000 population	11 additional tennis courts
Pickleball Courts	6 courts	All pickleball courts are new	No target set; based on demonstrated demand	Site-specific analysis required
Basketball Courts	47 courts (30 full courts, 17 half courts, and 6 hoops at multi-use courts for a total of 83 hoops)	21 additional hoops (mostly via new full courts)	1 hoop per 750 youth (ages 10-19) applied to future growth	Minimum of 9 new hoops, plus others to fill gaps
Multi-Use Courts	12 courts	Not inventoried	No target set	Site-specific analysis required
Outdoor Volleyball Courts	4 courts	Not inventoried	No target set; based on demonstrated demand	Site-specific analysis required
Skate and Bike Parks				
Skate Parks	13 locations	Six new locations (Constitution, Kiwanis, Medway, Springbank, St. Julien, Stoney Creek)	Target based on geographic distribution	2 district-level skate parks; neighbourhood-level skate parks on a case-by-case basis
BMX / Mountain Bike Parks	None	n/a	1 to serve entire city	1 to serve entire city
Other Outdoor Sites and Amenities				
Outdoor Ice Rinks	2 locations (refrigerated), plus park sites (natural)	n/a	No target set	Site-specific analysis required
Off-Leash Dog Parks	5 locations	Two new off-leash dog areas (Campbell and Caesars)	No target set; based on demonstrated demand	Site-specific analysis required
Community Gardens	16 locations	Not inventoried	No target set	Site-specific analysis required

Note 1: Each lit rectangular sports field is equivalent to 1.5 unlit fields; each lit artificial turf field is equivalent to 2.0 unlit fields
Note 2: Each lit ball diamond is equivalent to 2.0 unlit diamonds
Note 3: Each half court is equivalent to 0.5 of a full basketball court.

Recommendations

Outdoor Aquatics

62. Develop five additional **spray pads** (for a total of 21) by 2039, with a focus on identified gap areas (Foxfield Park, Riverbend Park, one in North London, and two in Southwest London). New spray pads should be provided through park development projects or wading pool conversions, with an emphasis on district-level sites with existing washrooms, parking, and shade. Consideration may be given to different levels of spray pad design (e.g., basic and enhanced), as well as options for recirculated/ treated water systems.

63. Assess usage trends at **outdoor swimming pools** and develop a strategy to guide future programming and reinvestment priorities, including consideration of the City's role in ensuring community access to non-profit community pools. No additional outdoor swimming pools are recommended.

64. Continue to reduce the number of **wading pools** within City parks and develop criteria for wading pool decommissioning. Wading pools that are under-utilized, in poor condition, serving aging communities, in close proximity to alternative aquatic services and/or are not associated with outdoor pools are likely candidates for removal. They may be replaced with spray pads or other in-demand park amenities identified through community consultation.

Sports Fields

65. Develop up to 28 additional **rectangular sports fields** (unlit equivalents) by 2039 through new park development, improvements that create capacity (e.g., upgrades such as adding lights, expanding fields, etc.), and enhancing access to non-municipal fields. Where possible, priority should be placed on multi-field complexes with full-size, lit, and irrigated fields (including artificial turf fields that extend the season and accommodate multiple sports).

66. Develop up to 12.5 additional **ball diamonds** (unlit equivalents) by 2039 through new park development, improvements that create capacity (e.g., adding lights), and enhancing access to non-municipal diamonds. Most of these diamonds are required in the short-term to accommodate the recent increase in youth participation and loss of fields at the Southwest London Baseball Complex. Where possible, priority should be placed on multi-field complexes with full-size, lit diamonds.

67. Develop a second full-size **cricket pitch** (potentially spanning two rectangular sports fields). Longer-term needs should be examined once the second pitch is fully operational and usage patterns can be assessed.

68. Continue to undertake **upgrades and improvements** to existing sports fields, supported by demonstrated demand and in cooperation with sports organizations. Examples include field dimensions, lighting, grading, irrigation, drainage, turf, infield improvements, fencing, benches, shelters, etc. Efforts should be made to add lights to fields prior to nearby residential construction taking place.

69. Continue to work with local **school boards** to improve the quality of school fields as demand grows. By enhancing public access to quality, non-municipal fields, the City will be able to add capacity and reduce development costs. Options for improving the quality and maintenance of school fields should also be explored.

70. Update the **fieldhouse strategy** to confirm the preferred level of service and development and renewal needs.

71. Develop a **sports field allocation policy** and integrate emerging sports into existing allocation policies.

Recommendations

Playgrounds

72. Seek a balanced **distribution of playgrounds** by providing one play structure generally within an 800-metre radius of every residential area (without crossing a major arterial road or physical barrier).

73. Design new and redeveloped playgrounds for **accessibility** (including surfacing and components), as well as consideration of challenging/adventure and natural play areas. The standard for City-Wide and District Parks should be fully accessible playgrounds with rubber surfacing. Playgrounds in Neighbourhood Parks should generally have engineered woodchip surfacing with consideration to partially-accessible playground structures.

74. Develop a process and criteria to prioritize **playground replacement, relocation, and/or removal** to deal with the gap in replacement funding.

75. Consider adding **adult fitness equipment** to selected parks or pathways on a case-by-case basis. These opportunities should be supported by the local community and be in proximity to indoor spaces with access to washrooms.

Outdoor Courts

76. Prepare a **Tennis / Multi-use Court Strategy** to: validate future needs (up to eleven additional courts by 2039); identify gaps and potential locations; establish priorities for upgrades, replacement, removal, or repurposing; and, identify a business case and funding strategy to support court construction and renewal.

77. Evaluate **outdoor pickleball court** needs on a case-by-case basis, with a preference for locating them in areas with demonstrated demand. Opportunities to accommodate a pickleball complex of four or more courts (supported with amenities such as shade, washrooms, and nearby parking) should be explored further.

78. Resolve gaps in **outdoor basketball court** distribution (Central London, Oakridge, Medway, Westmount/Highland, and Byron) and consider basketball courts in parks within growing areas (a minimum of nine additional hoops will be required by 2039 to serve growth). Where appropriate, consideration should be given to multi-use court designs that can accommodate multiple sports and activities, such as basketball, ball hockey, ice skating, etc.

79. Where feasible, continue to encourage the development and operation of **neighbourhood outdoor ice rinks** (natural ice) where supported by community requests and volunteer efforts. Consider opportunities on a case-by-case basis to develop **boarded multi-use pads** that can be used for ball hockey and other activities in the summer and natural ice skating in the winter

Skate and Bike Parks

80. Update the **Outdoor Skateboard Park Implementation Strategy** to reflect preferred skate park typologies, needs, design standards (including lighting of City-wide skate parks), site selection criteria, and potential locations.

81. Identify suitable sites for the development of **two district-level skate parks** (Southwest London, Southeast London). Additional **neighbourhood-level skate parks** may be considered where there is demonstrated demand, a gap in service, and a suitable location that is locally supported. Locations and designs should be confirmed through consultation with youth, the skateboarding community, and local neighbourhoods.

Recommendations

82. Initiate a feasibility study involving community engagement, site selection, and design processes to confirm the need expressed for a dedicated **BMX and/or mountain bike park.**

Other Outdoor Sites and Amenities

83. Provide a balanced distribution of **off-leash dog parks**, including consideration of new parks in Northwest and Southwest London over the longer-term. Site-specific analysis, community consultation, and partnerships are required as securing suitable locations can be a challenge.

84. Develop a **tiered model of dog park designs** to enable options at the neighbourhood-level, particularly in areas of residential intensification. Opportunities to work with developers to provide amenity space for dog owners may also be considered.

85. Continue to support the **community garden program** and related initiatives (e.g., pollinator habitat, community kitchens, etc.) through strategies that encourage broad participation, as identified in the City's Urban Agriculture Strategy and Community Gardens Strategic Plan, an emphasis should be placed on community garden development in neighbourhoods.

86. Undertake a review of the **golf service delivery model and standards**, with a focus on affordable and inclusive golf opportunities. The review should consider the potential expansion of services that would encourage year-round use of clubhouse and/or courses.

87. Continue to update and implement the **Storybook Gardens Business Plan** to meet the changing needs and expectations of visitors, with the goal of supporting a unique programming environment that provides opportunities for children to build developmental assets and for families to foster connections.

88. Continue to refine practices and procedures that support the animation of parks and civic spaces through **special events**.

89. Develop a service standard for **seating areas** to support the City's efforts related to park and civic space design, active transportation, and complete streets.

7.4 Parks Planning and Design

Great parks provide spaces for active and passive recreation and are an essential part of modern, vibrant cities. Londoners are proud of the quality and variety of the city's parks system.

Demands for both organized (e.g., team sports) and unstructured (e.g., casual play) recreational activities are high in the City of London. The diversity of the population and a general movement towards unscheduled recreation will gradually create additional demand for unstructured activities, although not necessarily at the expense of organized play. As the city grows and changes, a focus will continue to be placed on improving existing parks to reflect community values, connecting people to parks and open spaces, and creating new opportunities to serve growth and emerging needs. Maintenance service levels should be reviewed regularly to ensure that funding is able to keep pace with community needs and growth.

This section identifies recommendations for parks planning, design, development, and management activities.

Parkland Supply and Acquisition

Parkland – By the Numbers

The amount of parkland that is available to residents is an important consideration as it represents the land base that contains the City's outdoor recreation and sport facilities. Parkland is also commonly acquired through the development process, purchase, or agreement; thus, an assessment of system-wide needs is necessary to set future directions. Formal acquisition targets are not set for "open space" as these lands require site-specific analyses.

The City presently manages 909 hectares (2,247 acres) of **"parkland"**, including sites categorized as City-Wide Parks, District Parks, Neighbourhood Parks, Sports Parks, Urban Parks, Civic Spaces, and Facility Parks. In addition, 1,856 hectares (4,585 acres) are considered "open space", including sites categorized as Open Spaces, Environmentally Significant Areas, Golf Courses, and Woodlands. There continues to be a need for these park categories. which are further described in the London Plan and City of London Design Specification Manual.

The City currently owns approximately 220 parks and 200 open space parcels. Since the 2009 Strategic Master Plan was prepared, the City of London has expanded the size of its parks and open space network by more than 20%. London's municipal parkland and open space system – much of which is within the Thames River floodplain – accounts for 7% of the city's total land area.

The City's 909 hectares of municipal parkland represents a **service level of 2.2 hectares per 1,000 residents**. Like many communities, the city's per capita park supply is declining due to changes to the form of development, land supply, increased complexity and cost of acquisition, and competing funding priorities. A variety of strategies and tools are needed to build the parks system to sustain opportunities for outdoor leisure, recreation activities, sport, events, and community building.

On a city-wide basis, the current parkland supply is responsive to the needs of the public and stakeholders. Additional parks and outdoor recreation amenities will be required to serve London's growth, including parks in both developing neighbourhoods and intensification areas. To maintain the City's municipal parkland service level of 2.2 hectares per 1,000 residents, an **additional 168 hectares** of parkland will be required by 2039. This represents an average of about 8.5 hectares (21 acres) each year.

On its own, the legislated **parkland dedication requirements** of the Planning Act may not provide sufficient land to accommodate the full range of park requirements. To help achieve this target, the City should continue its approach toward parkland dedication and cash-in-lieu, in tandem with various acquisition tools and non-acquisition-based strategies. A mixture of new park development, park expansion and optimization, and partnerships will be required to maintain an increasingly diverse parks system.

As noted in Section 7.1, **acquisition** of opportunistic locations (e.g., surplus schools) offers promise for parkland deficient areas. In areas of intensification, policies and practices that support on-site parkland dedication and encourage front-end acquisition of parkland should be encouraged.

In addition to parkland dedication and cash-in-lieu, examples of contemporary **parkland funding and securement tools** include Section 37 (Planning Act) community benefits, land owner agreements, strata agreements, leases, land exchanges, conservation easements and land trusts, and privately-owned publicly accessible spaces. **Non-traditional public spaces** will play a greater future role in ensuring continued public access to green spaces and park-like places in higher density urban areas such as the Primary Transit Area.

While new subdivisions have traditionally been the source of new parks, these opportunities will be reduced over time as the focus of London's growth shifts inward. An emphasis should be placed on maximizing geographic accessibility across the city and achieving balanced provision of neighbourhood-level park types across all communities. The City's recent research on the impacts of intensification will be a resource in this regard.

Implementing the Vision for Parks

The London **Plan** (currently under appeal) has introduced a number of new parks and open space policies that reflect current regulations and respond to the city's evolving context. A process is also underway to update the City's parkland dedication by-law and other practices, procedures, and protocols. These policies and tools will be relied upon to guide the acquisition of parks and open space.

Park and Public Space Design

Access to quality parks is an important aspect of complete communities and allows people to spend more time in their neighbourhoods. While there will continue to be demand for traditional forms of parkland for recreation and sport, public spaces are increasingly being recognized for their contributions toward healthy communities, community greening, urban renewal, placemaking, public art and expression, and more. The City understands that a **wide range of public spaces** are needed to fill a variety of community roles and has responded to this through a robust parkland classification system and greater diversity in park designs and amenities.

The public consultation program identified a growing need to incorporate more **amenities** (e.g., seating, shade, washrooms, pathways, picnic areas, community gardens, pollinator habitat, etc.) that increase the usability of parks for older adults and residents of different ethnic backgrounds. London's Age Friendly London Action Plan contains several recommendations that will improve the park experience for people of all ages. Relatively modest investments can have dramatic improvements on parks and encourage participation and physical activity for everyone, regardless of age, gender, or income. For example, walking is the most popular activity and looped trails and pathways draw people of all ages into parks – including women and men, children, and older adults – which help to increase a sense of safety and community. These findings were supported by the City's 2018 Parks Observation Audit, which documented and measured usage with the parks system.

Neighbourhood parks are the most convenient park type in the city, accounting for more than one-third of London's municipal parkland. They are a critical resource for building a sense of community and social belonging, but many are underused because they may not contain the amenities sought by residents of all ages. Neighbourhood parks are best situated to accommodate growing demand for unstructured activities and casual uses, subject to available budget resources. A renewed focus on neighbourhood park design is recommended, in tandem with a thoughtful strategy to enhance comfort amenities, outdoor programming, and supervised activities to help people make use of the space. Small parks can make a big difference.

The **renewal** of existing parks and park infrastructure will become a greater concern over time and the allocation of resources needs to be examined in this light. In addition, opportunities to generate efficiencies through the use of new technologies, maintenance strategies, and community partnerships should be sought. For example, it is a goal of the City's 2014 Corporate Energy Conservation and Demand Management Plan to reduce energy consumption in City of London parks through a review of lighting standards and technologies. The repurposing of redundant spaces can also bring new life to a park; however, some park features (e.g., off-leash dog parks, skateboard parks, trails, etc.) can be contentious due to perceived negative impacts or conflicting uses. This can create delays in site selection and park development, frustrating stakeholders and park users. The City should continue to engage residents early in the planning process and work with stakeholders to mitigate concerns.

Design Considerations for Parks and Public Spaces

Based on the foregoing, the City should continue to consider the following principles (at a minimum) in designing new and redeveloped parks and public spaces:

a. Incorporate a blend of active and passive spaces and amenities encouraging physical activity, wellness, and informal use opportunities for people of all ages and backgrounds;

b. Consider the needs of a diverse and aging population through washrooms and access to potable water, seating (including benches with arms), shade (trees, shelters, shade sails, etc.), pathways, picnic areas and pavilions, bicycle racks, and needle bins in appropriate locations (note: some amenities may not be appropriate for all park types);

c. Preserve and emphasize cultural and heritage environments, including interpretive content;

d. Follow accessibility legislation (AODA) and guidelines to accommodate persons with disabilities;

e. Apply CPTED (Crime Prevention Through Environmental Design) principles for enhanced safety and security;

f. Apply winter city design principles to encourage usage throughout the year (e.g., maximizing exposure to sunshine, incorporating designs that block wind, appropriate use of lighting and colour, including infrastructure and comfort amenities that can be used during the winter, programming for winter activities, etc.);

g. Promote designs that encourage sustainable maintenance practices;

h. Incorporate native and drought resistant vegetative features that are biologically robust;

i. Utilize materials that are robust, durable, and mindful of future maintenance requirements;

j. Apply consistent signage and information about park contents, accessibility, etc.;

k. Seek innovative and engaging initiatives that encourage naturalization and environmental stewardship, including opportunities for public education and access;

l. Encourage public art and spaces for cultural expression; and,

m. Promote active transportation connections and a linked open space system.

High quality and robust **civic spaces** – such as public squares, flex streets, and privately-owned public spaces – will also be required to sustain higher levels of use and provide space for events, gatherings, and activities. The City's Downtown Plan (2015) directs London to "create civic spaces and park spaces, such as children's play areas and urban dog parks, that provide neighbourhood amenities and appeal to a variety of age groups, lifestyles, and household compositions." One way in which this is being achieved is through the creation of Dundas Place, a flex street that will be shared by pedestrians, cyclists, and motorists between Wellington Street and the Thames River.

To respond to growth that is increasingly inward and upward, the City must be creative with existing spaces and seek new ways of doing things as it has done with the Dundas Place flex street and Forks of the Thames. Some **future opportunities** may include (but will not be limited to):

- Promoting innovation and excellence in design;
- Enhancing or renewing existing parks, public spaces, and streetscapes (e.g., complete streets);
- Developing parks with urban qualities (civic parks, squares, etc.) that are built to higher design standards and that integrate multi-functional spaces;
- Improving connections (e.g., linear parks) and access to parks and facilities in nearby neighbourhoods;
- Making use of unconventional spaces (e.g., streets, cemeteries, greyfield sites, etc.) such as through partnerships, strata parks, shared streets, etc.;
- Utilization of the proposed community benefits charge (funding through Section 37 of the Planning Act);
- Integrating privately-owned publicly accessible spaces (POPS); and,
- Considering other forms of credits through negotiation with developers, such as land swaps or public realm improvements.

Recommendations

Parkland Acquisition

90. When planning for new parks have regard to the policies for parkland suitability, dedication, acquisition, and design contained in **the London Plan** and **Parkland Conveyance and Levy By-law.** Procedures and fee schedules should be reviewed on a regular basis.

91. Continue to acquire **active parkland** at the maximum applicable rate as permitted by the Planning Act, via the City's implementing policy documents. Seek to maintain the current city-wide target of **2.2 hectares of municipal parkland per 1,000** residents. Levels of supply will vary across the city; however, efforts should be made to balance the distribution of neighbourhood-level park types across all communities.

92. Continue to evaluate the acquisition of **open space lands** (e.g., woodlands, natural areas, etc.) on a case-by-case basis using criteria in the City's guiding documents. Hazard or open space lands will only be accepted as part of parkland dedication requirements at the City's discretion (at a sub stantially reduced rate in keeping with the Parkland Conveyance and Levy By-law), with the goal of supporting their long-term protection and management.

93. Employ a variety of **acquisition and non-acquisition-based strategies** to achieve the objectives of this Plan with a focus on growth areas and other areas of need.

Park and Public Space Design

94. Review and revise the City's **park design guidelines**, having regard to the design considerations identified in the Master Plan such as age friendly applications. Update standards relating (but not limited) to on- and off-street parking, general park lighting, washrooms, and gateway features provided by developers. Not all amenities will be appropriate for all park types.

95. Allocate a portion of space in appropriate park types for **passive recreation** to encourage park use by residents of all ages. Design and manage the interface between active and passive park areas to allow for sufficient separation.

96. Develop a strategy for the **renewal of Neighbourhood Parks** across the city, including funding amounts and sources. Emphasize projects that promote usage by people of all ages, such as the introduction of shade, seating, pathways, unprogrammed space, etc. (note: washrooms are not a viable service level in most Neighbourhood Parks).

