

# Corporate Services Committee

## Report

10th Meeting of the Corporate Services Committee  
June 8, 2020

**PRESENT:** Councillors A. Kayabaga (Chair), M. van Holst, J. Helmer, J. Morgan, A. Hopkins, Mayor E. Holder

**ALSO PRESENT:** S. Spring, B. Westlake-Power  
Remote Attendance: Councillors S. Lewis, M. Cassidy, S. Hillier; L. Livingstone, A. Barbon, B. Card, C. Saunders, M. Schulthess, E. Skalski, B. Warner, T. Wellhauser  
The meeting is called to order at 12:02 PM; it being noted that the follow Members were in remote attendance: Mayor E. Holder, J. Helmer, J. Morgan, A. Hopkins, A. Kayabaga

### 1. Disclosures of Pecuniary Interest

That it BE NOTED that no pecuniary interests were disclosed.

### 2. Consent

#### 2.1 Agreement Between The City of London and Donald Jones Management Services Inc. - Management of Centennial Hall

Moved by: A. Hopkins  
Seconded by: E. Holder

That, on the recommendation of the Managing Director, Corporate Services and City Treasurer, Chief Financial Officer, the proposed by-law appended to the staff report dated June 8, 2020 as Appendix "A" BE INTRODUCED at the Municipal Council meeting to be held on June 16, 2020 to:

a) approve a five year extension agreement to December 31, 2025 between The Corporation of the City of London (the City) and Donald Jones Management Services Inc. appended to the staff report dated June 8, 2020 as Appendix "B" to the by-law; and,

b) authorize the Mayor and the City Clerk to execute the agreement approved in part a), above.

Yeas: (6): A. Kayabaga, M. van Holst, J. Helmer, J. Morgan, A. Hopkins, and E. Holder

**Motion Passed (6 to 0)**

#### 2.2 Standing Committee Meetings and Annual Meeting Calendar

Moved by: J. Helmer  
Seconded by: A. Hopkins

That the matter of the Annual Meeting Calendar BE REFERRED to the next meeting of the Corporate Services Committee for additional discussion.

Yeas: (6): A. Kayabaga, M. van Holst, J. Helmer, J. Morgan, A. Hopkins, and E. Holder

**Motion Passed (6 to 0)**

**3. Scheduled Items**

None.

**4. Items for Direction**

4.1 1st Report of the County/City Liaison Committee

Moved by: E. Holder

Seconded by: J. Helmer

That the 1st Report of the County/City Liaison Committee, from its meeting held on May 20, 2020, BE RECEIVED.

Yeas: (5): M. van Holst, J. Helmer, J. Morgan, A. Hopkins, and E. Holder

Absent: (1): A. Kayabaga

**Motion Passed (5 to 0)**

**5. Deferred Matters/Additional Business**

None.

**6. Confidential (Enclosed for Members only.)**

Moved by: A. Hopkins

Seconded by: J. Morgan

That the Corporate Services Committee convene, In Closed Session, for the purpose of considering the following:

6.1 Land Disposition / Solicitor-Client Privileged Advice / Position, Plan, Procedure, Criteria or Instruction to be Applied to Any Negotiations

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

6.2 Land Disposition / Solicitor-Client Privileged Advice / Position, Plan, Procedure, Criteria or Instruction to be Applied to Any Negotiations

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

6.3 Land Disposition / Solicitor-Client Privileged Advice / Position, Plan, Procedure, Criteria or Instruction to be Applied to Any Negotiations

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

6.4 Litigation/Potential Litigation / Solicitor-Client Privileged Advice

A matter pertaining to litigation or potential litigation and advice that is subject to solicitor-client privilege, including communications necessary for that purpose

and directions and instructions to officers and employees or agents of the municipality.

Yeas: (6): A. Kayabaga, M. van Holst, J. Helmer, J. Morgan, A. Hopkins, and E. Holder

**Motion Passed (6 to 0)**

The Corporate Services Committee convenes, In Closed Session, from 12:32 PM to 12:58 PM.

**7. Adjournment**

The meeting adjourned at 12:59 PM.

<b>TO:</b>	<b>CHAIR AND MEMBERS CORPORATE SERVICES COMMITTEE MEETING ON JUNE 8, 2020</b>
<b>FROM:</b>	<b>ANNA LISA BARBON MANAGING DIRECTOR, CORPORATE SERVICES AND CITY TREASURER, CHIEF FINANCIAL OFFICER</b>
<b>SUBJECT:</b>	<b>AGREEMENT BETWEEN THE CITY OF LONDON AND DONALD JONES MANAGEMENT SERVICES INC. MANAGEMENT OF CENTENNIAL HALL</b>

<b>RECOMMENDATION</b>
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That, on the recommendation of the Managing Director, Corporate Services and City Treasurer, Chief Financial Officer, the attached proposed by-law (Appendix "A") **BE INTRODUCED** at the Municipal Council meeting to be held on June 16, 2020 to:

- a) **APPROVE** a five year extension agreement to December 31, 2025 between The Corporation of the City of London (the City) and Donald Jones Management Services Inc. attached as Appendix "B" to the by-law; it being noted that the agreement includes a 90 day notice provision to terminate the contract with or without cause; and,
- b) **Authorize** the Mayor and the City Clerk to execute the agreement approved in a), above.

<b>PREVIOUS REPORTS PERTINENT TO THIS MATTER</b>
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- Corporate Services Committee – June 25, 2015 – Agreement between the City of London and Donald Jones Management Services Inc. – Management of Centennial Hall

<b>BACKGROUND</b>
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Centennial Hall is a City owned multi-purpose public venue that supports the City's strategic area of focus of Strengthening Our Community through engaging Londoners in culture to increase community vibrancy and awareness by showcasing a variety of music, arts and cultural performance. It also acts as a venue for dances, banquets, meetings, conventions, exhibitions, trade shows, craft shows, fashion shows, travel shows, etc.

Donald Jones Management Services Inc. has managed Centennial Hall since 1986 on behalf of the City. It has been contracted to:

- manage all functions and activities of Centennial Hall (the Hall), including the daily operation and maintenance of the facility,
- use best efforts to promote and market use of the Hall,
- review/approve rental and other applications in accordance with the approved rate schedule,
- prepare rental agreements and negotiate with users any modification in the terms of such agreements and arrange for their execution prior to the holding of an event.

The agreement between the City and Donald Jones Management Services Inc. provides them with \$60,000 or 23% of the gross revenue in a calendar year, whichever is greater. The total operating costs to the City over the last five years, including the agreement costs, have averaged approximately \$73,280 per year. Noting that in 2019 and 2017 the costs were approximately \$51,000 per year and in 2018 there was a surplus of \$13,000.

Centennial Hall is currently allotted \$180,000 per year in life cycle, capital renewal. This amount is currently adequate to continue to maintain the facility so that it is:

- safe,
- functional,
- meeting the needs of the management group for the type of events being hosted in the facility.

The current agreement between the City and Donald Jones Management Services for the operation and management of Centennial Hall expires on December 31, 2020.

