

Agenda Including Addeds

Strategic Priorities and Policy Committee

3rd Meeting of the Strategic Priorities and Policy Committee

December 16, 2020, 4:00 PM

Virtual Meeting - during the COVID-19 Emergency

City Hall is open to the public, with reduced capacity and physical distancing requirements.

Meetings can be viewed via live-streaming on YouTube and the City website.

Members

Mayor E. Holder (Chair), Councillors M. van Holst, S. Lewis, M. Salih, J. Helmer, M. Cassidy, P. Squire, J. Morgan, S. Lehman, A. Hopkins, P. Van Meerbergen, S. Turner, E. Pelosa, A. Kayabaga, S. Hillier

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(49 or fewer employees/members)

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STRATEGIC PRIORITIES AND POLICY COMMITTEE

To: CHAIR AND MEMBERS STRATEGIC PRIORITIES AND POLICY COMMITTEE
From: GEORGE KOTSIFAS MANAGING DIRECTOR, DEVELOPMENT & COMPLIANCE SERVICES & CHIEF BUILDING OFFICIAL
Subject: MANDATORY FACE COVERINGS BY-LAW STATUS UPDATE
Date: DECEMBER 16, 2020

Recommendation

That, on the recommendation of the Managing Director, Development and Compliance Services and Chief Building Official, and with the concurrence of the Medical Officer of Health, Middlesex London, and the City Manager,

- a) this report **BE RECEIVED** for information purposes; and
- b) Bylaw PH-20 **BE REDCINDED** at the Municipal Council meeting to be held on January 12, 2021.

Executive Summary

After conferring with the Medical Officer of Health, given current provincial regulations enforced by City enforcement officers and Police Services officers, the need for the By-law to be extended is unnecessary.

Linkage to the Corporate Strategic Plan

Strengthening our community - deliver health protection and promotion programs guided by population health surveillance.

Analysis

1.0 Background Information

On July 21, 2020, on the advice of the Medical Officer of Health, Municipal Council enacted By-law PH-20 to require the wearing of face masks in certain listed situations. The By-law was intended as a temporary measure in response to the pandemic. Council also directed Civic Administration to report back to the Strategic Priorities and Policy Committee (SPPC) in sixty day increments with respect to the By-law.

The enforcement protocol was outlined in the July 20, 2020 SPPC report. The compliance approach was focused on education, voluntary compliance and enforcement actions. The fine for non-compliance is \$500.

City officers began a program of educating the public proactively in the field on July 23, 2020. By the end of November 2020, 3,434 premises were attended and officers spoke with 149 individuals who were observed not wearing a mask. Many of the individuals noted a pre-existing medical condition. Numerous signs were also distributed to businesses (614). Twelve individuals were charged under the By-law for not wearing a mask.

Since the by-law was enacted, the province has continued to review and revise provincial regulations concerning the appropriateness of numerous restrictions and precautions. These regulations address matters such as retail premises, the serving of alcohol, gatherings and the requirement of wearing masks. City officers have issued

four charges under provincial orders to premise operators for not ensuring occupants of the premise wear masks. London Police Services have issued several charges to individuals for hosting and attending gatherings (house parties and events).

The By-law is in effect until December 31,2020 or until the provincial regulation made under the Emergency Management and Civil Protection Act is revoked. The province continues to review and revise provincial regulations concerning the appropriateness of numerous restrictions and precautions. These measures, together with growing public acceptance of the need for social distancing and other preventative measures have overtaken the By-law. After conferring with the Medical Officer of Health, staff have determined that the provincial regulations, which are being enforced by City enforcement officers and London Police Services, have obviated the need for the by-law to be extended

Prepared by: OREST KATOLYK, MLEO (C)
CHIEF MUNICIPAL LAW ENFORCEMENT OFFICER

Recommended by: GEORGE KOTSIFAS, P. ENG.
MANAGING DIRECTOR, DEVELOPMENT & COMPLIANCE
SERVICES & CHIEF BUILDING OFFICIAL

Concurred by: LYNNE LIVINGSTONE, CITY MANAGER

From: Harmonious Lee

Sent: Sunday, December 13, 2020 5:10 PM

To: SPPC <sppc@london.ca>

Subject: [EXTERNAL] Request for delegate status at SPPC meeting RE: Mask bylaw

Hello,

I would like to request delegation status at the December 16th SPPC meeting to share my thoughts about the mask bylaw.

Thank you,
Andrew Lee

From: Vaughan Sansom
Sent: Sunday, December 13, 2020 6:50 PM
To: SPPC <sppc@london.ca>
Subject: [EXTERNAL] Re: Being a delegate

Dear SPPC Committee,

I wish to request delegation status for the December 16th SPCC meeting to share my thoughts in regards to the mask bylaw. I thank you in advance kindly and wish you and your families well during this holiday season and to keep safe.

Vaughan Sansom

From: Sylvia Bennewies

Sent: Monday, December 14, 2020 9:26 AM

To: SPPC <sppc@london.ca>

Subject: [EXTERNAL] Request for Delegate Status at SPPC meeting RE. Mask bylaw

I would like to request delegation status at the December 16. SPPC meeting to share my thoughts about the mask by law.

Thank you for your consideration.

Sincerely Sylvia Bennewies

From: Kristen N

Sent: Monday, December 14, 2020 5:16 PM

To: SPPC <sppc@london.ca>

Subject: [EXTERNAL] Request for delegate status at SPPC meeting RE: Mask bylaw

I realize I missed the deadline, but I would like to request delegation status at the December 16th SPPC meeting to share my thoughts about the mask bylaw.

Kristen Nagle

Report to Strategic Priorities and Policy Committee

To: Chair and Members
Strategic Priorities and Policy Committee

From: Lynne Livingstone, City Manager

Subject: COVID-19 – City of London Services Update (Winter)

Date: December 16, 2020

Recommendation

That, on the recommendation of the City Manager, the report dated December 16, 2020 entitled “Covid-19 – City of London Services Update (Winter)”, **BE RECEIVED** for information.

Executive Summary

At the end of the 2019 and early into 2020, news of a new strain of coronavirus began to emerge out of Wuhan, China. Within months, this had evolved to become a global pandemic, impacting people and communities around the world.

Since COVID-19 first emerged in the London area at the beginning of the year, there have been significant impacts on City operations and services.

The purpose of this report is to provide an overview of the City of London programs and services that we anticipate will be available to the community between January 1 and March 31, 2021, as well as to identify any additional impacts that COVID-19 will have on services and programs during that time period. Throughout this time, the City of London is guided by Provincial Orders that impact programs, services, and facilities. Changes in Provincial guidance may have an impact on City operations at any given time.

Analysis

1.0 Background Information

1.1 Previous Reports Related to this Matter

Strategic Priorities and Policy Committee, meeting on June 23, 2020, Agenda Item 2.1 - COVID-19 - City of London Services.

<https://pub-london.escribemeetings.com/FileStream.ashx?DocumentId=73221>

Strategic Priorities and Policy Committee, meeting on September 22, 2020, Agenda Item 2.4 – City of London Fall Services

<https://pub-london.escribemeetings.com/FileStream.ashx?DocumentId=74819>

2.0 Discussion and Considerations

2.1 The City’s Approach

Since COVID-19 first emerged as an issue, the City’s response has been guided by a set of principles. At the forefront has been the mission and values that have been set through the Strategic Plan for the organization.

Mission:

To be a responsive and modern public service partner that fosters change to build a better London for all.

Values:

Good governance
Driven by community
Acting with compassion
Moving forward with innovation

Guiding Principles:

Based on the mission and values, a number of guiding principles were defined very early in the City's process to respond to COVID-19. These principles have served as the foundation for all that has been done throughout the time the City's operations have been significantly modified. These principles include:

- Health and safety for residents and staff is a priority and is an ongoing commitment.
- Every effort will be made to minimize the harm to people and organizations impacted by decisions.
- Efforts to support economic recovery and those most vulnerable will be prioritized.
- A consistent, enterprise-wide approach will be taken.
- Communicating about service changes will be transparent, frequent and ongoing.

Commitment to Health and Safety:

Throughout its response to COVID-19, the City has maintained an ongoing commitment to the health and safety of its employees and residents. This has been a priority through every stage of the COVID-19 response. Throughout all operations, health and safety precautions have been incorporated, including efforts that allow for health screening upon entry of City facilities, physical distancing, frequent hand washing and hand sanitizing, and frequent sanitization of high touch areas. In all cases, ongoing modifications to services are in place in order to ensure adherence to these health and safety precautions.

Further precautions introduced and that will continue through January to March, 2021 include the following:

- Enhanced use of plexiglas to support physical distancing where there is customer contact.
- Extension of existing remote working arrangements to April 2021.
- Elimination of any non-essential, in-person training for staff, with virtual training continuing.
- Elimination of any non-essential, in-person meetings for staff, with virtual meetings continuing.
- Restricted movement between facilities, limited to essential duties only.

Alignment with the Province:

All of the actions taken at the municipal level have been aligned with the recovery and restarting activities of the Province of Ontario. Decisions made at the Provincial level have had a direct impact on the City's operations. This has included:

- Lifting of the Provincial orders.
- Lifting of the Provincial Declared Emergency.
- Reopening of programs and services at the Provincial level.
- Guidance provided to support a safe and healthy process of reopening Provincially regulated services.

The full Ontario framework can be found here: [Keeping Ontario Safe and Open](#).

The full list of Provincial emergency orders can be found here: [Ontario Emergency Orders](#).

COVID-19 Working Group:

In January, the COVID-19 Working Group was established to monitor the threat of this virus spreading in our community, and in our workplace. As the presence of COVID-19 increased, the Working Group expanded to include representatives of every service area to support the development and ongoing execution of an enterprise-wide response plan. Initially, this group met daily to evaluate community and organizational impacts, and to ensure swift action where required. This team currently meets three times per week, with an ongoing focus on supporting the organization and the community as COVID-19 impacts continue to evolve.

Operational Task Forces:

As an extension of the COVID-19 Working Group, three operational task forces were formed, focusing on People, Technology and Facilities. These task forces ensure an effective approach to the delivery of services for Londoners across the organization, and support employees as they deliver services to the community. Each of these task forces is comprised of individuals from across the organization to help ensure that the City's approach has a strong focus on customer service, is consistent across all service areas, and that employees have the tools, policies and processes in place to work and deliver effectively.

The Technology Task Force was formed to ensure employees who are working remotely have access to technology that allows them to perform the duties of their job and provide consistent customer service. This task force is also working to identify and explore opportunities to use new technology and to use technology differently to enhance service delivery to residents. Standardization of remote working stations is now complete, with efforts moving forward focused primarily on identifying opportunities to enhance service delivery through use of technology.

The Facilities Task Force is ensuring all health and safety precautions are met at all City work sites where programs, services and operations have been permitted, primarily as a result of changes to Provincial orders, to restart. This is to protect the health and safety of the community, residents accessing services and of employees. As COVID-19 continues to pose a significant risk for our community, efforts are focused on ensuring all health protocols are enforced through physical space design, installation of appropriate barriers, and signage.

The People Task Force is focused on ways to sustain employee resilience and engagement, and maintain effective communication to address concerns and support City staff in an environment that has been greatly redefined by COVID-19 and by the health precautions required to prevent the spread of this virus. Early this fall, the task force surveyed employees to assess needs for supports and resources.

Culture of Safety:

In addition to safe work procedures and protective equipment, the City has created a task force to support a culture of safety, recognizing that the City's culture also needs to reinforce the importance keeping everyone safe on the job in terms of both physical safety and mental health. The Senior Leadership Team identified employees from throughout the organization to work to examine our current enterprise wide safety culture, develop a renewed and shared vision for safety, and work to implement change within our organization. The focus of this task force extends beyond COVID-19 to enhance safety overall.

3.0 Service Impacts – January 1 to March 31, 2021

3.1 Programs and Services

Since COVID-19 first began to impact London, there have been a number of necessary changes to the way the City has delivered service to its residents.

Preventing the spread of COVID-19 creates restrictions that continue to have impacts for many of the City's services and programs. As a result, modifications that have been made to ensure that all health precautions are in place and all Provincial orders are followed will continue into 2021.

The list below provides a summary of the modifications and service changes for the first part of 2021. This speaks only to those services where current operations are impacted by COVID-19 orders.

- London's winter response program for unsheltered individuals will be implemented.
- Winter road operations will resume.
- The 3 outdoor rinks that opened in December will continue to operate, weather permitting.
- Outdoor neighbourhood managed rinks will be supported by city staff in select neighbourhood locations this winter.
- New outdoor recreation activities including family scavenger hunts, snow soccer, and snow painting will be introduced.
- Additional virtual programming will be added, with examples including fitness classes for seniors and craft programs for children.
- Provincial Offences Administration (POA) will continue to offer as many services as possible virtually, with plans for expanded hours for walk-up services in addition to virtual and in-person trial and Court proceedings in the first part of 2021.
- Resumption of Advisory Committee meetings, virtually.

Appendix A - Overview of City Services Provided During the COVID-19 Pandemic - provides an overview of all services that have been delivered through this time, from vital services to services that have been added as Provincial orders and health guidance has evolved.

Conclusion

COVID-19 has had a significant impact on City of London programs and services since March, when a State of Emergency was declared by the Province and also declared locally. Throughout this time, the City has provided vital services and has responded quickly to changes to Provincial orders, restarting programs and services where it is safe and possible to do so. Looking ahead, the delivery of programs will continue to be impacted by the Province's progression through its [Keeping Ontario Safe and Open Framework](#) as well as any financial restrictions facing the corporation.

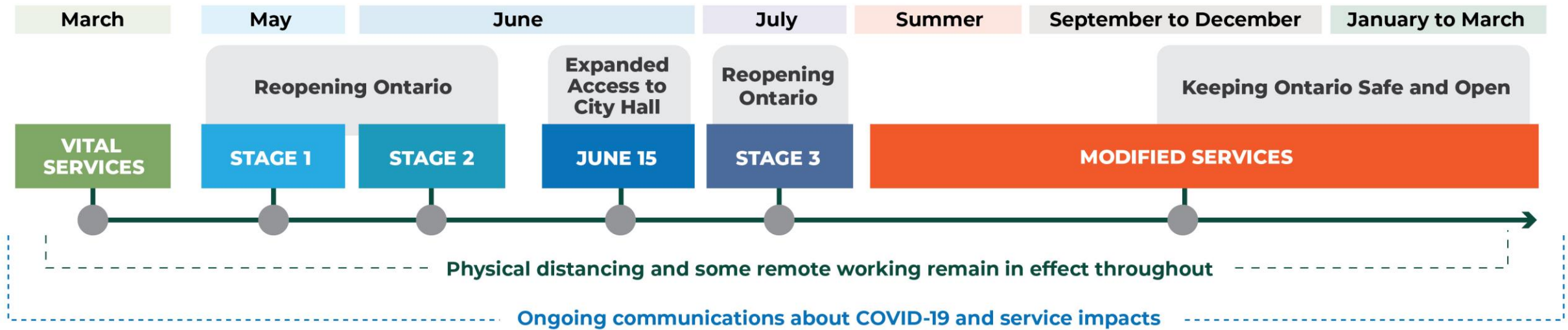
Decisions about how these impacts are reflected at the local level will continue to be guided by the principles developed at the onset of this event, and all health and safety precautions will be followed to help protect the well-being of the community and of staff.

It's important to note that delivery of all City services is dependent on Provincial orders, as well as the need to meet health and safety precautions. The City programs and services identified in this report assume there are no significant changes in the Provincial orders. Should there be a change to Provincial orders as a result of future outbreaks or new health guidance, these will be reflected in City services as required.

Prepared by: Patti McKague, Director, Strategic Communications and Government Relations
Recommended by: Lynne Livingstone, City Manager
CC: Senior Leadership Team
COVID-19 Working Group

Appendix A: Overview of City Services Provided During the COVID-19 Pandemic

Service Impacts – Overview:



At all times, all of the actions taken at the municipal level have been aligned with the recovery and restarting activities of the Province of Ontario. Decisions, guidance and restrictions imposed at the Provincial level have had a direct impact on the City’s operations, and modifications may be required as a result of changes in Provincial directions.

Services that have been available throughout the pandemic	Services added in the Spring and Summer	Services added June 15	Services added in the Fall	Services that will not resume in 2020	Anticipated service impacts January 1 to March 31, 2021
<ul style="list-style-type: none"> • Clerk’s Office • City Clerk’s – general phone/email inquiries (661-CITY) • Council Services • Council and Standing Committee Meetings • Burial Permits • MFIPPA requests • Provincial Offences Administration payments and inquiries and early resolution meetings • Fire Services • Emergency Management and Corporate Security • Facilities Operations • Traffic Services • By-law Enforcement • Planning, Building and Development Services • Road Operations • Park Maintenance • Long-term care (Dearness home) 	<ul style="list-style-type: none"> • Outdoor sports fields and baseball diamonds (for non-programmed community use) • Benches, picnic tables and park shelters • Skate parks • Basketball courts • Tennis and pickleball courts (open until the season finishes) • Disc golf (open until the season finishes) • Golf courses (open until the season finishes) • Indoor and outdoor pools • Off-leash dog parks • Community gardens (open until November 30) • Household Special Waste Depot and Landfill • London Animal Care Centre 	<p>City Hall (in person):</p> <ul style="list-style-type: none"> • Marriage licences • Commissioning documents • Civil Ceremonies (with limits to the number of participants, based on Provincial Orders) • Tree removal permits (by phone or online, with payments accepted online or in person) • Building permit and business licensing inquiries • Tax payments • Payment of invoices • Hearings conducted by the City of London’s Hearings Officers <p>206 Dundas Street (in person, by appointment):</p> <ul style="list-style-type: none"> • Heritage alteration permits • Development application consultations 	<ul style="list-style-type: none"> • Arenas: the majority of ice pads will gradually reopen, with modifications to limit the number of people accessing the rink at any one time, and limited spectators will be allowed • Recreation and Community Centre Programming: reopening of community and seniors centres for modified, free pre-registered programs, planned on a monthly basis, with the release of the program schedule bi-weekly • South London Pool and The Canada Games Aquatic Centre indoor aquatic facilities will remain open through the fall. • Private indoor rentals at all recreation facilities will not be permitted in September or October, 	<ul style="list-style-type: none"> • Desk side appointments in Social Services • Community hoteling partners (Social Services) • Ontario Works offices at Glen Cairn Community Resource Centre • Desk side appointments in Children’s Services • Provincial Offences Administration Office: in-person or trial proceedings have not been authorized by the Ministry of the Attorney General until 2021 	<ul style="list-style-type: none"> • Fall service levels will be maintained, unless otherwise indicated, or unless changes are required as a result of Provincial orders • London’s winter response program for unsheltered individuals will be implemented. • Winter road operations will resume. • The 3 outdoor rinks that opened in December will continue to operate, weather permitting. • The 3 outdoor rinks that opened in December will continue to operate, weather permitting. • Outdoor neighbourhood managed rinks will be supported by city staff in select neighbourhood locations this winter • New outdoor recreation activities including family scavenger hunts, snow

Services that have been available throughout the pandemic	Services added in the Spring and Summer	Services added June 15	Services added in the Fall	Services that will not resume in 2020	Anticipated service impacts January 1 to March 31, 2021
<ul style="list-style-type: none"> • Garbage Collection, Recycling, and Envirodepots • Children’s Services (Emergency Child Care) • Social Services (Ontario Works) • Housing Services, Housing Access Centre (HAC) • Homeless Prevention and Supports • Water and Wastewater Services • Property tax (online and by phone) • Service London • Internal support and corporate services such as Finance, Human Resources, Legal, Information Technology Services, and Communications 		<ul style="list-style-type: none"> • Pre-application consultation meetings • Application review meetings • Engineering review meetings <p>Public Meetings:</p> <ul style="list-style-type: none"> • Public Participation Meetings • Public hearings • Committee of Adjustment meetings • Advisory Committee meetings, as legislatively required 	<p>but will be evaluated monthly after that</p> <ul style="list-style-type: none"> • Special events: only walks and runs will be permitted • Road Operations: Delivery of seasonal road maintenance in accordance with Provincial Standards • Provincial Offences Administration Office: Staff will be working onsite and conducting non-trial proceedings remotely in court rooms as per the direction of the Ministry of the Attorney General in addition to providing walk-up services with modified hours • Social Services: All Ontario Works locations will reopen to the public for front counter services including cheque pick up, cheque encashment, emergency services and 		<p>soccer, and snow painting will be introduced.</p> <ul style="list-style-type: none"> • Additional virtual programming will be added, with examples including fitness classes for seniors and craft programs for children • Provincial Offences Administration (POA) will continue to offer as many services as possible virtually, with plans for expanded hours for walk-up services in addition to virtual and in-person trial and Court proceedings in the first part of 2021 • Advisory Committee meetings resume, virtually • Services that were not resumed in 2020 will not resume between January 1 and March 31, 2021.

Services that have been available throughout the pandemic	Services added in the Spring and Summer	Services added June 15	Services added in the Fall	Services that will not resume in 2020	Anticipated service impacts January 1 to March 31, 2021
			<p>drop-in support as of September 21</p> <ul style="list-style-type: none"> • Children’s Services: Front counter service at Citi Plaza will resume for pick up and drop off of Child Care Fee Subsidy Application and supplemental forms • Skills Advance Ontario referral program • Housing Services: Front counter services gradually come back online by appointment only for application support and issue management throughout September and October. • By-law: Interior inspections of occupied buildings for licensing and complaints, with a phased return to full parking services • Catty Shack will reopen 		

At all City facilities, a number of health and safety precautions are in place to stop the spread of COVID-19, and to protect the public and employees. These include health assessments upon entry, limiting the number of people in the building, a requirement to wear a mask under the by-law, and efforts to ensure a

minimum of 2 metres of physical distance. Hand sanitizer is also available at all locations to allow for frequent hand sanitization, and rigorous cleaning practices have been established.

The City has maintained up-to-date information about facilities, programs and services on a dedicated web site, www.london.ca/covid-19.

Report to Strategic Priorities and Policy Committee

To: Chair and Members Strategic Priorities and Policy Committee

From: Lynne Livingstone, City Manager

Subject: London Community Recovery Network – Immediate Ideas for Action to Support London’s COVID-19 Community Recovery

Date: December 16, 2020

Recommendation

That, on the recommendation of the City Manager:

- a) The report from the London Community Recovery Network (Appendix A) with ideas for action to support London’s recovery from COVID-19 **BE RECEIVED** for information;
- b) The recommended short term ideas for action to support London’s COVID-19 community recovery, as submitted by the London Community Recovery Network (the Network) **BE RECEIVED**;
- c) Civic Administration **BE DIRECTED** to determine implementation plans for ideas in Table 2, excluding those included in Table 1, and return to the appropriate standing committee for approval in early 2021, noting that with the report to SPPC on September 20, 2020 (2020 Mid-Year Operating Budget Monitoring Report & COVID-19 Financial Impacts) Council authorized \$5 million to be contributed to the Economic Development Reserve Fund to support social and economic recovery measures; and,
- d) This report **BE RECEIVED**.

Executive Summary

1.0 Executive Summary

Over the past few months, the COVID-19 pandemic has radically altered how Londoners work, learn and participate in the community. COVID-19 has challenged the community in an unprecedented way, with long-lasting economic and social impacts likely to continue. London City Council acted quickly in response by establishing the London Community Recovery Network.

On July 21, 2020, Council resolved that:

“a) the London Community Recovery Network... **BE ENDORSED** as a model to coordinate London’s community recovery from COVID-19, including Council membership on the sector/issue/theme discussion tables;

b) the Civic Administration **BE DIRECTED** to work with the Mayor and Council to constitute the [London Community Recovery Network] as soon as possible to begin London’s community recovery efforts”

On September 9, 2020, the first meeting of the London Community Recovery Network (the Network) was held. Led by Mayor Holder, the inaugural meeting focused on identifying community priorities to guide London’s whole-of-community recovery efforts. The Network is comprised of leaders from over 30 organizations and associations representing business, industry, non-profits, academia, and communities that have experienced disproportionate impacts from COVID-19. Network members have joined together to identify, assess and

advance specific ideas for action that can power a quick, strong, deep and inclusive recovery for the community.

In the first phase of work (September 2020 - December 2020), the Network has developed a list of specific **short term** ideas for action that can be implemented quickly to lay the foundations of community recovery in London. These ideas for action call on implementation by the City of London, other orders of government, and the community at-large.

To identify specific ideas, the Network established six (6) Priority Action Tables to bring focus to the priorities highlighted during the inaugural meeting.

A Destination Community

- Focus: Initiatives to support arts, culture, hospitality, tourism sectors

Employment and Talent

- Focus: Initiatives to bolster recruitment, training, employer/employee supports

Supporting London's Most Vulnerable Communities

- Focus: Initiatives to address homelessness, addiction services, health care services and other needs of London's most vulnerable populations

Community Readiness and Resilience

- Focus: Initiatives to develop greater community resiliency, including considerations of the environment, education and childcare

Strengthening London's Downtown and Core Areas

- Focus: Ideas to act in support of a strong, vibrant and inclusive downtown and core area

Streamlining Collaborative Efforts among Businesses, Organizations and Governments

- Focus: Ideas to simplify, standardize, or revise public and private sector regulations and services and identify shared community advocacy needs

The Priority Action Tables drew on the expertise of over 150 community members from diverse organizations and backgrounds. These tables convened throughout October and November 2020. Table participants undertook substantial extended outreach efforts across their organizations and communities to identify recovery ideas that could be implemented swiftly. In total, over 200 ideas were submitted pertaining to initiatives that could be undertaken by the City of London, other orders of government, and the broader community.

Priority Action Tables convened to review the recovery ideas identified through the extended outreach efforts. Idea lists were forwarded to the London Community Recovery Network where additional analysis was conducted to focus in on short term ideas for action that could be implemented swiftly. In all, ideas were evaluated on:

- **Immediacy** – How quickly could the ideas be turned into action?
- **Feasibility** – How simple is the idea to implement and do resources exist to implement it?
- **Impact** – What is the level of impact of the idea on the community and to whom?

Ideas were further reviewed by the London Community Recovery Network members on November 26, 2020. Ideas were reviewed for alignment with the Network's guiding principles. Initial reviews were undertaken that included each idea's merits relating to impact on equity and inclusion as well as effects on climate change/sustainability. Members of the community provided insights to the Network relating to equity and inclusion. Civic Administration provided high-level assessments of ideas and their potential effects on climate change through a

limited use of the City’s Climate Emergency Screening Tool. The findings of these assessments can be found in **Appendix A**.

The final summary of ideas endorsed by the Network are included in **Appendix A** to this report and represents significant effort by the community as well as the culmination of expertise, experiences and perspectives from across the community. The full report from the London Community Recovery Network provides additional details on the criteria used to select the final list, as well as the Network’s guiding principles, which include:

- Collaboration and Coordination
- Short term and Long-term Focus
- Equity and Inclusion
- Sustainability and Climate Change

In summary, through its first phase of work the London Community Recovery Network:

- Identified over **two-hundred (200)** recovery ideas from the community
- Prioritized **seventy (70)** recovery ideas from the initial list for implementation by the City of London, other orders of government, and the broader community (**Appendix A**)
- Endorsed **thirty-seven (37)** short term recovery ideas for the City of London to explore directly (Table 2)
- Of the thirty-seven (37) ideas identified for the City of London, **twelve (12)** of these ideas are already underway by Civic Administration

Linkage to the Corporate Strategic Plan

The community-driven work of the London Community Recovery Network touches on numerous key areas of focus under the City of London Strategic Plan:

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

Building a Sustainable City

- London has a strong and healthy environment
- Londoners can move around the city safely and easily in a manner that meets their needs

Growing our Economy:

- London will develop a top quality workforce
- London is a leader in Ontario for attracting new jobs and investments
- London creates a supportive environment where entrepreneurs, businesses and talent can thrive

Creating a Safe City for Women and Girls

- London has enhanced the potential for women and girls to live safe lives

Leading in Public Service

- The City of London is trusted, open, and accountable in service of our community
- Londoners experience exceptional and valued customer service

Analysis

1.0 Background Information

1.1 Previous Reports Related to this Matter

- 2020 Mid-Year Operating Budget Monitoring Report & COVID-19 Financial Impacts - September 20, 2020 - SPPC
- First Report of the London Community Recovery Network – July 14, 2020, SPPC

- Covid-19 Financial Impacts – Update – June 23, 2020, SPPC
- Second Report from the Mayor’s Economic and Social Impact and Recovery Task Forces – May 8th, 2020
- Covid-19 Financial Impacts and Additional Measures for Community Relief – April 28, 2020, SPPC
- Homeless Prevention COVID-19 Response and Funding Overview, Community and Protective Services Committee, April 28, 2020, Consent Item # 2.3
- Property Tax Deferral Options – April 14, 2020, CSC
- First Report from the Mayor’s Economic and Social Impact and Recovery Task Forces – April 9, 2020

2.0 Discussion and Considerations

The London Community Recovery Network has identified thirty-seven (37) **short term** ideas that could be explored for quick implementation by the City of London and that could begin to lay the foundations of community recovery. The Network considered short term in the context of ideas that could be implemented within three months or less to address the immediate needs of Londoners. Of these short term ideas directed to the City, twelve (12) are already underway by Civic Administration within existing priorities and/or budgets (see Table 1).

The ideas already underway by Civic Administration in Table 1 have also been included in Table 2, but indicated with an asterisk. Table 2 includes all thirty-seven (37) short term ideas. These ideas include:

Table 1 - Ideas Underway by Civic Administration

ID	Idea Title
1.2	Sidewalk Sales
1.4	Community/Business use of municipal parking lots
1.5	Restaurant patios
1.6	London Getaway Packages
2.2	Bike and Scooter Share
3.1	Employer One Survey
4.2	Emergency shelter programs
4.3	Emergency food distribution
4.5	Urgent housing for vulnerable Londoners
4.6	Fast-tracking the creation of core area housing
5.1	Revive: Live Concert Series program
5.7	Strategic approach to events, activations, placemaking

The full list of the thirty-seven (37) ideas submitted to the City of London follows. With Council’s direction, Civic Administration will begin to develop **implementation plans** for the ideas listed in Table 2 (excluding those ideas listed in Table 1 as they are already underway) and will report on ideas to the appropriate Standing Committee in early 2021. For additional information about each idea, please consult **Appendix A** to this report.