97. Recognize the space surrounding **stormwater management (SWM) ponds** as community assets, where appropriate. In areas with parkland deficiencies, design and maintain the areas surrounding SWM ponds to allow for greater community use.

98. Continue to seek opportunities through the subdivision approval process to **accelerate park development**, including the use of developer built parks (under the direction and to the satisfaction of the City).

99. Continue to encourage community stakeholders and partners to invest in **"value-added" improvements** within the parks system. Projects must address neighbourhood and/or city-wide priorities and must conform to City standards.

Recommendations

100. Create **well-designed parks and public spaces** that are age friendly and embed opportunities for residents and visitors to play, learn, and connect.

101. Develop an implementation strategy for the establishment and management of **private-owned publicly accessible spaces** (POPS). Created by the development industry within higher density urban areas, POPS offer an opportunity to enhance the public realm through effective design and programming. They are not considered a replacement for municipal parkland or dedication requirements.

102. Engage in the **coordinated informed response** and other integrated responses and strategies aimed at improving the use, public safety, activities, and access of parks.

Section 8: RECREATION CAPACITY

This section contains analysis and recommendations relating to the following topics **service excellence, sport services**, and **partnerships**.

Goal 5: RECREATION CAPACITY

We will deliver exceptional parks, recreation, and sport services. This will be achieved through the use of effective and responsive practices, partnerships, innovation, leadership, and accountability at all levels.

Strategic Directions:

a. Demonstrate leadership and service excellence in the management of quality parks, facilities, programs, and services.
b. Adopt evidenced-based continuous improvement models in the delivery of service.
c. Respond to a changing community through continued professional development and training.
d. Seek out partnership and community relationship opportunities that maximize benefits to Londoners.
e. Work with community partners to create a sustainable sport development model.
f. Promote alignment between the Master Plan and other community strategies and initiatives.

8.1 Leading in Public Service

The City of London staff in Parks and Recreation and Neighbourhood, Children, and Fire Services have historically been leaders in striving for service excellence. This involves making a commitment to providing services at a higher standard through an integrated approach.

Figure 8: Service Excellence in the Delivery of Service

Leading in Public Service					
Culture of Innovation and Service Excellence	Resident-Driven Services	Staff Excellence	Quality Assurance Frameworks and Compliance	High Satisfaction and Utilization Levels	Performance Measures

Developing a Culture of Innovation and Service Excellence: One way to signal to an organization that a positive culture is important and that staff play a significant role in building a high performing public service is to define service excellence in a local context and continually build on its application.

Resident-Driven Services: The needs of residents are central to the success of the parks, recreation, and sport service delivery model in London. The development of this Master Plan has engaged the voice of residents – as do all ongoing efforts to develop and refine programs and services. The analysis of participation rates, satisfaction levels, and ad hoc groups to study key issues and under-represented resident populations are methods utilized to keep services nimble and reflective of current trends and the needs of all residents.

Staff Excellence: Engagement and empowerment allow staff to thrive in a supportive and innovative culture. Guiding principles and a strong departmental culture require discussion and clarification. While actions to support staff excellence are generally implied, occasional conversations with staff are necessary to provide opportunities to clarify expectations, identify needed training, and recognition of exceptional public service. A large portion of the staff who deliver these parks, recreation, and sport programs and services are casual or part-time and there is a challenge in continually engaging and supporting them as their terms and hours vary. Efforts are made during training and meeting opportunities to strengthen input and react to identified issues.

Quality Assurance Frameworks: Most of Ontario's municipalities offer or enable parks, recreation, and sport opportunities through direct and indirect programming models. Residents should be able to anticipate an emphasis on quality assurance in service delivery. Providing services to hundreds of thousands of users requires standard policies and practices that not only ensure that legislative requirements are met, but also a level of assurance that customer service and quality standards are key service delivery drivers.

The two key phases of the quality assurance framework centre on: HIGH FIVE Quest 1 (to train relevant staff and volunteers and test policies, procedures, communications, and adherence to practices); and Quest 2 (a program assessment and improvement tool). London is involved in the HIGH FIVE quality assurance program, which ensures that children's programs are age-appropriate, meet safety and supervisory needs, are enjoyable, and offer some skill mastery. This quality assurance program has recently been extended to older adult programming (Active Aging).

High Utilization and Satisfaction Levels: Measuring excellence in the delivery of service is generally assessed by examining satisfaction levels and use of services, which are intentional approaches assessing effectiveness and gaps. Quantified data can support defining refined approaches based on satisfaction levels and/or utilization and participation rates in each program and service. Practitioners apply these quality standards as part of their regular attention to duty and consider new approaches as appropriate. The City of London takes a proactive approach in evaluating programs and services through program evaluations and conducting surveys to identify

strengths and gaps. Improving quality of service delivery continues to be required as the population changes and an annual review can place emphasis on areas where service improvements are needed.

Performance Measures: Measuring performance allows an organization to quantify various elements of service delivery to demonstrate if progress is being made toward intended outcomes. In a municipal setting there is a need to demonstrate to the public that the investment of tax dollars is allocated toward worthwhile ends and that these investments are utilized efficiently and effectively. This data provides the information needed to complete an analysis and to ensure that program decisions are knowledge-based. At a higher level (department or program) performance is measured by collecting data on inputs, outputs, efficiencies, and effectiveness. These data can also be utilized to compare levels of service year-to-year and develop initiatives to demonstrate continued improvement. To assist with comparisons to other large municipalities, the City of London is a member of MBN Canada.

Costing and Pricing of Programs and Services: The Master Plan survey indicated that 80% of respondents feel that City programs are affordable. This is a positive indication that the City has been mindful of their costs and recovering a reasonable percentage of costs levied through user fees. Offering a balance of no fee/low fee programs enables universal access. The use of the Play Your Way financial assistance program ensures that all London residents can participate in recreation programs and pursuits without financial barriers. Nevertheless, a review of the both fee/rates and the Play Your Way program are appropriate to make sure that participation is maximized and that financial barriers are addressed.

Recommendations

Leading in Public Service

103. To inform program and service provision, increase collaborative efforts with community groups and volunteers by:
   a. Continuing to collect feedback from neighbourhood groups about programs and services they want to see and use this feedback to inform program decisions;
   b. Working with new and partner organizations to fill gaps using a strength-based delivery approach (organizations that focus on different abilities, markets, etc.);
   c. Identifying populations and neighbourhoods not currently accessing services and forming new program delivery relationships to jointly address those needs (e.g., targeted Leader in Training options, Indigenous program opportunities, etc.);
   d. Building leadership capacity within the community to support local initiatives and create strong neighbourhoods;
   e. Hosting regular forums with service providers and funders to identify and address potential im provements to customer service practices, the built environment, etc.; and,
   f. Regularly communicating the Master Plan priorities to internal and external partners to improve coordination, alignment, and implementation.

104. Undertake a review of the effectiveness of the **Play Your Way financial assistance program and "Policy for waiving or reducing fees for use of city owned community centres and recreation facilities"**, including opportunities to simplify the process to register for programs and apply for subsidy.

8.2 Sport Services

London has a thriving sport community made up of self-governing sport organizations, the City, Tourism London, and the London Sport Council. The sport system works collaboratively to ensure that infrastructure and allocation of space can adequately meet the current and future needs of sport participants.

The London Sport Council has specific responsibilities to oversee the fundraising efforts for KidSport and to allocate these funds to enable sport participation of children from low-income backgrounds. Further, the Sport Council organizes and hosts the Sports Hall of Fame dinner to recognize sport excellence and volunteer recognition in London. Tourism London works with the City and other partners to attract and retain sport competitions. The City plays a distinct role in sport development in the community, including the development and maintenance of sport facility infrastructure, allocation of space to groups, and the promotion of physical activity and sport participation. Several requests for additional support to the sport sector have emerged since the last Parks and Recreation Master Plan was developed. There is a need to **develop a Sport Policy and Plan** that articulates the City's role in supporting this sector and that outlines strategies to increase participation in sport through the a safe, supportive, and inclusive sport environments.

A strong local community sport system relies on role clarity, a league of volunteers and sport groups, promotion and communications, a continuum of sport opportunities, sound infrastructure, coordination, and celebration. London has been building a strong sport system over decades and continues to see the impressive benefit to residents, families, and the community.

London Sport Policy and Plan

The development of a successful Sport Policy and Plan relies on gaining an understanding of the needs, strengths, and challenges and mapping out a realistic and achievable course for the future. Creating performance measures and annual reporting around the goals of the Sport Policy and Plan will ensure that stakeholders and partners keep priorities in focus and continue to work cohesively toward the vision by each playing their part.

The Municipal Role in Sport Delivery

Municipalities are one of the largest investors in Canada's physical activity and sport infrastructure and are the owner/operators of most pools, quality sport fields, arenas, trail and bike systems, parks, and recreation centres. Parks and recreation departments provide or facilitate the introduction and delivery of sport programs for all age groups. The significance of the municipal role becomes even clearer when sport groups work together to define their contributions to the sport delivery system.

Local sport volunteer organizations look to municipalities as a primary partner along with provincial and national sport governing bodies. Municipalities are positioned to:

- Encourage active lifestyles through proactive introductory programming and indoor and outdoor facilities and open spaces;
- Develop policies and programs that emphasize accessibility to services whatever the age, gender, ability, or economic circumstances of the targeted participants;
- Facilitate discussions regarding safe, athlete-centred, and quality sport experiences;
- Bring partner organizations together to address community needs, assess the state of sport delivery, and monitor participation levels;
- Work directly with school boards and other institutions on joint venture development and common use of facilities agreements;
- Employ a variety of communication vehicles that promote active lifestyles, ensure a broad reach, and the ability to influence the general public; and,
- Measure the impact and outcomes that sport has on a community.

By placing a greater focus on promoting sport participation and active lifestyles, the City and stakeholders will enhance broader community goals around health and wellness. Bringing attention to the importance of sport participation and other healthy behaviours allows community partners to plan more effectively and carry out actions that have an even greater impact on the community at large.

Sport Tourism and Economic Impact

The economic impact of sporting events is usually one of the drivers of municipal engagement in sport tourism as municipalities typically ensure the coordination and execution of funding, bid development, and facility allocation. London is no different with the development of bids through Tourism London and the involvement of the City regarding logistics and other supports. The City seeks to find balance in its commitment to develop community-serving multi-purpose facilities and the requirement for specialized facilities to meet the needs of elite-level sport tourism.

Tourism Spending

In a recent report (September 2018) issued by the Canadian Sport Tourism Alliance (CSTA), it was stated that in 2017 the Canadian sport tourism industry reached $6.8 billion in total consumer spending an increase of 0.5% from 2016.

"Canada has a stellar reputation for our expertise in hosting summer and winter sports, with excellent facilities, organizational abilities, welcoming volunteers and strong hosting program financial support from both federal and provincial levels" said Rick Traer, CSTA CEO. "The data reflects the importance of sport tourism as a grassroots economic development initiative in communities across Canada and supports our #2 ranking as a Host Nation internationally." Ontario received the highest visitation share in Canada at 37%.

Recommendations

Sport Services

105. Host a forum with all sport providers and stakeholder groups to discuss the merits of developing a London Sport Agreement as a commitment to engage collectively to develop a Sport Policy and Sport Plan for the City of London.

8.3 Partnerships

Achieving More by Working Together

The City of London seeks partnerships to advance services and initiatives in the most effective manner. A partnership in a municipal setting can be described as an arrangement to where the costs, resources and risks of providing services are shared between the City and an alternate provider or stakeholder group. Working together to advance an objective allows the sharing of ideas, funding, and human resources.

Partnerships are key to creating a versatile range of parks, recreation, and sport services in London. They allow the City to leverage outside resources and maximize public funds, while meeting gaps and needs that are not traditionally within the City's mandate. Londoners have expressed a strong desire for more multi-sectoral partnerships that leverage resources, avoid duplication, accelerate innovation, and enhance user convenience.

The advantages of partnerships are many including cost containment, reduction of capital investments, specialized knowledge and possible initial start up investments. These advantages must be weighed against the ownership that the City sees as part of its core responsibilities. The risks must also be clear. All partnerships must be well structured and lead to efficiencies and effectiveness within the delivery of service. The same must be said of arrangements to work with other stakeholder groups to address key social issues within a City. While the risks are not as significant, the advantages of sharing resources offer more efficient means to the preferred outcome.

Partnerships have Helped London Create Community Destinations

The City actively supports opportunities to work with community groups, service providers, schools, and other levels of government to help fund parks, recreation, and sport projects with measurable impact. The Stoney Creek and Bostwick Community Centres are successful examples of this. Both facilities were built and managed in partnership with the City of London, YMCA of Southwestern Ontario, and London Public Libraries. They are municipal capital assets and serve as multi-functional community hubs that provide recreation and fitness programming through the YMCA, in addition to public library services. In neighbourhoods where the gathering places and programming space at City-owned sites are not achievable, stronger partnerships with the school boards, non-profit associations, private clubs, and other providers should be considered. Co-located facilities will be encouraged.

Another form of collaboration is the sponsorship, advertising, and naming rights program which is offered by the City to London. The programs provide an enhanced level of service through alternate funding mechanisms. The City has developed these programs and offers opportunities to the business community where there are likely benefits to residents in offering accessible programs and services and increasing visibility to businesses. Two such examples include the sponsorship of the Leader in Training Program by the Libro Credit Union and the sponsorship of free swim and skating opportunities by Tim Hortons. The opportunity to expand these programs will serve to provide greater parks, recreation, and sport activities for Londoners.

Working as a Collective with Other Providers and Municipalities

Communities in Ontario are building stronger relationships with other providers of parks, recreation, and sport services within their jurisdiction. This approach is imperative in a climate of increasing costs and declining resources. Results have proven to work toward common goals and address current social issues as well as to reduce duplication and share resources. “Integrated Service Delivery” is a term used to describe all related groups embracing a common vision and working together to realize better outcomes for the community.

Furthermore, approximately 78% of the London Census Metropolitan Area (which includes selected municipalities within the counties of Middlesex and Elgin) lives in the City of London. Many non-residents use parks, recreation, and sport services within the City of London, while some residents benefit from opportunities outside London. The proximity of other municipalities within the region provides an opportunity for partnerships in the delivery of parks, recreation, and sport.

While London does have relationships with many related providers and adjacent municipalities, more can be done to strengthen cohesiveness and positive community outcomes. Joint planning and coordination of assets provides residents with the best value for their tax dollars.

Recommendations

Partnerships

106. Expand and/or realign **strategic partnership opportunities** to further the directions of the Parks and Recreation Master Plan including (but not limited to) increasing physical activity, enhancing access for under-represented and diverse populations, increasing outdoor play duration, strengthening diversity and inclusion, and increasing capacity for older adults and youth. Be proactive in partnership development through regular communication and establishment of a **standardized framework and/or criteria** to simplify and expedite partnership outcomes (see Appendix B).

107. Utilize the **sponsorship, advertising, and naming rights program** to capture an increased level of alternate funding to enhance parks, recreation and sport facilities, programs, and services.

108. Collaborate with **school boards** to identify opportunities to maximize community access to existing sites and future park/school campuses.

109. Collaborate with **post-secondary institutions** to identify opportunities to maximize community access to existing and future sport facilities. Encourage opportunities to work together on the research and evaluation of community-based approaches to prevailing issues in service delivery.

110. Support **regional, provincial, and national initiatives** that increase support for information sharing, research, and data collection.

Section 9: IMPLEMENTATION & FINANCIAL PLANNING

Activation of the Parks and Recreation Master Plan is critical to its success. This requires coordinated efforts and a commitment from Council, staff, stakeholders, and the public. It is a strategic direction of this Master Plan to pursue a variety of funding options to implement the Plan. This section provides guidance on the Master Plan's implementation and high-level financial considerations.

9.1 Resourcing the Master Plan

The City's 2016-2019 Multi-Year Budget contains considerable detail regarding capital projects to be undertaken during this period, as well as expected future year projects (subject to change based on needs/priorities, funding availability, etc.). Development of the next multi-year budget was initiated in 2019 and will be linked to City Council's new Strategic Plan.

London's Multi-Year Budget

The current Multi-Year Budget contains approved capital spending of $99.1 million for Parks, Recreation & Neighbourhood Services between 2016 and 2019, representing an **average of $24.8 million per year.** Of this amount, 67% was attributed to growth-related projects, 35% to lifecycle projects, and 8% to service improvements. While the next multi-year budget exercise may result in different ratios, it is noted that the majority of the capital recommendations in this Master Plan are fully or partially growth-related.

London's parks, recreation, and sport capital projects are primarily funded from the following sources, some of which are held in reserve funds:

a. Capital Levy and Debt Funding - Municipal taxation and other forms of debt funding accounts for the largest portion of the capital budget and are relatively stable and secure sources of funding as they are tax supported. The capital levy is primarily used for lifecycle renewal. Debt and/or the capital levy are primary used for projects that cannot be fully funded by growth-related sources, such as facility replacements and the current 10% share of Development Charge funded projects. The City has instituted an internal debt financing cap through its financial planning.

b. Development Charges - The Development Charges Act, 1997, currently allows the City to require payments from developers to help cover up to 90% of the growth-related parks and recreation infrastructure costs associated with development. This money can be used for parks/facility development and improvements, as well as the purchase of land for recreation facilities. It cannot be used for parkland acquisition.

   Note: Through Bill 108, the Province is proposing significant changes to the Development Charges Act that will, among other items, render parks and recreation infrastructure ineligible for development charge funding. These growth-related costs will be addressed through a proposed community benefits charge to be implemented under Section 37 of the Planning Act.

c. Special Levies (Municipal Accommodation Tax) - In 2018, the City instituted a municipal accommodation tax. Revenues are to be shared with Tourism London. While the use of the City's portion of revenue is unrestricted, it is intended to fund new and improved tourism infrastructure that will generate additional economic impact for London without impacting the City's tax levy. Some of the projects recommended in this Master Plan may be eligible for this funding, such as the incremental capital to "upsize" or enhance a recreational facility to make that facility viable for hosting a major event. Tourism London's portion of revenue will be used for tourism promotion and development, such as bidding on major sport, convention, music and culture events, funding, and developing festivals and events.

d. Planning Act Section 42 (Cash-in-lieu) and Section 37/45 - Section 42 of the Planning Act allows the City to secure land and/or monies for park purposes from residential (5%) and commercial/industrial (2%) development projects. Where lands are unsuitable for parks, the City will collect cash-in-lieu that can be applied to parkland acquisition and development. Section 37 of the Planning Act allows increased density and height in a zoning bylaw in exchange for community benefits

through negotiations with developers. Section 45 of the Planning Act is similar, except that it deals with minor variances to the zoning bylaw through a Committee of Adjustment. These tools are designed to help address the impact of high-density residential development, but have been applied sparingly in London to date.

Note: Through Bill 108, the Province is proposing significant changes to the Planning Act that will, among other items, consolidate cash-in-lieu, bonusing provisions, and development charges under a proposed community benefits carge to be implemented under Section 37 of the Planning Act.

e. Grants and External Contributions - Funding from Federal/Provincial governments and external contributions (e.g., donations, etc.) account for a small portion of the capital budget. These sources are unpredictable and variable.

Operating funds for programs, services, and facilities (existing or recommended under this Plan) are derived from several sources, including (but not limited to) municipal taxation and user fees. Parks, Recreation & Neighbourhood Services is the greatest contributor to user fee revenue in the City. An analysis of operating budget implications and partnership options should be undertaken prior to approving major capital projects and that sufficient annual operating funds would be allocated to any approved project.