The purpose of this report is to extend the current agreement for five (5) years until December 31, 2025 under the same terms and conditions that have been in existence for many years, with the exception of slight increases in some user fees (attached as Schedule "B"). It should be noted that the agreement does contain a 90 day notice provision to terminate the contract with or without cause.

Centennial Hall's current state can best be described as "holding". Centennial Hall is near the end of its service life as concluded in a study commissioned by the City of London; Feasibility and Condition of Centennial Hall Final Report in June 2007.

However, Centennial Hall continues to serve the community by providing a low cost venue that attracts a variety of artists, vendors and participants. It supports the arts by showcasing artistic talent, bringing to London a variety of entertainment. As identified in Novita Interpareas Performing Arts Centre Market Analysis, August 15, 2014, as a live performance venue, Centennial Hall's seating capacity accounts for 20% of the total capacity in the City of London. And it provides for vendors and other groups a reasonably priced venue for meetings, trade shows, dances, awards shows, weddings, commencements etc. Civic Administration is not aware of any updates that would identify whether this has changed since that time.

Centennial Hall not only serves the community but also has the community's support; over last 5 years it has annually hosted on average 127 events with an attendance of greater than 72,000.

To emphasize the cost-effectiveness of Centennial Hall, in 2012, the City of Hamilton contracted KPMG to undertake an analysis of facility subsidies for performing arts centres/theatres. The results of that study indicate that the Centennial Hall is the lowest municipal subsidized centre. A copy of the summary is attached as Appendix "C".

As Council moves forward, decisions regarding Centennial Hall's future will be made within the context of Council's Strategic Plan. While this is being determined, Centennial Hall could continue operations under its current agreement with Donald Jones Management Services. Centennial Hall is still a well maintained facility that operates in a safe and responsible manner providing value to the community.

## **Conclusion**

Continuing to maintain this asset as a low cost venue for arts, culture and entertainment provides Council an opportunity to investigate future avenues and uses for the building and the site that are in line with its Strategic Plan.

Given the continued solid performance of Donald Jones Management Services in operating Centennial Hall, the continued use of Centennial Hall by outside user groups, the minimal capital requirements to maintain it and the flexible conditions in the agreement allowing for cancellation of the contract, it is recommended the contract be extended for five (5) years.

**Acknowledgements**

This agreement has been prepared with the assistance of Legal Services.

<b>PREPARED BY:</b>	<b>RECOMMENDED BY:</b>
<b>LAURIE GREEN, CPA, CMA FINANCIAL BUSINESS ADMINISTRATOR</b>	<b>ANNA LISA BARBON, CPA, CGA MANAGING DIRECTOR, CORPORATE SERVICES AND CITY TREASURER, CHIEF FINANCIAL OFFICER</b>

## APPENDIX “A”

Bill No.

By-law No. A-

A By-law to authorize an Agreement between The Corporation of the City of London and Donald Jones Management Services Inc., for the operation and management of Centennial Hall, and to authorize the execution the Agreement.

WHEREAS section 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 23(1) of the *Municipal Act, 2001* authorizes the municipality to delegate its powers and duties to a person;

AND WHEREAS it is deemed expedient for The Corporation of the City of London (the “City”) to enter into an Agreement with Donald Jones Management Services Inc. for the operation and management of Centennial Hall (the “Agreement”);

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

1. The Agreement substantially in the form attached as Schedule “A” to this By-law, being an Agreement with Donald Jones Management Services Inc. for the operation and management of Centennial Hall is hereby AUTHORIZED AND APPROVED.
2. The Mayor and City Clerk are hereby authorized to execute the Agreement authorized and approved under section 1 of this by-law.
3. This by-law shall come into force and effect on the day it is passed.

PASSED in Open Council , 2020

Ed Holder  
Mayor

Catharine Saunders  
City Clerk

First reading -  
Second reading -  
Third reading -

## **APPENDIX “B”**

This Agreement made this    day of June, 2020

THE CORPORATION OF THE CITY OF LONDON  
(hereinafter called the “Owner”)

-            AND            -

DONALD JONES MANAGEMENT SERVICES INC.  
(hereinafter called the “Manager”)

WHEREAS by an agreement dated the 1<sup>st</sup> day of January, 2006 (the “2006 Agreement”), the Owner engaged the Manager to operate and manage Centennial Hall at 550 Wellington Street in the City of London which is a multi-purpose public hall owned by the Owner;

AND WHEREAS by an agreement dated the 1<sup>st</sup> day of January, 2010 (the “2010 Agreement”), the Parties extended the term of engagement of the Manager to operate and manage the Hall for the Owner;

AND WHEREAS by an agreement dated the 17<sup>th</sup> day of September, 2012 (the “2012 Agreement”), the Parties extended the term of engagement of the Manager to operate and manage the Hall for the Owner;

AND WHEREAS by an agreement dated the 28<sup>th</sup> day of July, 2015 (the “2015 Agreement”), the Parties extended the term of engagement of the Manager to operate and manage the Hall for the Owner;

AND WHEREAS the parties wish to extend the term of engagement of the Manager for an additional five (5) year period;

NOW THEREFORE in consideration of the mutual covenants and agreements herein contained and other good and valuable consideration, the receipt and sufficiency of which is hereby acknowledged by the parties, the Owner and the Manager agree as follows:

1. The term of engagement of the Manager shall be extended for an additional five (5) year period commencing on the 1<sup>st</sup> day of January, 2021 and ending on the 31<sup>st</sup> day of December, 2025, on the same terms and conditions as set out in the 2006 Agreement, as amended.
2. Schedule “B” – Centennial Hall Rates and Requirements of the 2006 Agreement, as previously amended, is hereby deleted and replaced by the new Schedule “B” attached hereto.
3. In all other respects, the parties confirm that the 2006 Agreement, as amended by the 2010 Agreement, the 2012 Agreement and the 2015 Agreement shall remain in full force and effect.



IN WITNESS WHEREOF the Owner and Manager have executed this Agreement as evidenced by the signatures of their authorized officers.

THE CORPORATION OF THE CITY OF LONDON

Per: \_\_\_\_\_  
Ed Holder, Mayor

Per: \_\_\_\_\_  
Catharine Saunders, City Clerk

DONALD JONES MANAGEMENT SERVICES INC.

Per: \_\_\_\_\_  
Donald Jones, President  
I have the authority to bind the corporation.

