

# Strategic Priorities and Policy Committee

## Report

7th Meeting of the Strategic Priorities and Policy Committee  
April 6, 2021

**PRESENT:** 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. Pelozza, A. Kayabaga, S. Hillier

**ALSO PRESENT:** M. Ribera, K. Van Lammeren, B. Westlake-Power

Remote Attendance: L. Livingstone, A. Barbon, G. Barrett, B. Card, K. Dickins, G. Kotsifas, J.P. McGonigle, J. Raycroft, C. Saunders, K. Scherr, M. Schulthess, C. Smith, S. Stafford, A. Thompson, R. Wilcox

The meeting is called to order at 4:00 PM; it being noted that the following Members were in remote attendance: Councillors M. van Holst, M. Salih, J. Helmer, M. Cassidy, A. Hopkins, P. Van Meerbergen, S. Turner, E. Pelozza, A. Kayabaga and S. Hillier

### 1. Disclosures of Pecuniary Interest

Councillor S. Turner discloses a pecuniary interest in item 4.3, having to do with a request for research on the effects of public health restrictions in London during the COVID emergency, by indicating that he is an employee of the Middlesex London Health Unit.

### 2. Consent

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

That Items 2.2 and 2.3 BE APPROVED.

Yeas: (14): Mayor E. Holder, M. van Holst, S. Lewis, M. Salih, J. Helmer, M. Cassidy, P. Squire, J. Morgan, S. Lehman, P. Van Meerbergen, S. Turner, E. Pelozza, A. Kayabaga, and S. Hillier

Absent: (1): A. Hopkins

**Motion Passed (14 to 0)**

#### 2.2 London Community Recovery Network – Current Status and Next Steps

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

That, on the recommendation of the City Manager, the following actions be taken regarding the London Community Recovery Network (LCRN):

a) the approach to develop a community recovery framework through the continued efforts of the London Community Recovery Network BE ENDORSED;

b) the Civic Administration INVITE community partners to bring forward business cases relating to Ideas for Action identified in the January 12, 2021 meeting of City Council that seek funding from the City of London to the May 18, 2021 Strategic Priorities and Policy Committee for decision;

and,

c) the staff report titled London Community Recovery Network – Current Status and Next Steps BE RECEIVED.

**Motion Passed**

2.3 London and Middlesex Community Housing Inc. Meeting of the Shareholder - Resolutions Regarding Board Composition

Moved by: S. Lewis

Seconded by: P. Squire

That, on the recommendation of the City Manager, the following actions be taken with respect to London & Middlesex Community Housing Inc.:

a) the “Terms of Reference Board of Directors London & Middlesex Community Housing Inc.” as appended to the staff report dated April 6, 2021 as Appendix “A”, BE ADOPTED;

b) the proposed by-law as appended to the staff report dated April 6, 2021 as Appendix “B” being “A by-law to ratify and confirm the Special Resolution to the Shareholder of London & Middlesex Community Housing Inc. to provide for a new Board composition”, BE INTRODUCED at the Municipal Council Meeting to be held on April 13, 2021;

c) the proposed “Recruitment Process for Director Appointments”, as appended to the staff report dated April 6, 2021 as Appendix “C”, BE ADOPTED; and,

d) two (2) members of the Interim Board of Directors BE APPOINTED as Directors for a period not to exceed one year to provide for support for board and organizational continuity, stability, and knowledge transfer.

**Motion Passed**

2.1 London Small Business Centre – Board Governance Structure Updates

Moved by: M. van Holst

Seconded by: S. Lewis

That, on the recommendation of the Director, City Planning and City Planner, and as requested by the Small Business Centre, Councillors S. Hillier and P. Van Meerbergen BE APPOINTED to the Small Business Centre for a special meeting (date to be determined) to undertake the actions required to amend the governance structure of the Small Business Centre; it being noted that the actions required are described in the correspondence from the Small Business Centre as appended to the staff report as Appendix "A".

Yeas: (15): Mayor E. Holder, 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. Pelozza, A. Kayabaga, and S. Hillier

**Motion Passed (15 to 0)**

**3. Scheduled Items**

None.

#### 4. Items for Direction

##### 4.1 Nomination of a New Budget Chair

Moved by: Mayor E. Holder  
Seconded by: M. Cassidy

That Councillor E. Pelozo BE APPOINTED as the Council lead for the Budget process, acting as Budget Chair with duties including coordination of all Budget activities with the Civic Administration and the Chairing of the Strategic Priorities and Policy Committee meetings where discussion and consideration of the Budget takes place.

Yeas: (15): Mayor E. Holder, 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. Pelozo, A. Kayabaga, and S. Hillier

**Motion Passed (15 to 0)**

##### 4.2 Kettle Creek Conservation Authority Membership

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

That the current membership of the Kettle Creek Conservation Authority allocating one (1) member each to the Municipality of Central Elgin, the Municipality of Middlesex Centre, the Municipality of Thames Centre, the Township of Malahide, and the Township of Southwold; and two (2) members to the City of St. Thomas and three (3) members to the City of London be maintained; and further the membership of the Kettle Creek Conservation Authority be re-evaluated based on population data available prior to member appointments following the municipal elections in 2022.

Yeas: (15): Mayor E. Holder, 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. Pelozo, A. Kayabaga, and S. Hillier

**Motion Passed (15 to 0)**

##### 4.3 Request for Research on the Effects of Public Health Restrictions in London

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

That the communication dated March 29, 2021 from Councillor M. van Holst with respect to a request for research related to the effects of COVID on the local citizens and economy, BE RECEIVED.