This Master Plan is a Resource for Financial Planning

This Plan identifies the parks, recreation, and sport facilities and land (capital) needs of the City of London for the next ten years. The Plan should be used as a resource in developing the City's annual and multi-year budget documents, secondary plans, and related studies. Through implementation of the Plan, the City will take into consideration available capital and operating funding via available sources to identify potential budget shortfalls or overruns and areas for adjustment. On an annual basis, the City should reconcile the recommendations with its fiscal capacity and focus on the highest priority items.

The City will lean on its creativity and leadership to enable full implementation of this Plan. Financial processes and practices will support the maximization of available funds and be supplemented by other approaches, where possible. Approaches that are financially sustainable will be encouraged, such as partnerships that leverage assets and resources to provide the best value to residents, building cost-effective multi-use facilities rather than those designed for a single use, seeking senior government grants and fundraising, etc.

Over time, infrastructure will age and service expectations will rise, resulting in increased pressures on available funding. The City has readied itself to respond to a large portion of these needs by establishing proactive measures such as a disciplined reinvestment strategy supported by a robust asset management program, application of reserves and special levies (i.e., municipal accommodation tax). However, it has been noted that block funds for the renewal and replacement of some amenities (e.g., playgrounds, sport courts, etc.) are insufficient to keep pace with lifecycle requirements. As the greatest challenges will be those non-growth-related projects that protect the City's infrastructure, a continued commitment to sustainable and predictable funding is required.

Recommendations

Funding Tools and Practices

111. **Maximize available funding sources** through effective financial processes and practices. Where appropriate and consistent with municipal policies and priorities, consider **alternative funding and cost-sharing approaches** to achieve capital and operating cost recovery targets, such as (but not limited to) surcharges, fundraising, grants, sponsorships and naming rights, and various forms of collaboration to provide the best value to residents. Where appropriate, additional funding capacity may be used to **advance projects** from the list of unfunded items supported by this Master Plan.

112. Assess **operating budget implications** and partnership options prior to approving major capital projects.

113. Provide high priority and sufficient funding for **ongoing park and facility renewal and lifecycle requirements**, including but not limited to **bolstering block funds** for park amenities (e.g., play grounds, sport courts, comfort amenities, etc.).

114. Use this Master Plan as a **resource** in developing the City's annual and multi-year budget documents, growth-related funding strategies, secondary plans, and related studies.

9.2 Informing our Priorities

This section examines the priority of major capital projects recommended by the Master Plan (with "timing" generally being synonymous with "priority", meaning that projects identified in earlier years should generally be higher priorities for the City). Decision-making frameworks and criteria identified in this Master Plan support informed and consistent facility planning over the long-term. Through implementation, the City will reconcile the Plan's recommendations with its fiscal capacity and align growth-related needs with the development cycle.

Influencing Factors

Factors that may impact priorities to be adjusted include (in no particular order):

- Capital lifecycle and considerations of safety;
- Legislation and mandated requirements;
- Changes to service standards;
- Public input and community interests;
- Emerging trends and changes in participation rates;
- Availability of alternate providers; and,
- Socio-demographic changes and growth.

This Master Plan supports continued investment to existing lines of business that demonstrate positive short- and long-term demand profiles. The goal is to work within the City's Multi-Year Budget by implementing capital recommendations in a timeframe consistent with population growth and expected funding sources. Should additional funding become available, either sooner or in greater amounts, the guidelines in this section should be used to guide decisions about the use of this funding, with an intent to advance projects already identified or respond to growth-related needs. The introduction of new types of facilities that extend beyond traditional services would require further study.

- Community Development and Recreation Programs, Leadership, and Services: Community Investments and Planning, Programs, Sports Services, and Special Events;
- Recreation and Sport Facility Development: Indoor Facilities, Aquatics, Golf, and Storybook Gardens; and,
- Parks Development: Parks Planning and Design, and Outdoor Facilities.

The capital and operating requirements of each of these streams varies. For example, Recreation and Sport Facility Development requires funding for large projects such as community centres. By comparison, the capital funding needs of Community Development are smaller and more difficult to forecast as this area deals with initiatives such as capacity building that rely heavily on partner and volunteer resources. In addition, the majority of London's parks encourage unstructured use by all and operating costs cannot be subsided through user fees.

Investment across the full spectrum of capital requirements is required to achieve maximum benefit and to meet the widest range of community needs. However, when dealing with limited resources and deciding between competing projects, difficult decisions are necessary. The following tables identify the general priority order for major capital investments. These priorities have been created through an understanding of:

a. Community needs (influenced by public and stakeholder input, current supplies, capacity, trends and best practices, alternate providers, etc.);
b. Service outcomes (e.g., access, equity, participation, affordability, etc.);
c. Cost impacts (operating and capital costs, partnership potential, etc.); and,
d. Alignment with the strategic framework of this Master Plan (e.g., vision, goals, and strategic directions).

As priorities may change with time, it is important to re-evaluate on a regular basis and/or when new information becomes available.

Facility Planning is a Long-term Process

The Master Plan's 20-year timeframe reflects the time needed to plan and execute major capital projects, a multi-year process that typically involves securing funding, engaging residents, acquiring land, developing partnerships, and meeting regulatory requirements, as well as park/facility design and construction. The implementation of specific capital projects recommended will require more detailed planning, which will include further public engagement and partnership development.

Major Capital Parks Projects (2020-2039)
Note: Excludes planned lifecycle projects.

RECREATION AND SPORT FACILITY DEVELOPMENT

Major Capital Projects that can be achieved within the current capital forecast

SOUTHEAST MULTI-USE COMMUNITY CENTRE*	Capital budget allocated in 2019-2020. Site selection and acquisition required. Proposed components include twin ice pads (as a replacement for Farquharson Arena), large gymnasium, activity rooms, and multi-use space.
NORTHWEST MULTI-USE COMMUNITY CENTRE*	Draft Development Charges Background Study identifies capital in 2023. Site selection and acquisition required. Proposed components include an indoor pool, large gymnasium, activity rooms, and multi-use space.
NEIGHBOURHOOD COMMUNITY CENTRES*	Draft Development Charges Background Study identifies capital in 2025 for North London and in 2027 for Central London. Proposed components include large gymnasiums, activity rooms, and multi-use space. Two additional growth-related centres are recommended between 2030-2039.
ARENA REPURPOSING*	Capital budget allocated in 2018 and 2019/20 for Silverwood and Farquharson Arenas.

*Funds are allocated to these projects, however, additional study is required to confirm through the MulltiYear Budget Process.

Major Capital Projects that cannot be achieved within the current capital forecast

COMMUNITY CENTRE / FACILITY RENEWAL AND UPGRADES	Additional funds may be required to address major facility upgrades to enable full implementation of the Master Plan, such as the creation of welcoming and active community spaces.
CANADA GAMES AQUATIC CENTRE UPGRADES	Upgrades to Canada Games Aquatic Centre have been proposed to improve the facility's ability to host provincial, national, and/or international events.
COMMUNITY PROPOSALS	Unsolicited proposals for major capital projects – such as a curling facility and indoor track/field venue – are currently unfunded. Additional evaluation is required via the recommended partnership framework.

PARKS DEVELOPMENT

Major Capital Projects that can be achieved within the current capital forecast

PATHWAY AND TRAIL SYSTEM EXPANSION AND UPGRADES	Capital budget allocated in 2020/21 and 2024/25 to address additional links in the Thames Valley Parkway. Additional funding for pathway and trail expansion is allocated within the major open space network budget.
EXISTING PARK UPGRADES	Yearly capital funding identified for park upgrades at existing service levels for items such as benches and pathways in parks.
NEW PARK DEVELOPMENTS	New neighbourhood and district park development budgets are funding through the development process. Many amenities are funded through these budgets and are not individually identified.
Park Amenities and Features:	**Growth-related projects included within the capital plan are identified below - these could be constructed in existing or in new park locations.**
SPORTS FIELDS AND FIELDHOUSES	- Sports Field development will emphasize high quality ball diamonds, rectangular fields (including multi-sport artificial turf fields), cricket pitches, and fieldhouses in line with growth-related community needs.
PLAYGROUNDS	- Playgrounds are required in Medway and Central London, as well as growth areas.
SPRAY PADS	- Spray pads (5) are required in Foxfield Park, Riverbend Park, North London, and Southwest London (2).
SKATE AND BMX PARKS	- District-level Skate Parks (2) are required in Southwest and Southeast London; neighbourhood-level parks will be assessed on a case-by-case basis. One City-wide BMX Park is recommended (guided by further study).
OUTDOOR COURTS	- Tennis , Pickleball, and Multi-use/Basketball Court development and redevelopment funds are available within existing capital budgets.
OFF-LEASH DOG PARKS	- Off-leash Dog Parks (2) are required in Northwest and Southwest London; the capital budget includes funding for one dog park.
STORYBOOK GARDENS ENHANCEMENT	Capital budget allocated for multi-use pavilion and an additional feature (2022).

Major Capital Projects that cannot be achieved within the current capital forecast

URBAN CIVIC SPACES	A service standard for civic spaces is required to determine potential capital requirements.
PARK AMENITIES AND FEATURES - RENEWAL	Playground Renewal budgets are insufficient for the replacement of playgrounds in some City-wide and District Parks. Further budget is needed for park upgrades such as a pickleball complex and second recommended off-leash dog park.
NEIGHBOURHOOD PARK RENEWAL	Neighbourhood Parks may require additional funds to address renewal and upgrades needed to meet new service level standards.
COMMUNITY PROPOSALS	Unsolicited proposals for major capital projects – such as a soccer stadium – are currently unfunded. Additional evaluation is required via the recommended partnership framework.
STORYBOOK GARDENS	New attractions or enhancements to existing amenities.
ADDITIONAL PATHWAY AND TRAIL PROJECTS	Additional pathway and trail expansion budget is needed to address further gaps in the Thames Valley Parkway.

Major capital projects that are expected to be achieved within the funding levels anticipated by the City's capital forecast are identified and should be generally pursued prior to undertaking those projects that are "below the line" (i.e., that are currently unfunded and that may require non-traditional funding approaches). Exceptions may be made where "unfunded" projects would not unduly affect the implementation and timing of necessary projects that are "above the line" (i.e., those that are anticipated to be funded within existing budget envelopes).

Recommendations

Informing our Choices

115. Ensure that planning for major capital projects includes meaningful **community engagement**, **feasibility studies** that validate building program and service requirements (informed by demographic and socio-economic data, local needs, recreation trends and preferences, etc.), and consideration of **potential partnerships**.

116. To assist in the evaluation of **unsolicited proposals** that propose new parks, recreation, or sport services/ facilities that have not traditionally been supported by the City, the City should require proponents to submit **business cases** (acceptable to the City). Initiatives that fully recover their direct and indirect costs may proceed more quickly if they are supported by the Master Plan.

9.3 Implementing the Master Plan

Implementation of this Master Plan will require leadership, commitment, resources, and sustained efforts. Success will also be dependent upon a collaborative effort led by the City and involving a variety of dedicated partners and service providers. Full implementation will require the pursuit of alternative funding and the establishment of various arrangements with community organizations, schools, developers, and other partners. It is also critical that the City regularly monitor and report progress on the Plan and its recommendations.

Capital and service planning can be a long-term process. The 20-year timeframe for this Master Plan reflects the time needed to plan and execute facility projects, a process that typically involves securing funding, engaging residents, acquiring land, developing partnerships and meeting regulatory requirements, as well as facility design and construction. Achieving the specific capital projects recommended within this Plan will require **more detailed planning,** including further public engagement and partnership exploration.

Evidence-based **assessment tools and guidelines** – such as improved database management (permitting and registration data, prime and non-prime usage, etc.) and business intelligence tools (e.g., user profiles, quality of service checks, etc.) – are also needed to support new or enhanced projects and service levels.

Regular **monitoring, reporting, and updating of the Master Plan** and its recommendations is critical to ensuring that it remains community-responsive and fiscally-achievable. More formal updates are recommended approximately every five years (aligned with growth-related planning and funding strategies and/or the Multi-Year Budget). During the next Master Plan update, consideration may be given to working jointly with the **London Public Library** to evaluate and coordinate capital planning.

Recommendations

Implementing the Master Plan

117. Implement a system for the **regular monitoring** of the Master Plan, including the use of **evidence-based assessment tools and guidelines** to improve performance measurement and business intelligence. Opportunities to link the Master Plan to Council's Strategic Plan should also be sought.

118. Develop a **communications plan** following approval of the Master Plan to create awareness about its key messages and recommendations amongst residents and stakeholders. Implement a system for the **regular reporting** of the Master Plan, including an **annual update to the community** (e.g., report card).

119. Reassess the direction, priorities, and accomplishments of the Master Plan at approximately **five-year intervals** to inform growth-related planning and funding strategies and/or Multi-Year Budget.

Appendix A – Facility Mapping

Figure 9: Location of Municipal Parkland and Open Space, City of London (2019)

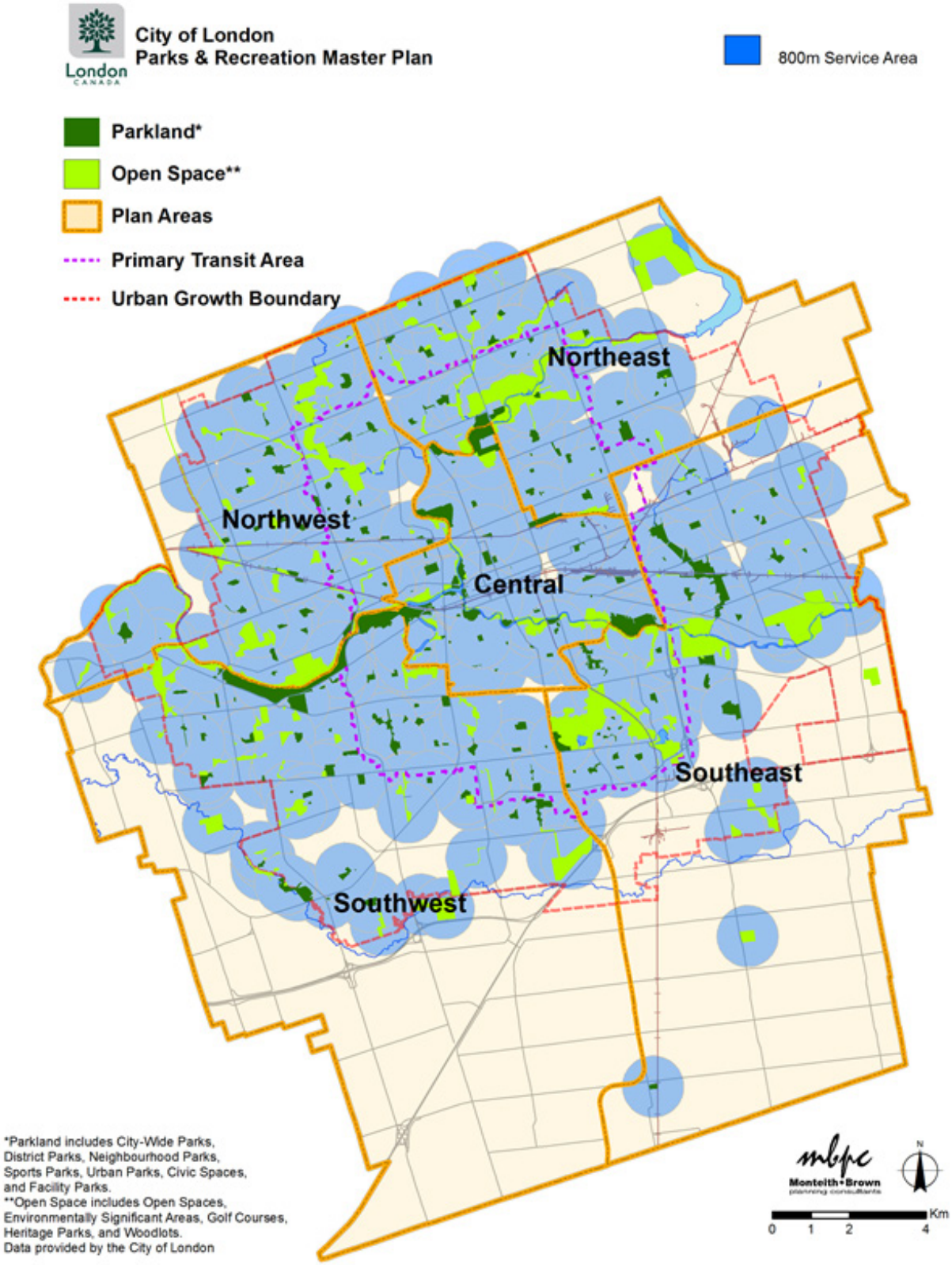


Figure 10: Location of Municipal Community Centres, City of London (2019)

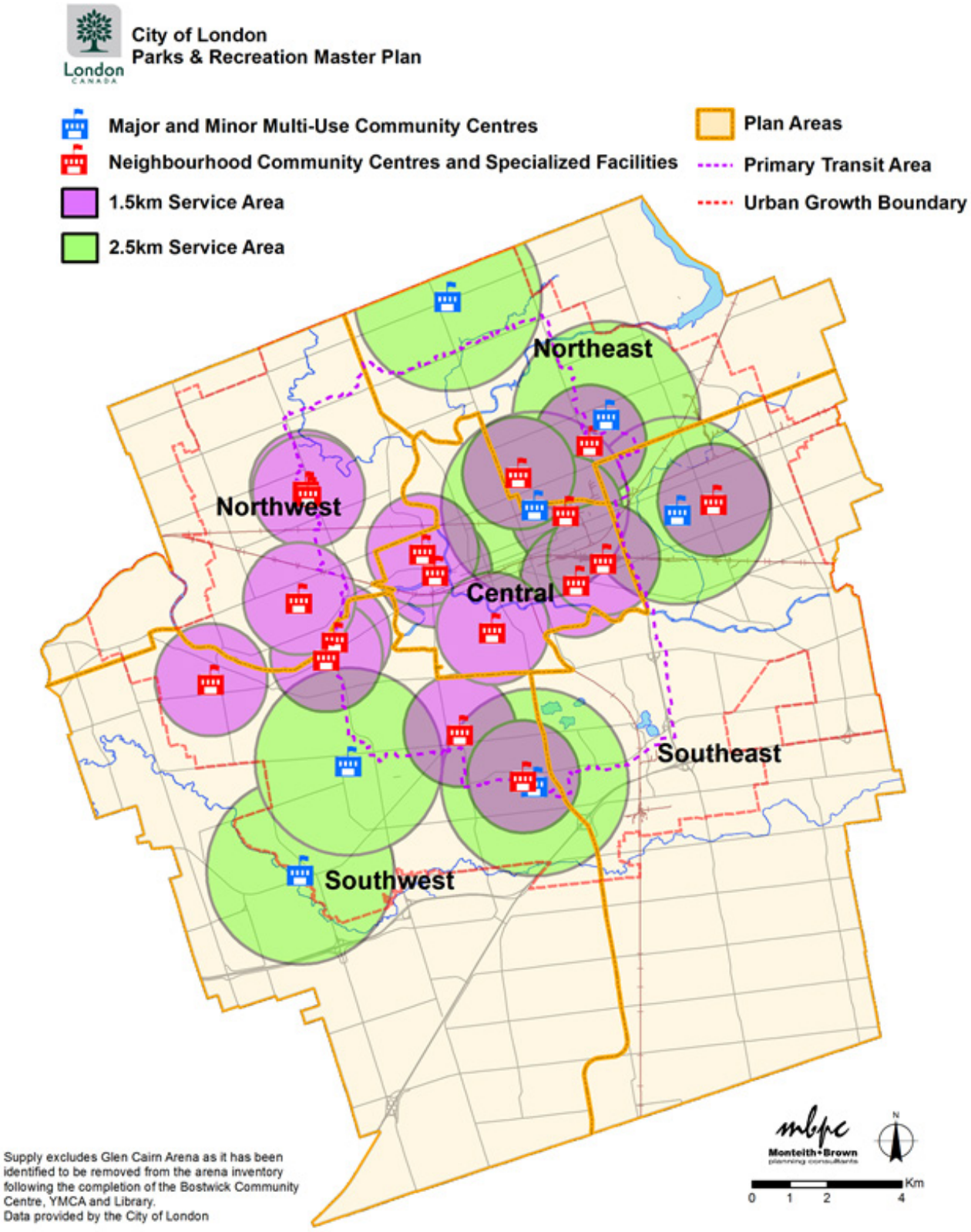


Figure 11: Location of Municipal Indoor Pools, City of London (2019)