Table 2 – Ideas for Receipt by the Municipal Council

Recovery Theme: Explore, Support and Buy Local

ID	Idea Title	Idea Description	Potential Financial Impact / Comments on Implementation Challenges
1.1	Christmas (Holiday) Market	Londoners could be encouraged to both visit and spend at a local Christmas Market that features local and regional artisans.	Minimal - small events could be accommodated within existing budgets. For larger projects, a project lead would need to be established with operating supports.
1.2 *	Sidewalk Sales	Update the Streets Bylaw and any bylaws governing public parking lots to pre-approve and streamline the process for private businesses to quickly set-up sidewalk sales on public land.	(Underway) The City's B2B team has been managing quick approvals and that process will continue, with refinements as proposed by businesses where required.
1.3	A Break in the Clouds	The City can work closely with businesses, BIAs, and community members to formulate a sustainable action plan for patio spaces in the City. This could involve activating underutilized municipal properties, providing financial supports and incentives to expand patios, alter bylaws and policies to better support year-round patios, among others.	TBD - A project lead would need to be established and the scope of resources and project plan would need to be further defined. Incremental measures related to patios are currently being explored through the City's B2B team.
1.4 *	Community/Business use of municipal parking lots	Develop a process for individual businesses, community groups and/or business associations to use portions of municipal parking lots for smaller market events without larger special events process.	(Underway) B2B has, and can continue to facilitate.
1.5 *	Restaurant patios	Allowing for restaurants to expand patios, as was done this past summer, by implementing necessary changes to current bylaws-capacity bylaw and parking minimum bylaw. Private property and with consultation, city property as well.	(Underway) Enhanced and rapid patio process under B2B can continue to support this objective.

ID	Idea Title	Idea Description	Potential Financial Impact / Comments on Implementation Challenges
1.6 *	London Getaway Packages	Partner with local businesses to offer a local weekend getaway bundle and market it to both Londoners and those in surrounding communities. Integrate local vendors and venues into the plan.	(Underway) Tourism London has started work on this item.
1.7	Buying Local for the Holidays	The City and community leadership endorse a call to Londoners to target at least 50% of the gifts given to friends and family over the coming months on products sourced locally in support of local businesses.	Nominal - staff time to support communications
1.8	Instagram takeovers in support of local businesses	London influencing organizations could develop a schedule of local businesses to promote via social media during certain times.	None. Implementation would require a strategic approach to balance the need to engage with followers on behalf of the organization with the opportunity to promote local businesses.

Recovery Theme: Core Area & Infrastructure

ID	Idea Title	Idea Description	Potential Financial Impact / Comments on Implementation Challenges
2.1	Focus on actions that get people moving around the core	Identify action to promote a walkable, accessible downtown; address physical barriers, use technologies available to support accessibility needs. Refer to the Safe Sidewalks program. Improve signage to help drivers, pedestrians and cyclists navigate; map the journey from the car to ultimate destinations	Uncertainty on timelines - broader plans to increase walkability/accessibility will take considerable time. Smaller initiatives such as way-finding could be achievable.
2.2 *	Bike and Scooter Share	The City of London could accelerate the bike and scooter share by launching a 300 bicycle bike-share system and implementing an e-scooter share program. Such a program could create jobs and potentially offset operational costs with revenues generated from bike maintenance and repair.	(Underway) Procurement underway. Not possible to implement in short term.
2.3	Downtown Recovery - free Transit access to the downtown	London Transit provide free access to the downtown. Anyone heading into the downtown would not pay for their public transit - making the area more accessible for those who will not pay for parking.	Significant, undetermined costs related to free transit. As limited free parking is noted as a challenge, delegated authority under the fees and charges by law would allow for management to provide for adjusted or free parking rates dependent on planned events.
2.4	Create a regional holiday destination downtown	Create a regional holiday destination downtown by creating a cohesive winter theme for décor, comprehensive rehabilitation of holiday decorations and plan for new decorations - illumination, ground displays, and lighting (in addition to Victoria Park).	Minimal - The City could work with BIAs on decorations.

ID	Idea Title	Idea Description	Potential Financial Impact / Comments on Implementation Challenges
2.5	Increase grant funding/Building code for facade upgrades	Increase the forgivable portion (grant) of the existing Downtown and Old East Village Façade Improvement and Upgrade to Building Code incentive programs for a discrete period of time (i.e. 2 years) to provide more direct funding to business who are upgrading buildings to address COVID-19 health protocols and social distancing.	\$300K - based on a 50% increase of 2019 grant issuances. Implementation could be accommodated through revisions to existing program guidelines. Facade grants could be considered for decorative entrances with a focus on CPTED design.
2.6	Appoint a downtown lead at City Hall	This would be a position similar to the Business Liaison role, but downtown specific – this person would also coordinate with the London Police Services on downtown safety issues.	Discussions ongoing with the City's Core Area Steering Committee.
2.7	Create a business concierge service	Create a Business Concierge service at City Hall to help facilitate business (both new businesses and existing) that includes a dedicated role to the Downtown and Core area.	Discussions ongoing with the City's Core Area Steering Committee.
2.8	Create a core area champion at senior level	Create a Downtown and Core Area Senior Level Champion at City Hall focused on helping to create the vision and strategy of the downtown and core areas.	Discussions ongoing with the City's Core Area Steering Committee.
2.9	Create an integrated economic development blueprint	Create an economic development blueprint that integrates downtown and core area into the strategy. As part of the next economic development strategy ensure it includes an overall vision and strategy for the downtown and core area.	The creation of a refreshed City of London economic plan is part of the 2019-2023 Council Strategic Plan. The accelerated timeline may require additional budget for external services to assist in the completion of the strategy.

Recovery Theme: Business and Employment

ID	Idea Title	Idea Description	Potential Financial Impact / Comments on Implementation Challenges
3.1 *	Employer One Survey	This is a regional survey of employers conducted by a consortium of organizations and municipalities covering the London Economic Region to determine the number of people and the skills employers will be looking to employ in 2021. The City can help by providing promotion to employers.	(Underway) No cost impacts - The City of London can promote further within existing resources.
3.2	Self-employment exploration training for unemployed	Enhancement of self-employment training options to increase capacity to serve London's marginalized populations.	In 2019 the City of London through the Ontario Works program supported 160 individuals in the Self Employment program at a cost of \$99,190. Expansion of existing programs would require a decision by the Provincial government.
3.3	Group buying to lower costs of PPE	Smaller organizations such as non-profits and small businesses face higher costs for PPE because they do not benefit from the buying power of larger organizations. Group buying strategies may lower the costs of smaller organizations.	Significant cost and complex implementation prohibiting the City from leading this project. Exploring alternative approaches through community partnerships would be recommended.
3.4	Creating a government funding data bank	Creating a data bank of everything that is available by each institution, and fully advertising it through organizations like LEDC, the Small Business Centres and employment agencies may provide much needed and appreciated information by industries and businesses that are trying to cope in post COVID recovery to thrive and grow.	This cannot be done by the City alone. The accelerated timeline may require additional budget and external partnerships would be required.

ID	Idea Title	Idea Description	Potential Financial Impact / Comments on Implementation Challenges
3.5	Provide better market data to attract new businesses	Provide better market data collection and assessment to support local decision making and attraction of new businesses. This would include counts of all modes of transportation, examining demographic changes, office population analysis, vacancy reporting, and market analysis.	Uncertain - would depend on scope and scale of data required in addition to current available administrative data.

Recovery Theme: Housing, Health, and Social Supports

ID	Idea Title	Idea Description	Potential Financial Impact / Comments on Implementation Challenges
4.1	Increase focus on addressing food insecurity	A multi-pronged approach is needed to address food insecurity. While there is work underway on food insecurity in London, efforts related to this area need to significantly increase in response to the realities of the pandemic to build community resilience. The City is asked to explore expanded resourcing for various local food organizations.	Unknown costs - staff would work through the London Community Recovery Network to identify supports requested.
4.2 *	Emergency shelter programs	City of London to provide interim funding to the “Wish Project” for a Project Manager to coordinator. Accelerate approved timelines for City of London Winter Emergency Shelter response	(Underway) The City of London is implementing a winter response plan and will be working in tandem with the WISH Coalition to provide staffing supports.
4.3 *	Emergency food distribution	City of London to serve as a data partner to help inform the depot locations for neighbourhood-based emergency food distribution. Support the Food Bank in their transition to a new emergency food distribution model.	(Underway) None - The City of London can provide existing data on demographic information by planning district and can assist in mapping data provided by our food security partners.
4.4	Public toilets and sanitation	City of London to immediately increase its supply of winter park washrooms as a part of its ongoing COVID response. City of London to continue providing temporary comfort stations as required until a more permanent and appropriate solution is found.	Substantial costs - Permanent public washrooms can be expensive and long-term projects. Locations, building, leasing, maintenance and staffing costs can be significant.
4.5 *	Urgent housing for vulnerable Londoners	There needs to be an urgent action on homelessness. The City of London could act to create an urgent 1,000 units using every means necessary within the next 3-6 months to house Londoners.	(Underway) The City of London is implementing a temporary Winter Response Plan, and represents a \$2.3M investment. The City of London is also implementing the modular housing strategy.

ID	Idea Title	Idea Description	Potential Financial Impact / Comments on Implementation Challenges
4.6 *	Fast-tracking the creation of core area housing	The City of London and community developers could explore a wide-range of innovative tools and processes to fast-track the construction and/or renovation of mixed-use, mid-rise housing developments that span the affordability continuum.	(Underway) Modular unit cost range from \$250K-\$300K per unit. The City of London is advancing over \$7.5M into modular housing under the federal Rapid Housing Initiative. These 61 units will be completed by the end of 2021.
4.7	Support for a National Child Care Framework	Ask Council to publicly endorse a national child care framework. Information will be provided to councillors that includes the leadership of Child Care operators within London, the challenges currently faced by operators, the stories of educators, families and businesses.	Nominal - staff time to support advocacy already in place.

Recovery Theme: Supporting Arts, Culture, Tourism and Hospitality Industries

ID	Idea Title	Idea Description	Potential Financial Impact / Comments on Implementation Challenges
5.1 *	Revive: Live Concert Series program	The music sector in London has the potential to become a regional leader in economic development based on high standards of safety, and high standards of professional entertainment. In order to accomplish this, REVIVE will safely re-open several of London's key music venues.	(Underway) London Music Office has started work on this initiative.
5.2	Outdoor concerts	Utilize municipal parking lots downtown (Budweiser Gardens, Queens Ave) for socially distanced concerts to support local music venues and staff to continue some operations.	Minimal costs - Delegated authority for the sound by law and other bylaws will support this idea. There are some municipal parking lots which could be utilized for patrons while roof top patios could maintain a stage. There are other parking lots within the municipality which are not administered by the city for the purpose of commercial parking which could also be utilized for outdoor concerts. This may require temporary zoning amendments.
5.3	Interactive distanced festivals and events	Launch a virtual holiday experience across the city that would include food, hot chocolate and other vendors to draw engagement with local businesses and main streets while experiencing the digital artworks at a distance. The experience could be supported by an already developed app created by a London company.	Uncertain - additional details on scope would be required.
5.4	City of Lights: public art projection program	Using projectors to display art and designs onto irregular surfaces and objects, making vibrant visual experiences. Funding is being sought from all orders of government.	A project lead, resources, site selections, art selections would need to be established. Meeting the short term time frame will be difficult.

ID	Idea Title	Idea Description	Potential Financial Impact / Comments on Implementation Challenges
5.5	London Mural and Art Walk	Creating both a self-guided and formally guided (subject to interest) tour of Murals and visual art exhibits around the City (Core) of London.	Timeline would be challenging. Tourism London could support alongside London Arts Council and City Culture Office.
5.6	Mural façade grant	Create a grant for private property owners to cover blank walls that are visible from the street (upper floors, alley facing walls) with murals and other art.	\$50,000 - based on approximately 10 projects with the ability to set a cap on cumulative annual or individual project cost. Could be achieved through revisions to the existing Facade program guidelines. The short timeline may be difficult to administer funding, engage the artists and establish the projects.
5.7 *	Strategic approach to events, activations, placemaking	Develop a more strategic approach to events, activations and placemaking to support small festivals and events utilizing streamline approaches and coordinated municipal activity with the private sector.	(Underway) The London Music Office is working with private partners to explore assisting with this proposed activity.
5.8	Develop an app with augmented reality for scavenger hunts	Develop an app with Augmented Reality to organize self-directed scavenger hunts in London.	Project would need to be scoped to ensure necessary resources through the City's ITS Division.

3.0 Financial Impact/Considerations

On September 20, 2020, the 2020 Mid-Year Operating Budget Monitoring Report & COVID-19 Financial Impacts report was presented to SPPC. Civic Administration reported that after applying the Safe Restart Agreement funding and prior to the recommendations in the report, the Property Tax Supported Budget projected surplus would be \$15.3 million. One recommendation was, notwithstanding the Council approved Surplus/Deficit Policy, that Civic Administration be authorized to allocate \$5 million of the surplus to the Economic Development Reserve Fund to support social and economic recovery measures.

As the implementation plans for short term ideas for action from the Network that require municipal implementation are developed, Civic Administration will track the estimated financial impacts and report back to Council early in 2021. If the total amount exceeds the \$5 million allocation, options for addressing the shortfall will be presented. As the individual implementation plans return to the appropriate standing committee for approval, recommendations to access funding to support the plans will be included.

Conclusion

This report was prepared as part of the London Community Recovery Network's work to identify ideas that could accelerate COVID-19 recovery across the city and beyond. The activities of the Network to date have been focused on the short term. In the New Year, the Network will begin charting the course for London's longer term recovery from the COVID-19 crisis and will engage in strategic conversations to establish the underpinnings of a long-term recovery.

The Network's idea generation and prioritization process has drawn on the insight and expertise of a wide variety of individuals and has led to valuable discussions related to recovery within our community. The prioritized list of community recovery ideas would not have been possible without the efforts and contributions made by a large number of business and community partners, Members of the London City Council, and all Service Areas across the City of London. The City of London would also like to thank local Members of Parliament and Members of Provincial Parliament for providing valuable insights to members throughout the course of this phase of the work.

Prepared and Submitted by: **Adam Thompson, Manager,
Government and External Relations**

Recommended by: **Lynne Livingstone, City Manager**

cc. Members of the London Community Recovery Network
 City of London Senior Leadership Team
 Community Recovery Working Group



London
Community
Recovery
Network

LAYING THE FOUNDATION:

Ideas for Action to Power London's Community Recovery from COVID-19

Appendix A



London
CANADA



LAYING THE FOUNDATION: Ideas for Action to Power London's Community Recovery from COVID-19

Outline

London Community Recovery Network Report

1. Message from Mayor Holder
2. Community Context
3. Our Approach
4. Network Ideas for Action
5. Future Focus
6. Partners of the London Community Recovery Network
7. Annex A – Summaries of Ideas Developed by the London Community Recovery Network



1. Message from Mayor Holder

When the COVID-19 pandemic first hit London, we initially responded by forming the Mayor's Economic and Social Impact and Recovery Task Forces. This was a first step in responding to the urgent needs of Londoners.

Building on this important relief work, City Council unanimously approved the creation of the London Community Recovery Network as a driver of London's recovery from COVID-19. The Network brought together leaders from 35 organizations and associations representing business, industry, non-profits, academia, and communities that have experienced disproportionate impacts from COVID-19. Together, network members have identified and advanced initiatives to power a strong and inclusive recovery, and to help build a resilient and equitable future for London.

This report summarizes the Network's initial 70 Ideas for Action. These initiatives were identified through engagement with members' contacts and communities and prioritized through substantial discussion and analysis. The result is a list of initiatives that can be implemented quickly to drive economic and social recovery from COVID-19, built on a diversity of talents, experiences, and perspectives from across London.

This is an important first milestone, but it is simply that - the first. As Network members continue to leverage data, work together, and increase their understanding of the impacts of COVID-19, the approach will transition to collective planning and execution of deep, impactful strategies to cement London's recovery and resiliency in the longer term.

The London Community Recovery Network is one component of a broader community effort to recovery from COVID-19. Members recognize and support parallel efforts underway from champions across all sectors of the economy and community, including business re-openings, homelessness, transportation and mobility, equity and inclusion, education and childcare, sustainability, and long-term economic and workforce development.

The collective efforts of the Network, and of those organizations and individuals working tirelessly to create a strong, resilient and equitable London, are the keys to our community recovery

I am both grateful for the commitment of our community leaders and proud of the work that has been completed by the London Community Recovery Network thus far.

Mayor Ed Holder





2. Community Context

COVID-19 has had significant impacts on the economic and social health of London and the wider region. The true depths of these impacts of COVID-19 are revealed in the individual stories of Londoners – our friends, our neighbours, our colleagues – but statistics are also illustrative of the challenges before us:

- At its worst, roughly 30,000 jobs in the London Census Metropolitan Area were lost during the onset of the pandemic; nearly one in four jobs of those jobs have not come back (source: Statistics Canada)
- 60% of accommodation and food service businesses could begin to fail in the coming months (source: Canadian Chamber of Commerce)
- Vacancy rates for London hotels and motels have dropped by nearly one-quarter in 2020, with revenue per room declining by nearly 50% (source: Ontario Restaurant Hotel and Motel Association)
- 1 in 5 non-profits in Ontario could be forced to shut down by end of 2020 (source: Ontario Non-profit Network)
- 32.4% of COVID-19 cases were among individuals identifying as visible minorities, which represent 17% of the overall population in Middlesex and London (source: Middlesex-London Health Unit)
- Office vacancy rates are expected to increase in the months ahead as office tenants re-evaluate their space needs as COVID shifts workplace expectations
- Housing availability and affordability – a community-wide challenge prior to COVID-19 – has grown more acute; availability for one-bedroom residential rentals remains under 1% across the city, with the availability for all types of rental units hovering around 1.8% (source: City of London)
- Transit ridership on weekday conventional and specialized routes was down over 60% in October 2020 relative to normal usage (source: London Transit Commission)

As London continues to grapple with the unprecedented challenges of COVID-19, we recognize that rebuilding and revitalizing London will necessitate an equally unprecedented response. The Ideas for Action laid out in this report represent the first step in laying the foundations for a strong, fast, and inclusive recovery for our community.



3. Our Approach

The London Community Recovery Network launched with a kick-off meeting chaired by Mayor Ed Holder on September 9, 2020. At that inaugural meeting, Network members discussed and built consensus around an initial set of community recovery priorities. Members discussed the challenges they were seeing because of COVID-19, and what they hoped to achieve through the Network process. The Network established six Priority Action Tables to help focus discussions and idea generation around major themes of community recovery identified at the kick-off meeting.





Key Milestones

Steps	Outcome	Timetable
Kick-Off Meeting of the London Community Recovery Network	Identified interim priorities to guide the first phase of the Network's activities	September 9, 2020
Develop Priority Action Tables	Network members consulted broadly to identify community members to populate Priority Action Tables	September 2020
Priority Action Table Meetings #1: Objective setting and preparations	Using the network identified priorities, developed a community-driven extended outreach process to identify recovery ideas	October 21-23, 2020
Extended Outreach	Implemented extended outreach process with stakeholders and networks in the community generate recovery ideas	October 26 – November 13, 2020
Priority Action Table Meetings #2: Reviewing Recovery Ideas	Reviewed and prioritized recovery ideas gathered by members and sent to the London Community Recovery Network	Week of November 16, 2020
London Community Recovery Network Meeting	Reviewed the recovery ideas from the tables in light of the Network's guiding principles and endorsed list of Ideas for Action	November 26, 2020
Report to City Council's Strategic Priorities and Policy Committee (SPPC)	Report prepared to identify Ideas for Action calling on the City of London to partner in implementation	December 16, 2020
Continued work to develop our longer-term community recovery plan	The Network's efforts to identify recovery ideas will continue into the new year Additional planning and action will also be undertaken to begin the development of a community recovery plan for London	January 2021 onward



The Priority Action Tables undertook extended outreach from October 26 – November 13, 2020 with their networks and communities to solicit ideas to power London’s community recovery and lay the foundation for a strong long term recovery in London.

During the week of November 16, 2020, Priority Action Tables met again to review the recovery ideas identified through the extended outreach efforts. Table members reviewed ideas focusing on:

- **Immediacy** – How quickly can ideas be turned into action?
- **Feasibility** – How simple is the idea to implement and do resources exist to implement it?
- **Impact** – What is the level of impact of the idea on our community and to whom?

Each Priority Action Table brought rich understanding and expertise of the issues in the London as well as energy to begin the process of developing ideas for community recovery in London.

Throughout the process, the Network sought to focus on people who have been disproportionately affected by the COVID-19 pandemic. Groups identified as especially vulnerable in this time include, but are not limited to:

- Indigenous Peoples
- Women
- Racialized peoples – Black, Indigenous, People of Colour (BIPOC)
- People living with low income
- LGBTQ2S+
- Persons with disabilities
- Older adults



The Network roots its work in guiding principles. As future phases of the Network’s activities unfold, these guiding principles will continue to serve as its foundation:

- **Collaboration and Coordination**

A thriving economy and a supportive community are essential for London’s wellbeing. These components are critical for businesses, organizations and all Londoners, including our most vulnerable communities. The Network’s aim is to enhance ongoing efforts across the city through collaboration. As we undertake our work, we will strive to identify initiatives that bring organizations together to tackle community challenges.

- **Short-term and Long-term Focus**

The impacts of COVID-19 have affected sectors and communities differently. While some sectors are close to or exceeding pre-COVID levels of activity, others are facing increasing levels of uncertainty. Network members will work to recognize both short-term needs as well as longer-term opportunities throughout the course of our work.

- **Equity and Inclusion**

Our community recovery efforts must recognize the disproportionate effects COVID-19 has had on vulnerable and marginalized communities. As Network members identify ideas or initiatives, we must recognize that all Londoners are active and deserving participants in London’s community recovery.

- **Sustainability – Climate Change**

The climate emergency has not disappeared due to COVID-19. As Network members identify ideas and initiatives, we must evaluate the desired outcomes in relation to their potential impact on London’s combined efforts to respond to climate change.



4. Network Ideas for Action

The London Community Recovery Network and the community partners set out in our first phase of work to identify short term Ideas for Action that could lay the foundation for a strong, deep and inclusive recovery for our community. The Network considered short term in the context of ideas that could be implemented within three months or less to address the immediate needs of Londoners. These ideas that follow have been identified by organizations and individuals across London.

The community has identified 70 Ideas for Action that can be implemented by the City of London, other orders of government, and the community in the list that follows. Each idea has been assessed by the speed at which the idea can move forward, the availability of resources across the community to take meaningful action, and the impact the idea will have within and across London's diverse communities. For this phase of the Network's efforts, particular focus was placed on ideas that could be implemented in the short term. Ideas for Action have been grouped into community themes, in recognition of the synergies that exist between them.

The Network has committed to a series of guiding principles to inform and help navigate our process. The Network recognizes that community recovery will require focused effort to impact London's economic and social environment. Improving one aspect of recovery will bolster recovery of the other.

The Network recognizes that COVID-19 has had disproportionate effects on vulnerable and marginalized communities. Each idea has been assessed for its merits both on its ability to promote equity and inclusion as well as its ability to address climate change realities in our community. This work was undertaken in partnership with community volunteers and City of London staff. As governments and the community move to implementation of these ideas, additional work must be undertaken to further explore these aspects to drive a community recovery for all.

The Ideas for Action follow. Additional detail on each idea can be found in Annex A. This includes the descriptions submitted by the community as well as the results from the informal equity and inclusion and climate change/sustainability screens.



Ideas for Action Reference Table

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Explore, Support, and Buy Local – Short Term Ideas for the City of London

Support local businesses through outdoor shopping events and promotions – Short term

#	Short Title of Idea	Lead Partners	Timeframe
1.1	Christmas (Holiday) Market	Tourism London; Culture Office; Western Fair District	Short
1.2	Sidewalk Sales	City of London	Short

Links to Other Themes

Core Area & Infrastructure

Supporting Arts, Culture, Tourism and Hospitality Industries

Business and Employment



Investigate the use of space to promote local businesses

#	Short Title of Idea	Lead Partners	Timeframe
1.3	A Break in the Clouds	City of London; BIAs; Chamber of Commerce; Post-secondary	Short
1.4	Community/business use of municipal parking lots	City of London	Short

Links to Other Themes

Supporting Arts, Culture, Tourism and Hospitality Industries
Business and Employment

Promote local restaurants

#	Short Title of Idea	Lead Partners	Timeframe
1.5	Restaurant Patios	City of London	Short

Links to Other Themes

Core Area & Infrastructure
Supporting Arts, Culture, Tourism and Hospitality Industries
Business and Employment



Connect the community to local businesses

#	Short Title of Idea	Lead Partners	Timeframe
1.6	London Getaway Packages	Tourism London; BIAs	Short
1.7	Buying Local for the Holidays	Tourism London	Short
1.8	Instagram takeovers in support of local businesses	City of London; Chamber of Commerce; TechAlliance	Short

Links to Other Themes

Core Area & Infrastructure
 Supporting Arts, Culture, Tourism and Hospitality Industries
 Business and Employment

Explore, Support, and Buy Local – Ideas for the Community and the Longer-Term

Support local businesses through outdoor shopping events and promotions

#	Short Title of Idea	Lead Partners	Timeframe
1.9	London Winter Weekends	BIAs	Medium
1.10	Holiday Artisan Craft Show	TBD – Private Sector	Medium
1.11	Travel Downtown London	Downtown London; Artistic Spa	Medium

Links to Other Themes

Core Area & Infrastructure
 Supporting Arts, Culture, Tourism and Hospitality Industries
 Business and Employment
 Housing, Health, and Social Supports



Investigate the use of space to promote local businesses

#	Short Title of Idea	Lead Partners	Timeframe
1.12	Why London restaurants need local food delivery alternatives	OEV BIA; City of London	Medium
1.13	Restaurant passport promotion	TBD – Food sector	Short
1.14	Indi-Eats – London’s own food service delivery app	OEV BIA	Medium

Links to Other Themes

Core Area & Infrastructure
Supporting Arts, Culture, Tourism and Hospitality Industries
Business and Employment

Connect the community to local businesses

#	Short Title of Idea	Lead Partners	Timeframe
1.15	The London Trail	BIAs	Short
1.16	A Helping Hand for Hospitality	TBD – Private Sector	Short
1.17	Local London website	TBD – Private Sector	Medium

Links to Other Themes

Core Area & Infrastructure
Supporting Arts, Culture, Tourism and Hospitality Industries
Business and Employment



Core Area & Infrastructure – Short Term Ideas for the City of London

Focus on bringing people to the downtown and core areas

#	Short Title of Idea	Lead Partners	Timeframe
2.1	Focus on actions that get people moving around the core	City of London; Tourism London; Downtown London	Short

Links to Other Themes

Business and Employment

Housing, Health, and Social Supports



Innovate transportation

#	Short Title of Idea	Lead Partners	Timeframe
2.2	Bike and Scooter Share	City of London	Short
2.3	Downtown recovery – free transit access to the downtown	London Transit Commission	Short

Links to Other Themes

Business and Employment

Housing, Health, and Social Supports

Beautify and improve public spaces, core area buildings, and homes

#	Short Title of Idea	Lead Partners	Timeframe
2.4	Create a regional holiday destination downtown	Tourism London; BIAs	Short
2.5	Increase grant funding/Building Code for façade upgrade	City of London	Short

Links to Other Themes

Supporting Arts, Culture, Tourism and Hospitality Industries

Business and Employment

Housing, Health, and Social Supports

Explore, Support, and Buy Local



Develop and enhance strategies to engage the core

#	Short Title of Idea	Lead Partners	Timeframe
2.6	Appoint a downtown lead at City Hall	City of London	Short
2.7	Create a business concierge service	City of London	Short
2.8	Create a core area champion at senior level	City of London	Short
2.9	Create an integrated economic development blueprint	City of London	Short

Links to Other Themes

Business and Employment
Explore, Support, and Buy Local

Core Area & Infrastructure – Ideas for the Community and the Longer-Term

Beautify and improve public spaces, core area buildings, and homes

#	Short Title of Idea	Lead Partners	Timeframe
2.10	Local Improvement Charge for Retrofits	City of London; Federal government; Provincial government	Medium
2.11	Improving Curb Appeal/Beautification	City of London	Medium

Links to Other Themes

Supporting Arts, Culture, Tourism and Hospitality Industries
Core Area & Infrastructure
Business and Employment
Explore, Support, and Buy Local



Develop and enhance strategies to engage the core

#	Short Title of Idea	Lead Partners	Timeframe
2.12	Branding and storytelling for downtown and core area	City of London; Tourism London	Medium

Links to Other Themes

Supporting Arts, Culture, Tourism and Hospitality Industries
Core Area & Infrastructure
Explore, Support, and Buy Local



Business and Employment – Short Term Ideas for the City of London

Match employers with jobseekers

#	Short Title of Idea	Lead Partners	Timeframe
3.1	Employer One Survey	Workforce Planning Board	Short

Links to Other Themes

Explore, Support, and Buy Local

Provide training and opportunities for jobseekers

#	Short Title of Idea	Lead Partners	Timeframe
3.2	Self-employment exploration training for unemployed	City of London/Small Business Centre	Short

Links to Other Themes

Explore, Support, and Buy Local



Develop centralized strategies for procurement of goods and resources

#	Short Title of Idea	Lead Partners	Timeframe
3.3	Group buying to lower costs of PPE	TBD – Public/Private Sector	Short

Links to Other Themes

Explore, Support, and Buy Local
Core Area & Infrastructure

Make available access to funding, grants, and market data to support local businesses