Yeas: (14): Mayor E. Holder, M. van Holst, S. Lewis, M. Salih, J. Helmer, M. Cassidy, P. Squire, J. Morgan, S. Lehman, A. Hopkins, P. Van Meerbergen, E. Pelozo, A. Kayabaga, and S. Hillier

Recuse: (1): S. Turner

**Motion Passed (14 to 0)**

##### 4.4 Operation of City Council

Moved by: M. van Holst  
Seconded by: S. Lewis

That the Governance Working Group BE DIRECTED to consider, in consultation with the Civic Administration, how the operations of council may be changed to potentially realize efficiencies in line with the corporate reorganization, while better serving London, including but not limited to: hours of council and standing committee meetings, standing committee structure, expense accounts, and support staff; it being noted that all Members of Council are encouraged to submit ideas for consideration.

Yeas: (12): Mayor E. Holder, M. van Holst, S. Lewis, M. Salih, J. Helmer, M. Cassidy, P. Squire, J. Morgan, S. Lehman, E. Pelosa, A. Kayabaga, and S. Hillier

Nays: (3): A. Hopkins, P. Van Meerbergen, and S. Turner

**Motion Passed (12 to 3)**

**5. Deferred Matters/Additional Business**

None.

**6. Adjournment**

Moved by: P. Van Meerbergen

Seconded by: P. Squire

That the meeting Adjourn.

**Motion Passed**

The meeting adjourned at 5:26 PM.

## Report to Strategic Priorities and Policy Committee

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

**From:** Gregg Barrett, Director City Planning and City Planner,  
Development & Compliance Services

**Subject:** London Small Business Centre – Board Governance  
Structure Updates

**Date:** April 6<sup>th</sup>, 2021

## Recommendation

That, on the recommendation of the Director, City Planning and City Planner, and as requested by the Small Business Centre, Municipal Council **APPOINT** 2 (two) representatives to the Small Business Centre for a special meeting (date to be determined) to undertake the actions required to amend the governance structure of the Small Business Centre, it being noted that the actions required are described in the correspondence from the Small Business Centre attached as APPENDIX A.

## Executive Summary

### 1.0 Executive Summary

The City of London and the London Small Business Centre (SBC) have a long-standing relationship, first established in 1986, when letters patent and supplementary letters patent were filed to create the SBC. The City of London, along with other organizations, is an original member of the SBC as per the letters patent.

Recently, the SBC board directed a review of the SBC historical files. This review indicated that the SBC members passed a resolution consenting to changes to the governance structure on June 15, 2004, to remove the position of members. The origin of the issue as reported by the SBC:

*The SBC membership “passed a resolution consenting to changes to the governance structure on June 15, 2004 to remove the position of members, among other things. These changes were purported to have been made via amendments to the bylaws of the SBC however we have been advised that the proper method to effect such a change is to file supplementary letters patent with the provincial Ministry”.*

This report provides an overview of proposed corrective actions to properly remedy the SBC’s governance structure to reflect the current operations.

## Linkage to the Corporate Strategic Plan

Council’s 2019-2023 Strategic Plan includes the Strategic Area of Focus ‘Growing our Economy’ and ‘Leading in Public Service. These areas included the expected results as per below:

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

Leading in Public Service:

- The City of London is trusted, open, and accountable in service of our community

## Analysis

### 1.0 Background Information

#### 1.1 Previous Reports Related to this Matter

- Small Business Centre 2019-2023 Grant – May 6<sup>th</sup>, 2019

### 2.0 Discussion and Considerations

The London Community Small Business Centre is a non-for-profit organization created in 1986 and governed by a volunteer Board of Directors. The Small Business Centre (SBC) currently operates in partnership with the City of London and the Ontario government's Ministry of Economic Development, Job Creation and Trade (MEDJCT).

Belonging to a network of more than 50 Small Business Enterprise Centres operating across Ontario, and as a member of the Ontario Network of Entrepreneurs (ONE), the London SBC offers entrepreneurs a wealth of programs and services, including:

- Small business resources and information
- Free consultations with knowledgeable business advisors
- Assistance with business plan preparation and market research
- Seminars, workshops and networking events

Recently, the board of the Small Business Centre (SBC) directed a review of the organization's governing documents, namely the letters patent and supplementary letters patent filed in 1986. During this review, it was discovered that the current governance structure has drifted from that set out in the letters patent. Specifically:

1. City of London was originally entitled to appoint 2 'members' of the SBC out of a total membership not to exceed twenty (20) members; SBC members are entitled to vote for the SBC's board.
2. City of London's membership appointees were entitled to elect 1 director on the SBC's board of directors out of an original board size of no more than twelve (12) directors.
3. Since mid-2004, as a result of a membership resolution to change SBC's by-laws, the board of directors became self-perpetuating rather than elected by the membership appointees.

#### **Proposed Corrective Actions**

The board of the Small Business Centre (SBC) proposes the following steps to remedy SBC's governance structure, the immediate steps proposed are as follows:

1. *The SBC board intends to call a Special Meeting of members as originally set out in the letters patent.*
2. *The SBC board requests that the City of London appoint 2 representatives as SBC members for the Special Meeting.*
3. *Prior to the start of the Special Meeting, the current SBC board of directors shall resign their positions.*
4. *At the Special Meeting, members of the SBC shall elect a new slate of board directors consistent with the letters patent.*

The SBC board is also requesting that the membership *"pass a resolution ratifying past actions of SBC boards since 2004."*

In summary, the purpose of the appointment of two members by the City is to facilitate the correction. The special meeting is a one-time commitment for the 2 appointed members, not a renewed commitment to participation by means of members or directors.

#### **Looking Ahead**

The proposed corrective actions must be recognized as efforts to resume activities as they have operated since 2004, and have this board composition be seen as legitimate under the supplementary letters patent recognized by the provincial government of Ontario. It should be noted that the City does not wish to be involved in the governance of the SBC and supports the filing of supplementary letters patent to amend the letters patent to reflect the SBC's current governance structure as of 2004.

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

There will be no cost implications to the City of London to remedy the governance structure of the Small Business Centre as proposed in this report and by the SBC as indicated in their correspondence attached as APPENDIX A.