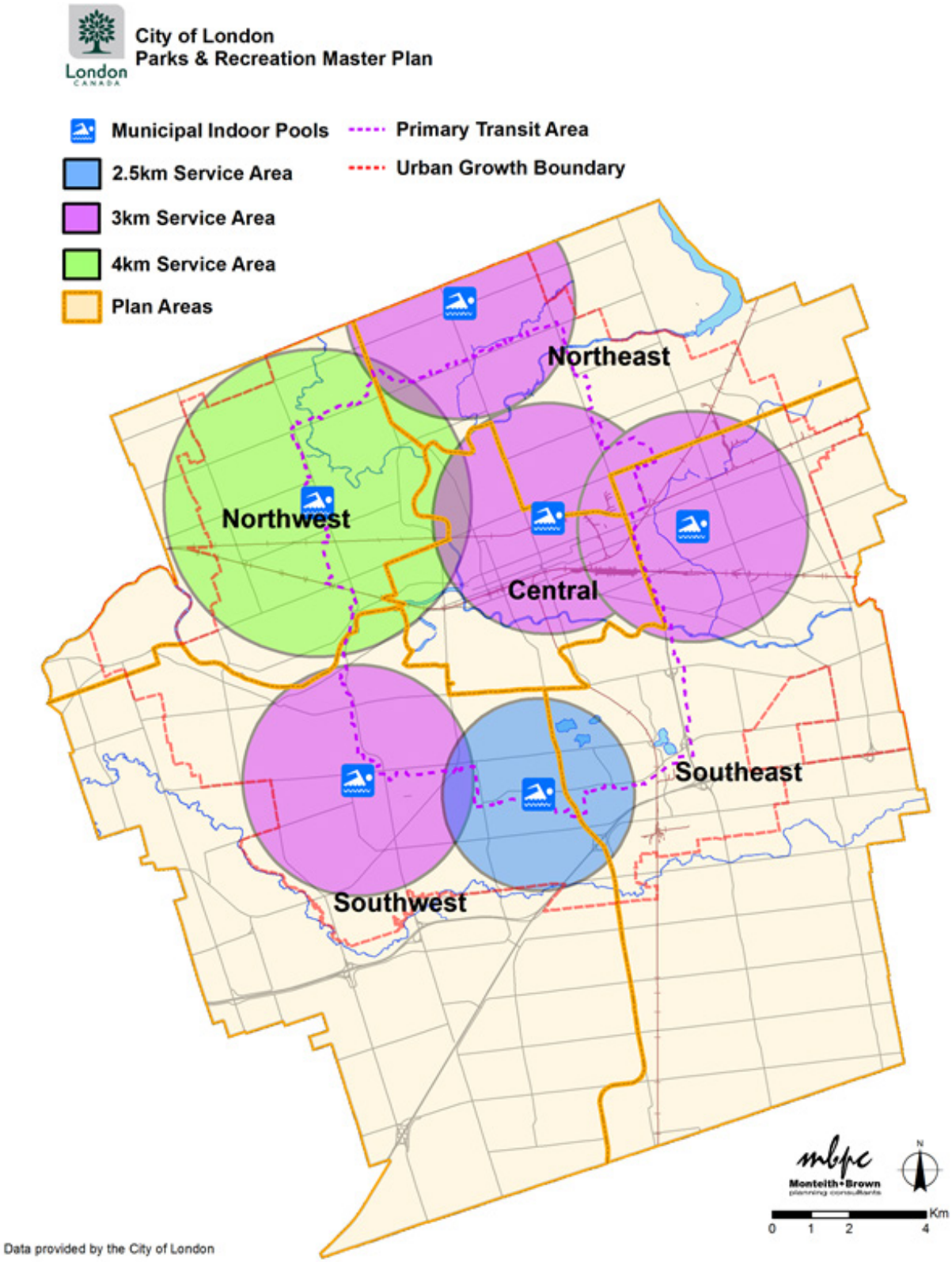


Figure 12: Location of Municipal Arenas, City of London (2019)

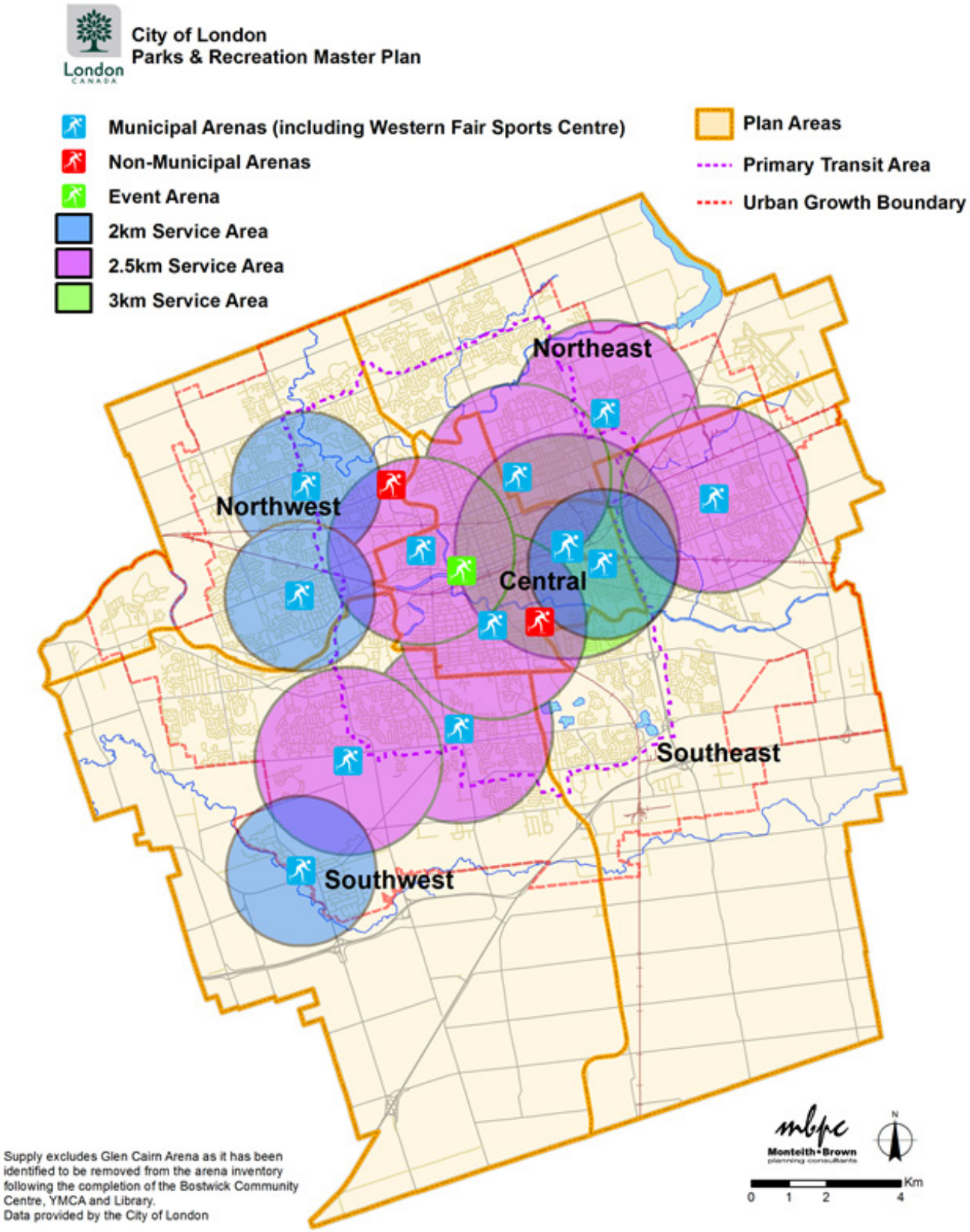


Figure 13: Location of Municipal Gymnasiums, City of London (2019)

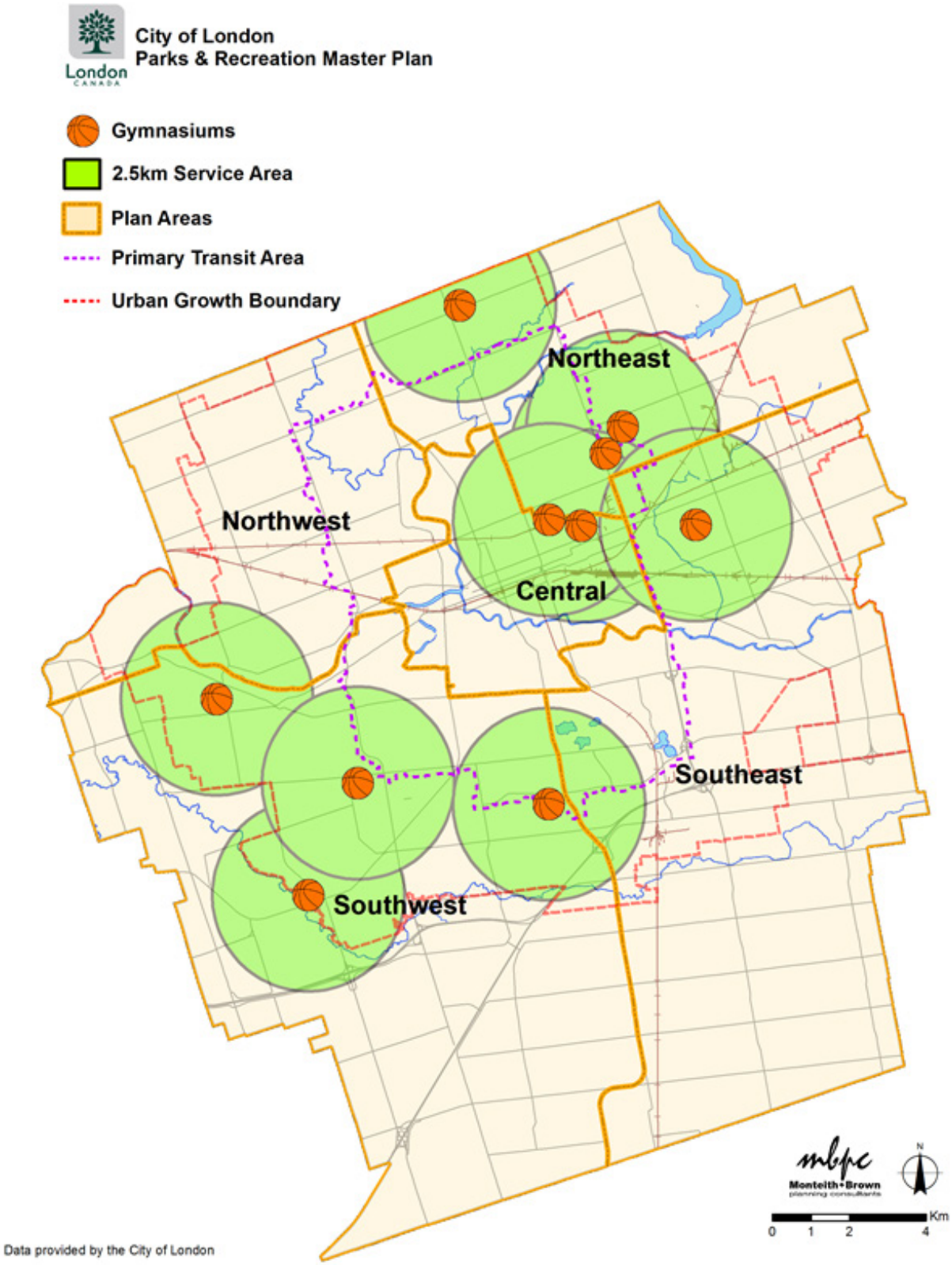


Figure 14: Location of Municipal Outdoor Aquatic Facilities, City of London (2019)

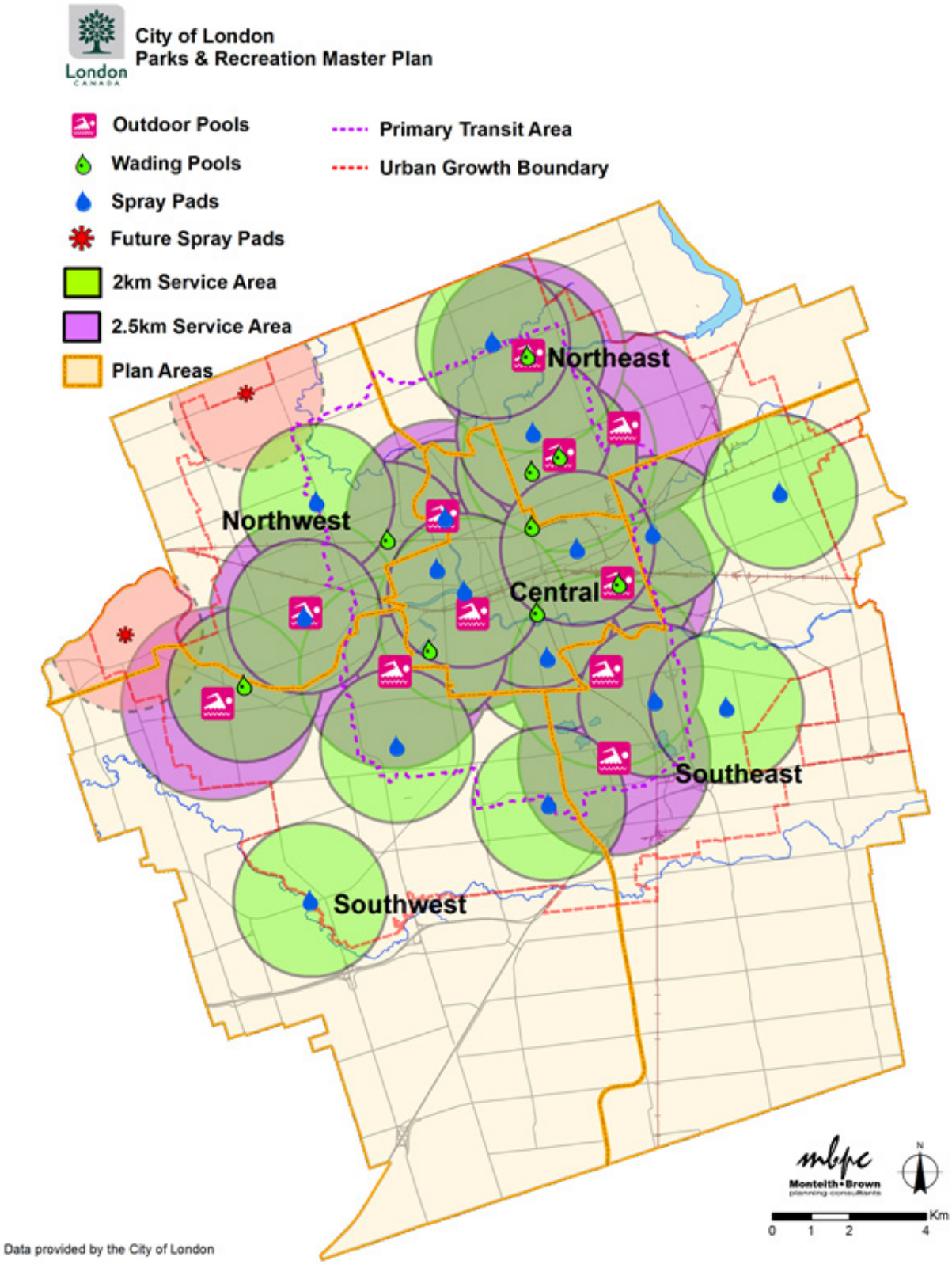


Figure 15: Location of Municipal Rectangular Sports Fields, City of London (2019)

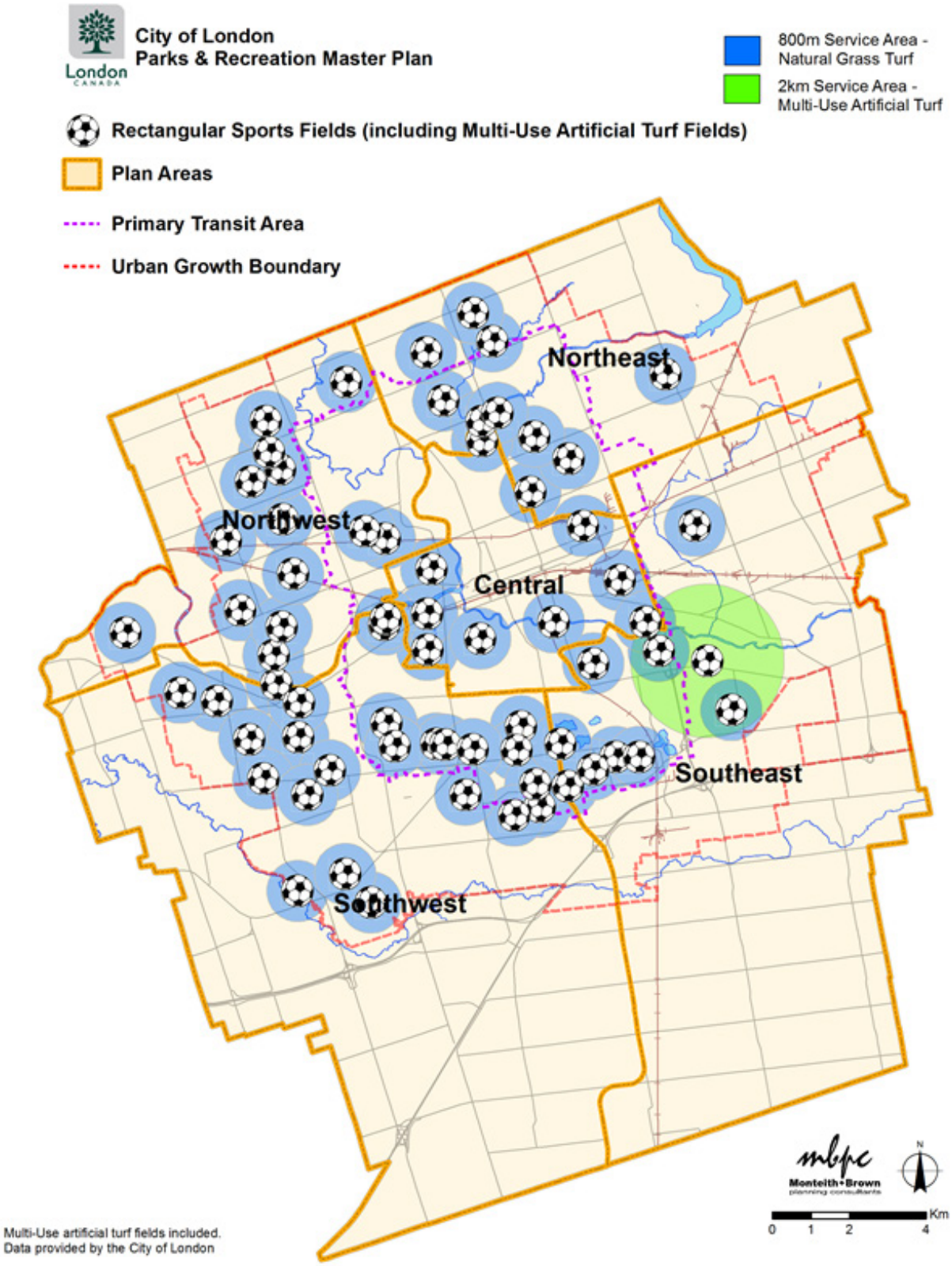


Figure 16: Location of Municipal Ball Diamonds, City of London (2019)