#	Short Title of Idea	Lead Partners	Timeframe
3.4	Creating a government funding data bank	City of London; post-secondary	Short
3.5	Provide better market data to attract new businesses	City of London; LEDC; BIAs	Short

Links to Other Themes

Explore, Support, and Buy Local
Core Area & Infrastructure



Business and Employment – Ideas for the Community and the Longer-Term

Match employers with jobseekers

#	Short Title of Idea	Lead Partners	Timeframe
3.6	The Job Developers Network (JDN)	JDN Members	Medium

Links to Other Themes

Explore, Support, and Buy Local

Initiate childcare solutions

#	Short Title of Idea	Lead Partners	Timeframe
3.7	Childcare and summer day camps	LCCN	Medium
3.8	Recruitment of RECEs during COVID-19	LCCN	Short
3.9	Connecting businesses with licensed child care	LCCN	Short
3.10	Inter-ministerial resource team for licensed child care	LCCN	Short

Links to Other Themes

Housing, Health, and Social Supports



Provide training and opportunities for jobseekers

#	Short Title of Idea	Lead Partners	Timeframe
3.11	Short term skills development	Employment agencies	Short
3.12	Goodwill Industries – circular economy work platform	Goodwill	Short

Links to Other Themes

Explore, Support, and Buy Local
 Core Area & Infrastructure, Housing, Health, and Social Supports

Develop centralized strategies for procurement of goods and resources

#	Short Title of Idea	Lead Partners	Timeframe
3.13	Central resources for small business procurement	City of London; Chamber of Commerce	Short
3.14	London food procurement policy for city contracts	City of London	Medium

Links to Other Themes

Explore, Support, and Buy Local
 Core Area & Infrastructure, Housing, Health, and Social Supports



Make available access to funding, grants, and market data to support local businesses

#	Short Title of Idea	Lead Partners	Timeframe
3.15	Investment in ventures with innovative solutions	TechAlliance	Short
3.16	Social housing retrofits program	Federal government	Long

Links to Other Themes

Explore, Support, and Buy Local
Supporting Arts, Culture Tourism and Hospitality Industries

Laying the foundations of a green recovery

#	Short Title of Idea	Lead Partners	Timeframe
3.17	Green canopy investments in the core	City of London; BIAs	Medium

Links to Other Themes

Supporting Arts, Culture, Tourism and Hospitality Industries
Core Area & Infrastructure



Housing, Health, and Social Supports – Short Term Ideas for the City of London

Address food insecurity

#	Short Title of Idea	Lead Partners	Timeframe
4.1	Increase focus on addressing food insecurity	City of London; Food Policy Council; London Community Resource Council	Short

Links to Other Themes

Explore, Support, and Buy Local
Business and Employment



Provide relief through vital services

#	Short Title of Idea	Lead Partners	Timeframe
4.2	Emergency shelter programs	City of London; London Community Foundation; United Way	Short
4.3	Emergency food distribution	London Community Foundation; United Way	Short
4.4	Public toilets and sanitation	City of London	Short

Links to Other Themes

Business and Employment
Core Area & Infrastructure

Address housing and homelessness crisis

#	Short Title of Idea	Lead Partners	Timeframe
4.5	Urgent housing for vulnerable Londoners	City of London; TBD – development community	Short
4.6	Fast-tracking the creation of core area housing	City of London; TBD – community developers; Not-for-profit housing organizations	Short

Links to Other Themes

Business and Employment
Core Area & Infrastructure



Strengthen mental health supports and promote good mental health

#	Short Title of Idea	Lead Partners	Timeframe
4.7	Support for a National Child Care Framework	City of London; Federal government	Short

Links to Other Themes

Business and Employment

Housing, Health, and Social Supports – Ideas for the Community and the Longer-Term

Address food insecurity

#	Short Title of Idea	Lead Partners	Timeframe
4.8	Urban farms	City of London; Urban Roots London	Medium

Links to Other Themes

Business and Employment

Strengthen mental health supports and promote good mental health

#	Short Title of Idea	Lead Partners	Timeframe
4.9	Increased funding for mental health phone and virtual supports	Provincial government	Short

Links to Other Themes

Business and Employment



Supporting Arts, Culture, Tourism and Hospitality Industries – Short Term Ideas for the City of London

Create spaces and events for live music

#	Short Title of Idea	Lead Partners	Timeframe
5.1	Revive: Live Concert Series program	London Arts Council; London Music Office	Short
5.2	Outdoor concerts	TBD – private sector	Short

Links to Other Themes

Core Area & Infrastructure
Explore, Support, and Buy Local
Business and Employment



Host outdoor arts and culture events

#	Short Title of Idea	Lead Partners	Timeframe
5.3	Interactive distanced festivals and events	Exar Studios	Short
5.4	City of Lights: public art projection program	London Arts Council	Short

Links to Other Themes

Core Area & Infrastructure

Explore, Support, and Buy Local, Business and Employment

Promote mural art in core area and support through grants

#	Short Title of Idea	Lead Partners	Timeframe
5.5	London Mural and Art Walk	Tourism London; BIAs	Short
5.6	Mural façade grant	City of London	Short

Links to Other Themes

Explore, Support, and Buy Local

Core Area & Infrastructure

Begin developing strategies for tourism and place activations

#	Short Title of Idea	Lead Partners	Timeframe
5.7	Strategic approach to events, activations, placemaking	City of London; Tourism London; TBD – private festival organizers	Short

Links to Other Themes

Core Area & Infrastructure

Business and Employment



Connect art and culture virtually

#	Short Title of Idea	Lead Partners	Timeframe
5.8	Develop an app with augmented reality for scavenger hunts	TBD – Private Sector	Short

Links to Other Themes

Explore, Support, and Buy Local
Core Area & Infrastructure

Supporting Arts, Culture, Tourism and Hospitality Industries – Ideas for the Community and the Longer-Term

Create spaces and events for live music

#	Short Title of Idea	Lead Partners	Timeframe
5.9	Venue Music Fest	Budweiser Gardens; London Music Hall	Medium

Links to Other Themes

Explore, Support, and Buy Local
Core Area & Infrastructure
Business and Employment



Partner musical performances with other businesses

#	Short Title of Idea	Lead Partners	Timeframe
5.10	The London Musical Walk tour	BIAs; London Music Office	Short
5.11	Partnering concerts with restaurants and organizations	TBD – private sector; London Symphony	Short

Links to Other Themes

Explore, Support, and Buy Local
 Core Area & Infrastructure
 Business and Employment

Host outdoor arts and culture events

#	Short Title of Idea	Lead Partners	Timeframe
5.12	Bringing more arts and culture to London	London Arts Council	Long
5.13	Holiday Market Installations	Downtown London	Short

Links to Other Themes

Explore, Support, and Buy Local
 Core Area & Infrastructure
 Business and Employment



Begin developing strategies for tourism and place activations

#	Short Title of Idea	Lead Partners	Timeframe
5.14	Create a tourism destination plan for downtown London	City of London; Downtown London; Heritage Council; Tourism London	Medium

Links to Other Themes

Explore, Support, and Buy Local
Core Area & Infrastructure
Business and Employment

Connect art and culture virtually

#	Short Title of Idea	Lead Partners	Timeframe
5.15	Virtual tours and dollars program	BIAs	Medium

Links to Other Themes

Explore, Support, and Buy Local
Core Area & Infrastructure
Business and Employment



5. Future Focus

This report – and the ideas for immediate action within it – represent the first phase of the London Community Recovery Network. We know the road to recovery is long, and one we must travel together. In 2021, Network members will reconvene to drive London’s recovery on two fronts; first, we will prioritize the development and execution of detailed, achievable implementation plans for the ideas in this report, because until they are implemented, they represent on a promise, not a change for those who need it most. Second, we will begin charting the course for London’s longer-term recovery from the COVID-19 crisis. We will think and act strategically to establish the underpinnings of a long-term community recovery. Ultimately, our work will envision how London can thrive in the context of the “next normal,” and chart a path to achieve it.

Our work will require significant effort from the community. Diverse perspectives from across London will be instrumental in realizing our vision of a strong, prosperous and inclusive London. The Network embarked on its work under the shared understanding that community recovery will take an entire community to achieve. This central idea will be at the heart of the next phase of our work.



6. Partners of the London Community Recovery Network

The London Community Recovery Network recognizes the contributions and dedication of so many Londoners who provided insights, advice and perspectives to develop this initial list of short term Ideas for Action. We thank Members of Council, London area MPs and MPPs, and the over 100 members of the Priority Action Tables for devoting time during these uncertain times.

Organization	Name and Title
Black London Network	Alexandra Kane, Founding Member
Centre for Research on Health Equity and Social Inclusion (Western)	Debbie Rudman, Professor
Centre for Research on Health Equity and Social Inclusion (Western)	James Shelley, Coordinator
Downtown London	Barbara Maly, Executive Director
Elgin Middlesex Oxford Workforce Development and Planning Board	Debra Mountenay, Executive Director
Employment Sector Council	Carol Stewart, Project Manager
Employment Sector Council	Jennifer Hollis, Co-Chair
Fanshawe College	Anne Marie DeCicco-Best, Executive Advisor Government Relations
London and District Construction Association	Mike Carter, Executive Director
London and District Heavy Construction Association	Larry Taylor, Member
London and District Labour Council	Patti Dalton, President
London and District Labour Council	Steve Holmes, Member
London Arts Council	Andrea Hibbert, Executive Director
London Chamber of Commerce	Gerry Macartney, CEO
London Chamber of Commerce	Vijai Lakshmikanthan, President



Organization	Name and Title
London Community Foundation	Lori Runciman, Director, Grants and Community Initiatives
London Development Institute	Mike Wallace, Executive Director
London Economic Development Corporation	Kapil Lakhotia, President and CEO
London Economic Development Corporation	Robert Collins, Director, Workforce Development
London Environmental Network	Skylar Franke, Executive Director
London Faith Groups	The Rev'd Canon Dr. Kevin George, Rector
London Food Bank	Glen Pearson, Co-Executive Director
London Health Sciences Centre	Dr. Paul Woods, President and CEO
London Health Sciences Centre	Jill Sangha, Director, Health Equity
London Home Builders' Association	Dave Stimac, President
London Homebuilders' Association	Lois Langdon, Executive Director
London Middlesex Local Immigration Partnership	Dr. Dev Sainani, CEO and Chair
London Poverty Research Centre (King's)	Sue Wilson, Chair
London Region Manufacturing Council	Jason Bates, General Manager
Middlesex London Health Unit	Dr. Christopher Mackie, Medical Officer of Health
Middlesex London Health Unit	Heather Lokko, Chief Nursing Officer
N'Amerind Friendship Centre	Al Day, Executive Director
N'Amerind Friendship Centre	Brian Hill, President
Pillar Nonprofit Network	Dharshi Lacey, Director, Diversity and Governance
Pillar Nonprofit Network	Nicole Spriet, Board Member
Small Business Centre	Mike Sherlock, President
Small Business Centre	Steve Pellarin, Executive Director
St. Joseph's Health Care London	Dr. Gillian Kernaghan, President and CEO



Organization	Name and Title
St. Joseph's Health Care London	Roy Butler, Vice President, Patient Care and Risk Management
TechAlliance	Christina Fox, Board Member
TechAlliance	Keith Murray, Chair
Tourism London	Bob Usher, President
Tourism London	Cheryl Finn, General Manager
United Way Elgin Middlesex	Kelly Ziegner, President and CEO
United Way Elgin Middlesex	Sara Middleton, Director, Community Impact
Urban League of London	Shawna Lewkowitz, President
Western University	Peter White, Executive Director, Government Relations Strategic Partnerships
Young London	Jayme Archibald, Executive Director



Annex A - Summaries of Ideas Developed by the London Community Recovery Network

Legend of color codes

Categories in the Equity and Inclusion Consideration

Green	Idea represents potential for clear positive equity and inclusion impacts within and across the community
Yellow	Idea requires additional development during design and implementation to present positive equity and inclusion impacts
Red	Idea presents risk or potential for negative equity and inclusion impacts
Grey	Not enough information to assess

Categories in the Climate Change/Sustainability Consideration

Green	Positive impacts on GHG emission reductions
Yellow	Neutral effects on GHG emission reductions
Red	Negative effects on GHG emission reductions
Blue	Unrated - idea cannot be rated
Grey	Not enough information to assess



Explore, Support, and Buy Local

Ideas for Action	Short Title of Idea	Description	Equity Screen	Climate Screen
1.1	Christmas (Holiday) Market	Local populations could be encouraged to both visit and spend at a local Christmas Market. This concept has been demonstrated in other Christmas markets in the region. It could feature local, regional and provincial craft and holiday artisans. With London becoming a larger centre in Southwestern Ontario - this could become an attraction for others in smaller communities that may/will travel to London.	Grey	Green
1.2	Sidewalk Sales	Update the Streets Bylaw and any bylaws governing public parking lots to pre-approve and streamline the process for private businesses to quickly set-up sidewalk sales on public land.	Green	Yellow
1.3	A Break in the Clouds	<p>2020 has left many feeling hopeless, yet as the weather warmed it became evident that patios and outdoor dining were a silver lining in the bleak periods of this pandemic. Research from the Food Retail Environment Study for Health and Economic Resiliency (FRESHER), a collaboration led by the Human Environments Analysis Lab at Western University, found that establishments that had a patio or the capacity to set one up, were more likely to remain operational through the last several months (fresher.theheal.ca). Many municipalities, including London have taken supportive action by extending patio expiry dates, approving temporary expansions, and approving the use of non-traditional space such as parking lots and vacant lots. These measures had immediate impact on businesses that were attempting to pay the bills with delivery and takeout only.</p> <p>The City needs to work closely with businesses, BIAs, and community members to formulate an action plan on long-term patio spaces in the City. This could include exploring the use of underutilized municipal parking lots as patio spaces, establishing</p>	Green	Yellow



Ideas for Action	Short Title of Idea	Description	Equity Screen	Climate Screen
		financial supports and incentives to create and expand patios, altering bylaws and policies to better support year-round patios, implementing permanent boulevard dining on main streets, and supporting outdoor events showcasing local eateries and breweries in large outdoor spaces.		
1.4	Community/business use of municipal parking lots	Develop a process for individual businesses, community groups and/or business associations to use portions of municipal parking lots for smaller market events without larger special events process. This may particularly help businesses during construction closures in front of their shops when they cannot host sidewalk sales or have limited public access.	Green	Yellow
1.5	Restaurant Patios	Allowing for restaurants to expand patios, as we did this past summer, by implementing necessary changes to current bylaws- capacity bylaw and parking minimum bylaw. Private property and with consultation, city property as well.	Grey	Yellow
1.6	London Getaway Packages	Partner with local businesses to offer a local weekend getaway bundle and market it to both Londoners and those in surrounding communities. There could be some with a focus on couples or families. It could include two nights at a local hotel, two dinners at local restaurants, admission to amenities that are open like Hyland Cinema, Museum London, a pottery class, etc. A package for locals may focus on spas, indoor pools, etc. (depending on covid restrictions).	Yellow	Yellow
1.7	Buying local for the Holidays	<p>As Londoners enter the beginning of the holiday season, I believe, by recognizing the devastating economic impacts stemming from the restrictions put in place to mitigate the spread of COVID-19, it would be meaningful if City Council and LCRN leadership put out a call to action for all Londoners to patronize our local retailers and restaurants in lieu of online retailers or large corporate chains.</p> <p>Of course, Londoners have a longstanding history of supporting local business. However, in 2020, perhaps there is a drive to increase efforts to spend locally. Local retailers and restaurants have shouldered the burden of COVID-19 related shutdowns. Perhaps it's time for Londoners to say thank you by spending their holiday-related dollars closer to home.</p>	Grey	Green



Ideas for Action	Short Title of Idea	Description	Equity Screen	Climate Screen
		The idea is that the City and community leadership endorse a call to Londoners to target at least 50% of the gifts given to friends and family over the coming months on products sourced locally in support of local businesses.		
1.8	Instagram takeovers in support of local businesses	The City + other influencing organizations around the city could develop a schedule of local businesses to promote via social media during certain times. With the idea being that if many organizations are highlighting the same local business and options available to support that local business during COVID (ie. online sales, curbside pickup etc) at the same time it will have a much broader reach than just the businesses marketing efforts alone.	Yellow	Yellow
1.9	London Winter Weekends	City wide winter event where visitors can attend at their leisure while wandering Downtown, Wortley Village and Old East Village	Grey	Green
1.10	Holiday Artisan Craft Show	Outdoor Holiday Craft Show. Social distanced with contact tracing and other protocols.	Green	Yellow
1.11	Travel Downtown London	Promote "outdoor" shopping downtown verses indoor mall shopping. Encouraging people to visit and support local businesses. Offer customers a deal on a particular day (or throughout a specific week to help social distancing), give it a name i.e. "Travel Downtown Special". After 5 visits within the day/specified time period, customer collects their 5 receipts and has their name put in a draw to win a spa day package at local vendors.	Green	Yellow
1.12	Why London restaurants need local food delivery alternatives	We are suggesting that the City teams up with restaurant owners in London and web developers to create a local alternative to third-party food delivery services. We believe that food delivery is something that is going to stick around for a while, so it makes sense to invest in it. Restaurant owners that are interested could pool their resources to hire or contract a number of delivery drivers. This concept has worked in other cities. For example, in Montreal, a web developer created an app called Radish to upend the third-	n/a	Yellow



Ideas for Action	Short Title of Idea	Description	Equity Screen	Climate Screen
		party model that is currently dominated by food delivery giants. You can read more about this here: https://www.cbc.ca/radio/asithappens/as-it-happens-tuesday-edition-1.5566154/why-this-toronto-restaurateur-is-creating-an-alternative-to-delivery-apps-1.5566441		
1.13	Restaurant passport promotion	Participating restaurants stamp diners' "passport". Offer prizes for Diners that hit certain number of restaurants during a specified timeframe. Have different tiers: if we have 20 participating restaurants, then the tiers could be 5, 10 and 15 "stamps". Diners that hit top tier would be eligible for dinner for 2 at one of the participating restaurants.	n/a	Yellow
1.14	Indi-Eats – London's own food service delivery app	Cities like Montreal and Ottawa have created locally owned and operated food service delivery apps in order to provide local small businesses with an option that supports the local economy and diverts funds from multi-national corporations like Uber Eats and Skip the Dishes that charge up to 30% on each order. OEV BIA, has established a local committee with community partners to explore this concept. However none of these organizations can own it or manage it without seed funding to create the system and begin creating revenue to keep it self-sustaining.	Green	Green
1.15	The London Trail	<p>Londoners would have a chance to purchase tickets to participating businesses on the "trail" map, and then redeem a ticket for the "trail" promotion.</p> <p>For example, I buy \$50 worth of tickets and receive 8 tickets. I redeem 1 ticket at Commonwealth Coffee and receive a small coffee.</p> <p>The goal is to get Londoners into the small businesses, where they can support the merchant. Again, while I'm in Commonwealth Coffee getting my small coffee, I may choose to purchase a donut. It could be a win-win.</p> <p>The promotion could happen during strategic periods such as "winter fantasy," "new year, new you," and "be my valentine" as examples. It can be ongoing.</p>	Yellow	Green



Ideas for Action	Short Title of Idea	Description	Equity Screen	Climate Screen
1.16	A Helping Hand for Hospitality	<p>Challenge: Families will not have the same opportunity to travel this winter.</p> <p>Solution: London hotels host Weekend Staycations that act as a break for both kids and children.</p> <p>Offering: 1 or two night stays with programming for kids and adults. Examples: Movie nights, Brewery tours, Wine tastings, (Virtual or in-person), Fashion Shows, couple getaways, Etc.</p> <p>Pick up at home to limit driving and parking could be incorporated.</p>	Green	Green
1.17	Local London website	Local "Amazon" type website where local business could sell their goods within London and area via an online sales platform so Londoners have a one-stop local resource instead of ordering from Amazon.	Yellow	Green



Core Area & Infrastructure

Ideas for Action	Short Title of Idea	Description	Equity Screen	Climate Screen
2.1	Focus on actions that get people moving around the core	<p>Focus on actions that get people moving around the core:</p> <p>Walkability Accessibility - plan for a walkable, accessible downtown; address physical barriers, use technologies available to support accessibility needs. Refer to the Safe Sidewalks program.</p> <p>Wayfinding - improve signage to help drivers, pedestrians and cyclist navigate; map the journey from the car to ultimate destinations</p> <p>Develop a year-round patio program, communicate to business owners; Waive permit fees indefinitely; Encourage patio extensions beyond previous; Waive parking requirements; Financial support for buying assets (tables, heaters, etc.)</p>	Yellow	Green
2.2	Bike and Scooter Share	<p>The City has already begun the preliminary work on bike share and can accelerate their implementation efforts. In cities as diverse as New York and Houston, bike share ridership has increased rapidly during the pandemic. The City of London could accelerate the bike and scooter share by launching a 300 bicycle bike-share system and implementing an e-scooter share program. Investing in bike share can respond to the crisis in the short-term and provide long-term infrastructure that reduces driving, supplements London Transit, and offers a healthy and active way to get from A to B.</p> <p>Furthermore, a bike-share system requires ongoing maintenance of both the bicycles, payment infrastructure, and docking stations and/or signage. The capital funding to get</p>	Grey	Green



Ideas for Action	Short Title of Idea	Description	Equity Screen	Climate Screen
		bike or scooter share off the ground allows for an operational model that supports ongoing jobs while costs are mostly offset by revenues.		
2.3	Downtown recovery – free transit access to the downtown	Our downtown struggles to attract and engage a large number of Londoners. There is a sense that it is unsafe and also that it's inaccessible due to limited free parking. While every city struggles in its downtown with higher incidence of people experiencing homelessness and other challenges, London's downtown is relatively unoccupied outside of office hours. While events do very well in attracting people, on a daily basis, it's a struggle. I suggest London Transit provide free access to the downtown. Anyone heading into the downtown would not pay for their public transit - making the area more accessible for those who will not pay for parking.	Grey	Green
2.4	Create a regional holiday destination downtown	Create a regional holiday destination downtown by creating a cohesive winter theme for décor, comprehensive rehabilitation of holiday decorations and plan for new decorations - illumination, ground displays, and lighting (in addition to Victoria Park)	Green	Yellow
2.5	Increase grant funding/Building Code for façade upgrade	Increase the forgivable portion (grant) of the existing Downtown and Old East village Façade Improvement and Upgrade to Building Code incentive programs for a discrete period of time (ie. 2 years) to provide more direct funding to business who are upgrading buildings to address covid health protocols and social distancing. This could also assist with buildings that have been damaged during closures.	Green	Yellow
2.6	Appoint a downtown lead at City Hall	This would be a position similar to the Business Liaison role, but downtown specific – this person would also coordinate with the London Police Services on downtown safety issues.	Yellow	Yellow
2.7	Create a business concierge service	Create a Business Concierge service at City Hall to help facilitate business (both new businesses and existing) that includes a dedicated role to the Downtown and Core area. This position would:	Yellow	Yellow



Ideas for Action	Short Title of Idea	Description	Equity Screen	Climate Screen
		<p>Help businesses through City processes and applications Address day to day matters of business and bring forward city related business inquiries, concerns and issues (construction, permitting, etc) and facilitate and expedite solutions through B2B team Market/promote City programs available to businesses such as CIP grants, loans, and any other soft or hard incentives available to them (an eg. of a soft incentive is the fact that they have a B2B team and program to ensure businesses who come to London have the support they need to help them save time and succeed) Create regular two-way communications and supports between municipal staff and BIAs in the core area</p>		
2.8	Create a core area champion at senior level	<p>Create a Downtown and Core Area Senior Level Champion at City Hall focused on helping to create the vision and strategy of the downtown and core areas</p> <p>Lead the review, evaluation and integration of other city wide strategies (eg. Our Move Forward, Core Area Action Plan, City's Economic Development strategy, Live Work Learn Play report).</p> <p>Identify and modify as required municipal plans, policies by-laws, incentives, etc. to help achieve strategic goals of the downtown and core areas</p> <p>Senior level decision making and the ability to work across City departments to help achieve goals and track metrics of the plan</p>	Yellow	Yellow
2.9	Create an integrated economic development blueprint	<p>Create an economic development blueprint that integrates downtown and core area into the strategy</p> <p>As part of the next Economic Development Strategy ensure it includes an overall Vision and Strategy for the downtown and core area as it relates to economic development, tourism, arts and culture and quality of life and the role the core area can play to support economic development</p> <p>Assessment of all the sectors, how they pertain to DT and core area - social, arts & culture, economic development, etc.</p>	Yellow	Yellow



Ideas for Action	Short Title of Idea	Description	Equity Screen	Climate Screen
		<p>Look at previous strategies and action plans (e.g. Our Move Forward) to revisit transformational projects: clarify needs, identify gaps, action plan for what we need to do to move forward</p> <p>Have the Downtown and Core Area Champion at City Hall steward this work and work with partners like LEDC</p> <p>Create asset maps, etc.</p> <p>Develop an ecosystem to attract and grow businesses in the core.</p> <p>Identify roles and goals, metrics and tactics</p>		
2.10	Local Improvement Charge for Retrofits	<p>Our recommendation is that the City of London move forward with supporting a Local Improvement Charge (LIC) funding mechanism for home retrofits. Homeowners require retrofit funds which can come from a variety of levels of government. These finance mechanisms and the subsequent retrofits will keep Londoners money local through electrification (instead of paying for energy for heating from outside London). It would also make homes and Londoners more resilient to future energy issues. We recommend the City continue developing a LIC or PACE program with the support of Clean Air Partnership (CAP) that offers low interest retrofit loans to homeowners, tied to their property taxes, to incentivize the retrofits. Under the federal government, the carbon tax charge will rise to \$50 per tonne of CO2 by 2022, (began at \$20 in 2019 and increases by \$10 per year until 2022), making natural gas less affordable. Electrification is essential to achieve net zero and keep money in London. Evidence shows that LIC financing works best when it is designed as part of a larger energy efficiency strategy that includes incentives, community-based retrofits and marketing, and strong partnerships with the construction, financial and building management industries. This is why we encourage the City of London to pair LIC's with a local Residential Retrofit Program</p>	Grey	Green
2.11	Improving Curb Appeal/Beautification	<p>Enhance underused areas of downtown:</p> <p>Turn unused alleyways into a beautiful covered area for restaurant patios.</p> <p>In dead corners or heavily concreted areas, plant more trees and encourage green space</p>	Green	Green



Ideas for Action	Short Title of Idea	Description	Equity Screen	Climate Screen
2.12	Branding and storytelling for downtown and core area	Clarify our target audiences. Create the story we want to tell; diverse storytellers (merchants, champions, ambassadors) so people see themselves here (ref: Owen Sound campaign); persuade them why they should want to go downtown Create a publication, website, videos, etc. that all partners get behind and support. Digital marketing campaign for all partners to promote the messaging	Green	Yellow



Business and Employment

Ideas for Action	Short Title of Idea	Description	Equity Screen	Climate Screen
3.1	Employer One Survey	This is a regional survey of employers conducted by a consortium of organizations and municipalities covering the London Economic Region to determine the number of people and the skills employers will be looking to employ in 2021. This responds directly to one of the priorities under the Employment and Talent table.	Green	Yellow
3.2	Self-employment	Enhancement of self-employment training options to increase capacity to serve London's marginalized populations. Specifically, to work with individuals who are unemployed as they	Yellow	Yellow



Ideas for Action	Short Title of Idea	Description	Equity Screen	Climate Screen
	exploration training for unemployed	transition, and explore self-employment as an option. The second component of the strategy would be to advocate to the province for E.I. supported initiatives, that allow people to collect EI while being trained to transition to self-employment, on par with other re-training initiatives.		
3.3	Group buying to lower costs of PPE	Smaller organizations such as non-profits and small businesses face higher costs for PPE because they do not benefit from the buying power of larger organizations. Group buying strategies may lower the costs for these smaller organizations.		
3.4	Creating a government funding data bank	There are many funding grants available from both the federal and provincial governments. Examples at Fanshawe include the Canada Ontario Job Grant and funding for 300 Co-op positions and apprenticeship positions. Many are fully funded but finding matches with companies or organizations to take the students is sometimes a challenge. Creating a data bank of everything that is available by each institution, and fully advertising it through organizations like LEDC, the Small Business Centres and employment agencies may provide much needed and appreciated information by industries and businesses that are trying to cope in post COVID recovery to thrive and grow.		Yellow
3.5	Provide better market data to attract new businesses	Provide better market data collection and assessment to support local decision making and attraction of new businesses: Do more counts of pedestrians, cyclists, cars, transit in the downtown - we need better data, all four seasons Residential population demographics Office population demographics Vacancy reporting Market analysis for this trade area	Yellow	
3.6	The Job Developers Network (JDN)	Employment Sector Council (ESC) and its Job Developers Network (JDN) represent our region's uniquely integrated employment services sector. Currently, our 28 JDN service provider organizations are operating under capacity, with room to provide more employers and job seekers with already-funded employment assistance. Increasing the use these existing resources and expertise by our region's job seekers who currently do not know about	Yellow	Yellow



Ideas for Action	Short Title of Idea	Description	Equity Screen	Climate Screen
		<p>this avenue of help, enhances labour force skills development and job readiness. Accelerating employer access to the JDN's underutilized services and available resources, particularly by small and medium sized companies which tend to have less capacity and time to navigate government service systems, means better matching of talent and employer needs. We recommend LCRN capitalize on our effective employment service model which is already in place and ready to drive social and economic recovery efforts.</p> <p>Alignment with LCRN: The Job Developers Network is a proven London region forum for employment service providers to share job opportunities and leverage talent, expertise, resources, government funding and programs with their colleagues from organizations across the network in order to increase the likelihood of a good match between employees and employers. The JDN provides single point, streamlined access to employers and job seeker services – working with one member provides access to the resources of the entire network.</p> <p>JDN organizations are government-funded to serve our region's unemployed & under-employed, including Black, Indigenous and People of Colour, persons with a disability, youth & students, women and girls, older workers, newcomers & immigrants, and the general public: sourcing jobs for our most vulnerable to our most highly skilled. By hiring through a network, employers can find the best candidates, regardless of from which organization they come.</p> <p>Proposal Part 1: A regional marketing campaign to promote JDN, its employment service provider system, and the availability of relevant employment and related services for employers and job seekers during and post-COVID-19, including:</p> <ul style="list-style-type: none"> • Targeted outreach to increase awareness the array of [no-fee] JDN supports and services, including government funding to train new hires, workplace accommodations, job coaching, interviewing assistance, job fairs, sharing job postings and candidates, and more. Examples 		