## **Conclusion**

The long-standing relationship between the City of London and the Small Business Centre allows for a flexible and agile method of program delivery. The Small Business Centre aims to align where possible with Municipal Council's 2019-2023 Strategic Plan and to make progress towards the expected results, primarily in the section of 'Growing our Economy'. Following the request of the Small Business Centre board to remedy the governance structure will allow for the relationship to continue without interruption.

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

**Recommended by:**                      **Gregg Barrett, Director City Planning and City Planner, Development & Compliance Services**

cc.    Lynne Livingstone, City Manager  
      B. Card, City Solicitor  
      Steve Pellarin, Executive Director, Small Business Centre  
      Michael Sherlock, Chair, Board of Directors, Small Business Centre



London Small Business Centre  
Unit 220 – 379 Dundas St  
London, ON  
N6B 1V5

January 8, 2021

City of London  
C/O Lynne Livingstone  
City Manager  
300 Dufferin Avenue  
London, ON, N6B 1Z2

Re: **Action Required** – London Small Business Centre

Dear Lynne Livingstone,

As Chair of the board of directors of the London Small Business Centre (SBC), I am writing to inform you about a governance issue affecting the SBC that directly involves City of London.

### ***Background and Key Issues***

Recently, our board directed a review of our organization's governing documents, namely our letters patent and supplementary letters patent filed in 1986. During this review, we discovered that our current governance structure has drifted from that set out in the letters patent. Specifically:

1. City of London was originally entitled to appoint 2 'members' of the SBC out of a total membership not to exceed twenty (20) members; SBC members are entitled to vote for the SBC's board.
2. City of London's membership appointees were entitled to elect 1 directors on the SBC's board of directors out of an original board size of no more than twelve (12) directors.
3. Since mid-2004, as a result of a membership resolution to change SBC's by-laws, the board of directors became self-perpetuating rather than elected by the membership appointees.

### ***Investigation***

On discovery of this discrepancy, the board directed a search of the SBC's historical files. This review indicates that the SBC members passed a resolution consenting to changes to the governance structure on June 15, 2004 to remove the position of members, among other things. These changes were purported to have been made via amendments to the bylaws of the SBC however we have been advised that the proper method to effect such a change is to file supplementary letters patent with the provincial Ministry



of Government and Consumer Services. We have been further advised that this approach was invalid without a matching revision to the letters patent.

***Proposed Corrective Actions – ACTION REQUIRED***

We propose the following steps to remedy SBC's governance structure:

1. The SBC board intends to call a Special Meeting of members as originally set out in the letters patent.
2. We request City of London to appoint 2 representatives as SBC members for the Special Meeting.
3. Prior to the start of the Special Meeting, the current SBC board of directors shall resign their positions.
4. At the Special Meeting, members of the SBC shall elect a new slate of board directors consistent with the letters patent.

Depending upon City of London's desire to have continued involvement with the governance of the SBC, the membership may wish to pass a resolution, originally contemplated in June 2004, to approve the filing of supplementary letters patent to amend the letters patent to reflect the SBC's current governance structure. As successive SBC boards have operated under the changes purported to be made in the June 2004 resolution, the SBC board is also requesting that the membership pass a resolution ratifying past actions of SBC boards since 2004.

***Timing and Follow-up***

As this issue bears directly upon the validity of actions taken by the SBC's board, the currently constituted board is resolved to lead corrective action quickly.

We intend to follow up with you upon receipt of this letter to further coordinate next steps and address any questions you may have. We recognize that City of London is a complex organization and that the COVID-19 pandemic has introduced additional challenges in bringing stakeholders together. Nevertheless, we ask for your prompt assistance to the SBC as the SBC board moves to rectify this governance issue.

We want to thank you in advance for your help, which will empower the SBC to continue to promote entrepreneurialism and support small businesses in the London area.

Sincerely,



Michael Sherlock  
*Chair, Board of Directors*  
*London Small Business Centre*

## 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 – Current Status and Next Steps

**Date:** April 6, 2021

## Recommendation

That, on the recommendation of the City Manager, the following actions be taken regarding the London Community Recovery Network (LCRN):

- a) The approach to develop a community recovery framework through the continued efforts of the London Community Recovery Network **BE ENDORSED**;
- b) Civic Administration **INVITE** community partners to bring forward business cases relating to Ideas for Action identified in the January 12, 2021 meeting of City Council that seek funding from the City of London to the May 18, 2021 Strategic Priorities and Policy Committee for decision; and,
- c) The report titled London Community Recovery Network – Current Status and Next Steps **BE RECEIVED**.

## Executive Summary

The London Community Recovery Network (LCRN) first met on September 9, 2020. At that time, the LCRN identified two phases for recovery work:

- Short-term (Phase 1): identify community recovery ideas that can be implemented immediately to support London's recovery from COVID-19; and,
- Longer-term (Phase 2): work collaboratively to develop a community recovery plan for a strong, resilient London.

Through its work, the LCRN identified the following priorities for the short-term efforts:

- Streamlining Collaborative Efforts among Businesses, Organizations and Governments
- Employment and Talent
- A Destination Community
- Supporting London's Most Vulnerable Communities
- Community Readiness and Resilience
- Strengthening London's Downtown and Core Areas

In December 2020, the LCRN identified 70 Ideas for Action, that required support from the City as well as the broader community. The 70 Ideas for Action are broken down as follows:

- 12 Ideas were identified as already underway by Civic Administration
- 25 Ideas were presented to City Council for the City to lead. Of these, 20 Ideas are now in implementation
- 24 Ideas were identified for community leadership
- 7 were identified as medium to long-term in scope and were referred to the LCRN idea bank for future consideration
- 2 Ideas were identified for immediate shared advocacy by members. The City of London has communicated these Ideas to other orders of government.

The City of London and community leads are now implementing 32 of these ideas. Please refer to **Appendix A** for a summary of the status of the Ideas for Action identified by the LCRN.