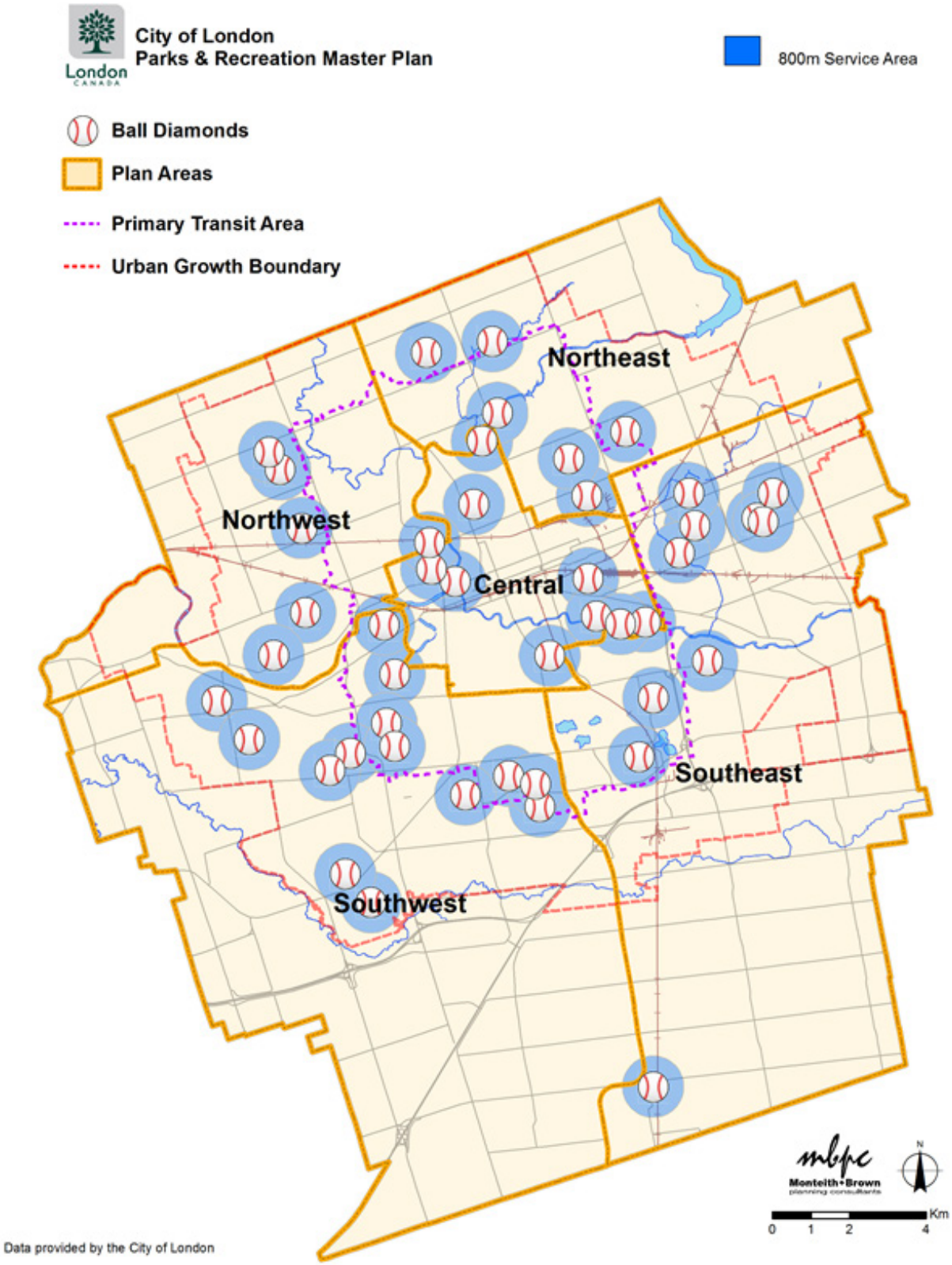


Figure 17: Location of Municipal Playgrounds, City of London (2019)

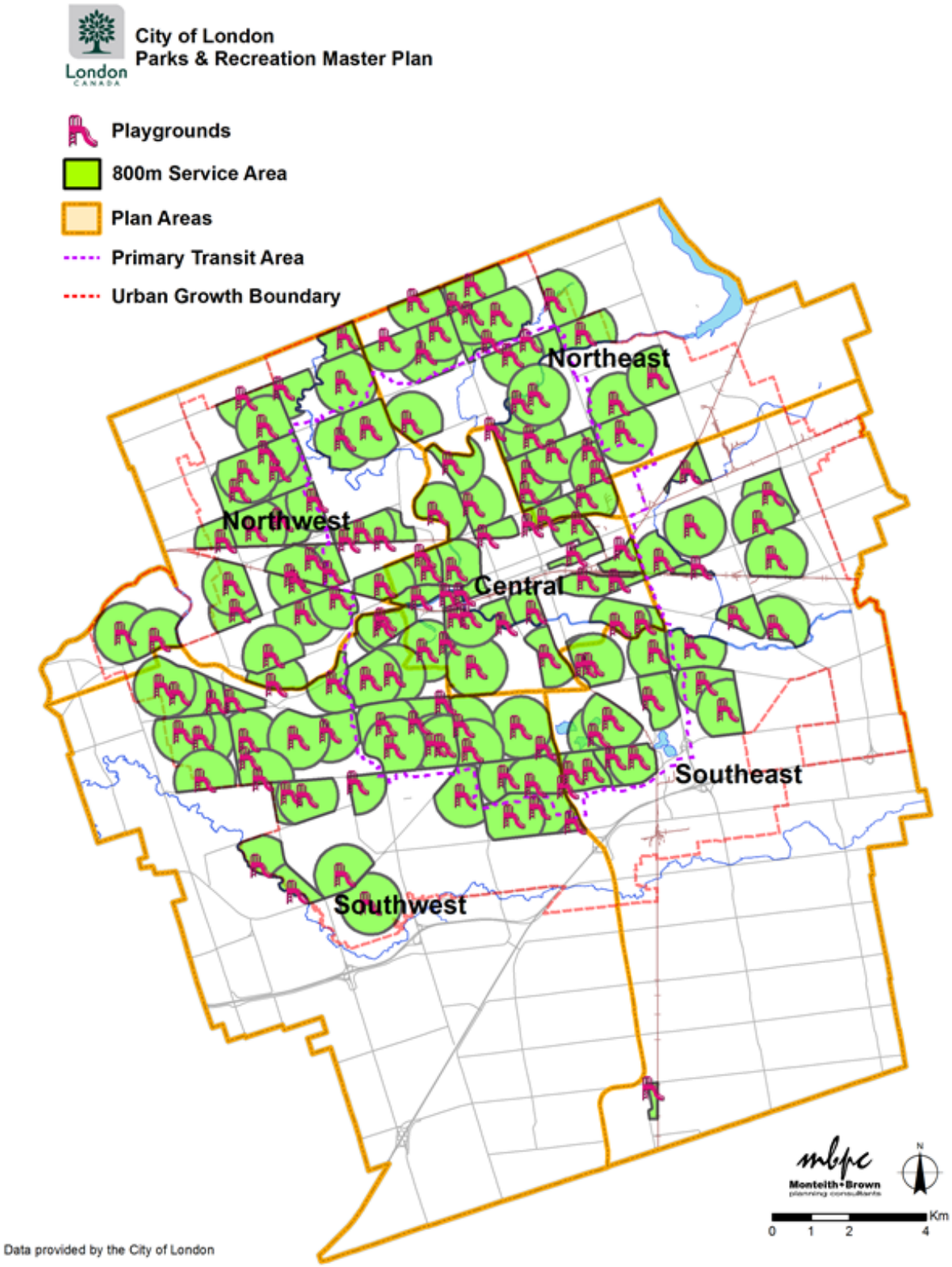


Figure 18: Location of Municipal Tennis Courts, City of London (2019)

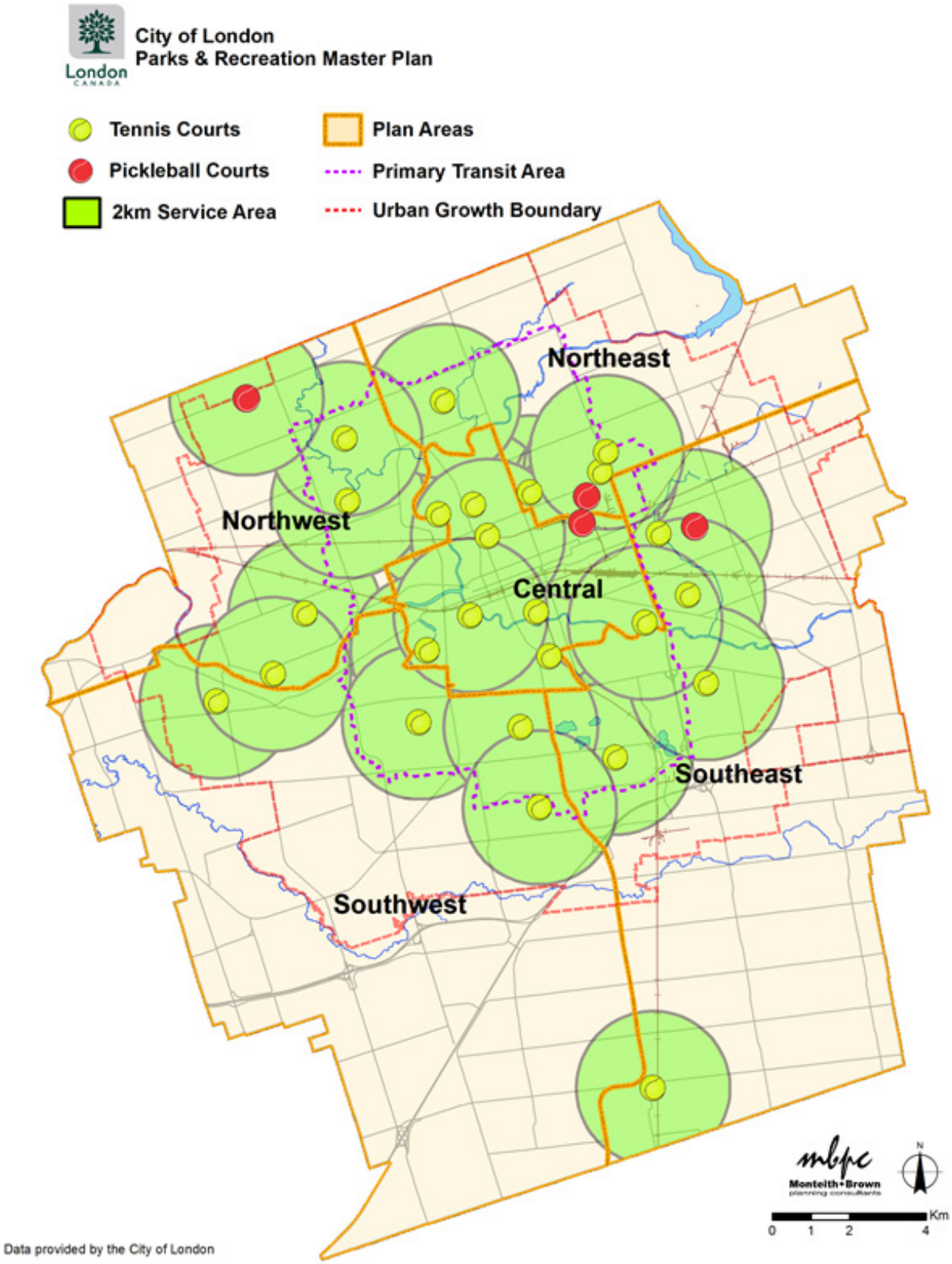


Figure 19: Location of Municipal Basketball Courts and Multi-use Pads, City of London (2019)

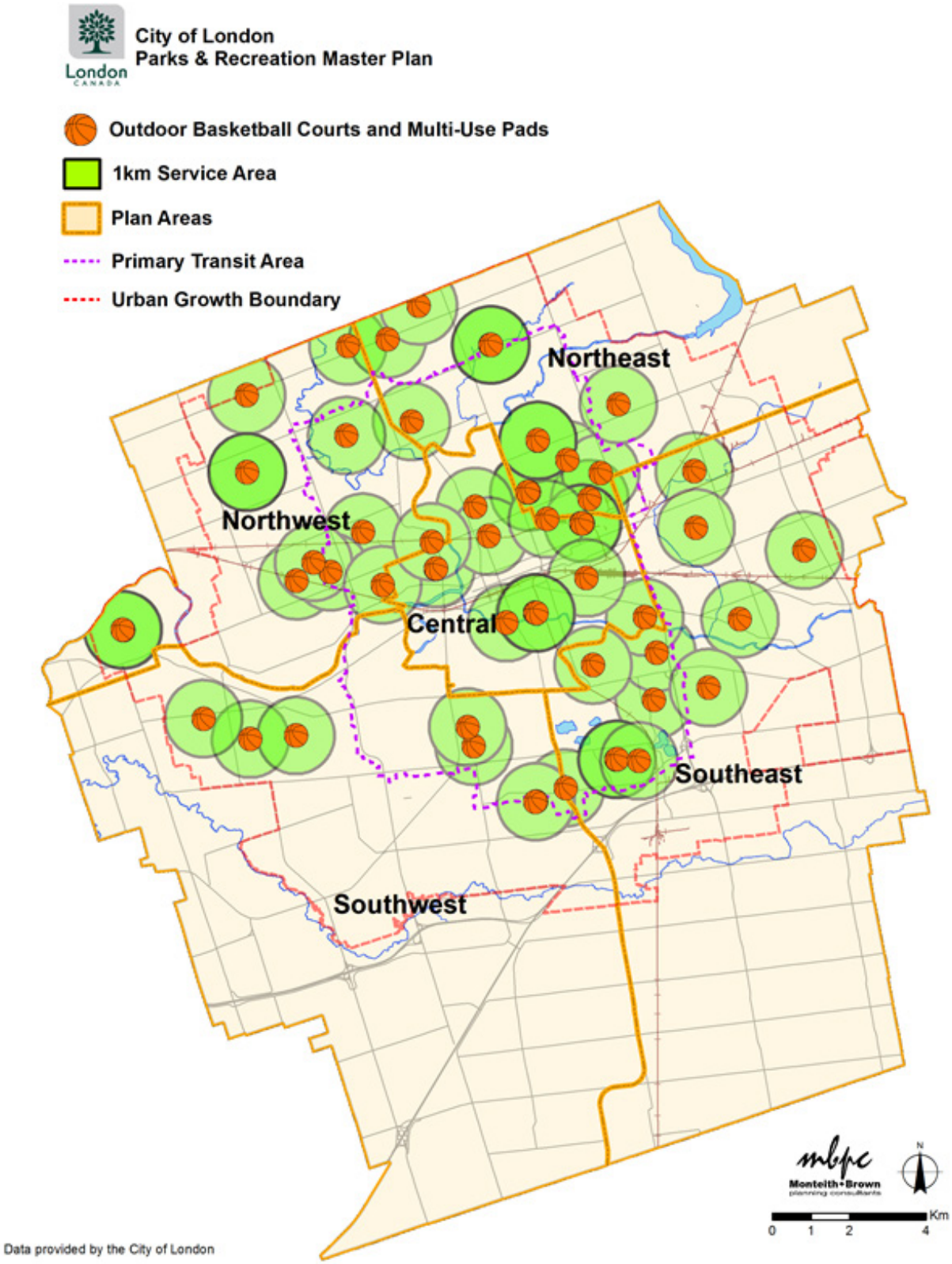


Figure 20: Location of Municipal Skate Parks, City of London (2019)

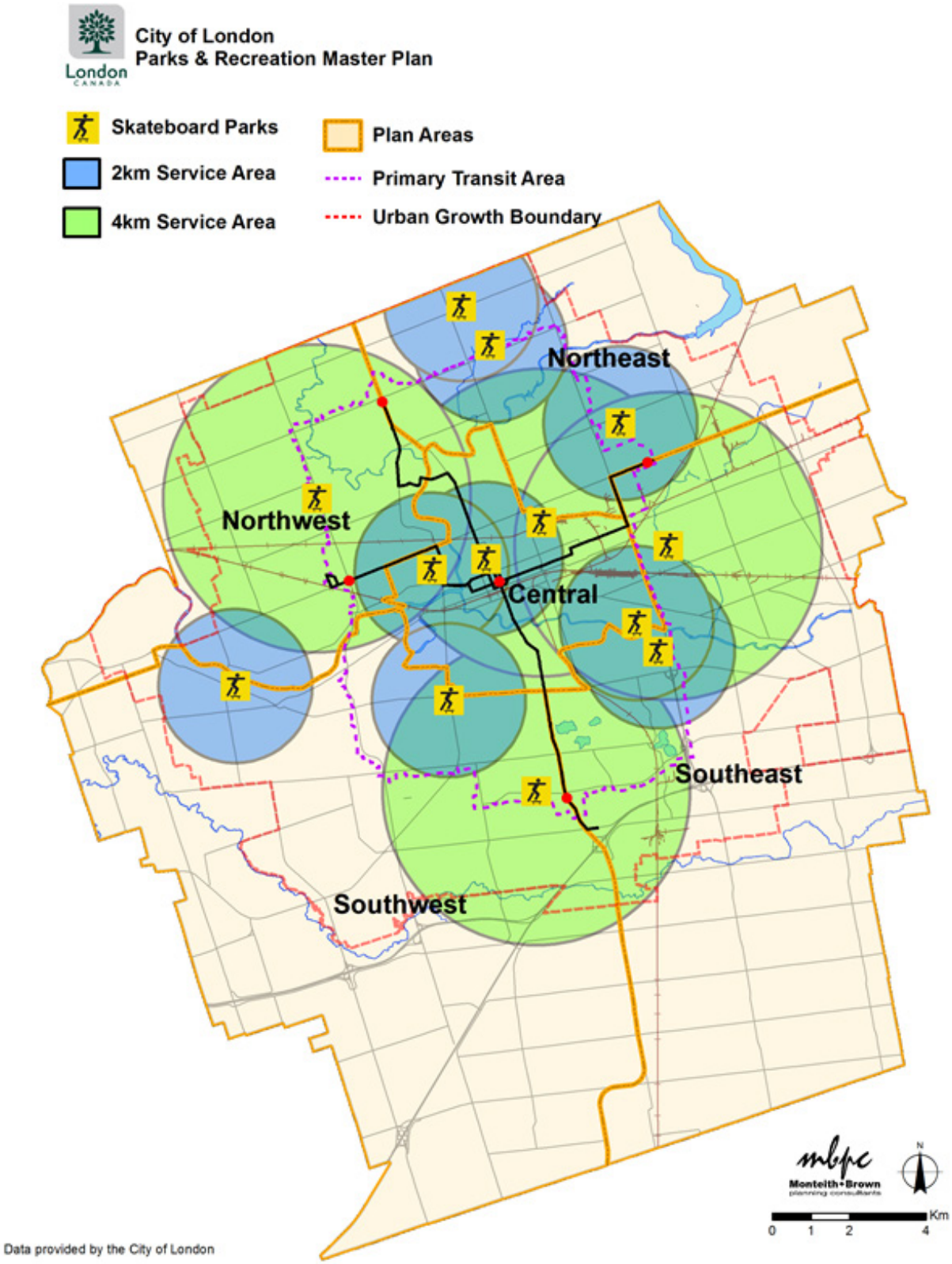


Figure 21: Location of Municipal Off-Leash Dog Areas, City of London (2019)