Ideas for Action	Short Title of Idea	Description	Equity Screen	Climate Screen
		<p>of already-funded but underutilized government programs offered by JDN members include: Second Career, Job Creation Partnerships, SkillsAdvance Ontario, Rapid Skills/Microcredential/Skills Catalyst programs. LCRN provides an opportunity to reach the 30% of job seekers attending regional job fairs who consistently report they did not know about the community employment organizations where they can get assistance. Similarly, while JDN members collectively serve thousands of area employers, there are many more which are unfamiliar with us, or may have [unwarranted and/or negative] perceptions of the quality of candidates and services we provide.</p> <ul style="list-style-type: none"> • Inclusion and promotion of the JDN and its services in City workforce recovery efforts, including: supporting new and expanding employers with recruiting, hiring, training and retention; referring unemployed and under-employed residents to employment, hard and soft skills training and related services; COVID-19 service inventories or service system mapping of available assets. <p>Proposal Part 2: While the JDN and its employment organizations are an integral component of London region workforce recovery, ESC requires sufficient resources to coordinate, manage, and strengthen the JDN, and to sustain this innovative, collaborative and unique-to-the-London area mechanism for connecting employers to job seekers.</p> <ul style="list-style-type: none"> • Support ESC capacity to undertake current and additional work related to LCRN, including: JDN membership engagement and consultation, sharing jobs and candidates, monitoring and evaluation of collective recruiting, matching, and hiring outcomes for employers and job seekers. • Invest in JDN resilience and responsiveness to workforce recovery efforts, through COVID-19 to post-pandemic realities, including: staff/human resources to support ESC coordination and collaboration; professional development for job developers to maintain currency in the wide and dynamic array of COVID-10 supports available to employers and job seekers; 		



Ideas for Action	Short Title of Idea	Description	Equity Screen	Climate Screen
		<p>marketing and outreach to employers and job seekers to increase awareness of and access to JDN services.</p> <ul style="list-style-type: none"> • Strengthen ESC and JDN ability to support and participate on other LCRN and regional recovery efforts led by our partners, including: EmployerOne Survey (Elgin Middlesex Oxford Workforce Planning and Development Board); Community Benefit Agreements/Community Employment Benefits (Inclusive Economy London); Literacy and Basic Skills development (Literacy Link South Central), and anticipated City effort to improve public transit to industrial areas where significant employment is available. 		
3.7	Childcare and summer day camps	<p>Employers in many sectors have stressed the critical importance of childcare. Many of their employees will not be able to return to work without childcare, which will limit the overall economic and social recovery. If physical distancing requirements raise the cost of each childcare spot, the provincial government should ensure that these increased costs are not born by parents. As of July 13, 2020 over half of London’s licensed child care centres will open with reduced capacity due to health and safety protocols put in place. The remaining licensed child care centres will be opening gradually over the coming months. During the summer, making as many day camp spots available as possible, as long as they can be delivered safely, is similarly important (already actioned: city summer day camps have opened on a limited basis).</p>	Green	Yellow
3.8	Recruitment of RECEs during COVID-19	<p>There is a lack of qualified Registered Early Childhood Educators (RECE), who choose a career in childcare, in London to support the availability of licensed child care in London. The pandemic restrictions and demands placed on child care operators and educators has only exacerbated this gap. LCCN has an existing “Unsung Heroes” campaign that promotes the value of the profession and the various routes on how to become an RECE. This idea seeks the assistance of the employment sector, post-secondary and high school to use the existing tools created through the “Unsung Heroes” promotional campaign to recruit and connect future ECEs to the profession. Decreasing the gap of qualified ECEs in London is important to maintain a viable child care system and support all sectors of society.</p>	Green	Yellow



Ideas for Action	Short Title of Idea	Description	Equity Screen	Climate Screen
3.9	Connecting businesses with licensed child care	Licensed child care centres have been impacted by the COVID 19 pandemic through closures, additional regulations, increased staffing costs and a decrease in enrollment. The Licensed Child Care Network (LCCN) is seeking to connect HR professionals and businesses with the value of quality early childhood education for their employees. The media, has highlighted the pandemic disproportionately effecting women and those with lower income. Access to affordable child care provides opportunity for women (families with young children) to continue working regardless of financial situation.	Green	Yellow
3.10	Inter-ministerial resource team for licensed child care	The Licensed Child Care Network (LCCN) is requesting a member of the MLHU and a representative of the Licensing Branch of the EDU join LCCN meetings to communicate clearly the expectations of child care workers based on the provincial direction to follow provincial guidelines at the same time work with local health units. By having both in the room at the same time any discrepancies of what is required of Child care operators can be clarified and communicated broadly. This is ideally a consistent and ongoing communication mechanism. This idea is mutually beneficial for providers, children and families	Grey	Yellow
3.11	Short term skills development	There are a number of 8-12 week skill development programs in the administrative, food & agri-food, hospitality, construction, property maintenance, arborist, and logistics & Manufacturing sectors. These programs provide entry-level training and access to rapidly on-board people into sectors where there is demand. Active promotion of the collective opportunity. Employers are able to get access to pre-screened and trained employees along with supports.	Green	Yellow
3.12	Goodwill Industries – circular economy work platform	Working to enhance circularity, Goodwill has established a power industrial sewing platform with the original intent of preparing to launch a line of upcycled and re-manufactured goods under the product line Worth (connotes value in people, labour practices, and goods). Our sewing platform is positioned for success in its potential for, and proven track record of adaptability in its short existence with Goodwill. In March 2020, we pivoted our production and postponed the Worth launch date to develop, manufacture and market reusable face masks for general public and workplace use in order	Green	Green



Ideas for Action	Short Title of Idea	Description	Equity Screen	Climate Screen
		<p>to preserve single use PPE for frontline workers, and more importantly to reduce reliance on disposable PPE.</p> <p>We are currently seeking opportunities to further develop our circular economy work as a means of economic recovery and for the development of future prosperity in the aftermath of COVID-19. Through our circular economy work, we aim to bring a new and emerging skilled workforce to the London region and reclaim the textile industry that is largely taking place offshore. There is abundant opportunity to expand our current sewing platform to begin manufacturing products for the upcoming Worth line, developing tailoring services through thrift stores, expanding textile sorting and grading operations, and in by-product textile manufacturing to be used in the agriculture and automotive industries. Each of these projects creates economic opportunity and prosperity for the London region as we create jobs by reclaiming and innovating in an industry that is majorly taking place offshore. The Circular Economy Work Platform provides further economic benefit through empowering employees with the resources to invest in our community and buy locally.</p> <p>The sewing platform, as part of the circular economy work platform, is a long term and sustainable initiative that creates stable jobs for those who need them most. We seek to provide jobs to vulnerable and marginalized populations, provide them with skills training and development while they are on the job earning a wage and benefits. Meaningful employment at Goodwill prepares and empowers employees to successfully enter the competitive labour market with skills they develop in their time at Goodwill. Employees graduating from our programs fills labour gaps in our community, and opens positions for others to enter our program. Goodwill programs and services are self sustaining in nature due to well established social enterprise activities through Ontario.</p>		
3.13	Central resources for small business procurement	Procurement - is there an opportunity for PPE to be "pooled" or for specialized PPE that is more difficult to find for some small businesses be shared between large and small businesses? Is there a mechanism that could help identify who has what and who needs what to facilitate the overall recovery of the business sector?	Green	Yellow



Ideas for Action	Short Title of Idea	Description	Equity Screen	Climate Screen
		Supports - One webpage that is a central resource for available supports for business and residents - mental health support, housing, employment services etc. that is heavily advertised so people know where to go to find help with their recovery. Are there services that could be centralized - for example support or assistance for negotiations/mediations between landlords and businesses who are struggling to pay rent?		
3.14	London food procurement policy for city contracts	The City of London is blessed to be in a location that is surrounded by farmers and food producers. To take advantage of local food and to stimulate London's economy, the City of London should enact a local food procurement policy for the Corporation. Eventually the City can require or encourage their suppliers who provide food to also adopt a local food procurement policy, and the City could be the leader that starts this trend.	Green	Green
3.15	Investment in ventures with innovative solutions	To shift London's prosperity, we need to rely on innovators and disrupters to lead us through recovery. The innovators are prepared to take their place as leaders in today's contemporary economy and require a partner who intimately appreciates the challenges and opportunities that come with it. As a vetted and trusted ecosystem collaborator, TechAlliance is ideally situated in this space to provide seed funding for founders to action and help solve many of these systemic issues.	Green	Grey
3.16	Social housing retrofits program	<p>Our recommendation is for the City of London to support community or social housing buildings to receive green retrofits by advocating to the federal government to spend money on those retrofits, or seek from FCM.</p> <p>Social housing is housing that is subsidized by the government and owned by either the government or a non-profit organization. Through incentives and subsidies, social housing is a more affordable living option, especially for low-income families and seniors. Social housing has great potential for green building retrofits and green job creation due to its unique ownership model.</p> <p>In London, there are 64 private non-profit and cooperative housing corporations managing social housing buildings. This yields nearly 7,600 units that are eligible for green retrofits ((https://www.london.ca/residents/Housing/Finding-Housing/Documents/2019-02-</p>	Grey	Green



Ideas for Action	Short Title of Idea	Description	Equity Screen	Climate Screen
		<p>28%20Guide%20to%20Family%20Housing%20Booklet.pdf) - and this number is growing as more development projects are added each year (http://www.london.ca/residents/Housing/Finding-Housing/Pages/Affordable-Housing.aspx). By supporting a green retrofit program for social housing in London, the City of London could support emission reductions of up to 260 tonnes.</p> <p>Many municipally or non-profit owned social housing units were supposed to receive energy efficiency upgrades through funds generated via cap and trade. When the Conservative provincial government was elected, they decimated those programs and all the funding for those retrofits was taken away. Those projects are shovel ready and require some cash in order to get them started. The long term operational costs for those buildings will be reduced, which is a benefit to the municipality and the non-profits that manage them.</p>	Grey	Green
3.17	Green canopy investments in the core	Create a tree canopy and green space plan for the core to provide more robust shade coverage and extend the “Forest City” into the core	Grey	Green



Housing, Health, and Social Supports

Ideas for Action	Short Title of Idea	Description	Equity Screen	Climate Screen
4.1	Increase focus on addressing food insecurity	<p>A multi-pronged approach is needed to address food insecurity. Food security comprises four aspects: the availability of food; the physical and financial resources to access food; the ability to utilize food (the ability to safely prepare, cook and store food); and the stability of food supply. While there is work underway on food insecurity in London, efforts related to this area need to significantly increase in response to the realities of the pandemic to build community resilience.</p> <p>Implementation of systemic policies and best practices are also critical to address food insecurity. Organizations such as the Friends of Urban Agriculture (FUAL), the London Community Resource Centre (LCRC), and the Middlesex-London Food Policy Council must be better resourced so they can more effectively engage in collective planning and action to implement best practices related to food security, and provide decision-makers with the necessary information and recommendations to inform various policy decisions that can address food insecurity.</p>	Grey	Green
4.2	Emergency shelter programs	<p>Working with community partners and the City of London Homelessness Prevention team, identify additional emergency shelter programs to support Londoners sleeping rough such as an emergency barrier-free emergency shelter. Ramp up emergency shelter pilot programs such as hotel rooms that have demonstrated success; ensuring the programs are adequately resourced and staffed. Identify additional community partners and other solutions to ensure emergency shelter programs are adequately and appropriately staffed. Advocate to the provincial and federal government to increase funding for staffing salaries and other supports for emergency shelter frontline workers.</p>	Green	Green



Ideas for Action	Short Title of Idea	Description	Equity Screen	Climate Screen
		<p>City of London to provide interim funding to the “Wish Project” for a Project Manager to coordinate the work of grass roots groups who are providing essential supports to individuals sleeping rough. This interim funding will provide a necessary bridge until Council can consider a more fulsome emergency winter response</p> <p>Accelerate approval timelines for City of London Winter Emergency Shelter response that include strategies such as adding daytime resting spaces, additional emergency shelter beds, and continuing the use of hotel rooms as an alternate option to shelters.</p>		
4.3	Emergency food distribution	<p>Support the London Food Bank in their transition to a new emergency food distribution model providing food, gift cards and funding to organizations not individuals and families. This model would increase the availability of healthy, culturally appropriate food closer to home and allow organizations to connect low-income Londoners with additional supports.</p> <p>City of London to serve as a data partner to help inform the depot locations for neighbourhood-based emergency food distribution.</p>	Green	Yellow
4.4	Public toilets and sanitation	<p>There is a need for permanent publicly accessible washroom facilities with 24 hour access, available 365 days a year. COVID-19 has amplified this need for those who are living rough, unable to access toilets or sinks to wash hands. In addition, use of public spaces and being active in public spaces has been endorsed by health officials as, and has become more common during the pandemic. Public toilets and sinks are a common good that promotes accessibility to outdoor public spaces, hygiene, wellbeing and active lifestyles across demographics.</p> <p>The proposal is for permanent public washroom facilities to be increased throughout the city, specifically in places where portable toilets have been used during Covid-19. These portable toilets have proven to be unsanitary and a safety hazard due to their impermanent nature, the lack of cleaning and stigma.</p>	Green	Yellow



Ideas for Action	Short Title of Idea	Description	Equity Screen	Climate Screen
		<p>In addition, a policy/plan should be created on how to keep washrooms open during crises as they are an essential service, vital to people’s wellbeing and health.</p> <p>City of London to immediately increase its supply of winter park washrooms as a part of its ongoing COVID response. Note, the City of Toronto has recently implemented this strategy. City of London to continue providing temporary comfort stations as required until a more permanent and appropriate solution is found.</p>		
4.5	Urgent housing for vulnerable Londoners	<p>There needs to be an urgent action on homelessness so perhaps city staff can create an urgent 1000 units with every means necessary within the next 3-6 months so we can house people.</p> <p>The western fair emergency hospital that was set up for COVID should not be taken down given all the money we’ve invested in it. We should use that to provide spaces for people who are homeless until alternative housing can be found.</p> <p>The stabilization space that London approved during the 2020 multi-year budget as part of the core area action plan should be identified as an available space to house and stabilize people and give a space for people to be in the day time within the short period before it gets cold outside.</p>	Green	Green
4.6	Fast-tracking the creation of core area housing	<p>The City of London and community developers could explore a wide-range of innovative tools and processes to fast-track the construction and/or renovation of mixed-use, mid-rise housing developments that span the affordability continuum. Measures could include:</p> <ul style="list-style-type: none"> prioritizing the approvals and/or decisions related to the creation of new affordable units in the downtown and core area providing greater financial incentives for projects that will create new affordable units within a shared timeline to address urgent needs greater use of modular housing as a technology that can be constructed and opened much more quickly than traditional builds 	Green	Green



Ideas for Action	Short Title of Idea	Description	Equity Screen	Climate Screen
4.7	Support for a National Child Care Framework	Child Care Framework identifies the importance of quality early childhood education that is accessible, quality, flexible and inclusive early learning. Ask Council to publicly endorse a national child care framework. Information will be provided to councillors that includes the leadership of Child Care operators within London, the challenges currently faced by operators, the stories of educators, families and businesses.	Grey	Yellow
4.8	Urban farms	Our recommendation is that the City of London moves forward with supporting the implementation of various action in the Urban Agriculture strategy by purchasing land or renting city owned land to urban farmers. Ontario's Landscape Horticulture and Open Spaces sub-sector was responsible for an estimated 58,730 direct jobs in 2018, with a gross output (revenues) of over \$5.84 billion and a direct contribution to provincial GDP of \$3.12 billion. As the largest sub-sector, landscape horticulture and open spaces includes natural assets not found in parks (e.g., fields, gardens) and supportive industries, including horticulture production, nurseries, and related products and services across the supply chain. Currently, interested farmers face challenges in expanding to new properties. Existing property is difficult to find in the city. The City could assist in two ways (1) assisting groups directly to support their capacity to expand to new locations and (2) allocate vacant city-owned lands for remediation and future urban agriculture projects.	Green	Green
4.9	Increased funding for mental health phone and virtual supports	Physical distancing is creating a great deal of stress on individuals and families that are following public health advice to stay home unless necessary to go out for essential trips. Reduced access to in-person mental health services is increasing the strain on already overloaded phone supports. Increased provincial funding for Bounceback and Kids Help Phone is welcome, but there is more to be done to meet the growing and urgent needs in this area.	Grey	Yellow



Supporting Arts, Culture, Tourism and Hospitality Industries

Ideas for Action	Short Title of Idea	Description	Equity Screen	Climate Screen
5.1	Revive: Live Concert Series program	<p>London is known as The Music City. London has a dynamic and comprehensive music industrial-infrastructure, built by dedicated and passionate organizations, businesses and people, over many years. Yes it is true that COVID-19 has caused immense damage to London’s music industry; however, London’s music industrial-infrastructure is still largely intact, thus enabling it to, with support, respond accordingly to current challenges. The music sector in London has the potential to become a regional leader in economic development based on high standards of safety, and high standards of professional entertainment. In order to accomplish this, REVIVE will safely re-open several of London’s key music venues. In doing so, this twelve week program (January 6 – March 27, 2021) will bridge music venues and artists to the other side of the pandemic through a 60 event live music series. As a strategy to rebuild London’s entertainment economy, and position it as an industry leader, REVIVE will configure three tiers of seed funding to repatriate providers of live music, create jobs, and increase paid performance opportunities for professional artists. Specifically, the Developing tier will support live music in pubs, breweries & restaurants. The Emerging & Established tiers will support dedicated live music venues and will offer additional funds to secure larger drawing artists. Tickets will be sold, thus allowing venues to earn profit with additional revenue to be gained through event live streaming. To comprehensively meet Public Health protocols, an online training program has been developed by the London Music Office to educate participating venues on how to properly adhere to government health and safety regulations when presenting live music in the COVID-19 era. Venues will be encouraged to apply for a Safe Travels Stamp as recommended by Tourism Industry Association of Ontario to regain consumer trust.</p>	Green	Yellow



Ideas for Action	Short Title of Idea	Description	Equity Screen	Climate Screen
5.2	Outdoor concerts	Utilize municipal parking lots downtown (Budweiser Gardens, Queens Ave) for socially distanced concerts to support local music venues and staff to continue some operations.	Grey	Yellow



5.3	Interactive distanced festivals and events	<p>Our company has created an app that facilitates community adventures within 3D augmented reality - encouraging Londoners to experience local interactive digital experiences.</p> <p>We would love to launch a virtual holiday experience across the city, that would include food, hot chocolate and other vendors to draw engagement with local businesses and main streets while experiencing the digital artworks at a distance.</p> <p>This would allow for events to take place outdoors where risk is lower, while also making it possible to create multiple exhibits in several locations across the city to minimize density - while also diversifying the impact of such an activation to multiple BIAs.</p> <p>This concept of a virtual "london liscious" presents a way to engage multiple communities simultaneously for a holistic impact, while potentially forging new best practices leading to future successful activations that prioritize public health and safety.</p> <p>Digital art could be combined with mapped projections using light to turn buildings into living canvases, with live music and interactive light systems that are responsive in multiple ways to Londoners smart phones.</p> <p>We were in many of the discussions with Stratford Tourism Alliance and festival planners leading up to the conception to implementation of their upcoming lights festival. We know we can take it to a new level with this technology.</p> <p>A similar project could be created here that turns the outdoor environment into an interactive multisensory experience that safely draws engagement to local businesses while helping local Londoners fight the Covid blues.</p> <p>Tie-ins with hotel stays and other bundles, and (potentially) charging for tickets, could provide much needed revenue to events business industry members, while simultaneously managing density. There's another model with free attendance and a focus on sponsorship and advertising.</p>	Grey	Yellow
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Ideas for Action	Short Title of Idea	Description	Equity Screen	Climate Screen
		<p>Closing a street like Richmond or Dundas, and using barriers to close off the street, having security, Middlesex Health Unit consulting, and logistics for the minimization of spread could be implemented.</p> <p>Simpler versions of this have a registration period and designated times for vendors to set up booths and density is precisely managed.</p> <p>Contactless payment and ordering can serve to minimize spread, and we may even be able to establish a way to order from restaurants and have them bring it out to you. The accumulation of these best practices can make these sorts of activations safe, while also being more fun and convenient.</p> <p>This project could forge a path in terms of policy or process which could provide for future successful (and safe) activations in downtown London, which could attract small-scale virtual conferences where no alternative exists, especially in high density cities like Toronto.</p> <p>The key is always to manage density and minimize contact vectors, and I think we can do that while still creating something beautiful in London.</p> <p>This could be especially fun within themes like the holidays (hot chocolate and coffee) or Valentine's day (wine tasting) that can provide for ongoing novelty, as well as the ability to effectively market and build anticipation.</p>		



Ideas for Action	Short Title of Idea	Description	Equity Screen	Climate Screen
5.4	City of Lights: public art projection program	<p>This idea entails using projectors to display art and designs onto irregular surfaces and objects, making vibrant visual experiences. London has done this before, most recently for the World Figure Skating Championships held here in 2013.</p> <p>The London Arts Council recognizes that an initiative of this technological scale and complexity will require a significant amount of resources. Consequently, the LAC is seeking funds to aid in the execution of this initiative through requests to provincial and federal funders to leverage investments from Downtown London, RBC Place London and Tourism London.</p> <p>Each site will encompass a large scale moving image projected onto a pre-selected building's exterior wall in non-daylight settings. Each exterior wall will be selected based on its ability to attain maximum visual cognizance in terms of distance and in terms of sites of apprehension (i.e. can be seen from both close and far away, from vehicular (road) and from foot (sidewalk) traffic from the north-west, south-east, etc). These 5 projection sites will be considered as a cohesive public art asset that can be programmed, or curated on a year round basis. Therefore the City of Lights: Public Art Projection Program will function as an outdoor, publicly accessible art gallery, that will exhibit several thematically based visual art shows, or 'art walks' a year, as a means to attract and enable local and non-local people (tourists) to form positive and regular relations (cultivated loyalty) to downtown core area businesses and other amenities such as parks and bike paths.</p>	Grey	Yellow
5.5	London Mural and Art Walk	<p>Creating both a self-guided and formally guided (subject to interest) tour of Murals and visual art exhibits around the City (Core) of London. Similar to an idea that the City of Kitchener has done with their Central Art Walk. We could create a program that can be obtained at Tourism London offices, or City Hall...or available online for remote download. Whether it's paintings, decorative trees, tree carvings, etc... London's artistic community is alive and vibrant and can and should be shared with not only visitors, but Londoners, assuming the majority of Londoners are not aware of the art that exists and is so easily accessible.</p>	Grey	Green



Ideas for Action	Short Title of Idea	Description	Equity Screen	Climate Screen
5.6	Mural façade grant	Create a grant for private property owners to cover blank walls that are visible from the street (upper floors, alley facing walls) with murals and other art. This will inject money into local artists, add colour to the public realm for winter warmth and add to a public art walk or tour to bring people downtown. Money to private businesses would need to go through a CIP.		Yellow
5.7	Strategic approach to events, activations, placemaking	<p>Develop a more strategic approach to events, activations and placemaking.</p> <p>A cohesive, collaborative plan for funding small festivals and events that align with our objectives for attractions (e.g. holiday markets with individual retail buildings, events like the James St. crawl in Hamilton, and the Harvest Table, etc.)</p> <p>Create a streamlined approach (processes and policies) related to activations/events/festivals. Examples: Save the Small Venues, small cultural festivals outside of Victoria Park</p> <p>Coordinate events, activations and festivals - create committee with partner organizations</p> <p>Permit Music Office to run music-related events</p> <p>More funding out of Culture office, in addition to CAIP funding (London Arts Council) for the smaller events/ festivals</p>	Green	Yellow
5.8	Develop an app with augmented reality for scavenger hunts	Develop an app with Augmented Reality to organize self-directed scavenger hunts.	Grey	Yellow



Ideas for Action	Short Title of Idea	Description	Equity Screen	Climate Screen
5.9	Venue Music Fest	A music fest in a number of small venues (6?). Each venue would have 2-3 artists play over the course of a week or weekend. The venues would be limited to capacity by Provincial Guidelines, but we would stream the performances (potentially at a \$5 charge). The performers would be a mix of local and regional talent (some "headliner" types included). Patrons could buy a wristband that would get them access to the venues (depending on capacities). All venues would be required to strictly follow COVID protocols.	Green	Yellow
5.10	The London Musical Walk tour	Live Musical performances throughout the entire year (not only, but especially in the City's Core). Subject to weather, performers can be positioned outside businesses (coordinated efforts so musical artists are spaced out) and could also perform in store fronts/windows and visible from the streets as people venture out to shop and visit business in the core. This can also be done in smaller communities around the City, like Wortley Village, Byron and even shopping malls.	n/a	Yellow
5.11	Partnering concerts with restaurants and organizations	For the 2020-2021 season, London Symphonia has three smaller ensemble concerts at Aeolian Hall. These concerts are partnering with Growing Chefs, a local non-profit organization, and give those who have livestream tickets the option of purchasing a take-out meal. Each menu is themed to the concert program. This adds another dimension to the concert experience and supports another entity. We are looking at including delivery of meals for seniors and others with mobility issues. We hope the option of a livestream performance and partnering with restaurants and other organizations will continue after COVID-19 restrictions are lifted as many may need more time to feel comfortable coming to the concert venue. We have many senior patrons and we seek to provide them engaging community events from the safety of their own homes.	Green	Yellow
5.12	Bringing more arts and culture to London	An outdoor art gala at night, similar to Nuit Blanche in Toronto. Artists and business owners can put up art installations throughout the area and people are walk around at night to view the installations while having food vendors spread across the streets. This will give businesses significant advertising exposure and promote business & tourism in London.	n/a	Yellow



Ideas for Action	Short Title of Idea	Description	Equity Screen	Climate Screen
5.13	Holiday Market Installations	A network of outdoor installations with winter or holiday themes throughout the downtown and a map guiding people from one installation to another. Installations should be a range of art, entertainment, food and drink, activities and more to draw people to different areas of the downtown.	Green	Green
5.14	Create a tourism destination plan for downtown London	<p>Hire storytellers to do storytelling and walks - topics include: heritage, local food, ghost tours, etc. (e.g. Guelph downtown tourism person).</p> <p>Develop and provide a mobile cart for the storytellers, offer Downtown tours, etc. (one could be stationed at VIA/GreyHound Terminals to greet travellers especially those with stay-overs looking for something to do).</p> <p>Downtown Visitor Concierge role (part of the Ambassador Program and/or DTL Superguide program - suggests activities, goes on walking/cycling tours with people - architectural tours, music tours, history talks, culinary tours)</p> <p>Include a wayfinding plan for Downtown London</p>	Yellow	Green



Ideas for Action	Short Title of Idea	Description	Equity Screen	Climate Screen
5.15	Virtual tours and dollars program	<p>This proposal includes the following elements:</p> <p>Dollars Program The staff of the Hamilton Road BIA is proposing the creation of a “dollars” program to promote local spending along the main streets in the city of London. Currently, the Hyde Park BIA and the Downtown BIA have “dollars” program. Essentially, this program provides “dollars” or currently that act as a gift cards. Many other BIAs within Ontario have this program and it would simple to replicate. This type of program could apply to certain types of and/or locations of businesses that may be experiencing this challenging time on a more unprecedented level. For example, we could have a program specifically for eateries or cultural destinations. This type of program would ensure local spending.</p> <p>Virtual Tours A virtual tour could be created within the city of London to highlight the different tourist destinations in the city. Different sites already have virtual tours and this could be a central point of access for individuals to engage with. The visual would be a map that labels different destinations within the city. Visitors can virtually tours the different spots in London. These tours would link up to different restaurants that the visitor can order take out from, or link to a store that sells similar artwork, etc. For those individuals who may be interested in still touring in person, this virtual tour would make them more apt to do so.</p>	n/a	Yellow



LCCEWA RECOMMENDATIONS

Three Pillar Foundation to Creating a Safe
London for Women's and Girls

Presented by:

Dani Bartlett, Jessie Rodger, Megan Walker

- ▶ The London Coordinating Committee (LCCEWA) is a network of organizations, groups and individuals in London dedicated to ending woman abuse through leadership and actions that achieve both social justice for women and an integrated response to abused women and their children.

INTRODUCTION

- ▶ The London Coordinating Committee (LCCEWA) recommends that a three pillar framework be used as the foundation for advancing the strategic area of focus Creating a Safe London for Women and Girls
- ▶ The recommended three foundational pillars include:
 - ▶ Legislation, Policies, By-laws
 - ▶ Public Awareness and Education
 - ▶ Fully Funded Services

RECOMMENDATIONS

- ▶ 30.5% of police charges laid for violent incidents were woman abuse
- ▶ 64% increase of human trafficking charges
- ▶ 49% increase in crisis calls for domestic or sexual violence
- ▶ 43% of women in shelter stayed longer than 30 days due to lack of housing
- ▶ Anova turned away 2553 women due to shortage of shelter beds
- ▶ Counselling numbers for domestic violence, sexual violence & human trafficking were stunning:
 - ▶ My Sister's Place – increase of 28%
 - ▶ London Abused Women's Centre – increase of 103%
 - ▶ Daya Counselling – Increase of 46%

THE NUMBERS ARE STAGGERING

- ▶ Legislation, policies, by-laws
- ▶ Public awareness and education
- ▶ Fully funded services

FOUNDATION – THE THREE PILLARS

- ▶ All legislation, policies and by-laws must be developed through the lens of the impact on women and girls
- ▶ The staff recommendations will include the impact of their recommendations on women and girls
- ▶ Whether it be housing, community services, transit, bike lanes, development or budgets, the impact on women and girls of each recommendation must be included

LEGISLATION, POLICIES, BY-LAWS

- ▶ Many organizations are doing great work in our city around public awareness and education. There is no need to re-invent trainings, toolkits or campaigns.
- ▶ City led boards and commissions should consider mandating training on men's violence against women to ensure they are supporting the city's strategic goals
- ▶ The I Step Forward training for all City of London staff should be reviewed to include an intersectional lens, specifically to speak to the strengths and supports for minoritized & Francophone women, as well as those who are trafficked.