Through ongoing contact with organizations that have stepped up to lead the 24 short-term community Ideas for Action identified by the LCRN, Civic Administration is aware that some ideas may require municipal investment to advance them. Civic Administration is inviting community leads seeking municipal investments to prepare business cases and to submit those business cases for consideration at the May 18, 2021 Strategic Priorities and Policy Committee meeting; ideas requiring municipal investment that do not have business cases at this meeting will be moved to the LCRN idea bank as an opportunity for future community recovery initiatives.

A proposed approach to guide the longer-term phase of the London Community Recovery Network's efforts has been developed. The approach has been designed to develop a three-year Community Recovery Framework that identifies a shared vision for recovery as well as shared measures the community can use to evaluate London's collective progress toward achieving this vision. The approach will also recognize the important recovery efforts that are already underway in the community.

## **Linkage to the Corporate Strategic Plan**

Council's 2019-2023 Strategic Plan includes the Strategic Area of Focus 'Growing our Economy' and 'Leading in Public Service'. These areas included the expected results as per below:

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**

- London Community Recovery Network – Ideas for Action by Municipal Council, February 9, 2021, CWC
- London Community Recovery Network – Ideas for Action by Municipal Council, February 9, 2021, CPSC
- London Community Recovery Network – Ideas for Action by Municipal Council, February 8, 2021, PEC
- London Community Recovery Network – Ideas for Action by Municipal Council, February 8, 2021, CSC

- Covid-19 Financial Impacts – Update – June 23, 2020, SPPC
- Second Report from the Mayor’s Economic and Social Impact and Recovery Task Forces – May 8, 2020
- Covid-19 Financial Impacts and Additional Measures for Community Relief, April 28, 2020, SPPC
- Homeless Prevention COVID-19 Response and Funding Overview, April 28, 2020, CPSC, 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**

### **2.1 London’s Response to COVID-19**

#### **Relief/Respond:**

Following the declaration of the COVID-19 pandemic, all orders of government responded with relief measures for individuals, families, and businesses. Early in the COVID-19 pandemic, the Mayor’s Economic and Social Impact and Recovery Task Forces was established. These groups met regularly throughout the Spring and Summer of 2020. The Task Force discussions generated dozens of actions and ideas for the City of London, the Province of Ontario, and the Government of Canada to consider in designing and rolling out relief measures to Canadians. The Mayor’s Task Forces aligned with, and contributed to, many of the initial relief measures that were endorsed by Council in April 2020 to provide reprieve for London individuals and businesses. The City of London’s efforts have yielded valuable understandings around the real impacts COVID-19 has had on Londoners, businesses, and service delivery organizations. The work of the Mayor’s Task Force paved the way for the creation of the London Community Recovery Network.

#### **Reopen/Restart:**

The City of London and members of the LCRN have remained nimble and responsive as re-opening efforts continue. Strategic initiatives to support London’s most vulnerable have been implemented, including the use of funding from federal, provincial, and municipal governments to create isolation spaces and other supports for vulnerable Londoners. The City launched the Back to Business Initiative to provide focused supports to businesses in areas of municipal authority as they work through the phases of the Ontario’s re-opening. In addition to these early measures, the LCRN undertook its first phase of work, generating 70 Ideas for Action to build a foundation for recovery in London. Phase 1 efforts are detailed further in the sections following, as well as in **Appendix A.**

#### **Recovery/Rejuvenation:**

Medium and longer-term community recovery requires effective partnerships guided by a common vision. The LCRN provides a vehicle for the broader community to participate in and achieve these objectives. Additionally, the LCRN has established guiding principles that will continue to inform recovery efforts, including strong commitments to equity, inclusion, and sustainability.

The collective efforts undertaken throughout the Relief/Respond and Reopen/Restart periods have built a more robust understanding of the effects COVID-19 has had on our community. A new focus on recovery and rejuvenation for London is the next step, even as the work to support businesses and London’s most vulnerable continues through the LCRN Ideas for Action and the Back to Business Initiative.

## 2.2 London Community Recovery Network – Phase 1

From September to December 2020, LCRN members generated 70 Ideas for Action that collectively, have the potential to impact our community recovery in the short term. The City was asked to provide leadership on 37 of these ideas. Twelve of the City-led Ideas for Action are already underway or implemented. These included initiatives to provide food, shelter, and basic services to at-risk communities, as well as more streamlined responses for businesses. A further 20 City-led Ideas for Action were approved by City Council and received significant municipal investment totalling \$1.88 million.

Twenty-four Ideas for Action were identified to be implemented through the leadership of community organizations in the coming months. At the time of submission, these community-led ideas did not require financial support from the City of London. Civic Administration is working with community partners to support the development of implementation plans for these Ideas for Action. All ideas that can be implemented in the short term will be brought to the Strategic Priorities and Policy Committee meeting on May 18, 2021. Community leads that are seeking funding from the City of London will include business cases. Any of the 24 community-led Ideas for Action that cannot be addressed in the short term will be moved to the LCRN idea bank as a potential resource for future community recovery initiatives.

Civic Administration will continue to monitor, track, and, where appropriate, support all 70 short-term Phase 1 initiatives as they unfold. Refer to **Appendix A** for additional information on the status of Ideas for Action.

## 2.3 Phase 2 – Approach for the Community Recovery Framework

Businesses, organizations, and all Londoners have spent the last year responding to the evolving challenges posed by the COVID-19 pandemic. The LCRN member organizations have been fully engaged in an unprecedented way during this time. However, London organizations, businesses and institutions have remained committed to individual and collective efforts to support community recovery. There is an opportunity to support and enhance this momentum.

Phase 2 of LCRN's efforts require a focused and impactful approach. The recommended approach will leverage the existing work underway in the community, balancing the impacts of COVID-19 with the collective goal to drive a strong, deep, and inclusive recovery together. The approach will help to identify a shared understanding of and vision for community recovery.