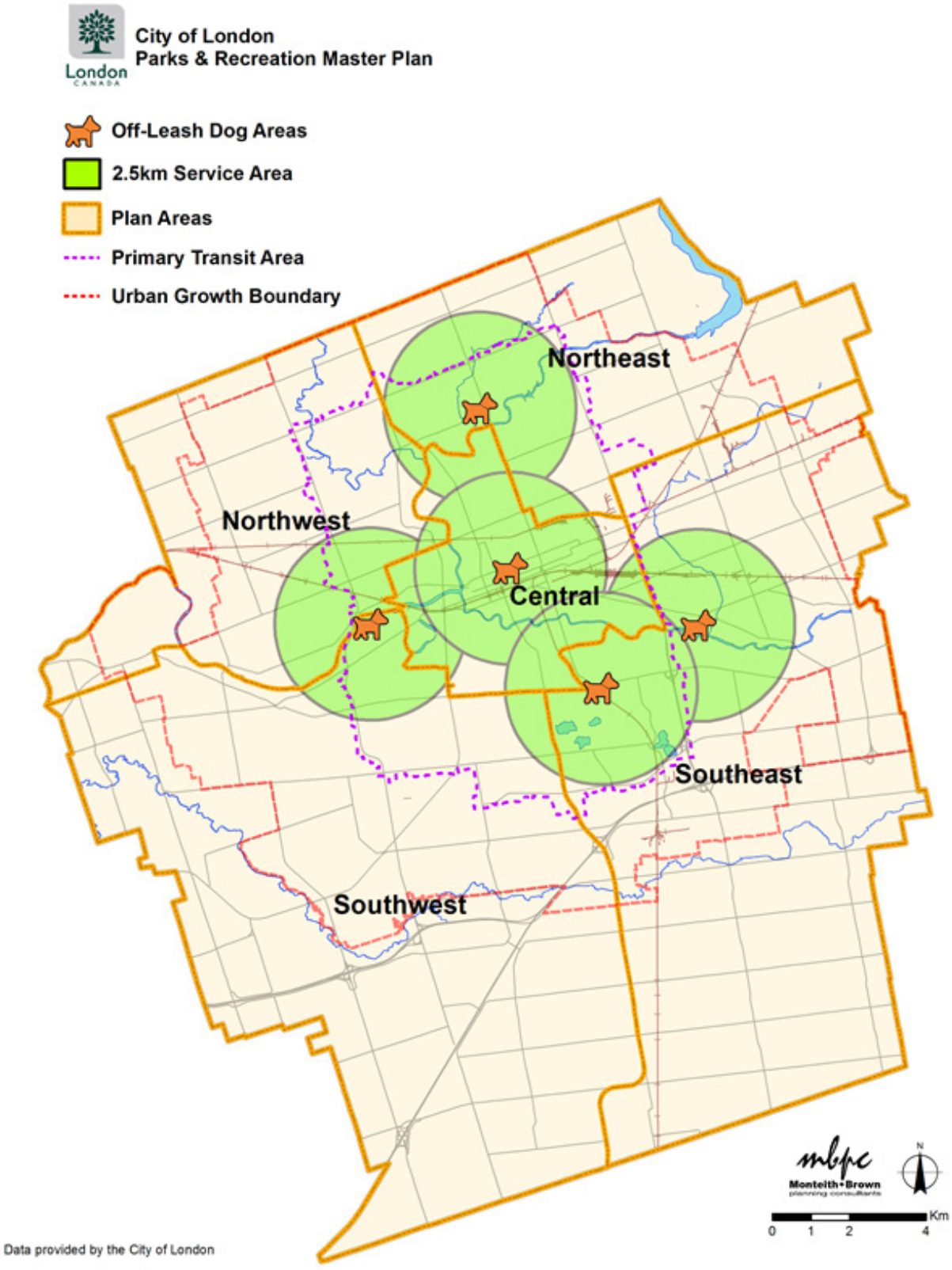
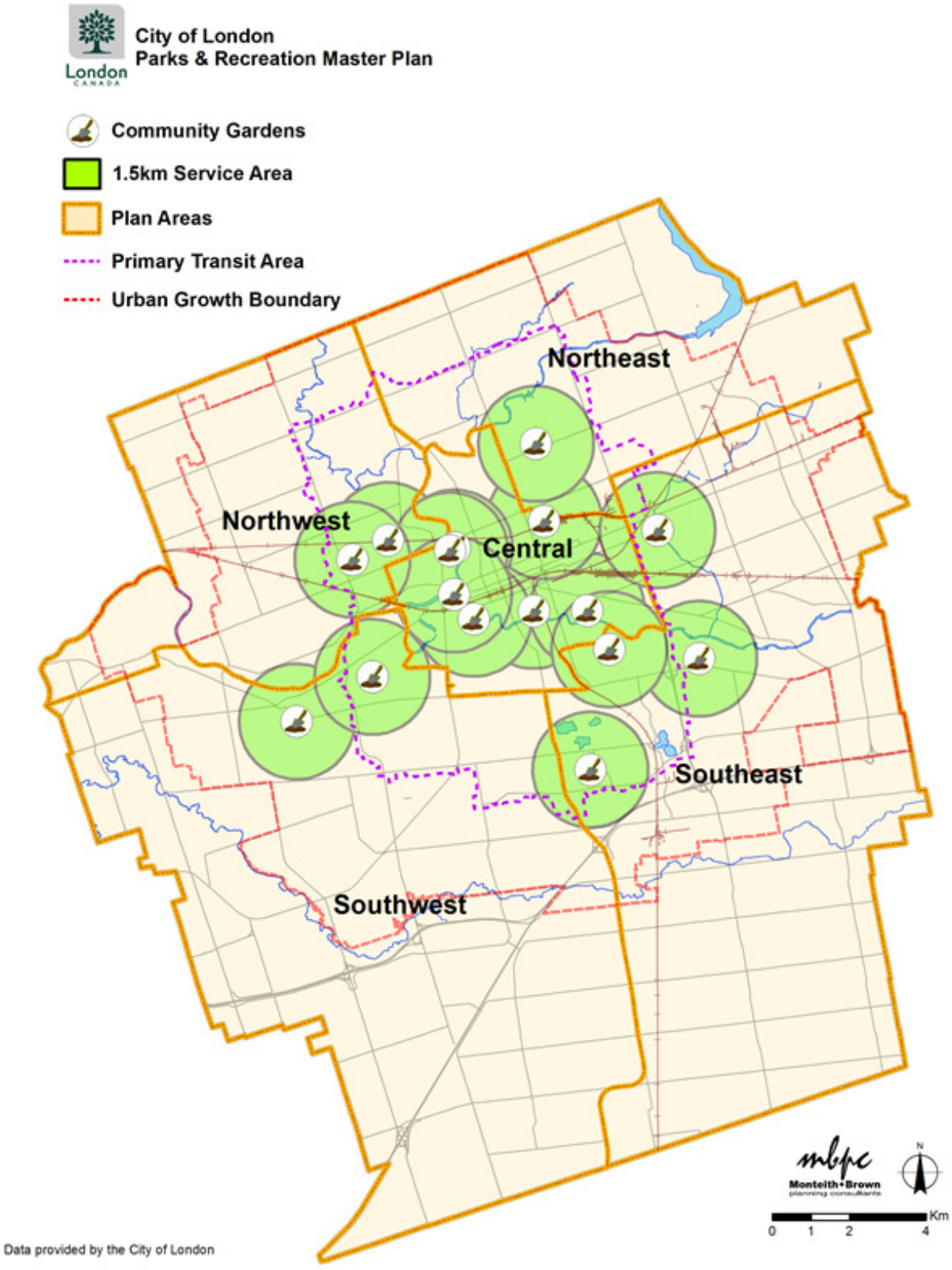


Figure 22: Location of Municipal Community Gardens, City of London (2019)



Appendix B – Types of Partnerships and Approaches to Evaluation

Many forms of partnerships may be considered by the City of London for managing services. The most prevalent is partnerships that advance specific social issues and broader goals, such as capital arrangement regarding facility development. Using the appropriate partnership arrangement or combination of options should be an informed choice.

Partnership examples in a parks, recreation, and sport context include:

a. Public/Public Partnerships – Service delivery and/or the joint work to address social issues with other publicly funded organizations.
b. Public/Not for Profit Partnerships – Joint arrangements with non-profit organizations.
c. Public/Private Partnerships – Joint arrangement where costs and risks are shared.
d. Joint Service Delivery – A service provided by two parties, each contributing some resources.
e. Service Contracts – The service provider manages a particular aspect of a municipal services. The requirements are specific and service levels are articulated in a service contract often predicated through a competitive process.
f. Management Contract – The provider is accountable to manage all aspects of a municipal services. This may or may not include capital investment and is administered through a competitive process and a contract arrangement.
g. Lease – A lease arrangement turns the responsibility and accountability for a municipal asset to service provider. A rental agreement is put in place with deliverables and compliance issues in exchange for payment to the municipality.

To be effective, partnerships must be strategic and work toward specific goals in the delivery of service. Specific to parks, recreation, and sport, partnerships are a way of including more residents in active and outdoor pursuits and expanding service delivery affordably.

Partnerships are currently assessed on a case-by-case basis and projects that increase access to public services and space for all are encouraged. Guidance is needed to establish a consistent and uniform municipal response to potential relationships with those wishing to partner with the City on facility development or program delivery.

A standardized partnership framework could set out why and how the City plans to work with others in fulfilling its mandate and the parameters for these relationships. The standardized partnership framework on the following page may be adapted by the City to evaluate potential partnerships and/or unsolicited proposals.

Criteria	Yes	No	Response
Is the initiative consistent with the municipal mandate and service philosophy?	↓	→	Do not consider municipal involvement in the project.
Is there a municipal role to play in providing the program or service?	↓	→	Do not consider municipal involvement in the project.
Does the proposed service or initiative conform to municipal priorities and is it in operating and capital budget forecasts?	↓	→	Do not consider municipal involvement in the project.
Can requirements ensure compliance with the department's vision, mandate, values, strategic priorities and service standards?	↓	→	Either do not consider municipal involvement in the project or consider alternate forms of capital financing or ongoing funding sources.
Can financial risks be reasonably mitigated through an arrangement with the group(s)?	↓	→	Consider providing the service using a traditional municipal self-managed approach (direct delivery).
Are there suitably equipped and properly qualified organizations who can contribute or provide the service or program?	↓	→	Consider providing the service using a traditional municipal self managed approach (direct delivery).
Can responsibility of the delivery of the service or program be assigned to another organization while mitigating all risks to the organization?	↓	→	Consider providing the service using a traditional municipal self managed approach (direct delivery).
Is there consensus regarding the terms, conditions, standards of delivery and accountabilities?	↓	→	Issue a request for proposal or other procurement process specified by purchasing policies.
	↓	→	Negotiate a mutually acceptable operating agreement and monitoring of performance standards.
Establish a relationship with an outside entity to develop the facility or delivery the program or service and adopt a mutually agreeable monitoring system.			

APPENDIX C

This Appendix contains feedback gathered from the community about the Draft Goals, Strategic Directions, and Recommendations. Feedback was gathered online through www.getinvolved.london.ca (March 11 to April 15, 2019) and at two Open Houses on April 3, 2019 and is organized in order of frequency of comments received.

ACTIVE LIVING	
#	**Summary of comments**
	• Comments related to specific program or camp requests including ideas for programs, locations, times, pricing, or advertising. (all referred to program staff). • Expand opportunities for children with disabilities • Ideas for engagement with business community, Age Friendly London etc. • Ideas to engage with specific partner organizations (Canadian Centre for Activity and Aging, homeless serving organizations, schools, other program providers)
INCLUSION & ACCESS	
	• Comments related to inclusion for all in programs and at facilities. Specific references to those with disabilities, the homeless, isolated individuals, and those living in poverty • Consider budgeting for rubberized surfacing for every new playground installation (the only surfacing that is accessible). (Also in Supportive Environments) • Accessibility of pathways including designating a pathway for use by those requiring electric bikes, skateboards etc. Ensure all pathways are walker and wheelchair friendly • Reference to Vancouver Parks and Recreation Reconciliation initiative • Facilities animal friendly to assist with service dogs
CONNECTING PEOPLE & NATURE	
	• There should be no paved pathways or built structures such as bridges within Environmentally Significant Areas (ESAs), Significant Woodlands, Significant Valleylands, and Significant Wildlife Habitat. Protection must take priority over the desire to close gaps in the Thames Valley Pathway System • Strategic directions are misleading suggesting that recreational pathway development within natural areas is a norm rather than an exception • Support for nature education and interpretive signage including three comments related to building awareness about the importance of protection of the natural areas (ESAs, health of the natural system) • Caution about enjoying nature versus playing in nature • Specific requests for comfort amenities in parks and along pathways: garbage cans, recycling, composting, washrooms, fountains, benches, shade, accessible parking spaces, and a request for City to deal with aggressive geese • General statements about protecting nature from overuse. Most of the wording is about utilization and not about protecting nature. Environmentally Significant Areas and Significant Woodlands must be protected and enhanced in their natural state - these environmental features are not parks and have no recreational attributes and should be excluded from the Master Plan • Comments related to enforcement of by-laws within parks and patrols needed (dogs off-leash, urban camping issues identified) • Support for more pathways and connections across the city for walking and cycling. Where are the gaps and how are they being filled? • Support for access to the river for rowing and canoeing, enhanced wildlife viewing, fishing and other recreational activities • Attention to the fact there was no mention of ESAs in the recommendations. The Plan should include a statement that ESAs are not parks. • Caution about accessing river and making sure protection of the shoreline by restricting access points, no trails or pathways in ESAs of the shoreline • All Londoners should be able to walk out their front door and walk to a green space.....either big or small.
SUPPORTIVE ENVIRONMENTS	
	• Support for 6 lane, 25 meter pool built at Canada Games Aquatic Centre (CGAC) for a training centre and warmup pool for provincial and national competitions. Best location is at CGAC. Sport tourism benefit. An additional 22 comments were left in other sections of the Plan further indicating support for this recommendation • Opposition to the potential loss of Farquharson Arena as a location for ice skating. Concern raised over the loss of a high use arena by the local neighbourhood and the loss of a facility close to downtown that serves many seniors and children. Requests for repurposing identify the maintenance of ice with additional multi-purpose space created (2-storey if possible)

- Work with Thames Valley District School Board (TVDSB) to create a two-story multipurpose space which still has ice pads. Indoor walking track included. Need ice plus a creative and innovative space with an indoor ice pad, large gymnasium, community kitchen, multi-purpose space, specialty/partner spaces based on demonstrated needs
- Requests for other facilities:
    - Curling (potential for partnership)
    - Track and Field – Track at TD Waterhouse needs budget for track replacement
    - The roller derby community needs a home
    - Lack of mention of the need for a multi-use 5,000-person stadium to host major music/ sporting events
    - Need for new indoor track facility
    - Multi-court, outdoor pickleball tournament facility
    - Need for more beach volleyball and outdoor concrete volleyball courts that are open to the public at all times (no permits needed)
- Support for more community centres – specific locations of need mentioned (River Bend, Northwest, East, Southeast) and support for keeping Silverwood arena remaining open as a dry pad, Farquharson repurposed to a community space
- Support for acquiring green space within London including expanding ESAs, land adjacent to ESAs, the Coves
- Comments relating to Sports Fields:
    - Concern over the plant and animal communities that live in the natural areas that will be disrupted by the construction of sports fields
    - Consider partnering with a local business or agency to build an accessible baseball diamond. Example sites in other Municipalities provided
    - Ensure ample parking and discourage lighting within subdivisions.
- Comments relating to Sports Fields:
    - Concern over the plant and animal communities that live in the natural areas that will be disrupted by the construction of sports fields
    - Consider partnering with a local business or agency to build an accessible baseball diamond. Example sites in other Municipalities provided
    - Ensure ample parking and discourage lighting within subdivisions.
- Support for more bike infrastructure – bike rental, secure places for bike parking in downtown
- Comments on specific court locations (overuse, underuse, disrepair)
- Support for more dogs off-leash areas including an additional dog park in West London as well as other types of places to let dogs run off-leash: individual fenced dog runs, within fenced baseball diamonds when not in use
- Climate change will have a huge impact on outdoor recreation in London, and should be mentioned explicitly in such a long-term plan
- Importance of maintaining affordable golf opportunities

RECREATION CAPACITY

- Supportive of partnerships to build facilities including support for a future partnership with Curling organization, affordable housing, and Library as well as with other program providers (identified in Active Living Section).

APPENDIX D

This Appendix contains feedback gathered from Advisory Committees on Draft Goals, Strategic Directions, and Recommendations. Presentation opportunities were offered to all nine Advisory Committees that participated and provided input during the initial engagement initiatives in 2018. Five Committees requested presentations and their feedback is outlined below.

ACCESSIBILITY ADVISORY COMMITTEE

Summary of comments from sub-committee meeting:

- Access for all is important. The City must provide access to all outdoor spaces and indoor and outdoor facilities and amenities. No exceptions. Concern about access on trails and pathways throughout the city was raised.
- Continue to partner with other organizations within the community to offer programs and services for those with disabilities. The City should continue to test program options for children and youth with disabilities – programs need to be offered consistently and be allowed to grow over time.
- Playground surfacing – the City should commit to providing accessible features and rubberized surfacing in all new and upgraded playgrounds.

Comments provided by email:

- All of the swimming pools both indoor and outdoor need to be assessed for wheelchair access, and then a plan in place to make each one accessible.
- For registration for programs, there is a subsidy for people on OW and ODSP automatically making them eligible for it. Please include in that the children with ACSD. Their families spend a great deal to keep them operating and therefore would automatically qualify for the subsidy too. They do not need to jump through hoops to register their child for a program.

ADVISORY COMMITTEE ON THE ENVIRONMENT

- Specific questions related to programming only.

COMMUNITY SAFETY AND CRIME PREVENTION

- Specific questions related to helmet safety in arenas.

CYCLING ADVISORY COMMITTEE

Comments provided by email:

Active Living

- You should also commit to reviewing the data collection and design objectives and sharing Program Participation Data on an ongoing basis with the Cycling Advisory Committee.

Inclusion and Access

- In conjunction with London Transit, offer under-represented groups special discounted/free single-use round trip bus tickets to City Parks and Recreation properties.

Connecting People and Nature

- In conjunction with London Cycle Link and CAC, Review, Edit and Translate a "London Newcomers Cyclist Handbook" into Arabic, French and Spanish.
- Enhance and update current 2015 PDF version of the London Pathway Map by leveraging open source approaches such as Open Street Map. https://www.openstreetmap.org/Initiate public consultations on Bus Transit routes to and vehicle access and parking standards for City parks, recreation, and sport infrastructure and facilities.