PUBLIC AWARENESS AND EDUCATION

- ▶ Public not for profit agencies
- ▶ Identify and work to fill gaps
- ▶ Fund at living wages or greater
- ▶ Change the focus and language back to people
- ▶ Change reporting and requirements to fit with current needs

FULLY FUNDED SERVICES

QUESTIONS



16 December 2020

Chair and Members

Strategic Priorities and Policy Committee

Re: London Middlesex Community Housing Governance Review

Dear Members of Municipal Council,

The general duties assigned to the Interim Board of Directors of London Middlesex Community Housing (LMCH), as outlined in the Terms of Reference Interim Board of Directors London & Middlesex Community Housing Inc., includes the following:

- a) Determining and recommending to the Shareholder when and if a revised Board composition is needed.

In order to address this direction from the Shareholder, and recognizing the importance and urgency of this direction, the Interim Board of Directors initiated a governance review which looked specifically at the qualifications of directors, composition of the board, appointment process, term, and transition plan from the current board of directors.

We are pleased to submit to the Strategic Priorities and Policy Committee the attached report entitled 'London Middlesex Community Housing Governance Review.' This report provides an overview of process and methodology supporting this review, as well as recommendations from the LMCH Board of Directors regarding these matters for the consideration of Municipal Council. LMCH has requested delegation status for the undersigned to present the recommendations and to address any questions or comments that may arise.

Sincerely,

Paul Yeoman

Chair, London Middlesex Community Housing Board of Directors

Rosanna Wilcox



LONDON & MIDDLESEX
COMMUNITY HOUSING

Vice Chair, London Middlesex Community Housing Board of Directors

London Middlesex Community Housing Governance Review

Background

London & Middlesex Community Housing (LMCH) is the largest social housing landlord in the City of London and County of Middlesex. LMCH provides safe, modest and affordable community housing in a respectful and fair manner to low-income households of London and Middlesex County on a rent-geared-to-income (RGI) basis.

Operating as an independent local housing corporation under the Housing Services Act, 2011 and governed by a board of directors, LMCH provides 3,282 homes to over 5,000 adults, seniors, parents, children, and persons with special needs. LMCH's properties are owned by the City of London as its Sole Shareholder and include high-rise apartments, low-rise apartment buildings, town homes, row housing, and detached homes throughout the City of London and County of Middlesex. LMCH's 69 full time staff and 25 resident contacts work to provide affordable, sustainable homes to members of London & Middlesex County.

At the April 21, 2020 meeting, the Municipal Council enacted the following by-laws:

- By-law No. A.-7963-100 - A by-law to ratify and confirm the Special Resolution to the Shareholder of London & Middlesex Community Housing Inc. to amend the Board composition to provide for an Interim Board of Directors.
- By-law No. A.-7964-101 - A by-law to ratify and confirm the Resolutions of the Shareholder of London & Middlesex Community Housing Inc."

As a result of the enactment of the above-noted By-laws, an Interim Board of Directors for the Corporation was appointed, consisting of a minimum of three (3) directors who are members of the City of London's Civic Administration having expertise and experience in various perspectives, including Finance and Administration, Property Services and Facilities Management, Human and Community Services, Planning and Development and Governance whose term will expire at such time as the Board determines and recommends to the

Shareholder when and if revised composition is needed. The current Directors, elected by Resolutions of the Shareholder of the Corporation are: Rosanna Wilcox, Director Service, Innovation and Performance; John Millson, Senior Financial Business Administrator; Paul Yeoman, Director, Development Services and Aynsley Anderson, Solicitor II.

Governance Review

Purpose and Scope

The Terms of Reference for the Interim Board of Directors outlines the authority and responsibility, requirements and general duties of the board. This includes the duty of “determining and recommending to the Shareholder when and if a revised Board composition is needed.”

In order to address this direction from the Shareholder, and recognizing the importance and urgency of this direction, the Interim Board of Directors initiated a governance review which looked specifically at the qualifications of directors, composition of the board, appointment process, term, and transitioning from the current interim board to the new board.

Approach and Methodology

LMCH engaged third party support to conduct this governance review. Through this process the consultant reviewed relevant strategic and legislative documents, leading practices at other local housing corporations, and stakeholder interviews with the following:

- London City Council
- Middlesex County Council
- Middlesex County staff
- LMCH Interim Board of Directors
- Former LMCH Board of Directors
- City of London staff
- LMCH staff
- LMCH Tenant Advisory Council

In total, 27 individuals participated in the interview sessions.

The information gathered through this process was used to inform the recommendations of the Interim Board of Directors, as outlined in this report.

Key Findings

A. Challenges and priorities facing the Corporation

In order to establish a current context and framing for the governance review, during the interview process participants were asked to share their perspectives on the top challenges and priorities facing LMCH. Themes included:

- **Hiring a new CEO.** The recruitment and hiring of a new Chief Executive Officer is critical to the stability and ongoing success of the organization.
- **Addressing operational challenges.** LMCH operates a large and complex rental housing portfolio and therefore full occupancy, minimizing arrears, effective asset management and superior client service must be prioritized.
- **Strategic planning.** One of the top priorities for the new Board of Directors and CEO will be the development of a new Strategic Plan to guide the work of the organization.
- **Long-term financial and capital planning.** LMCH plays a key role in providing affordable housing in London and Middlesex. Long-term financial and capital planning are fundamental to effectively managing assets, including regeneration.
- **Supporting an increasingly complex range of tenant needs.** As a social housing provider LMCH supports many vulnerable populations. The complexity of tenant needs has increased significantly over time.
- **Equity and inclusion.** LMCH serves a diverse community. The LMCH board should reflect the diversity of the community that it serves and all members must be committed to equity and inclusion.

B. Qualifications of Directors

Section 6.2 (b) of the current Shareholder Agreement states that the Board should collectively include the following expertise and skillsets:

- (i) Social housing.
- (ii) Community development.
- (iii) Business and financial management.
- (iv) Corporate governance responsibilities.
- (v) Organizational development.
- (vi) Labour relations.
- (vii) Legal and/or legal aid experience.
- (viii) Landlord and tenant and social services matters.

Stakeholder interviews and a scan of best practices at other local housing corporations identified the following skills and qualifications:



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COMMUNITY HOUSING

- Experience in management of a large non-profit organization (preferably housing-based) with a significant budget, extensive physical assets and complex operations.
- Experience in the areas of asset management, building sciences, construction and property management.
- A high degree of competency and experience in the area of finance.
- A high level of understanding of the regulatory, policy and legal governing social housing.
- An understanding of governance responsibilities including strategic planning.
- Ensuring the perspective of individuals with lived experience is part of the decision-making process.
- A commitment to social justice, anti-racism, equity and inclusion is a requirement of all members and the Board of Directors as a whole.
- The LMCH Board of Directors should reflect the diversity of the community that it serves.

Based on the key findings noted above, the challenges and priorities facing the organization, and a scan of best practices, the Interim Board of Directors is recommending that Section 6.2 (b) of the Shareholder Agreement be amended to replace the existing qualifications with the following:

Qualifications of Directors. In appointing Directors to the Board, and having regard that the Directors should reflect the diversity of the community that LMCH serves, the Shareholder shall give due regard to the qualifications of applicants with the aim of ensuring that the Board collectively represents a range of relevant skills and expertise including with respect to:

- Knowledge of the field of social housing, including the legislative and regulatory environment governing social housing.
- Financial and legal knowledge.
- Experience in asset management, building sciences, construction, land development.
- Property management.
- Community development.
- Labour relations.
- Lived experience.
- Corporate governance, including strategic planning, human resources.
- Tenant support for individuals with unique needs (e.g. mental health, addictions, accessibility, violence, trauma, etc.).

It should be noted that the skillset matrix noted above sets out an inventory of the ideal skills, experiences, expertise and leadership characteristics that will help

to guide board recruitment and move the organization forward. The listing of qualifications reflects a spectrum of desired knowledge, experience and skillsets and should not be interpreted as a listing of priorities or primacy of importance.

C. Composition of the Board

The Articles of Incorporation the London Middlesex Housing Corporation provides for a minimum of two (2) directors and a maximum of thirteen (13).

Section 6.2 (c) of the Stakeholder Agreement states that the LMCH Board shall be comprised of seven (7) Directors appointed by the Shareholder in accordance with the following:

1. Two (2) shall be members of London City Council.
2. One (1) shall be a member of Middlesex County Council.
3. Four (4) shall be citizens-at-large.

Stakeholder interviews and a scan of best practices at other local housing corporations found:

- Nearly all stakeholders interviewed agreed that it was very important to continue to have strong connections to London City Council and Middlesex County Council.
- There was consensus that the board should be comprised of a majority of community members.
- Nearly all stakeholders interviewed felt that the current structure of the board – a mix of political representatives and community members, with a majority of community members - was highly suitable to govern the Corporation and encompass a broad range of skills and qualifications.
- While the basic board structure was supported, there were varying opinions expressed on the optimal size of the board of directors. Some members felt that a smaller board might be more effective while others felt that the size articulated in the Stakeholder Agreement (seven members) was sufficient.
- A greater number of stakeholders felt that a smaller board may experience difficulties such as establishing quorum, potential domination by one or two strong or vocal members, difficulty conducting business effectively if not all members are well prepared and the inability to establish a sub-committee structure.
- The ability to establish a sub-committee structure was strongly emphasized as a means for the board to effectively fulfill its roles and responsibilities and to manage the complex business of the corporation. Individuals interviewed felt it would be ideal to have the ability to establish sub-committees focused on

key areas such as: Finance, Human Resources, Development/Regeneration, etc.

- A scan of comparable local housing corporations found that all possess boards that range in size from nine to twelve members. Furthermore, many include tenants on the board.

Based on the key findings noted above, as well as the discussion regarding qualifications and skillsets of the board, the Interim Board of Directors is recommending that Section 6.2 (c) of the Shareholder Agreement be amended to state the following:

Composition of the Board. The Board shall be composed of nine (9) Directors appointed by the Shareholder in accordance with the following:

1. Two (2) shall be members of London City Council.
2. One (1) shall be a member of Middlesex County Council.
3. Four (4) shall be members of the community-at-large.
4. Two (2) shall be tenants of London Middlesex Community Housing.

With the addition of two tenant positions it is recommended that the new LMCH Tenant Advisory Council be engaged to identify opportunities to conduct outreach and promotion of the opportunity.

Consideration should be given to building an inclusive culture where all members are encouraged to bring their perspectives, identity, and life experiences to their role and actions that may be taken to ensure that all board members are equally engaged, sharing power and responsibility in their work as directors of the board.

Once the new board is in place, it is recommended that the new Board of Directors consider establishing a sub-committee structure focused on key areas of the business of the corporation.

D. Appointment Process

Section 6.2 (d) of the Shareholder Agreement sets out the Appointment Process for members of the London Middlesex Community Housing Board of Directors. This includes:

- (i) **Council Member Appointments.** Council members shall be appointed to the Board through a process approved from time to time by Council for such appointments.
- (ii) **Other Appointments.** Other members of the Board who are not appointed to the Board through the appointment processes outlined

in paragraph 6.2(d)(i) shall be appointed to the Board through a process approved by Council from time to time.

At present, openings on the Board are advertised by the City of London (City Clerk's Office). During the last appointment process, applications for community appointments were reviewed by a community-based Striking Committee which then made recommendations to Strategic Priorities and Policy Committee. The recommendations of the Standing Committee were then considered by Council.

Key themes identified during stakeholder interviews and a scan of best practices at other local housing corporations found:

- It is important to ensure that there is adequate guidance regarding the skills and qualifications and other related criteria to be considered when assessing applications for the LMCH Board of Directors.
- It is important to ensure that candidates applying for these positions understand the core business of LMCH and the roles, responsibilities and duties of the board.
- A lack of understanding of roles and responsibilities can make it difficult to fulfill the role of a director and can also be a factor in board turnover.
- Once board selections were completed, it was noted that minimal training and onboarding was provided to LMCH Board members. This left members frustrated and lacking a clear understanding of roles, responsibilities, regulations and policies.
- Some comparable local housing corporations advertise board openings, review and evaluate applications and make recommendations directly to Municipal Council.
- Comparable corporations conduct evaluations of the performance of Board members on a regular basis. Many local stakeholders agreed that this is an important process that should be carried to further ensure the effectiveness of the board.

Having consideration for the key themes identified and best practices in the sector, in order to recruit community leaders for the LMCH board, the Interim Board of Directors is recommending that the following actions be undertaken:

- Establish a sub-committee of the board of directors to assist with the recruitment and nomination process. This sub-committee should also include members of LMCH Civic Administration and community members. This sub-committee would then submit nominations to Municipal Council for consideration.
- The sub-committee should consider developing a set of foundational principles to guide the board recruitment process (for example: anti-racism and anti-oppression, inclusion and participation, good governance,

leadership and accountability). The process also needs to be informed by the Shareholder Agreement and the Board Terms of Reference which outlines the authority and responsibility, requirements and general duties of the board.

- LMCH should assist the City in reaching out to the community seeking applications during the recruitment process.
- A comprehensive onboarding and training program must be developed and should include items such as the Board Terms of Reference, the Board Code of Conduct, policies and regulations governing the corporation, procedures for the holding of meetings, etc. The onboarding and training program will ensure that members of the board have a clear understanding of their roles and responsibilities and any changes to legislation, policy, etc. during their tenure.
- Actions should be taken to conduct evaluations of the Board on an annual basis, as outlined in the Board Terms of Reference.

E. Term

Section 6.2 (f) of the Shareholder Agreement articulates the term of appointment for all Board members. The term of appointment is currently three years provided that Directors may be appointed for an additional one year term in order that their tenure on the Board shall be concurrent with the term of Council. Directors, if qualified may be re-appointed to the Board.

Stakeholder interviews and a scan of best practices at other local housing corporations found:

- Council Member appointments should be four years to ensure alignment with the Municipal Election cycle.
- Given the complex nature of the work of LMCH, a significant amount of time is required for Board members to gain a strong understanding of their roles and responsibilities as well as the operations of the corporation.
- Many stakeholders noted that a four year term would provide directors with the opportunity to learn the business and become effective directors of the corporation.
- It is critical to ensure that the entire board of directors does not turn over at the same time to allow for board continuity and knowledge retention.
- Continuity is critical for the board as well as the stability of the organization.
- Other jurisdictions and local boards have supported continuity by implementing a class approach whereby board member terms are staggered.

- Stakeholders identified that there should be a limit on the number of consecutive terms served by LMCH directors to ensure new perspectives are continually part of the board. Two consecutive four year terms was identified as the optimal length of tenure.

Having consideration for the key themes identified and best practices in the sector and in order to support the continuity and stability of the board and the organization, the Interim Board of Directors is recommending that the following actions be taken:

- The board of directors of the Corporation shall consist of nine directors, six of which shall be composed of various classes of directors, the fourth class shall consist of three directors, two of which shall serve as the representatives of London Municipal Council, and one which shall serve as the representative of Middlesex County Council.
- The term for Elected Officials shall be four years.
- Community and Tenant directors will serve staggered terms with a maximum number of reappointments and a maximum of eight consecutive years in total. Reappointments for another term may be submitted to Municipal Council for consideration.
- Directors shall serve until their successors are appointed.

F. Transition from the Interim Board of Directors

There were many ideas expressed about the most effective way to transition from the current Interim Board of Directors to a community-based board. The most widely preferred solution was that the current Board of Directors serve as ex-officio members of the new board for a period of six months following the appointment of the new board.

Notwithstanding this proposed approach, the Interim Board of Directors would like to recommend that consideration be given to having two members of the current Interim Board of Directors serve as the first class of directors with a time limited appointment of one year (serving until their successors are appointed). The retention of two members of the board will support stability, continuity and knowledge transfer.

G. Summary of Recommendations

The LMCH Board is seeking endorsement of the following recommendations by Municipal Council:

- 1) The spectrum of qualifications for Board members shall be revised to:



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- a. Knowledge of the field of social housing, including the legislative and regulatory environment governing social housing.
 - b. Financial and legal knowledge.
 - c. Experience in asset management, building sciences, construction and land development.
 - d. Property management.
 - e. Community development.
 - f. Labour relations.
 - g. Lived experience.
 - h. Corporate governance, including strategic planning, human resources.
 - i. Tenant support for individuals with unique needs (e.g., mental health, addictions, accessibility, violence, trauma, etc.).
- 2) The Board composition shall be revised to:
- a. Two (2) members of London City Council
 - b. One (1) member of Middlesex County Council
 - c. Four (4) members of the community-at-large
 - d. Two (2) tenants of London and Middlesex Community Housing
- 3) With regards to the Appointment Process the following should be undertaken:
- a. Establish a sub-committee of the board of directors to assist with the recruitment and nomination process. This sub-committee should be comprised of members of the board, members of LMCH Civic Administration and community members. This sub-committee would then submit nominations to Municipal Council for consideration.
 - b. The recruitment and nomination process should be informed by foundational principles (e.g. anti-racism and anti-oppression, inclusion and participation, good governance, leadership and accountability) the Shareholder's Agreement as well as the Board Terms of Reference which outlines the authority and responsibility, requirements and general duties of the board.
 - c. LMCH should assist the City in reaching out to the community seeking applications during the recruitment process.
 - d. A comprehensive onboarding and training program should be developed and include such items as the Board Code of Conduct, Board's Terms of Reference, and procedures for the holding of meetings.



- 4) The term of the board shall be revised to include:
 - a. The board of directors of the Corporation shall consist of nine directors, six of which shall be composed of various classes of directors, the fourth class shall consist of three directors, two of which shall serve as the representatives of London Municipal Council, and one which shall serve as the representative of Middlesex County Council.
 - b. The term for Elected Officials shall be four years.
 - c. Community and Tenant directors will serve staggered terms with a maximum number of reappointments and a maximum of eight consecutive years in total. Reappointments for another term may be submitted to Municipal Council for consideration.
 - d. Directors shall serve until their successors are appointed.

- 5) To support board and organizational continuity, stability and knowledge transfer, the Interim Board of Directors is recommending that two members of the Board serve as the first class of directors with a time limited appointment of one year (serving until their successors are appointed).

Report to Strategic Priorities and Policy Committee

To: Chair and Members
Strategic Priorities and Policy Committee

From: Kevin Dickins, Acting Managing Director, Housing, Social Services and Dearness Home and
Anna Lisa Barbon, Managing Director, Corporate Services and City Treasurer, Chief Financial Officer

Subject: Governance Functional Review – Housing Development Corporation, London (HDC)

Date: December 16, 2020

Recommendation

That, on the recommendation of the Acting Managing Director, Housing, Social Services and Dearness Home, the Managing Director, Corporate Services and the City Treasurer, Chief Financial Officer and with the concurrence of the City Manager, that the following actions be taken with respect to the proposed restructuring of the Housing Development Corporation, London (HDC), next steps and timelines:

- a) the report dated December 16, 2020 titled “Governance Functional Review – Housing Development Corporation, London (HDC), Be Received;
- b) the Acting Managing Director Housing, Social Services and Dearness Home Be Authorized to implement recommendations contained in the report noted in a) above;
- c) the Civic Administration Be Directed to bring forward the necessary by-laws and documentation to dissolve Housing Development Corporation, London (HDC) and to integrate the affordable housing portfolio into the Corporation of City of London’s Corporate Structure with an implementation timeline of Q2 2021; and,
- d) the Civic Administration Be Directed to undertake all other actions required to support the effective implementation c) above, within the timelines set out in the report noted in a) above.

Executive Summary

At the Municipal Council, meeting held on August 27, 2019 it was resolved that the Civic Administration be directed “to examine the development of affordable housing, consistent with the City’s Service Manager legislated responsibility and report back on a recommended course of action”. The City’s legislated responsibility and service manager designation is derived by the Housing Services Act, 2011, and regulations thereto. Further, it was noted in the KPMG report which was received by Municipal Council during the August 27, 2019 session that “Accordingly, consideration could be given to transferring responsibility for affordable housing programs to the Housing Services Division and dissolving HDC as a corporate entity”.

The purpose of this report is to conclude steps deemed necessary as part of that report and from the “City of London Housing Service Review: Proposed Action Plan Recommendation”, Strategic Priorities and Policy Committee report, dated September 16, 2019. This report provides recommendations regarding the governance structure of the Housing Development Corporation, London (HDC) that establishes a model to most effectively deliver on existing affordable housing projects and increase the development of future affordable housing as a key priority in London.

Linkage to the Corporate Strategic Plan

Strengthening Our Community

- Londoners have access to the supports they need to be successful
- Londoners are engaged and have a sense of belonging in their neighbourhoods and community
- London's neighbourhoods have a strong character and sense of place

Leading in Public Service

- Increase efficiency and effectiveness of service delivery
- Maintain London's finances in transparent and well-planner manner to provide equity and affordability over the long term

Analysis

1.0 Background Information

The Housing Development Corporation, London (HDC) was approved by Municipal Council as a corporate entity in 2015 and began operation in early 2016. Established with a core mandate to stimulate the development and sustainability of affordable housing throughout London and Middlesex, HDC has worked to implement a coordinated approach to affordable housing development, in partnership with City service areas, local housing providers, developers and the provincial and federal governments.

The City is the Shareholder for HDC and both a shareholder's agreement (which establishes the relationship between the organization and the City) and an assignment agreement (which assigns the City's Housing Service Manager role for affordable housing development to HDC) are in place. The work of the HDC since its establishment has included both the development of tools that support housing creation and the direct implementation of procurement and provider "rostering" that has supported the use of federal, provincial and municipal funding to create new affordable units.

As noted by HDC, they do not act as the landlord or property manager of affordable developments. HDC is the body that helps bring the resources, plans and funding together, to assist the community in making these important and much needed developments a reality. HDC has been working to advance affordable housing projects on two parcels of land that were transferred to their ownership by the City of London in 2018. In October of 2020, the Civic Administration requested that one particular parcel of land be dedicated for the use of modular housing and work to develop on that property has been expedited through the use of the Rapid Housing Task Team.

As part of previous reports to Municipal Council noted further in this report, direction was provided requesting that the Civic Administration return with a recommended path forward for the development of affordable housing in London. Based on the findings from the KPMG review, the Civic Administration set out to conduct a review of environmental and operational changes that have occurred since the creation of HDC, launched a functional review of the responsibilities carried out by the Housing Development Corporation, London (HDC) in the late summer of 2020, and compared this to what a new enterprise-wide model of affordable housing development could provide.

The KPMG Service Review noted below provided some valuable recommendations but focused in many ways on the financial costs/savings related to the current structure.

The purpose of the functional review was to analyze the core functions of HDC, compare those core functions to the original business case which established the HDC and serves to guide their work, while critically analyzing which responsibilities the City of London, as Service Manager and as authority on development and planning policy amongst other things, can and should be providing.

1.1 Previous Reports Related to this Matter

- Item # 2.3 - Strategic Priorities and Policy Committee – March 26, 2018
- Item # 4.4 - Strategic Priorities and Policy Committee – April 8, 2019
- Item # 2.2 - Strategic Priorities and Policy Committee – August 26, 2019
- Item # 4.1 - Strategic Priorities and Policy Committee – September 16, 2020
- Item # 2.2 - Strategic Priorities and Policy Committee – April 28, 2020
- Item # 3.1 - Strategic Priorities and Policy Committee – June 9, 2020

1.2 Previous Municipal Council Actions

At its meeting held on August 27, 2019, the Municipal Council in response to a report on the review of service delivery for housing, directed the Civic Administration to “determine next steps and actions based on the analysis and potential course of action identified in the KPMG report dated August 12, 2019, with respect to the review of service delivery for housing” and “to examine the development of affordable housing, consistent with the City’s Service Manager legislated responsibility and report back on a recommended course of action”. The above-noted KPMG report related to the Shareholders Agreements between the City and London and Middlesex Community Housing (LMCH) as well as the City and Housing Development Corporation, London (HDC).

At its meeting of September 17, 2020, the Municipal Council received and approved the Action Plan recommended by the Civic Administration and revised the composition of the Boards of Directors of both London Middlesex Community Housing Corp. and the Housing Development Corporation, London and passed the following motion:

“That on the recommendation of the Managing Director, Corporate Services and City Treasurer, Chief Financial Officer and Managing Director, Housing, Social Services and Dearness Home, the following actions be taken with respect to the City of London Housing Service Review:

- a) the staff report dated September 16, 2019, and the subsequent updated report, Be Received;
- b) Option 3 identified in the reports, noted in a) above, Be Approved;
- c) the Civic Administration Be Directed to take all necessary steps to implement the above-noted Option 3;
- d) the Civic Administration Be Directed to report quarterly to Municipal Council with a status and progress update on the implementation of Option 3;
- e) the City Clerk Be Directed to make the necessary arrangements to bring forward the appropriate by-laws to implement actions identified in Option 3; and
- f) the Civic Administration Be Directed to report back to Corporate Services Committee on the feasibility of using the same approach taken for affordable housing to reduce the effective tax rate for London Middlesex Community Housing (LMCH) buildings to be equivalent to the residential tax rate, including any amendments that may be necessary to the Municipal Housing Facilities By-law to do so;

It being noted that the Strategic Priorities and Policy Committee received communications dated September 12, 2019 from D. Astolfi and J. Atkinson, and received verbal delegations and the submissions from the Housing Development Corporation and the London & Middlesex Community Housing. (4.1/18/SPPC) (2019-S11)”

In response to this above-noted direction, the Municipal Council enacted By-law No. A.-7890-264 being “A by-law to discharge the current Board members of the Housing

Development Corporation, London” and enacted By-law No. A.-7891-264, being “A by-law to appoint an interim director of the Housing Development Corporation, London”.

At its meeting held on May 5, 2020, the Municipal Council adopted the following resolution in response to the recommendations contained in a report regarding the governance of the Housing Development Corporation, London (HDC):

“That, on the recommendation of the Managing Director, Housing, Social Services and Dearness Home and concurrently the Board, Housing Development Corporation, London (HDC), the following actions be taken with respect to the Housing Development Corporation, London (HDC):

- a. the staff report dated April 28, 2020 entitled “Governance Requirements and Recommendations – Housing Development Corporation, London, Be Received;
- b. the proposed by-law as appended to staff report dated April 28, 2020 as Appendix “A” being “A by-law to repeal By-law No. A.07891-264 being “A by-law to appoint an interim director of the Housing Development Corporation, London” Be Introduced at the Municipal Council Meeting to be held on May 5, 2020; and,
- c. the proposed by-law as appended to the staff report dated April 28, 2020 as Appendix “B” being “A by-law to appoint an interim director of the Housing Development Corporation, London” Be Introduced at the Municipal Council Meeting to be held on May 5, 2020. (2.2/10/SPPC) (2020-S11)”

The above-noted by-laws repealed the appointment of Sandra Datars Bere as the Interim Director of the Housing Development Corporation, London with Craig Cooper, as a result of a change in tenure for Ms. Datars Bere.

2.0 Discussion and Considerations

2.1 Notable changes since HDC was created:

HDC has viewed themselves as an incubator and facilitator in helping non-profits and developers obtain Federal housing funding and acted as a support for developers to ready their site plans and business models. Recent experience from the development community and our own internal experience has indicated that a third party facilitator is not required for organizations to access capital investments through the Federal government.

The Rapid Housing Initiative has exposed a new trend and preference for higher levels of government to partner directly with municipalities and for municipalities to engage and invest directly in affordable housing projects such as modular housing. With many organizations now able to receive direct funding for their projects, there is no longer a need for that level of facilitation by HDC.

Additionally, through a renewed focus and clear direction that all the Civic Administration take an enterprise-wide approach to delivering on municipal priorities, the Civic Administration has established a dedicated Rapid Housing Task Team that is leading hands on support to achieve the Municipal Council’s goals related to housing. This includes working on a variety of build type affordable housing projects, Canada Mortgage and Housing Corporation’s Rapid Housing Initiative, and has the ability to scale up to address public housing regeneration projects, and working to fill the gap of 3000 affordable units in London.

This coordinated approach aligns policy makers, engineers, finance experts, social services and homeless prevention experts, development services decision makers and others to expedite major housing projects.

The change in ability for parties to access Federal capital dollars and more recognition internally for the need to have municipal priority setting as it relates to land development and zoning policy making, has demonstrated that a smaller more concentrated span of control would best serve Municipal Council in achieving their important housing goals.

2.2 Steps Taken in Response to changes:

Noting that some if not most challenges that HDC was created to address have been lessened, eliminated, or an internal solution found for them, the Civic Administration set out to also thoroughly review the core functions of HDC through this new lens. Through the course of a functional review which involved HDC staff and leadership, along with internal and external stakeholders, a conclusion was reached that supported the considerations identified by the previous KPMG Service Review report. Additionally recent enterprise-wide prioritization of housing development projects has created synergies, a tighter span of control, and allowed for more direct municipal involvement and transparency of information related to these urgent priority projects than would normally be available through a third party corporation with a community governance model.

The review was not a performance review of the individuals operating HDC, nor was it a review to dispute or endorse the work of KPMG. The review served as an opportunity to seek input directly from HDC staff and leadership, external stakeholders that were directly involved in the creation of HDC, members of the development community, and members of the Senior Leadership Team of the City of London. Throughout the functional review process, HDC remained engaged and information shared back to them for further discussion.