The approach for Phase 2 will bring LCRN members back together to:

- Identify a **common vision** for London's community recovery – a vision that includes economic and social aspects of recovery and their interdependencies.
- Identify and **shared measures** to standardize the evaluation of London's progress toward community recovery and the common vision.
- **Commit** to using these shared measures to inform individual and collective efforts and initiatives to enable community recovery in London.
- Work collaboratively to **report regularly** on London's community recovery efforts to Londoners.

Through this approach, LCRN members will focus efforts on identifying a collective destination for recovery, drawing on the guiding principles that were established during its first phase of work. LCRN members will be asked to convene formally in May and June – with online engagement over the summer – to provide guidance and input towards the common vision and shared measures of recovery. LCRN members will then meet in September to formally endorse the framework and commit to using the framework to inform individual recovery initiatives in alignment with the common vision and shared measures. Members will also be asked to partner with the City of London to monitor, evaluate, and report on progress toward recovery as a community. The City of London will continue to support LCRN through the City support team, drawing on the expertise and experience of dozens of municipal staff representing from across the organization.

### **Deliverables**

The deliverables for Phase 2 include:

- A 3-year Community Recovery Framework (including a common vision and shared measures for London's community recovery);
- Commitment to build the Framework into individual recovery efforts of LCRN organizations where opportunities exist; and,
- A process to report on our progress as a community over the 3-year timeframe.

### **Why this approach?**

A review of the first phase of the LCRN's work illustrated that London organizations, businesses, and institutions are fully engaged in designing and implementing individual and collective recovery-related initiatives. LCRN members want to participate in initiatives that benefit the community, but at the same time they need to remain focused on the needs of their sectors, their members, and their individual organizations.

The Phase 2 approach recognizes and values the considerable efforts members extended through Phase 1 as well as the many initiatives already underway. This approach also recognizes that members need to make decisions for the benefit of their own organizations as well as the community. The approach therefore focuses LCRN's collective efforts on defining a common destination for community recovery, rather than prescribing specific initiatives and work plans. The approach provides:

- A nimble process that recognizes and measures individual and collective success;
- A process that is respectful of the individual and unique demands that local organizations may face in the coming weeks, months, and years through recovery after COVID-19; and,
- Flexibility for organizations to develop their own plans that contribute to common community goals.

### **Next Steps**

The LCRN's Community Recovery Framework will be presented to the Strategic Priorities and Policy Committee in the Fall of 2021, it being noted that emerging issues related to COVID-19 could impact timelines. LCRN members will collaborate to develop a Community Recovery Framework vision as well as a focused number of shared measures used to track progress toward that vision. LCRN members will engage their sectors/communities to gather input and the City of London staff support team will undertake engagement efforts to assemble knowledge from the community.

Civic Administration will also develop a reporting process on London's progress toward community recovery in partnership with LCRN members. Regular reporting on progress is intended to support and enhance collective efforts across the community. Members of Council, for example, have an essential leadership role with numerous organizations in the community. Ensuring alignment of these efforts with the common vision and shared measures identified by LCRN will directly contribute to the community's collective recovery efforts.



# London Community Recovery Network Status of LCRN Ideas for Action

as of March 25, 2021

## **Introduction:**

The London Community Recovery Network identified 70 Ideas for Action to help build the foundation of community recovery from the COVID-19 pandemic. What follows is an update on the status of these.

## **How to Read the Status Update Document:**

### ***Idea for Action Categories:***

1. **Ideas Underway by the City of London** – Twelve ideas were identified as already underway by Civic Administration and were received by City Council on January 12, 2021. Civic administration will be providing updates on these items moving forward as appropriate.
2. **Ideas for Action by City of London** - Civic Administration developed implementation plans on 25 ideas where City leadership was requested. City Council provided direction on these ideas at its February 24, 2021 meeting. Civic Administration will implement the ideas that were approved.
3. **Ideas for Action by the Community** - The LCRN identified 24 ideas where the broader community would provide leadership. The LCRN staff support team has been in discussions with LCRN members to explore and support the generation of implementation plans on these ideas.
4. **Medium- to Long-Term Ideas** – The LCRN identified 7 medium and longer-term ideas. These ideas will remain within the LCRN Idea Bank and will be explored within the longer-term context of the COVID-19 recovery.
5. **Ideas for Action – Other Governments/Advocacy** – The LCRN identified 2 items for immediate advocacy by members to provincial and federal governments. The City of London acted on these two items following the receipt of the LCRN items by City Council on January 12, 2021.



**Legend of Status Categories:**

In Discussions	LCRN members and/or staff support are expanding the ideas, with additional details
In Progress	LCRN members and/or staff support are developing plans for implementation
Completed	Idea for Action has been actioned and/or delivered
Idea Bank	Idea for Action will be brought forward for future LCRN discussions. No immediate action

**LCRN Ideas for Action Summary At-a-Glance:**

Category	# in Category	Status
<b>Underway by City of London</b>	12	1 – Completed 11 – In Progress
<b>Action by City of London</b>	25	2 – Completed 18 – In Progress 2 – In discussion 3 – Idea bank
<b>Action by the Community</b>	24	2 – Completed 4 – In Progress 17 – In Discussions 1 – Idea Bank
<b>Medium to Long Term</b>	7	7 – Idea Bank
<b>Other Governments/Advocacy</b>	2	2 – Completed

A full summary of each LCRN idea can be found within the LCRN Report: *Laying the Foundation: Ideas for Action to Power London’s Community Recovery from COVID-19*, available at: <https://pub-london.escribemeetings.com/filestream.ashx?DocumentId=76443>.