ENVIRONMENTAL AND ECOLOGICAL PLANNING ADVISORY COMMITTEE

Comments provided in email:

General Comments

- Where park is used in the Plan, it refers to a definition that contains the word Park Definitions (from Development Charges study definitions provided by staff on October 11, 2018 to the Development Charges Stakeholder Group)
- Neighbourhood Parks are intended to serve as a focal point of a neighbourhood and are

designed to serve the needs of the local neighbourhood by supporting both unorganized and organized activities and programs.

- District Parks are intended to serve groups of neighbourhoods and are designed with an emphasis on facilities for organized sports and unorganized activities.
- Open Space generally buffers and protects natural features and is often linear in nature following tributaries of the Thames River, upland corridors or utility easements.
- Woodland Parks have typically been established and protected for their environmental significance and may have been identified by the City through a previous study or have a development-related Environmental Impact Study (EIS) with recommendations for their protection, management and enhancement.
- Environmentally Significant Areas (ESAs) are identified as components of the Natural Heritage System and include lands that are to be maintained in their natural state through appropriate management for the purposes for which they have been recognized.
- Sports Parks are designed to accommodate multiple high-end sport fields and service larger areas in the City.
- Thames Valley Parkway (TVP) is the City's multi-use pathway system which generally follows the Thames River. Future extensions of the TVP will occur as lands along the branches of the Thames River come under urban development.
- Urban Parks are relatively small spaces that provide a higher level of design quality and are intended to be focal points within neighbourhoods.
- Civic Spaces are small parcels of municipally owned land in the Downtown core and along older main street areas that are designed to a high standard.
- In this document, a pathway has a surface that is hardened with asphalt or other similar base. A trail does not.
- In this document, passive recreation refers to recreational activities that do not require prepared facilities like sports fields or pavilions. Passive recreational activities place minimal stress on a site's resources; as a result, they can provide ecosystem service benefits and are highly compatible with natural resource protection. (US EPA) The Natural Heritage System refers to Policy 1298 of the London Plan and is shown on Map 5 of the London Plan.

Active Living

- A definition of passive and active recreation with examples.
- "non-traditional sites" is completely open ended. Examples would be helpful. Do unstructured activities fall under active recreation which would include a game of pick up soccer or ultimate Frisbee? Does active transportation include bikes including electric bikes? None of these activities should not be permitted in ESAs or Woodland Parks.

Inclusion and Access

- We split trails and pathways from E and added a new F in the Strategic Directions section.
- Shorten e) Promote the use of parks and public spaces.
- New f) Promote the use of trails and pathways in a way that protects unique species and habitats.

Connecting People and Nature

- If the Goal and Strategic Direction G are changed from parks and places to open spaces and civic spaces, it is therefore made clear that Environmentally Significant Areas and buffers to environmental features are excluded. G
- Add "and sustain ecological features and functions to f so it reads:
- f) Apply effective designs and management strategies such as natural landscapes, native plants, and natural heritage education opportunities that support healthy and sustainable environments, and sustain ecological features and functions.
- If the Goal and Strategic Direction G are changed from parks and places to open spaces and civic spaces, it is therefore made clear that Environmentally Significant Areas and buffers to environmental features are excluded. G
- Add "and sustain ecological features and functions to f so it reads:
- f) Apply effective designs and management strategies such as natural landscapes, native plants, and natural heritage education opportunities that support healthy and sustainable environments, and sustain ecological features and functions.
- Recommend new title Recreational Trails and Pathways outside of Environmentally Significant Areas
- …. Add to end of recommendation.. That ends… and a winter maintenance program in select locations where ecological features and functions are not put at risk
- Add new recommendation: Before trails and pathways are created in Significant Woodlands shown on Map 5 of the London Plan, they must follow a woodland management plan based on an Environmental Impact Study.
- Trails and pathways must not be in ecological buffers as per the City's Environmental Management Guidelines.

- change term "municipal woodlands" to "Woodland Parks". Not sure what enhanced management means. Invasive species? Dogs off leash control? Or does it mean naturalization? Clarity would be helpful.
- Environmental Health and Stewardship - includes the City's ESAs as they are part of the Natural Heritage System. Not sure what this looks like in action and in outcomes. Why not simply say, "signage will be installed in locations where use of the city's natural heritage system and urban forest are greatest to help raise awareness and understanding …."

Supportive Environments

- replace term public spaces with Parks and Civic Places in Strategic Direction
- Spaces is undefined - places may be better if you are referring to buildings
- Waiting until lands that are environmentally significant such as ESAs and Woodlands are taken thru the subdivision process means the city is taking on management well after people have created their own trails and access points to features. This risks the ecological feature and reduces the chance to make people aware at the beginning of the importance of the feature. Waiting to get land for free late in the land use planning process is not good ecological planning. In the next section, C raised the possibility of acquiring land in advance of development. Geez Louise, why not for Woodland Parks and other parts of the Natural Heritage System (ex. Lower Dingman)
- add to end of last strategic direction…city owned parts of the Natural Heritage System instead of open spaces.
- Add EV charging stations to recommendation about major retrofits and new construction projects
- No mountain bike parks should be anywhere near significant ecological features
- instead of referencing "parks and public spaces" refer to them as parks and civic spaces
- You have open space lands (e.g. woodlands, natural areas, etc.) without any clear definition or distinctions. Suggest that when you mean woodlands, say woodlands, when you mean park, say park, when you mean ESA say ESA. Drop the use of natural area as it has no definition in policy. See our suggested definitions at the beginning of this document.
- EEPAC is not aware of any case by case evaluation (C. above) of acquiring natural heritage lands at any other point than late in the subdivision development process.
- Add recommendation: Lands that are part of Environmentally Significant Areas currently in private hands should be considered for early acquisition and management by the City.
- Not sure why One River is included here when the EA has not been completed. It is not clear what is considered an appropriate park type in B for passive recreation when passive recreation is not defined in this document. We recommend that this section clearly exclude Woodland Parks.

Neighbourhood Legal Services
LONDON AND MIDDLESEX

June 3, 2019

By Email

Community and Protective Services Committee
City Clerk's Office
City of London
300 Dufferin Avenue
London, ON
N6A 4L9
Email: cpsc@london.ca

Re: Request for Delegate Status to Speak at the Community and Protective Services Committee Meeting on June 17, 2019 Concerning the Impact of Social Assistance Changes on the Community and the City of London Budget

Neighbourhood Legal Services is a poverty law clinic that assists/represents low-income Londoners and Middlesex County residents with legal issues in the areas of:

- Ontario Works ("OW")
- Ontario Disability Support Programs ("ODSP")
- Canada Pension Plan Disability ("CPP-D")
- Landlord/Tenant
- Criminal Injuries Compensation Board
- Employment

Due to the nature of our work, we are regularly made aware of the challenges and difficulties that low-income Londoners face, especially those who are in receipt of OW and ODSP. Part of the clinic's mandate is public legal education, law reform and advocacy. We promote the interests and concerns of low-income Londoners (those on social assistance, fixed incomes, and the working poor) so that they may be taken into consideration in public policy areas. We participate in many City of London groups and tables that deal with poverty and housing issues such as the Community Advocates

Network, London for All Implementation Tables, London Homelessness Coalition, and the Child and Youth Network.

At this time, I would like to point out additional indirect costs to the City of London and our community due to certain social assistance changes confirmed in the budget and announced afterwards.

1. **Provincial Budget Cuts**

   At our clinic, we initially thought that the provincial budget did not appear to have a significant negative impact on low-income individuals and municipalities. However, over time on a more in-depth analysis of the budget and announcements from the provincial government, the impacts on both are very serious. The following budget cuts will have negative consequences, especially for low-income individuals who are more likely to rely on provincial government services:

   - Library services
   - Public education
   - Public health
   - Safe injection sites
   - Child care
   - OSAP grants
   - Flood management
   - Compensation for victims of crime
   - Ending rent control in new buildings
   - OHIP+ prescription coverage for children and youth
   - Cancellation of the previously promised gas tax increases, which will likely impact LTC plans to improve transit in London
   - Legal Aid
   - Labour and employment standards/$15 minimum wage
   - Basic income pilot

   The provincial budget brought forward changes that effectively amount to a downloading of costs to municipal governments. Initially, these changes were retroactive to April 2019. It was predicted that the City of London would need to find up to $3 million in the budget to compensate for changes in the areas that included public health and child care. [Megan Stacey, Ontario government downloading to cost city hall as much as $4M, London Free Press, May 7, 2019] After significant political pressure from municipalities, the provincial government has announced that these cuts will no longer apply to the current budget. **This is a significant achievement that shows that it is possible to influence the provincial government's policies.**

However, it appears the downloading of costs will only be delayed by 1 year. It is our opinion that the proposed downloading will significantly impact the City of London's 4-year budget plan, as downloading is expected to add additional costs of approximately 6 to 7 million to the City by 2021. This downloading will severely and negatively impact the City of London's plans to tackle the affordable housing crisis, to improve transit or to undertake poverty reduction measures. The ability to respond to other issues that may arise will also be severely compromised.

In addition to the serious concerns we have presented in regards to the provincial budget, I would like to point out additional indirect costs to the City of London and our community due to certain social assistance changes confirmed in the budget/announced afterwards.

2. Major Changes to Social Assistance

People on OW/ODSP face enormous challenges in meeting basic needs of food and shelter. On July 31, 2018, the PC Government announced a 1.5% increase in social assistance rates for one year. [Helping People with a Plan to Reform Social Assistance. MCCSS. July 31, 2018] This translates to an $11 increase per month for OW recipients and an approximately $18 increase per month for ODSP recipients. The 1.5% increase does not keep up with the rate of inflation and is unlikely to significantly benefit social assistance recipients.

This increase is actually a reduction of the 3% increase per year for three years promised by the former Liberal government. However, even that proposed increase fell short of the rate increases that would "bring people closer to adequacy", as set out in the "Income Security: Roadmap to Change". [ISAC, Ontario Budget 2018: Important First Steps to Transformation but No Meaningful Progress on Rates, March 28, 2018]

As it is, it is almost impossible for people on OW/ODSP to find and locate affordable housing and this meager increase will not help. This means that those on OW/ODSP will need to turn to community resources/supports to try and meet basic needs.

3. Changes to the definition of disability for ODSP [Ontario Disability Support Program]

Once the new definition of disability is introduced, there will be many fewer people eligible for ODSP. The current definition of disability, which involves at least one medical condition verified by a prescribed health care provider that

causes "substantial impairments and restrictions" lasting for a year or more, will be replaced by a new definition of "severe" disability.

While the details have not been released, the provincial government has indicated that the new definition of disability will "align with federal guidelines". For example, applications for disability benefits through the Canada Pension Plan require that a disability be "severe and prolonged", which typically means a lifelong disability. Those who have episodic conditions or mental health challenges will likely no longer qualify for ODSP. As the Income Security Advocacy Centre points out, given the promise of a radical redesign of ODSP, "the change to the ODSP definition of disability could actually transform OW into a program that primarily serves people with disabilities." [ISAC, Defining Disability: What plans to change the ODSP definition would mean to people with disabilities in Ontario. Dec 2018]

Many questions remain concerning the timing and nature of these changes. For example, current ODSP recipients also have no assurance that they will be grandfathered into the new system and the process for reviewing eligibility has not yet been developed.

For these reasons, changing the definition will result in a much higher Ontario Works (OW) caseload and increased costs to the City. Many individuals with barriers to employment – mental health, physical disabilities, addiction issues – will now remain on OW and likely will require additional resources to try and become employable. As well, we believe it is reprehensible to expect individuals to deal with their significant medical conditions on the extremely meagre OW assistance they receive. For example, it is hard to adequately deal with mental health issues when you are trying to find suitable housing and pay for food and other basic necessities on a welfare budget.

4. Elimination of the Transition Child Benefit

The provincial government has introduced a profoundly unfair and punitive cut by eliminating the Transition Child Benefit (TCB), effective November 1, 2019. This is a benefit cut to those OW or ODSP recipients who are not yet in receipt of the Ontario Child Benefit, either because of their immigration status (e.g., refugees who may wait up to two years for a resolution of their status) or because they have not yet filed their tax returns or are requesting a change in their TCB due to a child being born.

The benefit was introduced in 2008 when the province launched the Ontario Child Benefit and began shifting support from low-income children out of the welfare system. The amount per child is currently $230/month, which provides essential assistance to parents who need this money to feed and clothe their children while on OW or ODSP. By eliminating this benefit, these families on

social assistance will now receive no funds for food, clothing, or other basic needs for their children.

It is our understanding that in London, approximately 800 children per month are getting the TCB and that in the last year approximately $2 million was provided under this benefit. Without that benefit, there will be increased demand on food banks, shelters and other housing supports. In addition, those currently in shelters will face even greater challenges in transitioning to housing.

This benefit is critical for the vulnerable children and their families to try and find/ maintain affordable housing and to cover all their other basic needs including food. It is currently extremely difficult for Ontario Works recipients who are receiving the Transition Child Benefit to meet their basic needs and to find affordable and adequate housing. There is a housing affordability crisis in London as the city has a very low vacancy rate, especially in the low rent category.

Ontario Works assistance with the Transition Child Benefit is well below the poverty line. To expect families who will no longer receive the Transitional Child Benefit to meet their and their children's basic needs is irresponsible/irrational.

For example a couple with 2 children on Ontario Works will lose approximately $460.00 a month with the loss of Transition Child Benefit. This couple will now be expected to meet all their needs on $494.00 received for basic needs for themselves and a maximum of $756.00 for all shelter cost. Most families already need to use some of their basic funds to cover shelter costs that exceed $756.00 (not unusual in London because of rental costs). To now expect this family to feed themselves/children, purchase necessary clothing, cover school expenses, over the counter medication and other necessities on a maximum of $494.00 is inconceivable.

The undue hardship to families will also negatively impact the London community. Community agencies with very limited resources will be looked to by these families for assistance. Food banks that are already overwhelmed will see an increase. Already at or near capacity homeless shelters will be inundated with families/children who have lost the benefit. Those families staying in a shelter will face a higher income barrier to exiting shelter into housing. This means that shelter spaces won't be available for other families that encounter a crisis, such as domestic violence.

Resolution:

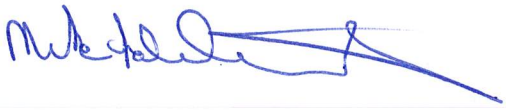
Given the submissions presented above, we ask that the Council of the City of London make the following resolution:

Be it resolved that the Council of the City of London will call upon the Premier and the Minister of Children, Community and Social Services to request that the province:

1) Review and rescind the decision to change the definition of disability in the Ontario Disability Support Program Act; and

2) Review and rescind the decision to eliminate the Transition Child Benefit.

Yours truly,



Mike Laliberte
Staff Lawyer

Impact of Social Assistance Changes

Mike Laliberte

- The Ontario Government has announced changes to the definition of disability for the Ontario Disability Support Program
  - The test will move from "substantial" disability to "severe and prolonged"
  - Hundreds of individuals will no longer qualify for ODSP benefits and will remain on Ontario Works
  - This change will specifically impact those with mental health issues and episodic disabilities
- The Ontario Government has also eliminated the Transition Child Benefit
  - The Transition Child Benefit replaces Child Tax Benefits that certain families are not entitled to
  - On average, 400 children/200 families impacted in the London area
  - Those applying for immigration status (convention refugees), a process which can take months, will no longer receive this benefit
  - Those who are eligible for the Child Tax Benefits but who have a large change in financial status will no longer receive this benefit
- **We ask that the Council of the City of London communicate these concerns to the Ontario Government and request they reverse these changes to social assistance**

Cuts to LAO and Community Impact

Lawrence Burns and Chelsea McMullan

- 2019 Provincial Budget introduced 35% cut to Legal Aid Ontario's funding
  - Figure will rise to 45% within 3 years
  - This cut represents over half of overall cuts to MAG, despite LAO being just 20% of the Ministry's budget
- Some clinics in Toronto and other specialty clinics are facing large, retroactive cuts
  - Advocacy for Tenants Ontario – 25%; Income Security Advocacy Centre – 25%
  - Parkdale Community Legal Services - $1 million (out of $2.3 million) over 2 years
- Front-line services at NLSLM will be impacted when future cuts are implemented
  - Londoners will be left without legal representation for eviction, disability hearings
  - More Londoners accessing municipal housing supports, Ontario Works
  - Every $1 spent on legal aid saves $6 elsewhere
- **We ask that the Council of the City of London communicate these concerns to the Ontario Government and request they reduce or reverse the cuts to LAO**

June 7, 2019

Community and Protective Services Committee
City Clerk's Office
City of London
300 Dufferin Ave
London, ON, N6A 4L9
Email: cpsc@london.ca

RE: Submission by Neighbourhood Legal Services

The London Homeless Coalition exists to advise, shape, and coordinate community responses to homelessness in the London area. Our membership consists of organizations, people with lived experience, academics, and engaged citizens. Part of our work is to advocate for government policies to support preventing and ending homelessness in our community.

We are familiar with the June 3 request by Neighbourhood Legal Services for delegation status to discuss impacts of social assistance changes. We share their concerns about provincial downloading of costs that put services at risk. We highlight for example that public libraries serve as a safe and welcoming space for people experiencing homelessness to access services such as computers. We also highlight that people experiencing homelessness have greater need for some public services such as healthcare. Therefore, should downloading lead to service reductions, we fear that those experiencing homelessness could be disproportionately impacted.

To the particular points made by Neighbourhood Legal, we offer our agreement. These are concerns about reduced social assistance increases, the potential change to the ODSP definition of disability, and the elimination of the transition child benefit.

The purpose of this letter is two-fold: 1) To support the request for delegation status; and 2) To support the requested resolution for the City of London to call upon the provincial government to avoid or reverse decisions on the definition of disability and the elimination of the transition child benefit.

Thank you for your consideration,

Abe Oudshoorn

Chair, London Homeless Coalition

Neighbourhood Legal Services
LONDON AND MIDDLESEX

June 3, 2019

By Email

Community and Protective Services Committee
City Clerk's Office
City of London
300 Dufferin Avenue
London, ON
N6A 4L9
Email: cpsc@london.ca

Re: Request for Delegate Status to Speak at the Community and Protective Services Committee Meeting on June 17, 2019 Concerning the Impact of Cuts to Legal Aid on the Community and the City Budget

Neighbourhood Legal Services is a poverty law clinic that assists/represents low-income Londoners and Middlesex County residents with legal issues in the areas of:

- Ontario Works ("OW")
- Ontario Disability Support Programs ("ODSP")
- Canada Pension Plan Disability ("CPP-D")
- Landlord/Tenant
- Criminal Injuries Compensation Board
- Employment

Due to the nature of our work, we are regularly made aware of the challenges and difficulties that low-income Londoners face, especially those who are in receipt of OW and ODSP. Part of the clinic's mandate is public legal education, law reform and advocacy. We promote the interests and concerns of low-income Londoners (those on social assistance, fixed incomes, and the working poor) so that they may be taken into consideration in public policy areas. We participate in many City of London groups and tables that deal with poverty and housing issues such as the Community Advocates Network, London for All Implementation Tables, London Homelessness Coalition, and the Child and Youth Network.

At this time, I would like to draw your attention to the devastating cuts that the Provincial government has made to the Legal Aid system and highlight how these cuts may impact the city.

Legal Aid Cuts

The 2019 provincial budget introduced a massive cut to Legal Aid Ontario funding: approximately 35% of the funding has been cut for 2019-20 ($133 million), but this figure will rise to 45% ($164 million) within 3 years. This represents over half of the overall cuts to the Ministry of the Attorney General as a whole, even though Legal Aid Ontario funding only constitutes 20% of the Ministry's budget.