The core functions of HDC have allowed for progress to be made on the creation of new affordable housing units in London, and the success HDC has realized should be evident through their annual Shareholder report. A key learning however throughout this review process is that project prioritization, strategic planning, and workflow on assembling and preparing projects plans and lands is at the discretion and pace of HDC on their own and can at times be in contrast to the urgent needs of the City of London.

Throughout the many Service Reviews and through the most recent functional review, barriers to progress on development have been identified by HDC. To this end, it is acknowledged that acting as a third-party corporation has stalled or impeded the ability to efficiently access internal municipal staff and expedite projects that align with the core housing need in London. Through the recommendation in this report, such barriers can be eliminated and synergies created that build upon new cross-functional teams with aligned goals and shared accountabilities, similar to what has been implemented in the delivery of the Industrial Land Development Strategy.

2.3 The Functional Review has determined:

The functional review identified that HDC has helped to facilitate many positive affordable housing projects. Noted by HDC, they see value in their role as an incubator to assist developers navigate the funding channels with the Federal and Provincial governments, as well with reviewing business plans and any related pro forma, to ensure projects are sustainable.

The functional review has determined that HDC has been advocating for policy change related to the prioritization of affordable housing. All policies or municipal “tools” fall to the responsibility of the municipality to enact. Changing internal practices to prioritize and reduce barriers to the development of affordable housing is an enterprise-wide approach that has been championed by the Senior Leadership Team. Through this commitment, appropriate measures are being put in place to advance affordable housing development projects.

The functional review also identified that a major expectation of HDC and a key driver of the reason they were established was to develop and deliver homes through the construction of new affordable rental housing that meet the needs of low-income households. Until only recently, HDC has been undertaking development related activities, but new HDC led affordable units have not been built.

The functional review also noted that one of the strengths of HDC was to leverage surplus lands for the development of affordable housing. This ultimately is a responsibility that the municipality controls and can deliver on through mechanisms such as a land trust. Community land banking and a community land trust is the act in which a municipality enables control over land to create community assets including permanently affordable housing. Creating a land trust is a way that the municipality can make stark improvements in how developers and non-profits can be supported to produce more affordable stock.

3.0 Recommendations

The review of the housing services, including a consideration of how affordable housing development services should be implemented, is now complete.

Given that affordable housing supply in London is a priority, it is recommended that the Housing Development Corporation, London (HDC) be dissolved and be integrated into the City of London's Civic Administration. This integration would allow for increased coordination in meeting the goals set out in the Housing Stability Action Plan, including the actions being taken by the recently established internal Rapid Housing Task Team, with an enterprise-wide approach to the creation of modular and rapid housing projects.

During the housing services review, it became apparent that core business functions at the time of the HDC creation have not materialized or been delivered on to an extent that would warrant their continuation, the funding environment related to capital projects has evolved and the role of the HDC as incubator and facilitator of funding is no longer required, and the way in which the City of London manages the affordable housing priority has changed drastically. Given these changes, it is determined that through centralizing the provision of affordable housing within the Civic Administration will better align the City's priorities and provide for greater accountability and transparency.

HDC does hold additional properties as part of their inventory of assets with each being in varying degrees of readiness for development. These and other assets would be reviewed as part of the transition period for successfully integrating HDC into the municipal structure.

Integrating the HDC into the City of London's Civic Administration should be carried out during a strict transition period, with conclusion of said transition being early Q2 of 2021. By focusing on ways the Civic Administration can continue to prioritize the advancement of affordable housing, it is expected that not only will there be cost savings that will be redirected to affordable housing projects, but projects will move forward in a far more efficient, coordinated, and expedited manner.

4.0 Key Issues and Considerations

Should the Municipal Council support the recommendations of the Civic Administration to dissolve the Housing Development Corporation, London (HDC), the Civic Administration will report back in the first quarter of 2021, with an implementation time frame of May 2021, on the following next steps:

- All necessary actions to integrate HDC within the Civic Administration
- Transfer of HDC assets to The Corporation of the City of London
- Dissolution of the Corporation
- Termination of the Shareholder Declaration
- Financial Impacts

5.0 Financial Impact/Considerations

Implementation of the recommendations in this report are anticipated to create significant efficiencies for City staff and result in administrative cost savings.

The integration of HDC into the City of London will create significant efficiencies in the form of administrative time savings for City staff. Currently the HDC as a separate municipal corporation maintains its own separate administrative policies and is subject to different accounting standards than those of the City. These varying policies and standards limit the ability for shared services with the City of London standard practices and creates significant duplication of services as well as inefficiency. For example, the HDC does not have its own financial support staff and as a result additional duplication of workload has been created that directly impact City of London staff.

Integration would streamline services and reduce duplication that results in additional workload. As an example, the effort required to support the creation and audit of separate annual financial statements will be eliminated if HDC is integrated into the City of London. Administrative cost savings would also be realized and include a reduction of costs due to the elimination of spending on expenditures required as a result of maintaining a corporation such as separate audit fees, website maintenance fees, directors & officers liability insurance, etc.

The budget savings resulting from the implementation of these recommendations will be re-allocated to support the construction of new affordable housing units.

Conclusion

The Civic Administration recommends that the Housing Development Corporation, London (HDC) be dissolved and be integrated within the Civic Administration in order to better support and deliver on the development of affordable housing in London, and to create far more flexibility and nimbleness to react and capitalize on external influences such as time limited funding from upper levels of government, addressing housing and homelessness crises, and strengthening the synergy and efficiency of delivering on the priorities of Municipal Council.

Bringing the role of HDC into the Civic Administration corporate structure would create a housing system that is fully transparent and accountable through the respective Service Area to Municipal Council and not to a community board. The move will align a clear focus on deliverables established by Municipal Council and linked to Council's strategic plan. This creates frequent touch backs through regular reporting at the committee level and through the budget process as opposed to annual shareholder updates or reporting through a third party board.

The Civic Administration will ensure all necessary steps are taken to transition HDC and maintain continuity of project management through the establishment of dedicated resources including but not limited to the Rapid Housing Task Team. Any cost savings realized throughout this process will be re-invested into the creation of additional affordable housing projects including those of modular design.

Recommended by: Kevin Dickins, Acting Managing Director, Housing, Social Services and Dearness Home

Recommended by: Anna Lisa Barbon, Managing Director, Corporate Services and City Treasurer, Chief Financial Officer

Concurred by: Lynne Livingstone, City Manager



Diversity, Race Relations and Inclusivity Award Nomination Form

London
CANADA

NOMINEE INFORMATION


Name of group or organization: Immploy	
Business Address: 141 Dundas Street 4th Floor,	
City: London Ontario	Postal code: N6A 1G3
Name(s) of contact people (including position titles): Sienna Jae Talyor - Project Manager	
Business Telephone: 226.884.9167 x. 461	Business Fax: F 519.663.5377
Business E-mail: SiennaT@immploy.ca	
Category: (check one)	
<input type="checkbox"/> Small business/small labour (49 or fewer employees/members)	
<input type="checkbox"/> Large business/large labour (50 or more employees/members)	
<input checked="" type="checkbox"/> Social/community services (including Not-for-Profits) (49 or fewer employees/members)	
<input type="checkbox"/> Social/community services (including Not-for-Profits) (50 or more employees/members)	
<input type="checkbox"/> Youth/young adult groups or organizations (<26 years of age)	

INITIATIVE INFORMATION (attach additional sheets or supporting material as required)

What is the initiative this group/organization implemented? Connecting employers to immigrant talent for economic prosperity.
When did the initiative take place? eg. Spring 2020 Spring 2006
Do you know who the key department(s) or committees involved were? Please name: City of London, Employment Sector Council London-Middlesex, London Economic Development Corporation and WIL Employment Connections facilitated the initial formation of what was then called the London-Middlesex Immigrant Employment Task Force (LMIETF), later grew to London Middlesex Immigrant Employment Council
Key people involved: - Employer led Leadership Council (Executive Leaders from Industries in London) - Advisory Committee Members (ED - Huron County/Perth County, LEDC, Fanshawe, Western, CCLC, TechAlliance, SL-LIP) - Immploy Team
Brief description of initiative: As a regional champion and immigrant employment council, we are an invaluable knowledge sharing network of business leaders who have experienced the benefits of hiring globally. Through a Leadership Council of regional employers and an Advisory Committee of Community Partners, Immploy advances the following four strategic objectives: Support employers in recruiting and retaining immigrant talent. Bridge the gap between labour market demand and supply. Strengthen sustainability and recognition as a strong employer-led Council. Become a regional champion for immigrant talent in Southwestern Ontario.
How has the initiative contributed to the promotion of diversity, race relations, inclusivity and human rights in London and promoting London as a welcoming city? Please see attached document

<p>What short or long-term impact has/will the initiative have on the promotion of diversity, race relations, inclusivity and human rights in London and promoting London as a welcoming city?</p> <p>Please see attached document</p>
<p>What is the potential for expansion and/or inspiration for replication of the initiative?</p> <p>Please see attached document</p>
<p>How can receiving this Award be used to further promote diversity, race relations, inclusivity and human rights in London and to further promote London as a welcoming city?</p> <p>Please see attached document</p>

NOMINATOR INFORMATION

Your Name: Ahad Al-Hakim	
Address: 700 Collip Circle, Suite 205	
City: London Ontario	Postal code: N6G 4X8
Telephone:	Fax:
E-mail:	Signature: 
Date: Nov 19, 2020	

Submissions must be received by 9:00 a.m. on Monday, November 16, 2020 to:

City Clerk's Office
City of London
300 Dufferin Avenue, PO Box 5035
London, ON N6A 4L9

Phone: 519-661-CITY (2489) Ext. 4599
Fax: 519-661-4892
E-mail: sppc@london.ca

NOTICE OF COLLECTION OF PERSONAL INFORMATION

Please be advised that all nominations submitted for the Diversity, Race Relations and Inclusivity Award become part of the public record. The nominations will be published on a public agenda and made available electronically through the City of London public internet website. The personal information collected on this form is collected under the authority of the Municipal Act 2001, as amended, and will be used to administer the Diversity, Race Relations and Inclusivity Award program. Questions about this collection should be addressed to the City Clerk at 300 Dufferin Avenue, London, Ontario N6A 4L9 Tel: 661-CITY (2489) Ext. 4937

How has the initiative contributed to the promotion of diversity, race relations, inclusivity and human rights in London and promoting London as a welcoming city?

- As a project of WIL Employment Connections, Immploy's mandate is to connect employers to newcomer talent. With the goal of securing commensurate employment for refugees and newcomers, Immploy focuses on the employer side of the job – ensuring that companies and organizations are aware of the newcomer talent in our community, have access to resources and supports to recruit and retain those newcomers and are actively engaged in newcomer's career journeys in Canada
- Immploy facilitates two main programs:
 - o Job Match- which screens, short lists and recruits potential candidates for employers from a group of job ready, internationally trained newcomers
 - o Mentorship - which connects volunteer mentors with job-ready newcomers seeking guidance and support in preparing for work in the Canadian context
- Immploy recently launched an Employer Engagement Project which focuses on consultation, education and workplace integration supports for employers. This project will focus on understanding the needs of employers as it pertains to recruiting and retaining newcomers, provides customized education on equity and inclusion and best practices for engaging newcomers in the workplace. The workplace integration component provides coaching and peer-to-peer learning so that employers can move beyond the concept of simply hiring newcomers and move towards creating welcoming and inclusive workspaces.
- No matter how much work is done to support and prepare newcomers, if employers are not opening their doors, we are only doing half of our job. Immploy ensures that we are focused on *both* sides of the equation

2. What short or long-term impact has/will the initiative have on the promotion of diversity, race relations, inclusivity and human rights in London and promoting London as a welcoming city?

The Immploy Mentorship program provides opportunities for immigrant job seekers to connect with experienced volunteer mentors within their industry. Through group mentorship events, or one-on-one relationships, Mentors provide insight into Canadian work culture, trends in their industries, employment opportunities and exposure to their professional networks.

As a result of the mentorship program, mentees feel better prepared to enter the Canadian workforce, with increased knowledge of their industry and new networks to lean on for guidance and support. Mentors not only strengthen their personal leadership and coaching skills but also improve their inter-cultural awareness and understanding of areas affecting labour market integration of immigrants. Many of our Mentors share the profound impact that learning about Newcomer experiences has on them professionally and personally.

To-date, Immploy Mentorship programs have connected 1,065 newcomer mentees with professionals in their fields, and 700 of the mentees have secured employment in their fields. In 2019-2020, 163 newcomer mentees were matched in the program, and 107 matched mentees gained employment in their field or a related field.

Immploy Job Match was established in 2007 to provide employers across Southwestern Ontario with coordinated access to qualified Canadian immigrant talent through short-listing, screening and coaching.

Immploy Job Match has continued to broaden its relationships with employers to better support immigrant job seekers by a diverse range of employers.

Relationships span across sectors including nonprofit, business, and government and have engaged a wide array of industries such as manufacturing, finance, healthcare, education, technology and more.

In the past year alone, Immploy Job Match has:

- Shared over 566 job vacancies to newcomers seeking employment
- Engaged 250 regional employers through employment supports, services and webinars that educate them on the benefits of hiring newcomers
- Supported 1158 immigrant job seekers – 411 of which secured employment in their field or in a related field

3. What is the potential for expansion and/or inspiration for replication of the initiative?

Immploy is actively working on expanding its services across southwestern Ontario through virtual/online services. It has been able to support newcomer jobseekers through Job Match program and Mentorship program that are living outside of London.

Their engagement with employers through Employer Engagement Project they will gain better understanding of the gaps in knowledge as it pertains to equity and inclusion. With this knowledge they will be able to create further education and resources/toolkits that employers can use to create more welcoming and inclusive workplaces.

4. How can receiving this Award be used to further promote diversity, race relations, inclusivity and human rights in London and to further promote London as a welcoming city?

Receiving this award will speak volumes to employers. This award will communicate the validity and the impact of their program. Not only will it help to create awareness about the newcomer talent in our community but it may also entice more employers to participate in mentoring newcomers, to consider intentionally recruiting newcomers or to participate in our employer engagement project thus increasing our local and regional diversity and inclusion. Immploy's ultimate goal is systems change – to strive to empower employers to update their policies and practices for more equitable and inclusive workplaces. London *needs* a more diverse workforce and Immploy, along with the guidance of our employer-led Leadership Council, has made this a top priority.



Diversity, Race Relations and Inclusivity Award Nomination Form

London
CANADA

NOMINEE INFORMATION


Name of group or organization: Guru Nanak Mission Society, London, ON	
Business Address: 951 Kettleridge St.	
City: London	Postal code: N6H 0E7
Name(s) of contact people (including position titles): Sarvarinder Singh Dohil - President Harmanjot Kaur - Administrative Assistant	
Business Telephone: 226-678-6788	Business Fax:
Business E-mail: Gurunanakmissionsociety@gmail.com	
Category: (check one)	
<input type="checkbox"/> Small business/small labour (49 or fewer employees/members)	
<input type="checkbox"/> Large business/large labour (50 or more employees/members)	
<input type="checkbox"/> Social/community services (including Not-for-Profits) (49 or fewer employees/members)	
<input type="checkbox"/> Social/community services (including Not-for-Profits) (50 or more employees/members)	
<input checked="" type="checkbox"/> Youth/young adult groups or organizations (<26 years of age)	

INITIATIVE INFORMATION (attach additional sheets or supporting material as required)

What is the initiative this group/organization implemented? Distribution of groceries & meals to people and organizations, Blood Donation twice a year , Free Pizza Drive
When did the initiative take place? eg. Spring 2020 Meal/Grocery distribution - Feb 2020 to present, Blood Donation - June 2020 & Nov 2020, Serving community since Nov 2019
Do you know who the key department(s) or committees involved were? Please name: Departments - Management, Kitchen, Youth Coordinator, Social Media, Administrative
Key people involved: Members of the organization, Students, Families & Kids (Depending on event)
Brief description of initiative: Homelessness has increased and many people lost their job. Many people are not able to afford the basic needs. Our initiative is to help people so that they don't sleep hungry. We tie up with different organisations and prepare required number of meals to serve them whenever required. We serve Ark aid mission, mission services, My sister's Place, Ronald McDonald House, Salvation Army, women shelter at Dundas St & Wellington St., Anova, Atlohsa Services and many more. We also serve free pizza every year in the month of November and Blood Donation Drive In June & November every year. We are completely volunteer based and non-profit organisation.
How has the initiative contributed to the promotion of diversity, race relations, inclusivity and human rights in London and promoting London as a welcoming city? 1. Involve people from all community 2. We promote all humans as one races and equal 3. Spread awareness about importance of volunteering

<p>What short or long-term impact has/will the initiative have on the promotion of diversity, race relations, inclusivity and human rights in London and promoting London as a welcoming city?</p> <p>The impact will be to bring awareness among the people of London city about selfless service and help each other. To motivate and bring youth together, volunteer more and get involved in community to serve as and when required.</p>
<p>What is the potential for expansion and/or inspiration for replication of the initiative?</p> <p>This initiative has connected us with many new comers, students and people residing in London city from years. Our aim is to bring awareness to the new generation about selfless service and giving back to the community. We are here to help people of all communities in any way we can. We regard all humans as one and equal.</p>
<p>How can receiving this Award be used to further promote diversity, race relations, inclusivity and human rights in London and to further promote London as a welcoming city?</p> <p>The aim of the organisation is regarding all humans as one and equal and receiving this award will spread the message. It will encourage people from all cultures and religion to come and help each other together whenever in need. It will also motivate the young generation (growing kids and youth) to do selfless service and help community. Many people know about London city as we are also spreading the word through social media and new channels.</p>

NOMINATOR INFORMATION

Your Name: Sarvarinder Singh Dohil	
Address: 951 Kettleridge St	
City: London	Postal code: N6H 0E7
Telephone:	Fax:
E-mail:	Signature: 
Date: December 09/2020	Note: By submitting this form you are hereby confirming that the Nominee has consented to the nomination.

Submissions must be received by Monday, December 14, 2020 to:

City Clerk's Office
City of London
300 Dufferin Avenue, PO Box 5035
London, ON N6A 4L9

Phone: 519-661-CITY (2489) Ext. 4599
Fax: 519-661-4892
E-mail: sppc@london.ca

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Diversity, Race Relations and Inclusivity Award

Nomination Form

NOMINEE INFORMATION

Name of group or organization: Melanated View (Open Tabs)

Business Address: 120 Homestead Crescent

City: London

Postal Code: N6G 2E6

Name(s) of contact people: (including position titles):

Jennifer Slay – Administrative Director

Christina Lord – Community Involvement Director

Business telephone: 226-374-5366

Business e-mail: melanatedview@gmail.com info@jenslay.com

Category:

- ✓ Small business/labour (49 or fewer employees/members)

INITIATIVE INFORMATION

What is the initiative this group/organization implemented?

Melanated View was created with the intent to explore and calm racial tensions through sharing the lived experiences/stories of 5 Black Canadians who live in the London region.

When did the initiative take place?

The initiative began in the Spring of 2020 and the episodes started to air in December 2020 on Rogers TV London and will continue.

Do you know who the key department/committees involved were:

Melanated View (Open Tabs)

Key people involved:

Alecia Bryan

Christina Lord

Renee Mondesir

Alisha Moser

Jennifer Slay

Brief description of initiative:

In an effort to raise awareness and open the dialogue about various topics related to Being Black in Canada as well as issues surrounding racism, stereotypes, and image to name a few, five Black Canadians have Executive Produced a T.V. talk show called Melanated View. Rogers TV London has partnered with Melanated View for its first season (6 episodes). It is, as mentioned, a talk show format to engage conversation with the community through television and social media platforms. The goal is to share their experiences, challenge the norms and get the conversation started in a safe environment.

How has the initiative contributed to the promotion of diversity, race relations, inclusivity and human rights in London and promoting London as a welcoming city?

The initiative is about creating a safe space for the community's diverse population to engage in dialogue. The purpose of this dialogue is for individuals and their families to share their stories, ask their questions and learn from each other to build bridges and contribute to unifying the London community and beyond.

What short or long-term impact has/will the initiative have on the promotion of diversity, race relations, inclusivity and human rights in London and promoting London as a welcoming city?

The feedback from the viewers is that this is a necessary and worthwhile discussion. Dialogue has already started.

Feedback from the first episode and social media posts:

"This is such an important project. Thank you for sharing. I'm excited to listen to you and support you."

"I cannot tell you how much I enjoyed Melanated View. As a white person, I have little idea about , & little experience with these topics. And this is in spite of the fact that I have lived & worked with people of colour most of my life."

"I was particularly struck with the respectful and supportive nature of the discussion. In recent times I have found the media has been filled with 'discussions' which are full of blame, name calling and yelling, Melanated View was the opposite an intelligent, honest conversation. "

Due to the fact that the episodes are on social media, they are evergreen, meaning that they will always be available to view and keep the conversation going. Melanated View believes that through conversation of challenging and relatable topics about racial issues, it will lead to combatting the ugliness of racism.

This type of ongoing dialogue will promote the diversity and anti-Black racist work that is going on in the City of London. Thereby making London appear more welcoming and open to anyone considering making London their home.

What is the potential for expansion and/or inspiration for replication of the initiative?

Currently Melanated View has filmed season 1 (6 episodes) with Rogers TV London. [Melanated View - London \(rogerstv.com\)](http://Melanated View - London (rogerstv.com)) It is anticipated that Melanated View will film a second season to a wider audience.

This initiative was inspired by the current racial challenges the world is experiencing and moving forward there could be conversations about looking at various issues that impact Black and other racialized communities.

Melanated View recognizes that they are but 5 voices within the diversity of the Black community and encourages others within the community share their stories as well.

How can receiving this Award be used to further promote diversity, race relations, inclusivity, and human rights in London and to further promote London as a welcoming city?

This award would confirm and validate the purpose of the initiative while showing the community that London recognizes the importance of hearing the voices of 5 Black Canadians that reside in the London region.

NOMINATOR INFORMATION

Your name: Harold Usher

Address: 718 Chiddington Av.

City: London , Ontario

Postal Code: N6C 2W8

Telephone:

Fax: n/a

E-mail:

Signature: H. L. Usher

Date: December 11, 2020

Note: By submitting this form you are hereby confirming that the Nominee has consented to the nomination.

Submissions must be received by Monday, December 14, 2020 to: City Clerk's Office City of London 300 Dufferin Avenue, PO Box 5035 London, ON N6A 4L9 Phone: 519-661-CITY (2489) Ext. 4599 Fax: 519-661-4892 E-mail: sppc@london.ca



Stephen Williams
Chief of Police

November 17, 2020

His Worship Mayor Ed Holder:

Re: Protocol London Police Service Business Plan Timelines

On September 17, 2020, the London Police Services Board (LPSB) approved a recommendation, from the Chief of Police, to extend the current London Police Service (LPS) Business Plan an additional two years as a result of the disruptions caused by the current pandemic and, on a permanent basis, to mirror the City of London's four-year budget process.

Extending the current Business Plan by two years will enable more time to focus on initiatives that have been paused due to the pandemic and will permanently align the business planning process with the City's four-year budget process.

Ontario police services are governed by Provincial Adequacy Standards Regulation 3/99 which includes a 'Framework for Business Planning AI-001' (Attachment #2, Appendix D). In accordance with this Regulation, Police Service Boards are required to develop business plans at a minimum, every three years. The LPS Administration consulted with the Ministry of Community Safety and Correctional Services, Policing Services Division Liaison for Zone 6, and were advised that the proposed extension of the current Business Plan and realignment with the City's four-year budget process, as presented and approved by the Board, is consistent with the parameters set forth in legislation.

Furthermore, the *Community Safety and Policing Act*, which has been approved, but is not yet in force, contains a Police Service Board's Strategic Plan requirements, and notes that a Board is required to prepare a Strategic Plan (replacing the term Business Plan), every four years. It is anticipated that the new *Act* prior to the extension of the current Business Plan. The move to a four-year Business Plan will be consistent with the provisions in the *Act*, and provide alignment with the City's four-year budget process.

The London Police Services Board is required, as noted in Ontario Regulation 3/99, to enter into a protocol with municipal council that addresses "*the dates by which the business plan and annual report shall be provided to municipal council... and the dates by which the business plan and report must be made public*". Therefore, the new Business Plan model and timelines will require updating the protocol between the LPSB and Council.

We respectfully request City Council's approval of the attached protocol which will rescind and replace the existing protocol and ensure compliance with the Regulation.

Yours truly,



Dr. Javeed Sukhera
Chair, London Police Services Board



Stephen Williams
Chief of Police

Attachments:

1. Current protocol
2. Proposed protocol
3. LPS Board Report #20-66 - Proposal to Extend the LPS Business Plan
4. Minutes LPSB Meeting September 17, 2020 (public session)

**PROTOCOL BETWEEN
THE LONDON POLICE SERVICES BOARD
AND
THE MUNICIPAL COUNCIL OF THE CITY OF LONDON**

The London Police Services Board (the Board) and the Municipal Council of the City of London (Municipal Council), agree upon the following protocol for the communication of the London Police Services Business Plan and Annual Report.


- (a) the Business Plan is to be written every three years and provided to Municipal Council by July 1st of the year in which it is prepared;
- (b) the Board shall make the Business Plan available to the public by August 1st of the year in which it is prepared;
- (c) the Board shall invite members of the Municipal Council to participate in the consultation process for the development of the Business Plan;
- (d) the London Police Service Annual Report shall be provided to Municipal Council by July 1st.

Dated this 16TH day of AUGUST, 2000

**Municipal Council of the City of
London:**

**The London Police Services
Board:**

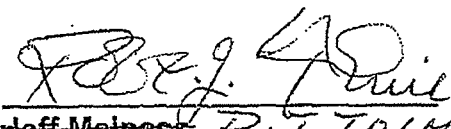
per:


Dianne Haskett
Mayor

per:


A.J. Belecky
Chair

per:


Jeff Malpass
DEPUTY City Clerk

R. J. TOLMIE

PROTOCOL BETWEEN
THE LONDON POLICE SERVICES BOARD
AND
THE MUNICIPAL COUNCIL OF THE CITY OF LONDON

The London Police Services Board (the Board) and the Municipal Council of the City of London (Municipal Council), agree upon the following protocol for the communication of the London Police Service Strategic/Business Plan and Annual Report.

- (a) The Strategic/Business Plan is to be written every four years¹ to align with the City's four-year multi-budget process and the Plan will be provided to Municipal Council by July 1st of the year in which it is prepared;
- (b) The Board shall make the Strategic/Business Plan available to the public by August 1st of the year in which it is prepared;
- (c) The Board shall invite members of the Municipal Council to participate in the engagement process for the development of the Strategic/Business Plan;
- (d) The London Police Service Annual Report shall be provided to Municipal Council by July 1st.

Municipal Council of the City of London

Per: _____

Ed Holder, Mayor

Date: _____

The London Police Services Board

Per:  _____

Dr. Javeed Sukhera, Chair

Date: Nov. 24, 2020

¹ An exception to the four-year requirement for the Plan to be written every four years has been granted for the 2019 to 2021 London Police Service Business Plan to be extended from a three-year plan to a five-year plan (2019 to 2023). This extension will enable alignment with the City's four-year multi-budget process.

LONDON POLICE SERVICES BOARD



“Deeds Not Words”

Report #: 20-66

To: Chair and Members of the London Police Services Board

Date: September 17, 2020

Subject: Proposal to Extend the London Police Service (LPS) Business Plan

Board Action:

- Update / Information Purposes Only
- Seeking Input
- Seeking Decision
- Evaluation

Synopsis:

These are unprecedented times whereby ‘business is not operating as usual’ municipally, provincially, nationally, or globally. Our governments have cancelled or altered much of their normal business operations as a result of the global COVID-19 Pandemic. The Ontario Declaration of Emergency was enacted earlier this year, making it possible for the government to suspend certain municipal planning decision timelines during the State of Emergency.¹ Following the onset of the Pandemic and the State of Emergency, the Ministry of the Solicitor General requested police services to submit recommendations in terms of concessions or extensions to current legislation.²

There are numerous cases whereby exceptions are being made in terms of mandates and timelines not only provincially but also locally. For example, the City of London’s 2020 Financial Information Return, the 2020 London Citizen’s Satisfaction Survey, and London’s Community Safety and Well-being Plan have all been delayed resulting in deviance from their traditional or mandated timelines.

The onset of the Pandemic has also impacted LPS operational/administrative processes resulting in significant delays to the business planning process. The current LPS Business Plan “Vision for a Safer London” is a three-year plan (2019 to 2021) which was prepared in accordance with municipal and provincial legislation:

- Provincial Adequacy Standards for Police Services AI-001 (refer to Appendix D)
- The City of London Protocol (refer to Appendix B)
- LPSB Policy # 061 (refer to Appendix C)

¹ Ontario Provincial Media Release: Ontario Extends Declaration of Emergency to Continue the Fight Against COVID-19 <https://news.ontario.ca/opo/en/2020/04/ontario-extends-declaration-of-emergency-to-continue-the-fight-against-covid-19.html>

² March 21, 2020: OACP Correspondence sent on behalf of the Ministry of the Solicitor General to All Chiefs of Police Re: Recommendations to Ministry of the Solicitor General, Emergency Orders/Directives Powers

In order to be compliant with the protocol/policy's prescribed timelines, a new Business Plan is required to be developed for 2022 to 2024. An extensive environmental scan would ordinarily be conducted this fall, which would allow time to develop and provide the new Business Plan to Municipal Council by July 1st, 2021 in accordance with established City/Board timelines (see Appendix B).

However, the emergence of the Pandemic has had immediate impacts on the planning process resulting in significant delays as identified in Appendix A (Business Plan Timelines and Pandemic Impacts).

In light of these delays and unknown downstream and temporal Pandemic restrictions, three options are being presented to the Board for consideration towards the Business Plan development process.