## LCRN Ideas for Action Status Update

### Ideas Underway by City of London

LCRN Idea Title	City or Community Organization Lead	Council Direction	Status
Sidewalk Sales	City of London	Received	In Progress
Community/business use of municipal parking lots	City of London	Received	In Progress
Restaurant Patios	City of London	Received	In Progress
London Getaway Packages	City of London	Received	In Progress
Bike and Scooter Share	City of London	Received	In Progress
Employer One Survey	City of London	Received	Completed
Emergency Shelter Programs	City of London	Received	In Progress
Emergency Food Distribution	City of London/community delivery	Received	In Progress
Urgent Housing for Vulnerable Londoners	City of London	Received	In Progress
Fast-tracking the creation of core area housing in London using innovation.	City of London	Received	In Progress
REVIVE: Live Concert Series program	City of London	Received	In Progress
Develop a more strategic approach to events, activations and placemaking.	City of London	Received	In Progress

## Ideas for Action by City of London

LCRN Idea Title	City or Community Organization Lead	Council Direction	Status
Christmas (Holiday) Market	City of London	approved	In Progress
A Break in the Clouds: The Long-Term Outlook on Patios and Their Effectiveness in Connecting Residents with Their Community	City of London	approved	In Progress
Buying Local	City of London	approved	In Progress
Instagram takeovers in support of local business	City of London	approved	In Progress
Focus on actions that get people moving around the core:	City of London	approved	In Progress
Downtown Recovery - free transit access to the downtown	City of London	referred to staff	In Discussions
Create a regional holiday destination downtown	City of London	not approved	Idea Bank
Increase Grant funding/Building code for façade upgrades	City of London	approved	In Progress
Appoint a downtown lead at City Hall	City of London	approved	In Progress
Create a Business Concierge service	City of London	approved	In Progress
Create a Core Area champion at Senior Level	City of London	approved	In Progress
Create an integrated economic development blueprint	City of London	approved	In Progress
Self-Employment Exploration Training for Unemployed	City of London	approved	In Progress
Group buying to lower costs of PPE	City of London	approved	In Progress
Creating a Government funding Data Bank	City of London	approved	In Progress
Provide better market data to attract new business	City of London	referred to staff	In Discussions
Increase Focus on Addressing Food Insecurity	City of London	approved	In Progress
Public toilets and sanitation	City of London	approved	In Progress
Support for a National Child Care Framework	City of London	approved	In Progress
Outdoor Concerts	City of London	approved	Completed
Interactive Distanced Festivals and Events	City of London	approved	In Progress
City of Lights: Public Art Projection Program, a large-scale tourist attraction and stimulus for the core area.	City of London	not approved	Idea Bank
London Mural and Art Walk	City of London	approved	In Progress

LCRN Idea Title	City or Community Organization Lead	Council Direction	Status
Mural Façade Grant	City of London	not approved	Idea Bank
Develop an app with Augmented Reality to organize self-directed scavenger hunts	City of London	approved	In Progress

### Ideas for Action by the Community

LCRN Idea Title	City or Community Organization Lead	Council Direction	Status
London Winter Weekends	BIAs in partnership with the City	N/A	In Discussions
Holiday Artisan Craft Show	Private Sector (The Factory)	N/A	Completed
Travel Downtown London	Downtown London/Tourism London and other partners	N/A	In Discussions
Why London Restaurants Need Local Food Delivery Alternatives	Potentially OEV BIA and partners	N/A	In Discussions
Restaurant Passport Promotion	Tourism London/BIA's/Food Sector	N/A	In Discussions
Indi Eats - London's own Food Service Delivery App	OEV BIA and partners	N/A	In Discussions
The London Trail	BIAs/Tourism London	N/A	Idea Bank
A Helping hand for Hospitality	Tourism	N/A	In Progress
Local London website	Downtown London	N/A	Completed
The Job Developers Network (JDN): Matching Employers and Job Seekers to Advance London & Area Economic & Social Recovery	JDN Members	N/A	In Discussions

LCRN Idea Title	City or Community Organization Lead	Council Direction	Status
Childcare and summer day camps	Licensed Child Care Network (LCCN)	N/A	In Discussions
Recruitment of RECEs during COVID 19	LCCN	N/A	In Discussions
Connecting Businesses with Licensed Child Care	LCCN	N/A	In Discussions
Inter-Ministerial Resource Team for Licensed Child Care	LCCN	N/A	In Discussions
Short term skills development	Employment Agencies	N/A	In Progress
Goodwill Industries- Circular Economy Work Platform; Power Industrial Sewing and Textile Recycling	Goodwill Industries	N/A	In Discussions
Central resources for small business procurement and resources	Chamber of Commerce	N/A	In Progress
Investment in Ventures with Innovative Solutions	TechAlliance	N/A	In Discussions
Venue Music Fest	Budweiser Gardens (support from London Music Office)	N/A	In Discussions
The London Musical Walk Tour	London Arts Council	N/A	In Progress
Partnering concerts with restaurants and other organizations.	London Arts Council	N/A	In Discussions
Bringing More Arts & Culture to London	London Arts Council	N/A	In Discussions
Holiday Market Installations	Downtown London	N/A	In Discussions
Virtual Tours and Dollars Program	BIAs	N/A	In Discussions

### Medium to Long Term Ideas

LCRN Idea Title	City or Community Organization Lead	Council Direction	Status
Local Improvement Charge for Retrofits	TBD	N/A	Idea Bank
Improving Curb Appeal/Beautification	TBD	N/A	Idea Bank
Branding and storytelling for downtown and core area	TBD	N/A	Idea Bank
London Food Procurement Policy for City Contracts	TBD	N/A	Idea Bank
Green canopy investments in the core	TBD	N/A	Idea Bank
Urban Farms	TBD	N/A	Idea Bank
Create a Tourism Destination Plan for Downtown London	TBD	N/A	Idea Bank

### Ideas for Action - Other Government /Advocacy

LCRN Idea Title	City or Community Organization Lead	Council Direction	Status
Social Housing Retrofits Program	Federal	N/A	Completed
Increased funding for mental health phone and virtual supports	Provincial	N/A	Completed

March - April



## Current State

- Summarize London's current recovery environment
- Create data strategy

April - May



## Vision/Common Agenda

- Using LCRN framework, populate strategy
- Consult members, experts, community
- Draft Strategy