## SCHEDULE "B"

### 2020 FEES AND CHARGES CULTURE SERVICES

Service/Activity	2020 PROPOSED	
	Effective Date	Fee
<b><u>SERVICE GROUPING: CENTENNIAL HALL</u></b>		
i) Hall Rentals		
(a) Auditorium		
Theatre Style (Monday - Thursday, Sunday)	Jan. 1/20	\$2,500 or 10% gross gate to a maximum of \$4,000, whichever is greater
Banquet Style	Jan. 1/20	\$1,500.00
Banquet Style - June, July, August	Jan. 1/20	\$1,000.00
New Year's Eve	Jan. 1/20	\$2,500.00
Rehearsal Stage	Jan. 1/20	\$600.00
(b) Banquet Hall		
Monday through Friday	Jan. 1/20	\$1,000.00
Sunday, Saturday, Holidays	Jan. 1/20	\$1,000.00
New Year's Eve	Jan. 1/20	\$2,000.00
One-half Banquet Hall	Jan. 1/20	\$500.00
Trade Shows (per day)	Jan. 1/20	\$1,000.00
(c) Lounge	Jan. 1/20	\$250.00
(d) Lounge - After Events	Jan. 1/20	\$200.00
(e) Entire Building (Convention Rate)	Jan. 1/20	\$3,500.00
(f) Entire Building (Trade Show Rate)	Jan. 1/20	\$3,500.00
(g) Early/Late Access Charge/hour (Prior to 8:00 a.m./after 1:00 p.m.)	Jan. 1/20	\$50.00
(h) Move In/Move Out	Jan. 1/20	50% of applicable rate
(i) Women's Canadian Club	Jan. 1/20	\$850.00
(j) Teen Dances or Pub Nights (Banquet Hall only)	Jan. 1/20	\$1,000.00
(k) Catering Surcharge	Jan. 1/20	7% of gross catering revenue or \$0.70/person
ii) Bar Receipts		
Centennial Hall License - Rates	Jan. 1/20	Market
iii) Canteen Receipts - Snacks	Jan. 1/20	Market
iv) Checkroom Receipts	Jan. 1/20	Market
v) Sundry Receipts		
vi) Chair Removal	Jan. 1/20	Market
vii) Catering Revenue Self Catering	Jan. 1/20	Market & 7% of admissions
viii) Ticket Surcharge	Jan. 1/20	\$1.00 per ticket
<i>Fanshawe Symphonic Chorus and Local Community Events are excluded.</i>		

**Note:**

1. Non-profit organizations which book a series of events, in advance, (at least six events per calendar year) and which require a very limited amount of set-up and maintenance will receive a reduced rate.

HECFI Alternative Service Delivery RFP  
Analysis of Facility Subsidies – Performing Arts Centres / Theatres

Analysis of Performing Arts Centres / Theatres:

Venue	Location	CMA Population	Capacity	Management	Annual Subsidy (Income) \$'000
Centennial Hall	London	501,000	1,637	Jones Entertainment Group	\$100
River Run Centre	Guelph	141,000	785	City of Guelph	\$385
The Grand Theatre	Kingston	163,000	776	City of Kingston	\$500
Burlington Performing Arts Theatre	Burlington	753,000	718	City of Burlington	\$500
Vancouver Civic Theatres (note 3)	Vancouver	2,413,546	3500 (note 3)	City of Vancouver	\$1,000
Living Arts Centre	Mississauga	5,834,000	1200 (note 1)	City of Mississauga	\$1,050
Centre in the Square	Kitchener	509,000	2,047	City of Kitchener	\$1,500
National Arts Centre (note 2)	Ottawa	1,248,000	2300 (note 1)	National Arts Centre	\$39,000

- All theatres in the above sample receive operating subsidies from their respective municipal / public owners.
- The only theatre that is not managed by its respective municipal owner is the one with the lowest annual subsidy.

<b>TO:</b>	<b>CHAIR AND MEMBERS CORPORATE SERVICES COMMITTEE MEETING ON JUNE 8, 2020</b>
<b>FROM:</b>	<b>CATHY SAUNDERS CITY CLERK</b>
<b>SUBJECT</b>	<b>STANDING COMMITTEE MEETINGS AND ANNUAL MEETING CALENDAR</b>

<b>RECOMMENDATION</b>
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That, on the recommendation of the City Clerk, the attached annual meeting calendar for the period January 1, 2021 to December 31, 2021 (Appendix "A"), BE APPROVED; it being understood that adjustments to the calendar may be required from time to time in order to accommodate special/additional meetings or changes to governing legislation.

<b>PREVIOUS REPORTS PERTINENT TO THIS MATTER</b>
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May 14, 2019 – Corporate Services Committee  
 April 2, 2019 – Corporate Services Committee  
 May 28, 2018 – Governance Working Group  
 September 11, 2018 – Corporate Services Committee

<b>BACKGROUND</b>
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**Annual Meeting Calendar**

The attached draft meeting schedule is generally in accordance with the current Council Procedure By-law, which includes the following direction:

- Corporate Services Committee meetings to be held on Mondays at 12:00 PM.
- Civic Works Committee meetings to be held on Tuesdays at 12:00 PM.
- Community and Protective Services Committee to be held on Tuesdays at 4:00 PM.
- Planning and Environment Committee to be held on Mondays at 4:00 PM.
- Strategic Priorities and Policy Committee meetings to be held on Tuesdays at 4:00 PM.

The above-noted draft is a three-week rotation that includes all of the standing committees. Although each cycle includes all standing committees, you will note that some are still identified as "if required".

In developing the draft calendar, consideration was given to the scheduling of the Federation of Canadian Municipalities' (FCM) Annual General Meeting; scheduling of the Association of Municipalities of Ontario's (AMO) Annual General Meeting and scheduling of the Ontario Good Roads Association Annual General Meeting.

Multi-Year Budget Process

The 2021 calendar does not include meetings specifically dedicated to the Multi-Year Budget update.

Additions and/or Adjustments

It is understood that from time to time exceptional circumstances may arise where special meetings will have to be added to the meeting schedule, or certain adjustments may have to be made to the meeting schedule.

<b>RECOMMENDED BY:</b>
<b>CATHY SAUNDERS CITY CLERK</b>

**December 2020**

Sun	Mon	Tue	Wed	Thu	Fri	Sat
		1 COMMUNITY AND PROTECTIVE SERVICES COMMITTEE 4:00 PM	2	3	4	5
6	7	8 COUNCIL 4:00 PM	9	10	11	12
13	14 CORPORATE SERVICES COMMITTEE 12:00 PM  PLANNING AND ENVIRONMENT COMMITTEE 4:00 PM	15 CIVIC WORKS COMMITTEE 12:00 PM  COMMUNITY AND PROTECTIVE SERVICES COMMITTEE 4:00 PM	16 STRATEGIC PRIORITIES AND POLICY COMMITTEE 4:00 PM	17	18	19
20	21	22	23	24 CITY HALL CLOSED at 12:00 PM CHRISTMAS EVE	25 CITY HALL CLOSED CHRISTMAS DAY	26
27	28 CITY HALL CLOSED	29 CITY HALL CLOSED	30 CITY HALL CLOSED	31 CITY HALL CLOSED NEW YEAR'S EVE		

## January 2021

Sun	Mon	Tue	Wed	Thu	Fri	Sat
					1 CITY HALL CLOSED NEW YEAR'S DAY	2
3	4	5	6	7	8	9
10	11	12 COUNCIL 4:00 PM	13	14	15	16
17	18 CORPORATE SERVICES COMMITTEE 12:00 PM  PLANNING AND ENVIRONMENT COMMITTEE 4:00 PM	19 CIVIC WORKS COMMITTEE 12:00 PM  COMMUNITY AND PROTECTIVE SERVICES COMMITTEE 4:00 PM	20	21	22	23
24	25	26 STRATEGIC PRIORITIES AND POLICY COMMITTEE 4:00 PM	27	28	29	30
31						