Option A: Extend Current Business Plan by One Year

Option B: Extend Current Business Plan by Two Years

Option C: Mirror the City of London's Four-year Multi-year Budget as a Permanent Business Plan Model

Background:

In 2000, the Provincial Adequacy Standards Regulation for Police Services was introduced, which included a Framework for Business Planning AI-001 (refer to Appendix D). In accordance with this Regulation, police service boards are required to develop business plans at a minimum, every three years. The Regulation also requires police service boards to enter into a protocol with its municipal council that sets out the date by which the business plan will be provided to the municipal council and the responsibility for making the plan public.

Subsequently, a protocol was signed between the City of London Municipal Council and the LPSB whereby both parties agreed that the Business Plan shall be provided to Municipal Council by July 1st and to the public by August 1st in the year that the plan is written (refer to Appendix B).

The 2019 to 2021 Business Plan is the Board's seventh Plan that has been prepared since the introduction of the Provincial Adequacy Standards. Preparation for the current Plan began with an extensive environmental scan in the fall of 2017 which was informed by a number of processes including public consultations/surveys, the City of London's Strategic Plan, relevant legislation, a review of the 2016-2018 Business Plan, National, Provincial and local trends as well as internal consultations with LPS members. Input and feedback were received from residents, businesses, school boards, diverse community partners and stakeholders, city councillors, LPS members, and Board members. The 2019 to 2021 Business Plan outlines the LPS Vision for a Safer London through three strategic priorities: Community Safety, Community Well-Being and Organizational Capacity. Approved in June 2018, the plan was intended to guide the LPS over a three-year period.

The planning process for the next Business Plan (2022-2024) would ordinarily have been well underway by now, having been scheduled to begin this past spring. The unforeseen global Covid-19 Pandemic and subsequent priorities have impacted not only the LPS planning timelines but also the public. The public has been impacted with a heightened anxiety and a focus on other priorities which may affect their level of availability and their perceptions during the consultation process. The public's level of engagement/input, particularly from marginalized communities, is a critical element of the environmental scan.

Another consideration is the lack of available publications/data for comparison/trend analysis. The following are some examples of the external resources that traditionally form an essential component of the environmental scan:

- Statistics Canada publications (crime statistics, police expense/staffing data) – release dates *postponed*
- London's Community Safety and Well-being Plan – *postponed* from 2020 to 2021 or later
Province has extended deadline for the development of the Community Safety and Well Being Plan. City of London's timelines *delayed* and anticipated to be completed by end of 2021.
- The City of London's 2020 Financial Information Return – *postponed*

- 2020 London Citizen's Satisfaction Survey (initially scheduled Spring 2020) - *postponed*
- Municipal Benchmarking Network of Canada – 2019 data release dates *postponed*

Given the uncertainty regarding how long the Pandemic restrictions will continue along with the Pandemic being a priority for potential participants, and the bias this could introduce to the consultation feedback, consideration needs to be given to the risk of skewed data, balancing quality and depth of data collection, compromising inclusiveness/level of public engagement/diverse representation, and the likelihood of achieving the current business plan's objectives.

Options:

The onset of the global COVID-19 Pandemic had immediate impacts on the expected planning process resulting in all of the process steps being placed on hold with the exception of the Internal Needs Survey which was conducted during 2019 (refer to Appendix A for timeline/details).

In light of the current Pandemic restrictions, anticipated resurgence, or second wave, three options for jointly developing the Board's next Business Plan are presented to the Board for discussion and endorsement.

➤ Option A: Extend Current Business Plan by One Year

Extending the current business plan by one year (2019 to 2022) would allow more time to focus on some of the initiatives within the current business plan that have been put on hold as a result of the Pandemic. An extension will also enable the development and embedding of anti-racism initiatives into the existing Business Plan. Most importantly, it is anticipated that an extension into the post Pandemic period would provide the time required to facilitate a more 'all-inclusive' engagement during the consultation process resulting in the development of a more 'all-inclusive' plan. One disadvantage of only extending the plan by one year is the anticipated second wave or resurgence that might be severe and prolonged. Should there be a second wave or resurgence, further emergency actions can be expected which further impede the development of the Business Plan.

➤ Option B: Extend Current Business Plan by Two Years

Extending the current business plan by two years (2019 to 2023) would harness all of the benefits identified in Option A, in addition to paving the way for the next plan to align with the City's four-year multi-budget platform. Another advantage is the potential to presently align with the City of London's Strategic Plan. The City's current Plan is a five-year plan (2019 to 2023). Furthermore, extending the plan by two years would reduce the risk of the development of the plan being impeded by a potential second wave or resurgence.

➤ Option C: Mirror the City of London's Four-year Multi-year Budget Process as a Permanent Business Plan Model

Extending the current business plan by two years (2019 to 2023) and mirroring the City of London's four-year multi-budget process as a permanent business plan model for the future would harness all of the benefits identified in Option B in addition to permanently aligning with the City's four-year multi-budget platform. Ideally, the planning and budget process should be working together within the same timeliness since they are closely tied and dependent on one another. The difference in timelines between the current three-year Business Plan and a four-year multi-budget is problematic because of the misalignment. Unless Option C is adopted, these processes will continue to be misaligned.

Legislative Implications:

Ontario police services are governed by Provincial Adequacy Standards Regulation which includes a 'Framework for Business Planning AI-001'. In accordance with this Regulation, police service boards are required to develop business plans at a minimum, every three years.

In light of the timeline/issues identified in the foregoing, the LPS Administration reached out to consult with Ministry of Community Safety and Correctional Services, Policing Services Division Liaison for Zone 6,³ David Tilley. Mr. Tilley advised the “Ministry’s view is that the language contained within Adequacy standards provides sufficient flexibility for a Business Plan to be delayed or extended. As long as the Board is informed and is supportive, the Ministry’s position is that the Business Plan can be extended or delayed.”

As a note of interest, other police services have already extended their Business Plans beyond three years, while others have delayed, or are considering delaying, their business plan process.

Conclusion:

While all three options provide a viable solution, the preferred and recommended option is ‘C Mirror the City of London’s Four-year Multi-year Budget Process as a Permanent Business Plan Model’. This option would provide the added benefit of aligning the Business Plan with the City’s four-year multi-budget on a permanent basis. The difference in timelines between a three-year Business Plan and a four-year multi-budget is challenging because of the misalignment. Option C presents an opportunity to align these two important processes leading to mutually beneficial outcomes for both (e.g., enhanced budget forecasts).

Financial Implications:

Costs associated with developing and implementing our next Business Plan were included in the 2020 Operating Budget. Pending approval of the recommended action, budgeted expenses may need to be re-allocated in future years in accordance with the applicable timelines. Within the existing misalignment of timelines, it is challenging to incorporate accurate budget forecasting beyond the shelf-life of the current three-year Business Plan.

Recommendation:

1. That the Board approve Option C: Mirror the City of London’s Four-year Multi-year Budget Process as a Permanent Business Plan Model.

PREPARED BY: Joan Atchison, Planning and Research Unit, Researcher Planner Analyst

SUBMITTED BY: Stu Betts, Deputy Chief - Administration

Attachments: Appendix A – Business Plan Timelines and Pandemic Impacts
Appendix B – Business Plan Protocols
Appendix C – London Police Service Board Policy
Appendix D – Ministry Policing Standards

³ August 12, 2020 consultation by telephone: Ministry Liaison David Tilley, Ontario Association of Chiefs of Police, Zone 6 and Inspector Tom Allen, London Police Service

APPENDIX A: - BUSINESS PLAN TIMELINES AND PANDEMIC IMPACTS

Step #	Date	Development of Current Business Plan	Development of New Business Plan Pandemic Impacts and Challenges
1	Mar. 2017	<p>Internal Needs Survey Report</p> <p>Report completed for review by the Senior Executive.</p>	<p>Internal Needs Survey Report</p> <p>Completed February 2020 (not impacted by the Pandemic)</p>
2	May 2017	<p>Approval of Public Needs Survey</p> <p>Receive approval for draft Public Needs Survey and determine dates for Fall Community Consultations (based on availability of Chief, Deputy Chiefs, Inspector, CPB, Research Planner Analyst, and Executive Assistant to the Chief). Also determine dates for separate consultations held with the Boards of Education, Neighbourhood and Business Associations, and Chamber of Commerce.</p> <p>Schedule Dates for the Fall Consultations</p>	<p>Public Needs Survey Approval</p> <p>4 months behind due to LPS Pandemic priorities. To be conducted by 3rd party. Questionnaire in only draft stage. – An estimated time of 3 months needed for new process (3rd Party), to finalize questionnaire/receive approval, determine specs/methodology, acquire 3rd party quotes, finalize contract. An additional estimated time of 2 months will be needed for 3rd party to conduct survey/compile results and for LPS review and analysis. (Total 5 months estimated time required for new 3rd party survey)</p> <p>Schedule Dates/Locations for Community Consultations</p> <p>4 months behind due to LPS Pandemic priorities. In light of the emerging politically sensitive environment, we will need more time (not less) to ensure that all of our diverse communities are included in the process and to feel that they have been given enough opportunity to participate. Traditionally, it would take approximately 1 month to perform the task of scheduling dates/locations. Considering the current environment (Pandemic, diverse groups, accommodations/interpreters for hard of hearing), it may require 1 to 2 months to schedule dates/locations for the 3 community consultations.</p> <p>Schedule Dates/Locations for Boards of Education, Neighbourhood and Business Associations, and the Chamber of Commerce</p> <p>4 months behind due to LPS Pandemic priorities. Not only behind schedule, but additional challenges presented in terms of availability of counterparts/liaisons to facilitate consultation dates/locations/format. Traditionally, it would take a month for the task of scheduling dates/locations for these specific agencies. Considering the current environment and other operational priorities for our stakeholders' leadership, it is likely to take at least two months to organize (if it is even possible). Some of these agencies likely will not be available this fall.</p> <p>Example - Boards of Education Consultations: Directors/Superintendents unlikely to be available due to their own Pandemic priorities and challenges.</p>

Step #	Date	Development of Current Business Plan	Development of New Business Plan Pandemic Impacts and Challenges
3	June 2017	<p>Invitations to Fall Community Consultations (LPSB, Council, MPs, MPPs)</p> <p>Email invitations for the Fall Community Consultations to the LPSB members, City Council, MPs, MPPs (request RSVP).</p>	<p>Invitations to Fall Community Consultations</p> <p>3 months behind in sending invitations to LPSB members and City Council members due to LPS Pandemic Priorities. Historically, these are sent out prior to July to ensure availability (request RSVP). MPs and MPPs – 3 months behind in sending letter invitations to each MP and MPP with consultation dates (request RSVP). The time required to send invitations will depend on how quickly consultation dates/locations can be arranged/confirmed (step 2) and invitation letters approved/signed by Chief/LPSB. If promotional flyers are included as part of the strategy (step 4), the estimated earliest time that the invitations could be sent out would be 3 months from now. The task of sending out invitations (preparations/approvals) only takes a few weeks. The issue is how long it takes for the preceding requirement of the dates/locations to be confirmed (step 2).</p>
4	June to July 2017	<p>Promotional Flyers</p> <p>Promotional Flyers - Flyers with Community Consultation Dates approved by Senior Executive and LPSB</p> <p>Community Group Database</p> <p>- Print requisition to City Hall for printing of 133,000 flyers – due to volume, the printing process is spread out over several months. - Arrangements made with LFP to schedule deliveries of 133,000 flyers to subscribers and non-subscribers during October Community Group Database - compile 300+ community group database. Update existing database to include current contact information</p>	<p>Promotional Flyers</p> <p>2 months behind in approvals and printing arrangements for City Hall due to LPS Pandemic priorities. Missed the summer window of opportunity to print over several months due to high volume of 133,000+ flyers. Cannot move forward with printing or distribution arrangements by LFP until community consultation dates are confirmed. The task of arranging for the flyers traditionally takes one month. The issue is how long it takes for the preceding requirement of the dates/locations to be confirmed (step 2).</p> <p>Community Group Database</p> <p>2 months behind due to LPS Pandemic priorities. Compilation process involves several draft stages and dissemination to Division commanders and LPSB to ensure the database is all inclusive with current primary contact info/email address. Previous database included 362 community groups. Anticipate that list will be expanded substantially. The task of compilation/updating traditionally required 2 months. It is likely to take 3 months to ensure comprehensive list includes all of the diverse and special interest groups.</p>
5	Sept. 2017	<p>LPSB Presentation</p> <p>10 min. presentation on the Business Plan Process/timelines at the LPSB meeting (public session) postponed</p>	<p>LPSB Presentation</p> <p>Historically, the Business Plan/timelines are presented during the September public session of the LPSB for educational/promotional purposes to Board members and the public. Uncertain if able to be on this year's September agenda (agenda booked with other presentations).</p>

Step #	Date	Development of Current Business Plan	Development of New Business Plan Pandemic Impacts and Challenges
6	Sept./ Oct. 2017	<p>Promote Community Consultations Public Needs Survey Distribution</p> <p>Distribute promotional flyers to households via LFP.</p> <p>Email invitations to 300+ Community Groups, MPs, MPPs, and Media Reps. Media blast to public inviting all citizens (e.g., LPS website, Facebook, twitter, radio/TV/newspaper interviews)</p> <p>Public Needs Survey - Survey mail out of 5,000 surveys to randomly selected households. Increased from 4,000 to 5,000 surveys to compensate for declining participation rates. Mail-out hard copy preferred to online survey. Niagara Regional Police conducted an on-line public survey which resulted in controversy at the Board level due to integrity issues (e.g., not a random sampling, repeat participants).</p>	<p>Promotional Flyers</p> <p>distribution unlikely to occur within timelines required due to delays (refer to Step 4) unless City Hall has availability printing or arrangements are made with another printing source at a substantially higher cost for 133,000+ flyers.</p> <p>Invitations to Community Groups</p> <p>Pending consultation dates, timelines likely tight to give enough advance notice/invitations to community groups due to delays in database preparation (refer to Step 4). If not enough notice is provided, participation levels may be compromised.</p> <p>Public Needs Survey</p> <p>Timelines are tight but possible if requirements are expedited (refer to step 2). <i>An important consideration is that the results may be skewed due to the Pandemic and current events (Black Lives Matter, Defund the Police). The results of the survey may be over-reactionary and reflective of these events, rather than an overall perspective of our service delivery and priorities which would impact our comparative metrics/benchmarking and determining future direction for the new Business Plan.</i></p>
7	Sept./ Oct. 2017	<p>Meeting with Boards of Education</p> <p>Separate consultations held with each Board (LCDSB and TVDSB) at their board offices.</p>	<p>Consultations Held with each Board (LCDSB and TVDSB)</p> <p>Due to pandemic impacts and delays described in Step 2, there is uncertainty that these consultations could occur this year. Considering not only the current Pandemic situation but also a potential 2nd wave coupled with the time constraints and availability of the Board representatives.</p>

Step #	Date	Development of Current Business Plan		Development of New Business Plan Pandemic Impacts and Challenges
8	Oct. 2017	Community Consultations	3 community consultations to be held at LPS HQ - First date (1 pm and 7 pm) - Second date (7 pm)	Community Consultations Held In addition to the impacts and delays described in Steps 2, 3, and 4, more time will be needed to determine how these consultations would occur. Traditionally the task required 6 months (schedule dates/locations, invitations/promotions). Considering the current environment/pandemic challenges, the task may require 8 months to complete the process. The consultations could be held as a hybrid with option to attend in person or virtual. In person would present logistical challenges as a result of the current Pandemic restrictions (physical distancing, max. numbers) and possible further restrictions. Arrangements would be required months in advance for either format for sign language interpreters as in the past. <i>Similar to the Public Needs Survey, an important consideration is that the feedback may be skewed due to the Pandemic and current events (Black Lives Matter, Defund the Police). The feedback may be over-reactionary and reflective of these events, rather than an overall perspective of our service delivery and priorities which would impact the results of our environmental scan in determining the priority strategies for the new Business Plan.</i>
9	Oct. 2017	Neighbour and Business Associations	Consultation to be held at LPS HQ with representatives from various associations (e.g., Mainstreet, Old East Village Assoc.)	Consultation held with Neighbourhood and Business Associations Due to pandemic impacts and delays described in Step 2, there is uncertainty that these consultations could occur this year. Considering not only the current Pandemic situation but also a potential 2nd wave coupled with the time constraints/availability of the association representatives.
10	Oct./ Nov. 2017	Chamber of Commerce	Consultation held at the Chamber of Commerce office at one of their monthly meetings.	Consultation held with Chamber of Commerce Due to pandemic impacts and delays described in Step 2, there is uncertainty that these consultations could occur this year. Considering not only the current Pandemic situation but also a potential 2 nd wave coupled with the time constraints/availability for the Chamber of Commerce representatives.
11	Jan. 31, 2018	Public Needs Survey Results	Results of Public Needs Survey and final report available for review.	Public Needs Survey Results Timeline is possible with 3 rd party contract.

Step #	Date	Development of Current Business Plan	Development of New Business Plan Pandemic Impacts and Challenges
12	Feb. 2018	Environmental Scan Develop a comprehensive internal/external summary (environmental scan).	Environmental Scan Due to pandemic impacts, some resources are currently not available to form part of the environmental scan. Data sources including Statistics Canada (crime statistics and police admin. Data), MBNC, Municipal FIRs have been delayed or placed on hold. These data sources provide the basis for agency comparators and trend analysis (e.g., costs per capita, crime rates, staffing ratios) which form part of the environmental scan. For example: - Statistics Canada traditionally collects police administrative data in May. This data collection process has been placed on hold due to the Pandemic. - Statistics Canada Police Resources in Canada, 2019 was scheduled for release in May 2020 but has since been put on hold due to the Pandemic. - Statistics Canada was scheduled to release 2019 Crime Statistics and Severity Index in July 2020 but has since rescheduled to September 30 or later due to the Pandemic - Municipal Benchmarking of Canada (MBNC) data collection process has been delayed due to the data delays from Statistics Canada (Pandemic Impacts). Also, some municipalities, including the City of London, will not be submitting data to the MBNC during 2020 due to the Pandemic. - Municipal Financial Information Returns (FIRs) have been delayed by some municipalities including the City of London due to the Pandemic. The FIRs provide source data for agency financial comparisons and are part of the MBNC collection data collection process. Traditionally, City of London has their FIR prepared by June. No notice of when the City of London FIR will be available.

Continued

Step #	Date	Development of Current Business Plan	Development of New Business Plan Pandemic Impacts and Challenges
13	Feb. 2018	Draft Goals/ Strategic Priorities	Review internal/external summary (environmental scan) and draft goals.
14	Feb. 2018	Senior Officer Survey/ Feedback	Distribute surveys to Senior Officers to further develop objectives, action plans, and performance indicators and develop draft business plan (Expected deadline for completion of survey by Senior Officers is 1 month from receipt of submission document)
15	Feb. 2018	Web enablement of the final publication (new process)	Development of Corporate Communications and Media Relations requirements and timelines
16	Mar. 2018	Chiefs' Review of Draft Business Plan	Meetings to be held with the Chief, Deputy Chiefs to review draft business plan
17	Apr. 2018	LPSB Review of Draft Business Plan	Meeting held with the LPSB, Chief, Deputy Chiefs to review the draft business plan (in camera – LPSB April 13 th meeting)
18	May 2018	LPSB Review of Draft Business Plan	Meeting held with the LPSB, Chief, Deputy Chiefs to review the draft business plan (in camera – LPSB May 17 th meeting)
19	June 2018	Finalize Business Plan	Presented (public session – LPSB June 21 st meeting)
20	July 1 st , 2018	Public release of Business Plan	Approved Business Plan to be provided to Councillors and posted to the LPS website for public access

All of these steps (steps 13 – 20) are impacted by the delays identified in the foregoing making it unlikely to be able to develop a Business Plan within the required timelines.

An important consideration is that even if the timelines were achieved, the goals and objectives developed for the Business Plan may be skewed due to the Pandemic and current event (Back Lives Matter, Defund the Police) impact on the environmental scan.

APPENDIX B: - BUSINESS PLAN PROTOCOL

PROTOCOL BETWEEN THE LONDON POLICE SERVICES BOARD AND THE MUNICIPAL COUNCIL OF THE CITY OF LONDON

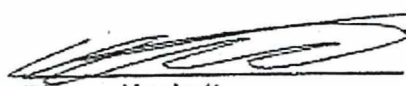
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- (b) the Board shall make the Business Plan available to the public by August 1st of the year in which it is prepared;
- (c) the Board shall invite members of the Municipal Council to participate in the consultation process for the development of the Business Plan;
- (d) the London Police Service Annual Report shall be provided to Municipal Council by July 1st.


Dated this 16TH day of AUGUST, 2000

Municipal Council of the City of
London:

per:


Dianne Haskett
Mayor

per:


~~Jeff Malpass~~ R.F. TOLMIE
DEPUTY City Clerk

The London Police Services
Board:

per:


A.J. Belecky
Chair

APPENDIX C: LONDON POLICE SERVICES BOARD POLICY

BOARD POLICY #: LPSB: 061

London Police Services Board Policy Title:	London Police Service Procedure: Protocol Between LPSB and City of London
Business Plan Communication Protocol	Approved: July 27, 2000

1. Policy:

It is the policy of the London Police Services Board that, the Board, in consultation with the Chief of Police, shall enter into a protocol with Municipal Council, for the communication, to Municipal Council, of the Business Plan and Annual Report. The protocol shall indicate that:

- a) the Business Plan is to be written every three years and provided to Municipal Council by July 1st of the year in which it is prepared;
- b) the Board shall make the Business Plan available to the public by August 1st of the year in which it is prepared;
- c) the Board shall invite members of the Municipal Council to participate in the consultation process for the development of the Business Plan; and
- d) the London Police Service Annual Report shall be provided to Municipal Council by July 1st.

The Chief of Police shall prepare a report to the Board, on an annual basis, as to the compliance of the London Police Service with the objectives and performance indicators contained within the Business Plan. This report shall be delivered to the Board by July 1st each year.

2. Reference(s):

- a) Adequacy Standards Guideline: **AI - 001**

Legislative/Regulatory Requirements

Policing Standards Manual (2000)

**Framework for
Business Planning**

February 2000

AI-001

Section 30(1) of the Adequacy Standards Regulation requires a police service board to prepare, at least once every three years, a business plan that addresses:

- the objectives, core business and functions of the police service, including how it will provide adequate and effective police services;
- quantitative and qualitative performance objectives and indicators relating to:
 - the police service's provision of community-based crime prevention initiatives, community patrol and criminal investigation services;
 - community satisfaction with police services;
 - emergency calls for service;
 - violent crime and clearance rates for violent crime;
 - property crime and clearance rates for property crime;
 - youth crime and clearance rates for youth crime;
 - police assistance to victims of crime and re-victimization rates; and
 - road safety;
- information technology;
- police facilities; and
- resource planning.

In addition, section 32(1) requires a board to enter into a protocol with municipal council that sets out the dates by which the business plan should be provided to municipal council, the responsibility for making it public, and if municipal council chooses, jointly determining and participating in the consultation processes for the development of the business plan.

Furthermore, section 32(2) requires a board to consult with its municipal council, school boards, community organizations and groups, businesses and members of the public during the development of the business plan.

Sample Board Policy

Board Policy # _____

It is the policy of the _____ Police Services Board with respect to business planning that:

- Consultation** 1. This Board, in partnership with the Chief of Police, will prepare a strategy for the development of the business plan, consistent with the requirements of the Adequacy Standards Regulation (including the protocol with municipal council), that will include consultation on:
- an environmental scan of the community that highlights crime, calls for service and public disorder trends within the community;
 - the results achieved by the police service in relation to the business plan currently in effect;
 - a summary of the workload assessments and service delivery evaluations undertaken during the existing business plan cycle;
 - the board's proposals with respect to the police service's objectives, core business and functions, and performance objectives and indicators for the eight functions set out in the Adequacy Standards Regulation; and
 - the estimated cost of delivering adequate and effective police services to meet the needs identified in the draft business plan.
- Performance Objectives** 2. This Board, in partnership with the Chief of Police, will consider when developing the performance objectives, factors such as:
- the police service's existing and/or previous performance, and estimated costs;
 - crime, calls for service and public disorder analysis and trends, and other social, demographic and economic factors that may impact on the community;
 - the type of performance objectives, indicators and results being used/achieved in other similar/comparable jurisdictions;
 - the availability of measurements for assessing the success in achieving the performance objectives; and
 - community expectations, derived from the consultation process, community satisfaction surveys, and victimization surveys.
3. The business plan will include the estimated cost projections for implementing the business plan for each year that the plan covers.
- Information Technology** 4. This Board, in partnership with the Chief of Police, will include in the business plan an information technology plan that:
- is based on an evaluation of the police service's information technology needs, including its capacity to electronically share information with other agencies, organizations and community groups;
 - requires the periodic review of key business processes, practices and related technology to identify possible changes that may reduce the administrative workload of front-line officers; and
 - addresses information technology acquisition, updating, replacement and training.

**Police
Facilities**

5. This Board, in partnership with the Chief of Police, will include in the business plan a police facilities plan that, at minimum, ensures that the police service maintains one or more police facilities that are accessible to the public during normal working hours, and that during all other hours public telecommunications access to a communications centre.
6. The Chief of Police should review and report back to the board, at least once every business cycle, on whether:
 - a) all police facilities:
 - i) meet or exceed provincial building and fire codes;
 - ii) have sufficient space for the efficient organization of offices and equipment;
 - iii) be adequately heated, ventilated, illuminated and, where appropriate and practical, air conditioned, when in use;
 - iv) have lockers, separate change area, if members are required to change at the workplace, and washroom facilities, and where appropriate and practical, shower facilities; and
 - v) have appropriate security measures and communications;
 - b) members of the police service have available:
 - i) appropriate and secure working, records and equipment storage space; and
 - ii) separate or private areas for interviewing purposes; and
 - c) the police service's lock-up facilities meet the following requirements:
 - i) the minimum cell size is 7' x 4'6" x 7' high;
 - ii) fire extinguishers are secure and readily available in the lock-up area, but out of reach of the person in custody;
 - iii) smoke and heat detectors are installed in the lock-up area;
 - iv) toilet facilities are provided in each lock-up;
 - v) no unsafe conditions exist, including means of attaching ligatures;
 - vi) first aid equipment, including airway devices for mouth to mouth resuscitation, are readily available;
 - vii) lock-ups are separate from public view;
 - viii) confidential interviews with legal counsel can be accommodated;
 - ix) a proper area for prisoner processing is provided;
 - x) cell keys are in a secure location and master or duplicate keys are readily available;
 - xi) the area where prisoners are processed and/or searched is well illuminated, secure and has no hazardous conditions present;
 - xii) compliant with the police service's policy and procedures with respect to communicable diseases; and
 - xiii) a means of constantly communicating with the main desk area and/or the communications centre is available.
7. Where it is determined that the police facilities do not meet the requirements in 4(a), (b) and (c), the Chief of Police should prepare a plan for the Board that sets out options and costs in order to meet the requirements.

**Resource
Planning**

8. The Chief of Police will:
 - a) implement a resource planning methodology that is either automated or manual, and which takes into account the business plan and existing demands for service; and
 - b) at least once every business cycle, undertake and report back on workload assessments and service delivery evaluations for the following areas:

- i) crime prevention;
- ii) law enforcement, including separate assessments and evaluations for the service's community patrol, communications and dispatch, crime analysis, criminal intelligence, criminal investigation and investigative supports functions;
- iii) providing assistance to victims;
- iv) public order maintenance; and
- v) emergency response services for the six functions identified in sections 21(1) and 22 of the Adequacy Standards Regulation.

Communication 9. This Board, in partnership with the Chief of Police, will establish a process, with municipal council if required, for the communication of the business plan to:

- a) members of the police service; and
- b) members of the public.

Police Service Guidelines

- Procedures** 1. Every police service's procedures should address:
- a) information technology and security, including electronic file management, security systems, software usage and auditing; and
 - b) police facilities management, including:
 - i) identifying an individual(s) who is responsible for the overall management of the police service's facilities;
 - ii) requiring the maintenance of an updated inventory of police facilities; and
 - iii) the appropriate use of police facilities, including facility security and maintenance.



LONDON POLICE SERVICES BOARD MINUTES OF THE PUBLIC MEETING

Thursday September 17, 2020
Commencing at 2:01 p.m.
Virtual Meeting, Webex

PRESENT:

J. Sukhera, Chair; S. Toth, Vice Chair; Board Members J. Helmer, J. Lang, E. Holder (2:55 – 4:29 pm), M. Cassidy and C. Wellenreiter; S. Williams, Chief of Police; T. McIntyre, Deputy Chief of Police, Operations; S. Betts, Deputy Chief of Police, Administration; P. Malone, Director of Legal Services; Superintendents B. Merrylees, C. Newton and B. Chantler; Inspectors T. Allen, B. Berg, B. Harvey, C. Churney; D. Price; Acting Inspector; R. Lovecky, Senior Director; J. Morgan, Director Information, Communication and Technology Branch; K. Darling, Director Financial Services; Dr. Khan, Psychologist; J. Atchison, Researcher/Planner/Analyst; R. Million, Detective Sergeant; S. Bough, Media Officer; K. Forbes, Communications Strategist; S. Antonissen, Administrative Assistant; D. Tilley, Ministry of Community Safety and Correctional Services (MCSCS) Zone Advisor; D. Carter, Superintendent, Community Paramedicine, Middlesex-London Paramedic Service; D. Gibson, Director, Mental Health Care, St Joseph's Health Care – London; L. Hassall, Director, Crisis and Short Term Intervention Services, Canadian Mental Health Association – Elgin Middlesex; J. Younger, Vice-President - Patient Care & Quality, St. Joseph's Health Care – London; J. Foster, Board Administrator; F. Ojo, Board Administrative Assistant; and members of the community and media.

1. Meeting called to order.

Chair Sukhera reminded attendees to stay on mute unless they are asked to speak. Also, this meeting will be posted to YouTube by end of the day tomorrow.