These cuts will have a sweeping effect on residents of London and on the community as a whole. Local legal clinics, immigrants and refugees, and the certificate system are all profoundly affected by these budget changes.

Cuts to the clinic system

Our clinic, Neighbourhood Legal Services (London and Middlesex), is directly funded by Legal Aid Ontario. There are 72 clinics such as ours that are spread throughout Ontario. As we noted in our introduction, local clinics offer a number of services that are profoundly beneficial to low-income residents of the City of London. These services include providing advice and representation on social assistance, housing, employment and criminal injuries compensation matters. We work closely with the City of London and community groups to help improve the lives of Londoners. Our overhead costs are low and we have a volunteer management board whose members are drawn from the community.

It is expected that legal clinics will face a $15 million cut in our budgets this year. LAO hopes to find savings without cutting front-line staff, but there is very little left to cut in the clinic system. Most of the funding that does not go to our rent is used to pay the salaries of staff who are providing front-line services. The costs of such cuts will be mitigated this year because there are some one-time savings in the system. However, the cuts will increase each year and this will certainly lead to cuts to front-line staff and a reduction in service in upcoming years.

The government has said that our numbers are dropping, but they are wrong about that. The statistics included in the recent Auditor General's 2018 report show a steady *increase* in clients. Although we will try to meet the high demand for our services, we will inevitably serve less people and our engagement in law reform, public education, and community development initiatives will be substantially impacted.

Cuts to immigration services

The government cuts to Immigration and Refugee legal services are devastating. The province has instructed Legal Aid Ontario that no provincial funds whatsoever may be used to provide services to people on these matters. Since 2014/15, the provincial portion of LAO expenditures for these services ranged between 61% (in 2017/18) and 75% (in 2015/16). For 2019/20, as much as $34 million had been allocated as provincial money for immigration and refugee services that will no longer be used, with only $13-16 million coming from federal funding. This provincial cut disproportionately impacts some of the most vulnerable people in the province and is being introduced as part of a dispute with the federal government.

Cuts to Legal Aid certificates and duty counsel

There will also be drastic cuts to Legal Aid certificates for family and criminal law matters. The lack of representation is widely expected to actually increase costs to the administration of justice and result in hardship to those who seek to represent themselves. Family and criminal duty counsels who attend at the court house will also experience budget cuts, leaving even more people without legal support.

A short-sighted approach

Advocates for Legal Aid have shown that the cuts represent short term savings but will result in increased costs to the legal system. Research cited by the Canadian Bar Association has found that for every dollar spent on legal aid, the government saves an average of $6 elsewhere.

Moreover, as former Attorney General Roy McMurtry has said, "our laws and freedoms will only be as strong as the protection that they afford to the most vulnerable members of our community … Legal aid and in particular community law is perhaps the single most important mechanism that we have to make the equal rights dream a reality". [George Thomson, Ontario's legal aid cuts strike most vulnerable, The Lawyer's Daily, May 16, 2019]

The deep cuts to Legal Aid Ontario represent a profoundly short-sighted move on the part of the provincial government, but there is still time to rescind the cuts or reduce the proposed cuts.

Resolution:

We ask that the Council of the City of London make the following resolution:

> Be it resolved that the Council of the City of London will call upon the Premier and the Attorney General of Ontario to request that the province:
>
> 1) Make a commitment to promote access to justice;
>
> 2) Respect the commitment of the government to not decrease front line services;
>
> 3) Reduce or reverse the cuts to Legal Aid Ontario.

Yours truly,

Lawrence Burns
Staff Lawyer

Chelsea McMullan
Licensed Paralegal

Encls: Auditor General's Report 2018 (excerpt, Figure 3, page 260); Canadian Bar Association, "Legal aid is an integral part of the social safety net" (January 30, 2017); Stop the Cuts handout

Auditor General's Report 2018 (Volume 1)

Figure 3: Number of Active Clinic Files and Average Cost per Active File, 2012/13–2017/18

Source of data: Legal Aid Ontario

	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	% Change 2012/13–2017/18
# of clinic files	202,390	208,019	205,619	208,775	226,134	170,429	(16)
Average cost per file ($)	357	363	408	442	385	503	41

Note: Prior to 2017/18, files included any services provided to a client, such as case representation, brief services, advice and referrals. Starting 2017/18, the new clinic system includes files only when case representation is provided to a client. As a result, the number of files recorded in 2017/18 is significantly lower than previous years. This also explains the higher cost per case in 2017/18.

Figure 4: Number of Persons Assisted by Duty Counsel, by Area of Law, 2013/14–2017/18

Source of data: Legal Aid Ontario

Area of Law	2013/14	2014/15	2015/16	2016/17	2017/18	% Change 2013/14–2017/18
Criminal	467,510	438,343	434,772	456,594	504,636	8
Civil and others*	163,249	160,990	153,660	143,976	139,339	(15)
Total	**630,759**	**599,333**	**588,432**	**600,570**	**643,975**	**2**

* Others include family, tenant, and mental health matters.

TRACKING PREFERENCES

We use cookie and similar technologies in our web sites. For more information see our privacy policy page.

ALLOW **DENY**

THE CANADIAN BAR ASSOCIATION

Legal aid is an integral part of the social safety net

January 30, 2017

It's time for the federal government to take a leadership role in access to justice, the CBA's Access to Justice Committee says in a submission to the House of Commons Committee on Justice and Human Rights which is studying legal aid.

"Canada needs federal leadership in creating a properly funded, national legal assistance systems strategy, with services administered by each province and territory, and minimum national standards and comparable services available throughout Canada," the submission says.

"Better ways of delivering services to more people will be an ongoing challenge, but the foundation for access to justice through support for adequate access to legal assistance services must be an unwavering government commitment to national standards."

Nearly 50 per cent of Canadians will have a legal problem in any given three-year period but most will not seek legal help to resolve those problems. Legal issues tend to escalate, particularly for those at the low end of the income scale, creating long-term costs for society. Studies from the U.K. and Australia suggest for every $1 spent on legal aid, $6 of public funds are saved elsewhere – to the point where it is not unreasonable to suggest that publicly funded legal services "are a pillar of a just democratic society" and an essential public service along with education, health care and social services.

For the past 21 years however, since the government stopped dedicating funding to civil legal aid in 1995, provincial legal aid providers "feel pressure to put the scarce funding they receive to programs recognized as constitutionally guaranteed (criminal and child protection matters)." Compared to overall government spending, spending on legal aid is relatively flat or declining.

So what is to be done?

According to the Access to Justice Committee, the federal government needs to "assume a leadership role in the justice system that goes beyond legal aid." It needs to coordinate funding to improve the system as a whole and reduce the stark regional disparities that currently exist; adopt the benchmarks for public legal aid developed by CBA and the Association of Legal Aid Plans of Canada.

And it could maybe start by providing dedicated funding for civil legal aid "at levels that will allow for benchmark compliance."

The Access to Justice Committee pressed these points before the House of Commons Justice and Human Rights Committee when representative, Doug Ferguson, testified on December 13, 2016. During the hearings, it was evident that members of the Committee were relying on the CBA's brief, commenting on the CBA's concerns about the "patchwork of legal aid services across Canada... inconsistencies with respect to financial eligibility and the types of legal matters that are covered under legal aid," and "stark regional disparities," and questioning government officials about the benchmarks.

There are dozens of efforts, at both the provincial and national levels to improve access to justice, and the CBA concluded its submission by inviting the federal government to join those efforts.

[0] Comments
CBA (Canadian Bar Association) members may sign in to comment.

STOP THE CUTS:
ACCESS TO JUSTICE FOR ALL!

The Ontario government recently cut funding to Legal Aid Ontario by 35%, to rise to a staggering 45% within the next 3 years. Community legal clinics, which are funded by Legal Aid Ontario, are facing a $15 million budget cut in 2019 alone. These cuts will be **devastating** to low-income people across Ontario.

Legal clinics help vulnerable Ontarians:

- Get Ontario Works and Ontario Disability Support Program benefits
- Fight wrongful evictions
- Access WSIB benefits when they're injured at work
- Get the CPP-D, Old Age Security, and child benefits they're entitled to
- Uphold employment rights at work
- Apply for immigration and refugee status and challenge deportation orders
- Improve benefits and services for everyone by ensuring that government laws and policies are fair, don't discriminate, and uphold the Charter of Rights
- And much more...

But this massive cut to funding will mean reduced front line and advocacy services – even though Premier Ford promised his government would not cut services.

TAKE ACTION!

Send an email to Premier Doug Ford, Attorney General Caroline Mulroney and your local MPP, or telephone them directly.

Tell them you want them to stop the cuts, and that the cuts will directly impact the front-line services and advocacy that low-income Ontarians need to help keep a roof over their head and put food on the table. Tell them they're breaking their promise to not cut services to the people.

Premier Doug Ford
premier@ontario.ca
416-325-1941

Attorney General Caroline Mulroney
caroline.mulroney@pc.ola.org
905-895-1955

Your Own MPP
Contacting your own MPP is very important.

Find your MPP by postal code here:
https://voterinformationservice.elections.on.ca/en/election/search?mode=postalCode

More info: https://stoplegalaidcuts.nationbuilder.com/

People's Forum On Housing

June 4, 2019

London City Council
c/o City Clerks Office
300 Dufferin Avenue
London, ON N6B 1Z2

Dear Honourable Mayor Ed Holder and esteemed members of London City Council,

Please find enclosed the petition to the City of London Municipal Council, as collected this week, by the People's Forum on Housing.

We, the undersigned residents of the City of London, County of Middlesex,
Draw the attention of the London City Council to the following,

THAT The current Official Plan for the City of London was adopted by the Municipal Council on June 19, 1989,
Chapter 12 of the official plan enacts the Housing Policies, including all approved amendments, and
Adequate access to affordable housing is essential to the vitality of our community

THEREFORE, your petitioners **request that City Council**

- direct civic staff to deliver a comprehensive report, in line with the requirements stated in the Official Plan (12.2.4), to London Municipal Council,
- convene an expert task force or special committee to examine the required reports, as specifically outlined in Chapter 12 of the Official Plan for the City of London.
- direct this task force or committee to provide a report on findings, with recommendations, to the London Municipal Council, with the purpose of implementing the measures to increase the supply of affordable housing across the city of London.

We understand the public agenda and the City of London website will share this petition, as duly signed by 120 residents of the City of London.

Chris Stroud, Member,
People's Forum on Housing (London, Ontario)

DEFERRED MATTERS

COMMUNITY AND PROTECTIVE SERVICES COMMITTEE

as of June 10, 2019

File No.	Subject	Request Date	Requested/Expected Reply Date	Person Responsible	Status
1.	**Request for Naming of Vimy Ridge Park** That the following actions be taken with respect to the request for naming of Vimy Ridge Park: a) the Civic Administration BE REQUESTED to complete appropriate stakeholder consultation and report back to the Community and Protective Services Committee (CPSC), as soon as possible, with respect to a location that would be adequate and a suitable Vimy Ridge commemorative location, including the necessary budget; b) the request to name a parcel of land located adjacent to the Charlie Fox Overpass at Hale Street and Trafalgar Street, "Vimy Ridge Park" BE REFERRED to a future meeting of the CPSC when the above-noted information is available related to this matter; and, c) the Civic Administration BE DIRECTED to make the necessary arrangements for the land located adjacent to the Charlie Fox Overpass at Hale Street and Trafalgar Street to be designated as the temporary "Vimy Ridge Park" until such time as the actions outlined in a) and b) have been completed and a permanent "Vimy Ridge Park" has been established.	February 22, 2017	TBD	S. Stafford	Community and Stakeholder Engagement in Spring of 2019 Report back in Summer of 2019
2.	**2nd Report of the Diversity, Inclusion and Anti-Oppression Advisory Committee** That the following actions be taken with respect to the 2nd Report of the Diversity, Inclusion and Anti-Oppression Advisory Committee (DIAAC), from its meeting held on January 18, 2018: a) the City Clerk BE REQUESTED to review and consider new, additional resources for the Advisory Committee, Board and Commission membership recruitment in order to augment the diversity of applications for vacant positions, specifically focusing on diverse, young women and report back to the Community and Protective Services Committee with respect to this matter; it being	February 21, 2018	TBD	C. Saunders	

File No.	Subject	Request Date	Requested/Expected Reply Date	Person Responsible	Status
	noted that the DIAAC received the attached presentation from K. Koltun, Government and External Relations Office, with respect to the Diverse Voices for Change Initiative and the related committee census information; and,				
3.	**Salvation Army Commissioning** That the communication dated February 26, 2018, from B. Miller, with respect to a request to install a bronze plaque in Victoria Park to acknowledge and thank the Salvation Army for over 130 years of service in the City of London, BE REFERRED to the Civic Administration for consideration and a report back to the Community and Protective Services Committee as to what options are currently in place to facilitate the recognition or a new type of recognition.	March 20, 2018	TBD	S. Stafford	
4.	**4th Report of the Diversity, Inclusion and Anti-Oppression Advisory Committee** c) the City Clerk BE REQUESTED to undertake a review of the potential provision of child minding for Advisory Committees and to report back to the appropriate standing committee	April 4, 2018	2018	B. Coxhead C. Saunders	
5.	**7th Report of the Accessibility Advisory Committee** That the following actions be taken with respect to the 7th Report of the Accessibility Advisory Committee from its meeting held on July 26, 2018: a) the motion from the Policy Sub-Committee report, from the meeting held on July 10, 2018, with respect to Municipal Council being requested to fully endorse the Outdoor Event Guide, in its entirety, and require that all events held on city-owned land be required to implement all points BE REFERRED to the Civic Administration for review and a report back to the Community and Protective Services Committee in enough time for possible implementation prior to the next events season;	August 14, 2018	TBD	J.P. McGonigle	

File No.	Subject	Request Date	Requested/Expected Reply Date	Person Responsible	Status
6.	**Mayor's Meeting With the Accessibility Advisory Committee – Update** That the following actions be taken with respect to the correspondence from Mayor M. Brown regarding his meeting on June 28, 2018 with members of the Accessibility Advisory Committee: b) the remainder of the above-noted correspondence BE REFERRED to the Civic Administration in order to report back to the Community and Protective Services Committee as soon as possible related to the request(s), including, but not limited to, potential timelines and resource implications.	August 14, 2018	TBD	S. Datars Bere C. Saunders G. Kotsifas J. Fleming S. Stafford M. Hayward B. Card M. Daley K. Scherr B. Coxhead A.L. Barbon	
7.	**Municipal Implementation of Legalized Cannabis - Cannabis Licence Act, 2018** That, on the recommendation of the Director of Community and Economic Innovation, with the concurrence of the City Manager, the following actions be taken with respect to the municipal implementation of legalized cannabis: d) the Civic Administration BE DIRECTED to continue monitor impacts associated with recreational cannabis and report back to the Community and Protective Services Committee no later than April 2020	December 10, 2018	TBD	R. Wilcox M. Hayward	
8.	**Administrative Monetary Penalty By-law** That, on the recommendation of the Managing Director, Development and Compliance Services and Chief Building Official, the following actions be taken with respect to an Administrative Monetary By-law: d) the Civic Administration BE DIRECTED to report back to the Community and Protective Services Committee with information following the initial 12 month implementation period; e) the Civic Administration BE REQUESTED to report back after the 12 month period with respect to proposals for implementing the Administrative Monetary Penalty System for other by-laws and what the financial implications would be; f) the Civic Administration BE REQUESTED to investigate and report back to the Community and	December 10, 2018	TBD	G. Kotsifas A. Drost	

File No.	Subject	Request Date	Requested/Expected Reply Date	Person Responsible	Status
	Protective Services Committee, as soon as possible, with available technology options to limit barriers to people living with disabilities;				
9.	**Towing Services Review** That the communication, as appended to the agenda, from Councillor S. Lewis, with respect to a request for a draft by-law related to the towing industry, BE REFERRED to the Civic Administration for a review and consultation with the industry as well as with law enforcement agencies, including the London Police Service and Ontario Provincial Police, along with a report back to the Community and Protective Services Committee as to whether or not a by-law is required; it being noted that the delegation requests from T. Whitworth and F. Ibrahim, as included on the Added Agenda, will be referred to the above-noted consultation.	January 22, 2019	TBD	G. Kotsifas O. Katolyk	
10.	**3rd Report of the Diversity, Inclusion and Anti-Oppression Advisory Committee** That the following actions be taken with respect to the 3rd Report of the Diversity, Inclusion and Anti-Oppression Advisory Committee, from its meeting held on March 21, 2019: a) the following actions be taken with respect to menstrual products distribution free of charge: i) the Civic Administration BE DIRECTED to provide free menstrual products (pads and tampons) in all public-facing City of London facilities and report back at a future meeting of the Community and Protective Services Committee (CPSC) with respect to the cost associated with this; ii) the Civic Administration BE REQUESTED to explore the option of providing free menstrual products in all remaining City of London facilities, as a pilot project, and report back at a future meeting of the CPSC with respect to the cost associated with this;	April 1, 2019	TBD	L. Livingstone – part i) S. Stafford – part i) A.L. Barbon – part ii) T. Wellhauser – part ii)	
11.	**4th Report of the London Housing Advisory Committee** That the following actions be taken with respect to the 4th and 5th Reports of the London Housing Advisory Committee (LHAC), from the meetings held on April 10, 2019 and May 8, 2019, respectively:	May 28, 2019	TBD	S. Datars Bere	

File No.	Subject	Request Date	Requested/Expected Reply Date	Person Responsible	Status
	a) the following actions be taken with respect to the 4th Report of the LHAC: i) clause 2.1 of the above-noted Report and the ~~attached~~ presentation BE REFERRED to the Civic Administration to review the concerns set out in the presentation and report back to the Community and Protective Services Committee with responses; and,				
12.	**London Strengthening Neighbourhoods Strategy: Neighbourhood Decision Making Program** That the Civic Administration BE REQUESTED to report back at a future meeting of the Community and Protective Services Committee with respect to the following related to the London Strengthening Neighbourhoods Strategy Neighbourhood Decision Making Program: a) making locations ineligible for funding in consecutive years in the Neighbourhood Decision Making Program; b) splitting up geographic boundaries further; and, c) putting a cap on amounts given to each project;	May 28, 2019	TBD	L. Livingstone	
13.	**Garbage Collection in City of London Parks** That the Civic Administration BE DIRECTED to report back at the August 13, 2019 meeting of the Community and Protective Services Committee with the costing related to resuming year round garbage collection in city parks; it being noted that a communication, dated April 4, 2019, from Councillor E. Peloza was received with respect to this matter.	May 28, 2019	August 13, 2019	S. Stafford	
14.	**Unsanctioned and Unsafe Street Parties Policy Amendments – Public Nuisance By-law: Cost Recovery** That the Civic Administration BE DIRECTED to prepare a further revised draft amending by-law to the Public Nuisance By-law regarding Nuisance Party cost recovery and fees and report back to the Community and Protective Services Committee meeting to be held on August 13, 2019.	May 28, 2019	August 13, 2019	G. Kotsifas	
15.	**Neighbourhood Event Equipment Lending Policy** That the Civic Administration BE REQUESTED to consider and report back, before the beginning of the 2019-2020 school year, with respect to the viability of extending the	May 28, 2019	TBD	L. Livingstone	

File No.	Subject	Request Date	Requested/Expected Reply Date	Person Responsible	Status
	definition of eligible groups in the current equipment lending policy (defined as groups of neighbours working to build community in their neighbourhood, this could be a neighbourhood association or an informal group of neighbours) to include home and school associations, to allow for those bodies to be eligible for equipment lending during the school calendar year. (2019-S12)				