## February 2021

Sun	Mon	Tue	Wed	Thu	Fri	Sat
	1	2 COUNCIL 4:00 PM	3	4	5	6
7	8 CORPORATE SERVICES COMMITTEE 12:00 PM  PLANNING AND ENVIRONMENT COMMITTEE 4:00 PM	9 CIVIC WORKS COMMITTEE 12:00 PM  COMMUNITY AND PROTECTIVE SERVICES COMMITTEE 4:00 PM	10 AUDIT COMMITTEE 12:00 PM	11	12	13
14	15 CITY HALL CLOSED FAMILY DAY	16 STRATEGIC PRIORITIES AND POLICY COMMITTEE 4:00 PM	17	18	19	20
21	22	23 COUNCIL 4:00 PM	24	25	26	27
28						



**March 2021**

Sun	Mon	Tue	Wed	Thu	Fri	Sat
	<b>1</b> CORPORATE SERVICES COMMITTEE 12:00 PM  PLANNING AND ENVIRONMENT COMMITTEE 4:00 PM	<b>2</b> CIVIC WORKS COMMITTEE 12:00 PM  COMMUNITY AND PROTECTIVE SERVICES COMMITTEE 4:00 PM (if needed)	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>
<b>7</b>	<b>8</b>	<b>9</b> STRATEGIC PRIORITIES AND POLICY COMMITTEE 4:00 PM	<b>10</b>	<b>11</b>	<b>12</b>	<b>13</b>
<b>14</b>	<b>15</b>	<b>16</b>	<b>17</b>	<b>18</b>	<b>19</b>	<b>20</b>
<b>MARCH BREAK WEEK</b>						
<b>21</b>	<b>22</b> DEARNESS COMMITTEE OF MANAGEMENT 12:00 PM	<b>23</b> COUNCIL 4:00 PM	<b>24</b>	<b>25</b>	<b>26</b>	<b>27</b>
<b>28</b>	<b>29</b> CORPORATE SERVICES COMMITTEE 12:00 PM  PLANNING AND ENVIRONMENT COMMITTEE 4:00 PM	<b>30</b> CIVIC WORKS COMMITTEE 12:00 PM  COMMUNITY AND PROTECTIVE SERVICES COMMITTEE 4:00 PM	<b>31</b>			

## April 2021

Sun	Mon	Tue	Wed	Thu	Fri	Sat
				1	2 CITY HALL CLOSED GOOD FRIDAY	3
4	5 CITY HALL CLOSED EASTER MONDAY	6 STRATEGIC PRIORITIES AND POLICY COMMITTEE 4:00 PM	7	8	9	10
11	12	13 COUNCIL 4:00 PM	14	15	16	17
18	19 CORPORATE SERVICES COMMITTEE 12:00 PM  PLANNING AND ENVIRONMENT COMMITTEE 4:00 PM	20 CIVIC WORKS COMMITTEE 12:00 PM  COMMUNITY AND PROTECTIVE SERVICES COMMITTEE 4:00 PM	21	22	23	24
25	26	27 STRATEGIC PRIORITIES AND POLICY COMMITTEE 4:00 PM	28	29	30	

## May 2021

Sun	Mon	Tue	Wed	Thu	Fri	Sat
						1
2	3	4 COUNCIL 4:00 PM	5	6	7	8
9	10 CORPORATE SERVICES COMMITTEE 12:00 PM (if needed)  PLANNING AND ENVIRONMENT COMMITTEE 4:00 PM	11 CIVIC WORKS COMMITTEE 12:00 PM  COMMUNITY AND PROTECTIVE SERVICES COMMITTEE 4:00 PM	12	13	14	15
16	17	18 STRATEGIC PRIORITIES AND POLICY COMMITTEE 4:00 PM	19	20	21	22
23	24 CITY HALL CLOSED VICTORIA DAY	25 COUNCIL 4:00 PM	26	27	28	29
30	31 CORPORATE SERVICES COMMITTEE 12:00 PM  PLANNING AND ENVIRONMENT COMMITTEE 4:00 PM					

## June 2021

Sun	Mon	Tue	Wed	Thu	Fri	Sat
		<b>1</b> CIVIC WORKS COMMITTEE 12:00 PM  COMMUNITY AND PROTECTIVE SERVICES COMMITTEE 4:00 PM (if needed)	<b>2</b>	<b>3</b> <i>FCM ANNUAL CONFERENCE</i>	<b>4</b> <i>FCM ANNUAL CONFERENCE</i>	<b>5</b> <i>FCM ANNUAL CONFERENCE</i>
<b>6</b> <i>FCM ANNUAL CONFERENCE</i>	<b>7</b>	<b>8</b> STRATEGIC PRIORITIES AND POLICY COMMITTEE 4:00 PM	<b>9</b>	<b>10</b>	<b>11</b>	<b>12</b>
<b>13</b>	<b>14</b> DEARNESS COMMITTEE OF MANAGEMENT 12:00 PM	<b>15</b> COUNCIL 4:00 PM	<b>16</b> AUDIT COMMITTEE 12 PM	<b>17</b>	<b>18</b>	<b>19</b>
<b>20</b>	<b>21</b> CORPORATE SERVICES COMMITTEE 12:00 PM  PLANNING AND ENVIRONMENT COMMITTEE 4:00 PM	<b>22</b> CIVIC WORKS COMMITTEE 12:00 PM  COMMUNITY AND PROTECTIVE SERVICES COMMITTEE 4:00 PM	<b>23</b> STRATEGIC PRIORITIES AND POLICY COMMITTEE 4:00 PM	<b>24</b>	<b>25</b>	<b>26</b>
<b>27</b>	<b>28</b>	<b>29</b>	<b>30</b>			

## July 2021

Sun	Mon	Tue	Wed	Thu	Fri	Sat
				1 CITY HALL CLOSED CANADA DAY	2	3
4	5	6 COUNCIL 4:00 PM	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26 CORPORATE SERVICES COMMITTEE 12:00 PM  PLANNING AND ENVIRONMENT COMMITTEE 4:00 PM	27 CIVIC WORKS COMMITTEE 12:00 PM  COMMUNITY AND PROTECTIVE SERVICES COMMITTEE 4:00 PM	28 STRATEGIC PRIORITIES AND POLICY COMMITTEE 4:00 PM	29	30	31

## August 2021

Sun	Mon	Tue	Wed	Thu	Fri	Sat
1	2 CITY HALL CLOSED CIVIC HOLIDAY	3	4	5	6	7
8	9	10 COUNCIL 4:00 PM	11	12	13	14
15 AMO ANNUAL CONFERENCE	16 AMO ANNUAL CONFERENCE	17 AMO ANNUAL CONFERENCE	18 AMO ANNUAL CONFERENCE	19	20	21
22	23	24	25	26	27	28
29	30 CORPORATE SERVICES COMMITTEE 12:00 PM  PLANNING AND ENVIRONMENT COMMITTEE 4:00 PM	31 CIVIC WORKS COMMITTEE 12:00 PM  COMMUNITY AND PROTECTIVE SERVICES COMMITTEE 4:00 PM				