July - August



## Shared Measures Refinement and Engagement

- Develop model for **implementation**
- Develop monitoring and reporting process
- Wind down LCRN approach

March

April

29

May

6

June

10

July

August

September

9

April 29



## Speaker Panel

- Key questions for recovery
- Thought-provoking conversation with Network members

May 6



## Meeting #1

- In person or online
- Facilitated discussion of desired state
- Discussion of community **recovery vision/common agenda**
- Confirming principles for Phase 2

June 10



## Meeting #2

- Network endorses desired state
- Network confirms community vision/common agenda
- Facilitated discussion of key **shared recovery measures**

September 9



## Meeting #3

- Network **endorses Community Recovery Framework**
- Council Report (September 28 / October 9)
- Celebrate successes

## Report to Strategic Priorities and Policy Committee

**To:** Chair and Members  
Strategic Priorities and Policy Committee  
**From:** Lynne Livingstone, City Manager  
**Subject:** London & Middlesex Community Housing Inc. Meeting of the Shareholder – Resolutions Regarding Board Composition  
**Date:** April 6, 2021

## Recommendation

That, on the recommendation of the City Manager, the following actions be taken with respect to London & Middlesex Community Housing Inc.:

- a) the attached “Terms of Reference Board of Directors London & Middlesex Community Housing Inc.” (Appendix “A”), BE ADOPTED;
- b) the attached proposed by-law (Appendix “B”) being “A by-law to ratify and confirm the Special Resolution to the Shareholder of London & Middlesex Community Housing Inc. to provide for a new Board composition”, BE INTRODUCED at the Municipal Council Meeting to be held on April 13, 2021;
- c) the proposed. “Recruitment Process for Director Appointments”, attached as Appendix “C”, BE ADOPTED; and,
- d) Two (2) members of the Interim Board of Directors BE APPOINTED as Directors for a period not to exceed one year to provide for support for board and organizational continuity, stability, and knowledge transfer.

## Executive Summary

The purpose of this report is to bring forward, in response to Municipal Council’s direction, the necessary documentation to action the recommendations set out in the London & Middlesex Community Housing Inc. report dated December 16, 2020.

## Linkage to the Corporate Strategic Plan

Strengthening our Community – Increase affordable and quality housing options and reduce the number of individuals and families experiencing chronic homelessness or at risk of becoming homeless.

## Analysis

### 1.0 Background Information

#### 1.1 Previous Reports Related to this Matter

March 4, 2019 – Strategic Priorities and Policy Committee – Agenda Item #2.2  
April 8, 2019 – Strategic Priorities and Policy Committee – Agenda Items #4.3 and #4.4  
June 24, 2019 – Strategic Priorities and Policy Committee – Agenda Item # 3.2  
August 26, 2019 – Strategic Priorities and Policy Committee – Agenda Item #2.2  
September 16, 2019 – Strategic Priorities and Policy Committee – Agenda Item #4.1  
March 31, 2020 – Strategic Priorities and Policy Committee – Agenda Item #2.1  
April 7, 2020 – Strategic Priorities and Policy Committee – Agenda Item # 2.1  
December 16, 2020 – Strategic Priorities and Policy Committee – Agenda Item. #3.2



## 1.2 Board Composition History

At its meeting held on April 21, 2020, the Municipal Council resolved:

“That, on the recommendation of the City Manager, with concurrence of the Managing Director, Housing, Social Services and Dearness Home the following actions be taken with respect to London & Middlesex Community Housing Inc.:

- a) the “Terms of Reference Interim Board of Directors London & Middlesex Community Housing Inc.” as appended to the staff report dated April 7, 2020, BE ADOPTED;
- b) the proposed by-law as appended to the staff report dated April 7, 2020, being “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”, BE INTRODUCED at the Municipal Council Meeting to be held on April 21, 2020; and,
- c) the ~~attached~~ proposed revised by-law BE INTRODUCED at the Municipal Council meeting to be held on April 21, 2020 to ratify and confirm the Resolutions of the Shareholder of London & Middlesex Community Housing Inc.”

At its meeting held April 4, 2020, the Municipal Council resolved:

“That on the recommendation of the Managing Director, Housing, Social Services and Dearness Home and concurrently the Board, London and Middlesex Community Housing (LMCH), the following actions be taken with respect to the governance requirements of the LMCH:

- a) the staff report dated March 31, 2020 entitled “Governance Requirements and Recommendations – London and Middlesex Community Housing”, BE RECEIVED;
- b) the Managing Director, Housing and Social Services and Dearness Home BE DIRECTED to bring forward for consideration to the Municipal Council Meeting to be held on April 7, 2020, a recommended slate of Board Members of the LMCH; and,
- c) the City Clerk BE DIRECTED to make the necessary arrangements to hold a meeting of the Shareholders of the LMCH at a Special Strategic Priorities and Policy Committee meeting on April 7, 2020, following the Municipal Council Meeting held that date, to consider and approve the Municipal Council’s recommended slate of Board Members of the LMCH.”

At its meeting of 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 courses 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”.

At its meeting of September 17, 2019, the Municipal Council, resolved:

“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 attached 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 at its meeting of September 17, 2019 enacted By-law No. A.-7892-266 being “A by-law to discharge the current Board members of the London & Middlesex Community Housing” and enacted By-law No. A.-7891-265, being “A by-law to appoint an interim director of the London & Middlesex Community Housing”.

## 2.0 Discussion and Considerations

As noted above, the Municipal Council has directed that the Civic Administration bring forward the necessary documentation to action the recommendations contained in the London & Middlesex Community Housing Inc. (LMCH) Board of Directors letter dated December 16, 2020.