He provided the following updates:

- With the state of the COVID-19 pandemic, vigilance is still required - masks distancing, working together and looking out for each other. He gave special recognition to health care workers, and particularly teachers as students go back to school. He said he sees the work they are doing.
- The hope is for in-person meetings to be resumed as soon as possible, however given the current state of the COVID-19 pandemic, there will be a continuation of virtual LPSB meetings for the foreseeable future.

- Chair welcomed the Board’s newest member, Christine Wellenreiter, a provincial appointee who joined the Board July, 2020. Ms. Wellenreiter is Vice President, Marketing and Communications for GLC Asset Management, and brings a considerable amount of experience and knowledge to the Board. Chair said the Board is very excited to have her join us as we bring the Board to a full complement of 7 members.
- Constable Evan Harrison, LPS Community Services Unit, received the Police Services Hero of the Year Award from the Police Association of Ontario. Constable Harrison was nominated by community members in the London area for his positive impact as a School Resource Officer and his volunteer work with children and youth in the London community, notably at The Children’s Hospital and as a non-parent coach in a local minor hockey league. Congratulations and thank you, Constable Harrison!

2. Disclosure of Interest - None

3. Introduction of Addendum Items and New Business - None

4. Minutes of the June 18, 2020 Public LPSB meeting

MOVED BY: J. Lang
Seconded by: J. Helmer

“That the minutes of the June 18, 2020 Public Board meeting be adopted as presented.”

CARRIED

Ms. Wellenreiter abstained from this vote as she was not present for the June meeting.

5. Mid-Year Update on Diversity, Equity and Inclusion Plan

Deputy Chief Betts said the Plan was introduced in January, 2020, then rebranded to include not just diversity but also equity and inclusion. It is intended to be nimble and is a journey, not a destination. LPS’s overarching goal is to be an inclusive place of employment, and this will be achieved by focussing on equity and embracing diversity. LPS continues to work on building relationships, improving our capacity and enhancing our ability to connect with our entire community and serve all citizens.

There has been difficulty achieving some of the plan's goals due to COVID-19. He shared some of the statistics and goals presented in the report. He said we are "together inclusive" at LPS – representative of sworn and civilian members, members of colour and caucasian.

Vice Chair Toth thanked Deputy Chief Betts for bringing this report back to the Board today. She said that diversity, equity and inclusion are things that need to be dealt with and committed to regularly, consistently, on a daily basis and having this mid-year report ensures the public is keeping us accountable to the goals and action steps. She feels Dr. Manocchi is an excellent choice to provide the training.

Vice Chair Toth presented the following ideas and questions for Deputy Chief Betts:

- Having diverse members attending community events, but also having non-diverse members attend so it is not just seen as one unit doing work on diversity;
- Reverse mentorship relationships;
- Are we looking at evidenced based best practices for increasing diversity?
- Not just focus on recruitment but also track and ensure retention of diverse members.

Deputy Chief Betts responded:

- It may appear as though only diverse members are attending these events however that is not the actual deployment. LPS's Diversity Unit is typically the point of contact with diverse communities, then LPS engages all members in those events;
- Excellent point regarding the reverse mentorships;
- The mentorship envisioned in the Plan was intended to speak to the issue of retention;
- LPS continues to enhance use of evidenced-based practices. Presently in the policing field there isn't a large volume of this work available. The Canadian Association of Chiefs of Police Equity Diversity and Inclusivity Committee however has become a standing committee, and Deputy Chief Betts sees this as an important step in helping to gather evidenced-based best practices.

Deputy Mayor Helmer said he appreciates the report and the progress over the years is evident. He asked about equal representation on selection panels, as it is not possible to have diverse members on all panels as there are too many panels and not always enough diverse representatives. Deputy Chief Betts advised of the good progress related to gender representation on the panels, but said that LPS still struggles with having members with diverse backgrounds on all panels due to the lack of diverse candidates at the senior officer level. Though as the Chief said, LPS can access diverse members from other police agencies for panel representation. He said LPS cannot lean on the same people all of the time.

MOVED BY: J. Lang
Seconded by: S. Toth

“That the Board receive the Mid-Year Update on Diversity, Equity and Inclusion Plan report for informational purposes.”

CARRIED

6. Proposal to Extend the London Police Service Business Plan

Deputy Chief Betts said time is at issue with LPS’s Business Plan as COVID-19 has caused so much work to be delayed and the second wave of the pandemic is starting. It’s the engagement piece that has been primarily been shut down, community availability has been adversely impacted by mandated distancing, making consultation severely restricted, if not impossible. There is no reliable data to identify when this will change and life will return to a semblance of “business as usual”.

Deputy Chief Betts noted that Zone 6 Advisor, Mr. Tilley, was consulted and advised that this request will not put the Board in conflict with Ministry guidelines. LPS has queried their policing counterparts, and some have already extended their business plans and some are in the process of doing so. Administration recommends Option C: to align with the City of London’s four-year multi-year Budget Process as a permanent Business Plan Model, which holds many benefits to the City, taxpayer, and police. There will be unavoidable costs such as contracting an independent agency to conduct a community survey and LPS will look to absorb those costs in future budget years. He added that it would be advantageous to have a Board member be part of the business planning team as the new Plan is shaped.

Deputy Mayor Helmer asked what the timeline is for realigning the business planning process. How are we doing with respect to the key objectives and how has the pandemic directly impacted meeting the key objectives? He is concerned about taking it over a long period if we are out of things to do. Deputy Chief Betts said the pandemic has impacted the completion of some objectives and the extension of time will allow us to meet them, but will absolutely not leave us in a position with nothing to do. For example diversity, equity and inclusion, a forward momentum piece, is part of the plan and is a journey which will never end.

Chief Williams said there is considerable benefit to synchronizing the Business Plan (now 3 years) with the Budget (now 4 years). Whatever the priorities are each cycle, we can actually monetize them over the course of 4 years. Now they are staggered, which makes budgeting especially challenging and this lack of alignment doesn’t make sense.

Mr. Lang noted the thoroughness of the staff report. He said it makes a lot of sense to choose Option C, that alignment of the budget and business planning process makes sense for the City and for LPS, particularly with the LPS budget as the largest single expense line in the City budget. He added that Option C also provides more leeway to respond to a second wave of the pandemic should that occur. He supports staff’s well thought out recommendation of Option C.

Deputy Mayor Helmer asked Deputy Chief Betts to walk him through the options again, specifically, when does the initial work get underway. Deputy Chief Betts asked Ms. Joan Atchison to respond. She advised that in Option C, the new plan would come into effect 2024, approved by Council June, 2023, with the consultation process beginning the fall of 2022. It would not be to say LPS wouldn't be doing ongoing pulse checks with cross-sectoral committees or using other best practices in the meantime. Mr. Lang noted with Option C, some policies would need to be amended, most notably LPSB Policy #61, to which Deputy Chief Betts said it is not an issue to amend these policies downstream from this decision.

Ms. Atchison pointed out that Ottawa's business plan extension was approved at their May, 2020 public meeting, and the minutes are on their website, so London would not be the first to undergo this process.

Deputy Mayor Helmer asked for confirmation if the plan is to move the business planning process to 4 years, not only during the pandemic, but moving forward and does the Ministry approve this. Deputy Chief Betts advised yes. Deputy Mayor Helmer said he generally likes this idea, and when the City's multi-year budget cycle was established, the last year of the budget cycle was the first year of the new Council term. This was deliberate - one year for anyone who was new to Council to deal with the last year of an established budget, and in their second year, they can make their changes for the 4 years following. If we start consultations to span the election year, he wonders if that is a good idea.

Deputy Chief Betts thanked Deputy Mayor Helmer for a valid point and noted again the advantage to having a Board member as part of the business planning team to help LPS to remain alive to such challenges. Ms. Atchison said this would be very doable and that Board direction around best practices will be a valuable addition to the process.

Councillor Cassidy raised an issue related to the regulatory requirements, specifically issues related to the leeway by the province being pandemic-related. She wondered if we would need to go back for Ministry approval every 4 years to amend the timeline.

MOVED BY: J. Lang
Seconded by: C. Wellenreiter

“That the Board receives the Proposal to Extend the London Police Service Business Plan report and approves Option C as presented: Mirror the City of London’s four-year multi-year Budget Process as a permanent Business Plan Model.”

CARRIED

Voted against: Deputy Mayor Helmer and Vice Chair Toth.

Deputy Mayor Helmer said he is not prepared to support it as he thinks a one year delay is reasonable but it is not reasonable to extend it generally. He would like to revisit this matter in January, 2021.

Vice Chair Toth said it is absolutely critical we stay involved in this process as a Board. At the core of what we do is being involved in the community and supporting public participation.

7. Quarterly Statistics - Crime Stoppers and Pursuits

Deputy Chief McIntyre said there are no notable trends in this report and she pointed out the definitions page to make the report more user friendly.

MOVED BY: S. Toth
Seconded by: M. Cassidy

“That the Board receives the Quarterly Reports related to Crime Stoppers and Pursuits statistics for informational purposes.”

CARRIED

8. Quarterly Statistics - Complaints Against Police

Vice Chair Toth said she is of mixed view when she sees the numbers in this report. We want to see less complaints as hopefully that means there are less issues, however more complaints often reflect a more “open” process. She asked about trends. Deputy Chief McIntyre noted the 5-year trends. On a year over year level they don’t change a great deal and she prefers “year at a glance” for their statistical value. She highlighted an example - the total number of allegations on the top of the 2nd page (Office of the Independent Police Review Directorate or Chief’s Complaints). For 2019 there were 50 at this date, for 2020 year to date there are 108. This is a large jump and requires explanation. She suggested that often OIPRD complaints are transferred to LPS’s Professional Standards Branch (PSB) and they look in depth at the complaint and pursue it out to establish how many allegations are actually imbedded in that single complaint. Investigators separate out the various complaints within the complaint in the most frank and transparent way.

Deputy Chief McIntyre advised that complaints have also been slightly higher during COVID-19 and there seems to be more willingness to report incidences online as opposed to in-person. LPS encourages people to report and people are now generally more aware of the proper process for reporting misconduct of police. She sees the increase as a positive and thanked Vice Chair Toth for the great question.

Chair Sukhera reminded the public that we received a presentation related to public complaints last year which can be found on the Board page of www.londonpolice.ca.

Chief Williams reminded of the June meeting where the Board directed Administration to consider how they could be more transparent in relation to the complaints and discipline systems. He said this report sets out our activities in this area and the revised report is much more comprehensive than the former. The police complaints system is very complex and will become more so with the new legislation. When the time is right he said Administration will provide an updated presentation to the Board.

Mayor Holder joined the meeting at 2:55 p.m.

MOVED BY: J. Helmer
Seconded by: J. Lang

“That the Board receives the Quarterly Report related to Complaints Against Police for informational purposes.”

CARRIED

9. LPS Operating Budget Status at August 31, 2020

Deputy Chief Betts said this new report is intended to provide the Board insight into LPS’s current financial status and will become a regular report to the Board. There is a current variance of approximately \$81,000, a very small amount in the context of the size of the LPS budget. Given the known and unknown risks due to COVID-19 it is likely there will be further variances resulting from a possible second wave of the pandemic.

LPS has implemented a number of cost saving measures as a result of financial pressures related to COVID-19, including not sending recruits to the Ontario Police College for the September intake, which Deputy Chief Betts described as a 13-15 month implication that will be felt for 30 years, and which LPS will not catch up on. He said this also creates logjams for moving personal within the organization. In this example, LPS lost a diverse candidate to another police service who was hiring, a candidate LPS was interested in hiring.

LPS’s “safety net” is the unfunded liability reserve of \$8.5 million. LPS hasn’t sought any increase to the 2021 operating budget although labour costs have increased which accounts for 97% of LPS’s net budget, 90% of the gross budget once revenue and grants are factored in. Revenue and grants, however, are quite uncertain. LPS is the second lowest cost to taxpayers with the second lowest number of police officers per 100,000 people – the “cop to pop” ratio compared to other single tier police services. Currently the lowest cop to pop ratio is the Ottawa Police Service which recently committed to adding 100 officers to their baseline in 2020. LPS sought and was approved to hire 5 officers. London has the third highest crime rate – 6,500

reported crimes per 100,000 population (2,500 more than the provincial average and 1,100 more than the national average). London's violent crime rate is lower than the national average but slightly higher than the provincial average. He asked: how do we manage and overcome this challenge? It is with overtime, which has significant financial implications and impacts on the wellness of members. The biggest cost to the organization is the wellness of members. Currently an average of 80 members are on accommodation or are off work completely, approximately 10% of the workforce, many of whom will never return to active duty. In today's environment it's important to restate the facts that go beyond the headlines - the numbers and the story behind the reality of policing in London. He feels it's important to make the Board aware of this so they know where the budget goes and how we got to where we are today.

Deputy Mayor Helmer said the mid-year report is good practice and he supports submitting the operating and capital budgets for 2021 at the rates we've submitted for 2020. He feels it is wise to hold the line on the budget. He is concerned to see the negative lines around other revenue, uncertainty around provincial funding, specifically related to the court system funding.

Deputy Chief Betts estimates conservatively that LPS will lose some provincial funding for the prisoner care transportation, as LPS did not fulfill the job required to stay eligible for that funding as outlined in the grant, although they were performing work. Assuming there will be no change puts LPS in a more precarious position. Director Darling said the court security prisoner transportation grant is slightly over \$3 million for 2020, the contract for which expires December 31, 2020. She is unsure of the implications for 2021.

Vice Chair Toth said the use of overtime for regular work concerns her, which she knows leads to burnout impacting member mental health. She called these extraordinary times and tough decisions. One such tough decision was the temporary deferral of 3 positions at the June meeting and she is all the more appreciative to know that it was only a temporary deferral and the positions will be brought on in 2021, to ensure we are taking care of our first responders.

MOVED BY: M. Cassidy
Seconded by: C. Wellenreiter

“That the London Police Services Board:

- 1. Approves the following Net Operating Budget amounts, with the understanding that a similar review will be undertaken in each subsequent year for 2022 and 2023, Annual Budget Update for Council's considerations:**

2021	\$118,072,536
2022	\$121,322,506
2023	\$123,247,289; and

2. Approves Capital Budget forecasts for 2030 in the amount of \$4,743,973.

CARRIED

10. Board Committees

Chair Sukhera reminded that all Board policies are available on www.londonpolice.ca. He requested chairs and nominees for the Board's two new committees: Finance and Administration Committee and Governance Committee.

Mayor Holder said Deputy Mayor Helmer has done a tremendous job to date on the Finance and Administration Committee and he knows that Mr. Lang has a tremendous interest in this committee, and though he hasn't pre-discussed this with either of them, he feels that either would be exceptionally able to take on this role.

Deputy Mayor Helmer said he is happy to continue chairing this Committee however it is good to have many people take on these roles and Mr. Lang is welcomed to it, it is a large time commitment, the collective agreement process in particular. Mr. Lang said he is happy to sit on this Committee and chair the first round. He is new on the Board however is happy to take on the challenge. Ms. Wellenreiter said she is happy to participate on this Committee though is too new to chair with just 2 months of Board membership to date.

Mayor Holder suggested those remaining will form the Governance Committee – Mayor Holder, Vice Chair Toth and Councillor Cassidy. Councillor Cassidy nominated Vice Chair Toth to the chair role of this Committee.

MOVED BY: E. Holder
Seconded by: S. Toth

“That the Board’s Finance and Administration Committee membership consists of Jeff Lang (Chair), Jesse Helmer, Christine Wellenreiter and Javeed Sukhera.”

CARRIED

MOVED BY: M. Cassidy
Seconded by: E. Holder

“That the Board Governance Committee membership consists of Susan Toth (Chair), Ed Holder, Maureen Cassidy and Javeed Sukhera.”

CARRIED

11. Access to the COVID-19 Portal

Deputy Chief Betts provided the following in related to the status of LPS's use of the Ministry's COVID-19 Portal.

- Database access was provided only to 48 LPS Communications Operators. It was mandated by the Ministry of the Solicitor General's Office that only employees directly involved in the receiving of calls for service and dispatching officers were to have access to the Portal. Portal access was not provided to LPS officers or any other members of the organization.
- The Portal was made available by the Ministry of the Solicitor General April 13, 2020; however, LPS first accessed it April 23, 2020 following one week of clarifying roles, ensuring technical connection and training users for its use.
- LPS Administration is confident that database access was limited to authorized users, the 48 Communications Operators, as the Ministry provided individual secure access to those members only. A two-factor authentication is required to access any LPS computer and that restriction includes access to the Portal.
- LPS's procedure was created to assist the organization in providing the best available information to responding frontline officers in the face of the COVID-19 pandemic.
- Database inquiries were conducted for calls for service between April 23 and July 3, 2020. One call for service could result in more than one query to the database, and in many instances this was likely the case.
- Portal access was discontinued July 3, 2020 under the direction of LPS Chief, Steve Williams. The database was not accessed by LPS as of July 4, 2020.
- The Portal was later decommissioned by the Ministry of the Solicitor General.
- A total of 10,475 queries were made to the database by LPS between April 23 and July 3, 2020. To add important context to what has been referred to as higher than average use, London is the 6th largest municipality in Ontario and among the top 10 largest police services in the province with a higher call volume than many other police services. The queries correspond to the number of calls for service.
- 16 positive test results were returned during the time LPS used the Portal. In these 16 cases, data included the individual's name, address, date of birth and their positive COVID-19 test. In cases where the name queried did not involve an individual who had tested positive, a response of "there are no items to show in this view of the MOH Table list" was returned to the Communications Operator.
- Data was stored in the secure Computer Aided Dispatch (CAD) system.
- On September 11, 2020, all 16 records accessed by LPS were purged from the CAD system.
- The vendor of the CAD system, utilized by the LPS, provided instruction on how to search for, identify and permanently delete the records from that system. This

process was undertaken by staff in LPS's Information and Technology Branch and post checks confirmed the information no longer exists.

- Following the September 17, 2020 Board meeting, LPS Administration responded to the Information and Privacy Commission (IPC)'s related questions posed to them.
- The remaining issue are the queries deemed potentially inappropriate by the Ministry of Solicitor General's office, six of which have been identified in London. The investigations into these incidents are ongoing. The IPC has advised that they are contemplating the process for addressing possible breaches, and to date, LPS hasn't yet received IPC direction. It should be noted however, upon initial review of the six cases of potentially inappropriate use of the database, it was found that the Communications Operators were initially receiving no data when completing queries based upon calls for service, and were unsure if it was because the Portal was "down" or not functioning. It appears that Operators extended their search as a means of testing the Portal's functionality. Due to the newness of this process and the inherent complexities of the Portal, which was launched by the Ministry of the Solicitor General in a time sensitive response to COVID-19, staff were concerned they were not receiving any information from the database with which to adequately inform and safeguard their front-line colleagues.

MOVED BY: S. Toth
Seconded by: E. Holder

"That the Board receive from Deputy Chief Betts the verbal report related to LPS's use of the Ministry's COVID-19 Portal."

CARRIED

Chair noted the concerns about the Portal raised by the Board earlier this year and the letter received in August from the Canadian Civil Liberties Association, Black Legal Action Centre, HIV/AIDS Legal Clinic Ontario and Aboriginal Legal Services.

MOVED BY: S. Toth
Seconded by: J. Helmer

"That the Board respond to the Canadian Civil Liberties Association, Black Legal Action Centre, HIV/AIDS Legal Clinic Ontario and Aboriginal Legal Services based upon today's information pertaining to LPS's use of the Ministry's COVID-19 Portal."

CARRIED

12. Divisional Presentation – London Crisis Outreach and Support Team (COAST)

Deputy Chief Betts introduced the presentation related to London Crisis Outreach and Support Team (COAST) and Superintendent Bill Chantler, LPS's champion for mental health, to present.

The following community partners attended as co-presenters:

- Jodi Younger, VP - Patient Care & Quality, St Joseph's Health Care – London
- Deb Gibson, Director, Mental Health Care, St Joseph's Health Care – London
- Lori Hassall, Director, Crisis & Short Term Intervention Services, Canadian Mental Health Association – Elgin Middlesex
- Dustin Carter, Superintendent, Community Paramedicine, Middlesex-London Paramedic Service

Also attending in support of this initiative were Inspector Chris Churney and Staff Sergeant Ryan Million.

Superintendent Chantler said London COAST falls within the constellation of approaches, strategies, programs and policies of all partner agencies in relation to supporting and responding to individuals living with serious mental illness and/or experiencing a mental health crisis. It is an addition and enhancement to the LPS collaborative community crisis response strategy. COAST will be a collaboration between St Joseph's Health Care, London, the Canadian Mental Health Association, Elgin-Middlesex, the Middlesex-London Paramedic Service and the London Police Service. It will be an entity of the community, with governance and oversight from a committee comprised of representatives from each partnering agency and including community members with lived experience. Implementation of London COAST is in accordance with the Ontario Community Safety and Wellbeing Framework as implemented by Ministry of Solicitor General in December, 2018, the LPS 2019 – 2021 Business Plan, the Community Wellbeing Strategic Priority, and the Ontario Police/Hospital Transition of Care Framework which was endorsed and implemented by the Minister of Health and the Solicitor General May, 2019. COAST will be comprised of members from each of the partner agencies, with the initial staffing model having 4 LPS officers and 3 health care professionals, one each from St Joseph's Health Care, London, the Canadian Mental Health Association, Elgin-Middlesex and the Middlesex-London Paramedic Service. The COAST concept originated in Vancouver, British Columbia, and Hamilton Ontario was the first location in Ontario to implement. London COAST is set to launch January, 2021, with an independent review to be conducted January, 2022.

Ms. Younger provided background regarding her involvement and leadership of COAST as a co-responder model and the rich relationship the LPS has with local police/health care partnerships. She said this is a very validated and referenced model, and is certainly not new. The opportunity for innovation is great, and the team looks to how they can define the model to provide the most effective response to the

community, specifically, what does a mental health lead look like when co-partnering with police in the interest of finding the strongest model of care. Additional program benefits include diffusion of skillsets from the health professionals to officers as more officers have the opportunity to participate in this work and become up-skilled, and a reduction of stigma of mental illness for police officers who may suffer through the course of their careers due to events they have experienced on the job.

Chair Sukhera and Deputy Mayor Helmer thanked Superintendent Chantler and Ms. Younger for the detailed presentation. Deputy Mayor Helmer asked for day to day examples and workflow of the program versus the Mobile Response Team work. Superintendent Chantler advised that police officers will be assigned fulltime to COAST and will work daily with their health care partner, on outreach work and the lower risk calls for service, such as “welfare checks”. Higher risk calls (threat of violence or self-harm, weapons etc.) would have an officer as the first response with COAST support.

Ms. Hassall said that COAST allows greater access to supports for police mental health calls, as a dedicated team to better support individuals in need.

Superintendent Chantler circled back to Deputy Mayor Helmer’s earlier question: That the COAST workers’ role is not law enforcement, but rather is to support health care work (safety and apprehensions when apprehensions necessary). There will be no arrests, no charges, officers will be in plain clothes and will drive unmarked cars. Deputy Mayor Helmer said this context is helpful.

Councillor Cassidy asked the hours of the team. Superintendent Chantler said the draft schedule is 7 days per week, Monday and Tuesday 9 am – 5 pm, Wednesday to Friday 9 am – 4 am and Saturday and Sunday 6 pm to 4 am. This schedule is still draft based on what they know now. To have 24 hour coverage, 3 more teams would be needed, though the team doesn’t believe 24 hours is necessary as from 2 am until 9 to 10 am, there is typically not a lot of work for COAST. The busiest time is 11 am to 1 am as calls come in clusters of time and in different city areas. Further discussions regarding scheduling will occur are needed, as the initiative unfolds.

Councillor Cassidy said that the officers will not be in uniform, and they’ll be in unmarked cars, however will they still be armed and in Kevlar vests. Superintendent Chantler responded yes, officers will be fully armed, as they are still police officers and this is mandated by the Police Services Act. Health partners will be supplied with Kevlar vests, and both the officers’ and health professionals’ gear will display COAST, not LPS.

13. Re-allocation of Operating Budget Funds to Crisis Outreach and Support Team (COAST) Partnership

Chief Williams thanked Superintendent Chantler and team. This is a very important and timely proposal given the 3600 health crisis calls attended to annually and 700 -

800 apprehensions per year. It is good for those who suffer, good for the police service and good for the taxpayer. A key advantage is the proactive, preventative, de-escalation piece in a multi-agency approach, so LPS doesn't receive the same volume of 911 calls. His memo sets out how London COAST can be accomplished and funded for 2021-2023 through existing funds and beyond 2021-2023, LPS will evaluate, study the metrics, and decide whether expansion or adjustment are needed.

Chair Sukhera gave the chair to Vice Chair Toth to share his wholehearted support for this proposal, specifically the proactive and preventative benefits, working together across affiliation, its evidence-base and therapeutic focus, which many in our community have been calling for. He said the sole solution is not policing and we have to look everywhere for solutions. The proposal is excellent work, he congratulated LPS leadership and community partners, though added that much more needs to be done and will continue to need to be done. He took the chair role back.

Councillor Cassidy expressed her gratitude and support for this program. She said the mental health response portfolio has fallen to police in the absence of other response and support. She would like to move the Chief's recommendation.

Deputy Mayor Helmer expressed interest in the budgetary impact of the initiative, noting he is pleased the Chief has been able to reallocate funds to the positions. He asked if there is anything the Board can do to advocate for funding, for example from the province, for the partner agencies. Ms. Gibson responded that existing operational dollars will be used for the pilot year, and for beyond that, to continue and/or grow the program, she and Ms. Hassall have met with the Ministry of Health to discuss funding for the next year. Ms. Hassall said that the Ministry of Health is very interested in this project, which is encouraging to the team. She said the parties are committed to searching out sustainable funding.

Ms. Younger said that during a time of significant health care reform, the Centre of Excellence for Mental Health and Addictions for Ontario and COAST are perfectly aligned in one of their key priority areas. While she said you can never count on anything 100%, she believes it bodes well that the team's proof of concept will demonstrate value, all parties have contributed financially and it aligns strategically with the Ministry's goals and plans She said she is optimistic that support will be received for the next fiscal year.

Mr. Carter said that Middlesex-London Paramedic Service fully supports improved mental health care and is committed to the planning of the COAST program. The Middlesex-London Paramedic Service senior leadership team and its authority board have not been fully briefed on the details of COAST and any associated funding requests, therefore any formal funding requests would need to be tabled before them. At present, he said, there is no formal funding commitment from Middlesex-London Paramedic Service.

Mr. Lang stated that due to the community collaboration structure, he believes there will be many funding opportunities going forward. He congratulated the LPS team, particularly Superintendent Chantler, who he said has done an amazing job spearheading mental health initiatives for many years and he will support this initiative wholeheartedly.

MOVED BY: M. Cassidy
Seconded by: J. Helmer

“That the Board approves an increase in Authorized Complement of 4 FTEs for the purpose of establishing a dedicated Crisis Outreach and Support Team in partnership with the Canadian Mental Health Association Elgin-Middlesex and St. Joseph’s Health Care London, Assertive Community Treatment (ACT) Team, and other appropriate community agencies, recognizing that operating budget funds will be re-allocated from the lease of a second facility and no further budget increases will be required 2021 – 2023 in relation to this initiative.”

CARRIED

14. Follow-up to July 16, 2020 Anti-Racism Retreat

Chair Sukhera provided an update on the work of the Board related to anti-racism and the culture of policing.

- Proposal approved at June 18th Board meeting to address anti-racism.
- Board retreat July 16th with focus on anti-racism and training.
- The Board has decided to move forward on robust public consultation including a community survey and advisory committee formation with the following focuses:
 - o Anti-racism
 - o Mental health
- It is intended the advisory committees will include people with lived and living experience, individuals who are content matter experts and academics, and diverse representation from within policing.
- Terms of reference and survey are online for review and feedback, with the survey to close September 30th.
- There has been an amazing level of response, over 700 so far and responses will inform the Board moving forward.
- The Board is doing this work because it matters, and we continue to welcome feedback. It’s about diligence and humility as opposed to being reactive or checking boxes.

Chief Williams said LPS is committed to fully integrate into these committees and continue to build relationships within the various communities within our larger community. He said two-way communication channels are crucial to building trust, confidence and understanding, and translate into many training, awareness and

education opportunities for all, from the newest employee right up to himself. He said LPS looks forward to the opportunities this process will bring.

15. New Business

MOVED BY: E. Holder
Seconded by: J. Helmer

“That the Board add a new business item related to a Special Investigations Unit report.”

CARRIED

DC McIntyre shared information about a police occurrence for which the Special Investigations Unit (S.I.U.) became involved. LPS completes their own parallel investigation following the completion of an S.I.U. investigation. She provided a summary of the incident. The accused who attended the hospital on another matter was wanted on outstanding warrants. The officer approached the male to advise he was under arrest, and the male tried to flee. The officer used what is called the “grounding technique” to try to physically control his movement. This technique essentially moves the individual to the ground. Through this process, the individual sustained an injury to his face which met S.I.U.’s defined injury criteria and S.I.U. charged the officer with one count of assault causing bodily harm. The case went through the courts which acquitted the officer, with the judge writing in his decision that the takedown was “near textbook” based on all testimonies provided. All S.I.U. decisions are posted on their website, this is not new. LPS’s Professional Standards Branch completed the parallel investigation and the officer was cleared of any wrong doing in this matter through S.I.U. and LPS. Deputy Chief McIntyre thanked the Board for the opportunity to explain the process and technique used in this arrest.

16. Date of Next Meeting: Thursday October 15, 2020

17. Adjournment

MOVED BY: J. Lang
Seconded by: C. Wellenreiter

“That the Board adjourn the Public meeting.”

CARRIED

Chair Sukhera reminded viewers that the Board welcomes comments, questions and feedback, and the community knows how to reach us.

Adjourned: 4:29 pm

Dr. Javeed Sukhera, Chair
London Police Services Board
Approved and signed October 15, 2020