## September 2021

Sun	Mon	Tue	Wed	Thu	Fri	Sat
			1	2	3	4
5	6 CITY HALL CLOSED LABOUR DAY	7 STRATEGIC PRIORITIES AND POLICY COMMITTEE 4:00 PM	8	9	10	11
12	13 DEARNESS COMMITTEE OF MANAGEMENT 12:00 PM	14 COUNCIL 4:00 PM	15	16	17	18
19	20 CORPORATE SERVICES COMMITTEE 12:00 PM  PLANNING AND ENVIRONMENT COMMITTEE 4:00 PM	21 CIVIC WORKS COMMITTEE 12:00 PM  COMMUNITY AND PROTECTIVE SERVICES COMMITTEE 4:00 PM	22 AUDIT COMMITTEE 12:00 PM	23	24	25
26	27	28 STRATEGIC PRIORITIES AND POLICY COMMITTEE 4:00 PM	29	30		

## October 2021

Sun	Mon	Tue	Wed	Thu	Fri	Sat
					1	2
3	4	5 COUNCIL 4:00 PM	6	7	8	9
10	11 CITY HALL CLOSED THANKSGIVING DAY	12 CORPORATE SERVICES COMMITTEE 12:00 PM  PLANNING AND ENVIRONMENT COMMITTEE 4:00 PM	13 CIVIC WORKS COMMITTEE 12:00 PM  COMMUNITY AND PROTECTIVE SERVICES COMMITTEE 4:00 PM	14	15	16
17	18	19 STRATEGIC PRIORITIES AND POLICY COMMITTEE 4:00 PM	20	21	22	23
24	25	26 COUNCIL 4:00 PM	27	28	29	30
31						



## November 2021

Sun	Mon	Tue	Wed	Thu	Fri	Sat
	<b>1</b> CORPORATE SERVICES COMMITTEE 12:00 PM  PLANNING AND ENVIRONMENT COMMITTEE 4:00 PM	<b>2</b> CIVIC WORKS COMMITTEE 12:00 PM  COMMUNITY AND PROTECTIVE SERVICES COMMITTEE 4:00 PM	<b>3</b> AUDIT COMMITTEE 12:00 PM	<b>4</b>	<b>5</b>	<b>6</b>
<b>7</b>	<b>8</b>	<b>9</b> STRATEGIC PRIORITIES AND POLICY COMMITTEE 4:00 PM	<b>10</b>	<b>11</b>	<b>12</b>	<b>13</b>
<b>14</b>	<b>15</b>	<b>16</b>  COUNCIL 4:00 PM	<b>17</b>	<b>18</b>	<b>19</b>	<b>20</b>
<b>21</b>	<b>22</b> CORPORATE SERVICES COMMITTEE 12:00 PM  PLANNING AND ENVIRONMENT COMMITTEE 4:00 PM	<b>23</b> CIVIC WORKS COMMITTEE 12:00 PM  COMMUNITY AND PROTECTIVE SERVICES COMMITTEE 4:00 PM	<b>24</b>	<b>25</b>	<b>26</b>	<b>27</b>
<b>28</b>	<b>29</b>	<b>30</b> STRATEGIC PRIORITIES AND POLICY COMMITTEE 4:00 PM				

**December 2021**

Sun	Mon	Tue	Wed	Thu	Fri	Sat
			1	2	3	4
5	6 DEARNESS COMMITTEE OF MANAGEMENT 12:00 PM	7 COUNCIL 4:00 PM	8	9	10	11
12	13 CORPORATE SERVICES COMMITTEE 12:00 PM  PLANNING AND ENVIRONMENT COMMITTEE 4:00 PM	14 CIVIC WORKS COMMITTEE 12:00 PM  COMMUNITY AND PROTECTIVE SERVICES COMMITTEE 4:00 PM	15	16	17	18
19	20	21 COUNCIL 4:00 PM	22	23	24 CITY HALL CLOSED at 12:00 PM CHRISTMAS EVE	25 CHRISTMAS DAY
26 BOXING DAY	27 CITY HALL CLOSED	28 CITY HALL CLOSED	29 CITY HALL CLOSED	30 CITY HALL CLOSED	31 CITY HALL CLOSED NEW YEAR'S EVE	

# County/City Liaison Committee

## Report

1st Meeting of the County/City Liaison Committee  
May 20, 2020

**PRESENT:** Mayor E. Holder (Chair), Warden C. Burghardt-Jesson (Vice-Chair), Councillors J. Helmer, J. Morgan, S. Turner, and Mayors J. Vanderheyden, A. Warwick.

**ALSO PRESENT:** C. Saunders, M. Schulthess, J. Taylor, and B. Westlake-Power  
Remote attendance: A. Barbon, K. Dickins, C. Howard, L. Livingstone, B. Rayburn, N. Roberts, and C. Traini.

The meeting is called to order at 3:00 PM; it being noted that the following Members were in remote attendance: Mayor E. Holder, Councillors J. Helmer, J. Morgan, S. Turner and Mayors J. Vanderheyden, and A. Warwick.

### 1. Call to Order

- 1.1 That it BE NOTED that Councillor S. Turner disclosed a pecuniary interest in Item 4.8, having to do with an overview of the Public Health Modernization Project Outcome, by indicating that the Middlesex London Health Unit is his employer.
- 1.2 That Mayor E. Holder BE ELECTED Chair and Warden C. Burghardt-Jesson BE ELECTED Vice Chair of the County/City Liaison Committee.

### 2. Consent

None.

### 3. Scheduled Items

None.

### 4. Items for Direction

- 4.1 Review of the Memorandum of Understanding – County/City Liaison Committee

That the City Clerk BE DIRECTED to place on a future Agenda of the County/City Liaison Committee (CCLC) for consideration a revised Memorandum of Understanding (MOU) that incorporates the following changes as discussed:

- i) revise the notice provision of meetings to provide for greater notice flexibility;
- ii) require the CCLC review the Memorandum of Understanding in the year following the Municipal Election to determine if further changes are required;
- iii) ensure that a meeting of the CCLC is held to specifically speak to any budgetary matters that impact both municipalities in time to meet the budget review timelines of both municipalities; and,

iv) provide for Agenda Items regarding key concepts that are of mutual interest/concern to both municipalities, with written background information regarding the matter to be included with the Agenda to allow for a more fulsome discussion at the meeting;

it being noted that CCLC Members were invited to submit any additional proposed changes to the MOU to the City Clerk for inclusion in the revised draft MOU.

#### 4.2 Social Housing Governance Changes

That the City Manager BE REQUESTED to provide to a future meeting of the County/City Liaison Committee (CCLC), a written submission providing the current status of the activities currently being undertaken by the London Middlesex Community Housing to address vacancy matters.

#### 4.3 Agri-tours

That as a result of the current COVID-19 emergency, discussion related to Agri-tours BE REFERRED to a future meeting of the County/City Liaison Committee (CCLC) to be held in 2021.

#### 4.4 Municipal Modernization Funding

That the Civic Administration of the County of Middlesex and City of London BE REQUESTED to submit information pertaining to efficiencies and best practices that are or will be in place to ensure that any funding made available by upper levels of government, for services that impact both municipalities, are put to efficient use.

#### 4.5 Core Area Action Plan

That the attached Briefing Package from the Civic Administration of the City of London providing information regarding the Core Area Action Plan BE RECEIVED; it being noted that the Civic Administration of the City of London will forward any staff reports providing updates to the City of London Municipal Council, to the Civic Administration of the County of Middlesex for their information.

#### 4.6 Joint Advocacy and Communication Opportunities

That the update from the County of Middlesex representatives and City of London representatives with respect to joint advocacy initiatives being undertaken both individually and jointly BE RECEIVED, for information.

#### 4.7 Land Ambulance Service

That the City Clerk BE DIRECTED to make the necessary arrangements to hold a future meeting of the County/City Liaison Committee (CCLC) in June 2020 dedicated to discussion related to Land Ambulance Service, including the review of the Terms of Reference for the Management Oversight Committee and the Authority Board and with information being provided by the County of Middlesex in response to the attached City Council resolution dated March 3, 2020, with respect to this matter.

At 4:32 PM, Mayor J. Vanderheyden leaves the meeting.

At 4:40 PM, Councillor S. Turner leaves the meeting.

4.8 An Overview of the Public Health Modernization Project Outcome

That discussion related to the Public Health Modernization Project BE REFERRED to a future meeting of the County/City Liaison Committee.

At 4:46 PM, Councillor S. Turner enters the meeting.

4.9 Next Meeting

That the City Clerk BE DIRECTED to make the necessary arrangements to hold the next meeting of the County/City Liaison Committee in June 2020 to discuss Land Ambulance Services as outlined in Item 4.7 above.

**5. Deferred Matters/Additional Business**

None.

**6. Adjournment**

The Meeting adjourned at 4:54 PM.



# County/City Liaison Committee Agenda

1<sup>st</sup> Meeting of the County/City Liaison Committee  
May 20, 2020, 3:00PM  
Virtual Meeting

## 1. Call to Order

- 1.1 Disclosures of Pecuniary Interest
- 1.2 Election of Chair and Vice Chair

## 2. Consent

## 3. Scheduled Items

## 4. Items for Direction

### Page Reference

- |     |   |     |
|-----|---|-----|
| 4.1 | Review of the Memorandum of Understanding – County/City Liaison Committee | 2   |
| 4.2 | Social Housing Governance Changes   | 3   |
| 4.3 | Agri-tours  | N/A |
| 4.4 | Municipal Modernization Funding   | 5   |
| 4.5 | Core Area Action Plan   | 7   |
| 4.6 | Joint Advocacy and Communications Opportunities                           | 9   |
| 4.7 | Land Ambulance Service  | 11  |
| 4.8 | An Overview of the Public Health Modernization Project Outcome            | 13  |
| 4.9 | Next Meeting  |     |

## 5. Deferred matters/Additional Business

## 6. Adjournment





## Issue Note (Agenda Item 4.1)

May 20, 2020

### Re: Review of the Memorandum of Understanding – County/City Liaison Committee

#### Overview:

The latest iteration of the Memorandum of Understanding (MOU) between the County of Middlesex and the City of London was signed in October 2015 and sets out the terms and understanding between the City and County for establishing a County/City Liaison Committee (CCLC) comprised of elected officials to discuss and consider matters of mutual concern.

#### Desired Outcome On Issue:

- Re-establish a shared understanding of the purpose, scope and process of the MOU between the County and City.
- Securing a future discussion toward modernizing and enhancing the MOU in light of the COVID-19 pandemic and the “next normal” for County-City collaboration. Initiatives could include:
  - Establishing a more regular meeting schedule for the CCLC;
  - Establishing pre-budget dialogue(s) to identify shared risks/opportunities prior to formal budget deliberations; and,
  - Exploring issue-specific meeting opportunities to work through priority issues that require proactive and/or real-time discussions to manage.

#### Background:

- The County and City have not yet formally met under the mechanism of the County-City Liaison Committee since 2012.
- Though the City and County interact regularly on the delivery of joint services provided through service agreements, there has been a long-standing understanding that the social, economic, and environmental connection between the City of London and the County of Middlesex justify a regular connection that is broader than individual service relationships.



## Issue Note (Agenda Item 4.2)

May 20, 2020

### Re: Social Housing Governance Changes

#### Overview:

The City of London has undertaken a comprehensive Housing Services Review which aligns with the implementation of London's Housing Stability Action Plan. The goal of these coordinated efforts is to increase affordable and quality housing options for individuals and families, reducing the number of individuals and families experiencing chronic homelessness or at risk of becoming homeless, supporting improved access to mental health and addictions services, and increasing opportunities for Londoners.

#### Desired Outcome On Issue:

- Understand from the County their interest and opinion on the LMCH permanent board composition.
- Reinforce the position that the current board composition is temporary.

#### Background:

- In September 2019, City Council received and approved the Housing Services Review and endorsed a plan of action intended to increase the efficiency and effectiveness of the service delivery of housing services. The scope of the review included the City's Housing and Homeless Prevention Services Divisions as well as the Housing Development Corporation (HDC) and London Middlesex Community Housing (LMCH).
- City Council provided direction to Civic Administration as part of the review to adopt increased direct oversight for both the HDC and LMCH in order to realize greater alignment and coordination between the City's Housing and Homeless Prevention Services and Social Services, HDC, and LMCH.
- Council endorsed the approach of appointing a member of the City's Senior Leadership Team to act as the Board of LMCH and HDC. The Board has been directed to ensure the effective and efficient delivery of all services, implement any process improvements and to ensure that all work be done in increased collaboration with City Service Areas. Key tasks also include:
  1. Oversee the resolution of the vacancy issues within LMCH's portfolio;
  2. Direct the development of a prioritized capital repair and budgetary plan;
  3. Implement of process mapping and service improvements; and,
  4. Coordinate the involvement of the organizations' involvement in the implementation of the Housing Stability Action Plan.





## Current Status:

- The new four person LMCH Board of Directors has been appointed and is currently developing a work plan.
- City Housing Manager Dave Purdy is acting as a support to the Board
- The temporary Board is responsible for working to establish a new permanent Board of Directors.
- It is expected that the County's focus will be on how the new governance structure of the LMCH Board will meet the County's community housing needs.



## Issue Note (Agenda Item 4.4)

May 20, 2020

### Re: Municipal Modernization Funding

#### Overview:

- In May 2019, the Province of Ontario announced the creation of the Audit and Accountability Fund – an envelope of provincial funds large municipalities could use to conduct service delivery and administrative expenditure reviews with the goal of finding efficiencies while “protecting front line services.” For small communities, similar funding was offered through the Municipal Modernization Fund.

#### Desired Outcome On Issue:

- Commitment to identify other projects that could be put forward for the next round to look for further methods to increase efficiency or reduce cost for Housing and Land Ambulance.

#### Background:

- The City of London applied for and was approved for \$60,540 plus HST in funding under the Audit and Accountability Fund in 2019 to conduct a review of Review of Service Delivery for Housing. The County of Middlesex was successful in securing \$725,000 under the Municipal Modernization Fund.
- While details have not yet been announced, prior to the onset of COVID-19, the Minister of Municipal Affairs and Housing, the Honourable Steve Clark, committed this funding would continue annually in the order of \$6 million per year for municipalities.

#### Current Status:

- KPMG was the successful proponent to complete the City’s service review the delivery of Housing. The report was completed, presented to SPPC Aug 26, 2019 and the final report submitted to the Ministry as required in November 2019.
- The City submitted three (3) projects for consideration of the fund and the only project approved for funding was the Review of Service Delivery for Housing. A number of issues were identified in the Housing report which are summarized below:
  1. The current assignment of municipal housing services, which divides same or similar services among the service providers, creates the potential for duplication and service impairment.
  2. LMCH’s performance appears to be adversely impacted by capacity constraints, including effective governance oversight and greater than normal vacancies within its housing stock.

3. The incremental benefits of HDC as a separate corporate identity may be questionable.
  4. H DC's processes and focus may expose the City to increased risk.
  5. There is limited back office integration amongst HDC, LMCH and the City. LMCH's ability to undertake an expanded mandate is likely problematic in light of operational and governance issues.
- KPMG made a number of recommendations with respect to potential courses of action to address the challenges identified.
  - As a result the City approved a new interim Board for LMCH and HDC with a mandate to address the above noted issues and to recommend a new Board structure before the end of the year.
  - Council approved a number of significant new and additional investments to support Housing as part of 2020-2023 Multi-Year Budget.



## Issue Note (Agenda Item 4.5)

May 20, 2020

### Re: Core Area Action Plan

#### Overview:

- In recognition of many factors that challenge the economic, social and environmental health of London's downtown, London has made many municipal investments into the Core that have slowed the general decline of the Core and have even generated new growth and private investment. The City of London developed the Core Area Action Plan to enact a coordinated strategy for ensuring the long-term health of London's downtown.

#### Desired Outcome On Issue:

- To assist, and increase housing opportunities for people struggling with homelessness
- Increasing the feeling of safety and security in the Downtown core area increases
- More people are attracted to the downtown core.

#### Background:

- Through significant consultation with the community, businesses, and organizations, four clear messages were heard:
  1. People struggling with homelessness and health issues need help;
  2. People need to feel safe and secure;
  3. Businesses need an environment that allows them to be successful; and,
  4. The Core Area needs to attract more people.
- The Core Area Action Plan includes nearly 70 initiatives developed to respond to the four interrelated areas of focus. Implementing meaningful actions to address homelessness, addictions and mental health will, for example, contribute to the sense of safety individuals and businesses feel, which will then ideally give confidence to businesses to grow and attract more people to the Core Area. Each initiative is interrelated in this way.
- Elements of the Core Area Action Plan began to roll out in late 2019, with short, medium and long term initiatives beginning throughout 2020-2021. The impacts of COVID-19 will no doubt affect the City's original timing, yet initiatives will continue to roll out nonetheless.
- Some initiatives within the Core Area Action Plan will require supports from provincial and/or federal government. These include coordinated investments into supportive housing as well as the creation of Stabilization Spaces.



The County's support to the province for \$1.5 million in operating funding to create 40 resting spaces, 20 stabilization spaces and 10 supportive housing units is meaningful.

### **Current Status:**

- The Coordinated Informed response program has received multi-year budget funding and continues to support individuals experiencing unsheltered homelessness 24hours per day, 7 days a week
- London Police Services has realigned resources to focus on the Core Area. On July 30, 2019, a by-law amendment was brought before Municipal Council to introduce the Downtown Façade Uplighting Grant Program and to establish this additional financial incentive for the Downtown Community Improvement Project Areas.
- On March 2, 2020, Municipal Council endorsed an amendment to update the guidelines for financial incentive programs permitted to allow for the deferral of loan repayments during road construction.

### *Stabilization Spaces/Supportive Housing:*

- Stabilization space work is currently on pause with the COVID-19 pandemic. Previous to the pause, staff have completed a community meeting to discuss the project and concerns associated with the sylvan street space.
- Annual operating funding from the Ministry of Health of \$1.5M has yet to be confirmed and is key to the operation of the space. Without additional funding, these spaces cannot be operationalized.
- In April 2020, Council approved a capital commitment of \$5M dollars for the Indwell supportive housing development located at 744 Dundas Street, 72 supportive housing units will be built. In partnership with Indwell, the City will be able to place 32 individuals from the City's coordinated access priority list into these units.



## Issue Note (Agenda Item 4.5)

May 20, 2020

### Re: Joint Advocacy and Communications Opportunities

#### Overview

Given the realities of COVID-19, there is the potential for near term opportunities for joint advocacy and/or communications on an issue-specific basis. Additional opportunities may exist for further dialogue in the near future. Two items in particular could be:

1. Continued shared advocacy to secure provincial funding for elements of the Core Area Action Plan; and,
2. Shared approaches to County and City's economic recovery from COVID-19.

#### Desired Outcome On Issue:

- Some agreement on the need to continue a future dialogue on support for the City of London's Core Area Action Plan, specifically the call for provincial funding in support of the creation of new Stabilization Spaces and Supportive Housing.
- An opening to continue a dialogue on shared initiatives to respond to London and the County's economic recovery post COVID-19

#### Background:

##### *Core Area Action Plan*

- Some initiatives within the Core Area Action Plan will require supports from provincial and/or federal government. These include coordinated investments into supportive housing as well as the creation of Stabilization Spaces.
- The County's continued support to the province for \$1.5 million in operating funding to create 40 resting spaces, 20 stabilization spaces and 10 supportive housing units is meaningful.

##### *COVID-19 Economic Recovery*

- The COVID-19 pandemic has hit the broader London Economic Region hard
- The Mayor has launched the Mayor's Economic Impact and Recovery Task Force to hear directly from businesses on ideas/initiatives that London businesses want to see from local, provincial and federal governments.



- The City of London has responded through Council direction to begin exploring the implementation of a number of initiatives to provide relief to individuals, families and businesses.
- As the discussion moves toward economic recovery, there may be important areas where collaboration and coordination between the County and the City could provide critical economic supports to our businesses and their workforces that live across the region.



## Issue Note (Agenda Item 4.7)

May 20, 2020

### Re: Land Ambulance Service

#### Overview:

- The City of London's 2020-2023 Multi-Year Budget adopted an average annual net increase for land ambulance services of 15.8%. The 2019 approved allocation of \$16,443,000 will increase to \$29,312,000 by 2023. This raises significant concerns pertaining to London's financial sustainability. There remain few direct levers for the City of London in influencing the annual allocation apportioned to the City from Middlesex County, the service provider for land ambulance in our region.

#### Desired Outcome On Issue:

- Commitment to provide annual updated City budget forecasts including Ministry funding, and information regarding cost drivers, call volumes and capital plans in advance of City of London budget deliberations.
- County to allow City representation on MLEMS Board in exchange for representation on Housing Board.
- Opportunity to regularly provide information in writing as to status of budgets and spending.

#### Background:

- The total Middlesex-London Paramedic Services budget has steadily increased over time from approximately \$27M in 2013 to \$38M in 2019, without adequate justification or notice to the City of London
- While reported call volumes pertaining to land ambulance have increased by approximately 70% since 2015, London's contributions to Middlesex County will increase by 137% from 2015-2023.
- The County of Middlesex must recognize the important financial responsibilities and transparency required by the City of London to our taxpayers by providing significantly more detail up front with respect to budget requirements for land ambulance. As exceptional cost drivers are identified, the County should signal these challenges as early as possible to provide the time for the City of London to develop solutions.
- The City is fully supportive of the provincial work ongoing with respect to the review of land ambulance services, particularly given the opportunities for greater efficiencies and linkages to economies of scale within London known as a Regional centre.





**Current Status:**

- With significant budget increases already approved for Land ambulance prior to the current emergency situation, the City is increasingly concerned that the growing cost of Land ambulance and its impacts on the City's budget may be even worse than original anticipated.
- The City is not aware of any commitments for additional funding or timely allocations to Land Ambulance to support the previous challenges nor any current additional costs being incurred.
- The City will be preparing its annual budget update for tabling tentatively planned prior to the end of this year and will require information in advance to ensure its Land Ambulance budget is updated accordingly based on the projected costs it must fund.
- The City of London has no representation on the MLEMS Board although it is the biggest funder of the Service after the Ministry. The City of London should have representation on the MLEMS Board so it is informed and part of the governance given the significance on the City of London.
- The existing Cost Sharing agreements should be amended to require information sharing with the City of London at predefined times to ensure that the basic financial forecasts and service delivery information is provided to the City as required given it has to fund the largest portion of the municipal costs.

*Item for Consideration at a Future Meeting:*

- With the recent changes on the Housing Boards, neither the City nor the County have respective representation on the Boards for which they are responsible for service delivery. If changes are contemplated for Board representation they should be handled consistently while the opportunity is available.



## Issue Note (Agenda Item 4.8)

May 20, 2020

### Re: Overview of the Public Health Modernization Project Outcome

#### Overview:

- Ontario has undertaken a review of public health system in the province and has appointed Jim Pine, CAO of Hastings County as Special Advisor on Public Health, to consult with local health units and municipalities. The outcome of this work has been submitted to the province but no details have been publicly released.

#### Desired Outcome On Issue:

- To increase the appropriate emergency room diversion of individuals who are experiencing homelessness in the moment crisis.
- Reduce the offloading time for ambulatory care
- Reduce the incidents of hallway health care and overall reduction in long-term provincial spending on health

#### Background:

- The total Middlesex-London Paramedic Services budget has steadily increased over time from approximately \$27M in 2013 to \$38M in 2019, without adequate justification or notice to the City of London
- One size does not fit all. Consistency in service delivery and reducing inefficiencies do not depend on a single governance or leadership type. In terms of public health structure, building capacity and better system coordination, options to increase efficiency include:
  - Incentives for voluntary mergers and sharing services between health units
  - Exploration of functions that could be done centrally by the Province, Public Health Ontario, or other entities
- The London area consultation occurred on January 16, 2020. Of note, key areas of discussion included: dispatch, inter-facility transportation, enhanced information sharing between emergency services organizations, community para-medicine, and offloading
- The City of London has developed a proposal to the Government of Ontario to invest in our Core Area Action Plan. By providing alternative resting and stabilization spaces, including housing with supports, we can take pressures off of hospitals for dealing with many cases of low acuity mental health and addictions cases.



## Current Status:

- On February 10, 2020, AMO released a position paper with respect to the consultation. Key elements and recommendations include:
  1. Investments in public health contribute to reductions in hallway health care and overall reduction in long-term provincial spending on health.
  2. Separate discussion on 2020 and 2021 funding should occur prior to any consideration of restructuring.
  3. Municipalities cannot be expected to account for reductions in provincial funding and/or bear the costs of restructuring.
  4. There should be a freeze or moratorium on funding changes in 2020 until the public health consultations are complete and the Health Advisor has completed his report.
  5. There needs to be a longer term discussion about who pays for what, and municipalities need “say for pay.”
  6. Public health should continue to be community-driven and locally focused.
  7. There is no “one-size-fits-all” for public health service delivery.

**END OF PACKAGE**



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

**London**  
CANADA

March 3, 2020

A. L. Barbon  
Managing Director, Corporate Services and City Treasurer, Chief Financial Officer

I hereby certify that the Municipal Council, at its meeting held on March 2, 2020 resolved:

That the following actions be taken with respect to Social and Health Services:

a) the net 2020-2023 Multi-Year Operating Budget for the following services within Social and Health Services BE ADOPTED:

- i. Page 121 – Housing Services - \$47,721,000
- ii. Page 121 – Housing Development Corporation - \$9,689,000
- iii. Page 121 – London and Middlesex Community Housing -\$47,923,000
- iv. Page 121 – Long Term Care - \$21,494,000
- v. Page 121 – Land Ambulance - \$91,255,000
- vi. Page 122 – Middlesex-London Health Unit excluding provincial impacts - \$24,380,000
- vii. Page 122 – Middlesex- London Health Unit recommended provincial impacts - \$2,438,000
- viii. Page 122 – Social and Community Support Services excluding provincial impacts - \$65,672,000
- ix. Page 122 – Social and Community Support Services provincial impacts for consideration - \$6,249,000

b) the 2020-2023 Multi-Year Capital Budget for Social and Health Services BE ADOPTED:

- i. Page 123 – Lifecycle Renewal Capital Budget - \$11,217,000
- ii. Page 123 – Growth Capital Budget - \$0
- iii. Page 123 – Service Improvement Capital Budget - \$3,750,000

c) the 2024-2029 Multi-Year Capital Forecast for Social and Health Services BE ADOPTED in principle:

- i. Page 123 – Lifecycle Renewal Capital Forecast - \$17,636,000
- ii. Page 123 – Growth Capital Forecast - \$0
- iii. Page 123 – Service Improvement Capital Forecast - \$5,000,000

d) a meeting of the City-County Liaison Committee BE CONVENED forthwith and prior to the finalization of the City budget, in order to provide the opportunity for further discussion with respect to the land ambulance budget, and that the service provider BE REQUESTED to provide specific cost-driver information for the past five years, including but not limited to: unit hour utilization, call volume, code zero, hospital off-load delays and service improvements during that time. (4.7/4/SPPC)



C. Saunders  
City Clerk  
/hw

cc: K. Murray, Director, Financial Planning & Business Support  
M. Galczynski, Manager III, Financial Planning & Policy  
J. Davies, Manager III, Financial Planning & Policy  
S. Datars Bere, Managing Director, Housing, Social Services and Deerness Home  
C. Mackie, Medical Officer of Health and CEO  
B. Rayburn, CAO, Middlesex County and Chair of the Middlesex-London Emergency Services Authority