The following summarizes the recommendations of the LMCH Board of Directors:

1. That the spectrum of qualifications for Board members be revised to include the following:
  - i) Knowledge of the field of social housing, including the legislative and regulatory environment governing social housing.
  - ii) Financial and legal knowledge.
  - iii) Experience in asset management, building sciences, construction and land development.
  - iv) Property management.
  - v) Community development.
  - vi) Labour relations
  - vii) Lived experience
  - viii) Corporate governance, including strategic planning, human resources.
  - ix) Tenant support for individuals with unique needs (e.g. mental health, addictions, accessibility, violence, trauma, etc.)
  
2. The Board composition be revised as follows:
  - i) Two (2) members of London Municipal Council.
  - ii) One (1) member of Middlesex County Council
  - iii) Four (4) members of the community-at-large.
  - iv) Two (2) tenants of the London and Middlesex Community Housing

3. The term of the board be revised as follows:
  - i) The Board of Directors shall consist of nine (9) directors, six (6) of which shall be composed of various classes of directors, the fourth class shall consist of three (3) directors, two (2) of which shall serve as the representatives of London Municipal Council and one (1) which shall serve as the representative of Middlesex County Council.
  - ii) The term of the Elected Officials will coincide with the term of Council
  - iii) Community and Tenant directors will serve staggered terms with a maximum reappointment of eight (8) consecutive years. Reappointments for additional terms may be submitted to Municipal Council for consideration.
  - iv) Directors shall serve until their successors are appointed.
4. Two (2) of the Interim Board of Directors be appointed as first class of directors for a period to not exceed one year.
5. The following appointment process be established:
  - i) a sub-committee of the board of directors be established to assist with the recruitment and nomination process. This sub-committee should be comprised of members of the board, members of LMCH Administration and community members. This sub-committee would then submit nominations to Municipal Council for consideration.
  - ii) 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 Shareholders Agreement, as well as the Board Terms of Reference which outlines the authority and responsibility requirements and general duties of the board.
  - iii) LMCH should assist the City in reaching out to the community seeking applications during the recruitment process.
  - iv) A comprehensive orientation 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.

### 3.0 Financial Impact/Considerations

None

## Conclusion

In response to Municipal Council's direction, the following is recommended:

- the proposed "Terms of Reference Board of Directors London & Middlesex Community Housing Inc.", attached as Appendix "A", to this report, be adopted;
- the proposed by-law attached as Appendix "B" to this report to amend the current Board composition to reflect that outlined above be enacted; and
- the proposed "Recruitment Process for Director Appointments" attached as Appendix "C" to this report, be adopted.

**Prepared by:** Cathy Saunders, City Clerk  
**Recommended by:** Lynne Livingstone, City Manager

## **APPENDIX “A”**

### **TERMS OF REFERENCE BOARD OF DIRECTORS LONDON & MIDDLESEX COMMUNITY HOUSING INC.**

#### **AUTHORITY & RESPONSIBILITY**

Board Members as a collective and as individuals are responsible for the oversight and management responsibilities of London & Middlesex Community Housing Inc. (LMCH) as defined by the Shareholder Agreement.

#### **REQUIREMENTS**

Board Members, as individuals and as a collective, in discharging their duties/responsibilities will act in an open and honest manner and in the best interest of the Corporation, exercising care, due diligence and professionalism.

#### **GENERAL DUTIES**

The duties of Board Members (as individuals and as a Board) include:

- Overseeing the establishment, implementation and review of Strategic Plans setting out LMCH’s values, mission, vision and strategic objectives;
- Board governance with LMCH remaining compliant and dynamic in terms of how it functions, its structure and supporting processes;
- As an Employer, overseeing the management and direction of all labour and employee matters, including the establishment, implementation and review of work place policy, related policy programs and processes;
- Overseeing the establishment, implementation and review from time to time financial plans, multi-year and annual budgets, including the reporting and monitoring of same, evidencing fiscal accountability, sustainability and fiduciary compliance;
- Overseeing the establishment, implementation and review from time to time of Tenants related policies, policy programs and processes, including the reporting and monitoring of same, ensuring Tenants are provided with a healthy, safe, supportive and sustainable environment and LMCH assets are used for the intended purpose;
- Overseeing the establishment, implementation and review of a corporate risk management program, including related policies, policy programs and processes;
- Overseeing the establish, implementation and review of a corporate communication strategy, including related policies, policy programs and processes;
- Overseeing the establishment, implementation and review of a corporate technology strategy, including related policies, policy programs and processes supporting informed relationship and decision-making;
- Overseeing the development and approval of annual reports and the communication publication of same;
- Overseeing the development and building of community partnerships supporting housing stability and preventing homelessness; and,

#### **EVALUATION**

The Board shall complete, on an annual basis, an evaluation of the performance of the Board and its Members, as part of the Board Evaluation Process (Board Evaluation Policy).

#### **REVIEW DATE**

The Board, on an annual basis, shall complete a review of its performance consistent with the Board Evaluation Policy, with such review being completed by the Governance Committee. The review and any changes resulting from same are subject to the approval of the Board.

**DOCUMENT CONTROL**

The Board Member – Role Description shall be consistent and reflective of the Shareholder Declaration/Service Agreement and LMCH By-law No. 2. The latter documents are to be consulted for greater detail/clarification.

## APPENDIX “B”

Bill No.  
2021

A by-law to ratify and confirm the Special Resolution to the Shareholder of London & Middlesex Community Housing Inc. to provide for a new Board composition.

WHEREAS London & Middlesex Community Housing Inc. is incorporated under the *Business Corporations Act* R.S.O. 1990, c.B.16 (the “BCA”);

AND WHEREAS Subsection 104(1)(b) of the BCA provides that a resolution in writing dealing with all matters required by the BCA to be dealt with at a meeting of shareholders, and signed by all the shareholders or their attorney authorized in writing entitled to vote at the meeting, satisfies all the requirements of the BCA relating to that meeting of shareholders;

AND WHEREAS The Corporation of the City of London is the sole shareholder of London & Middlesex Community Housing Inc.;

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

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

AND WHEREAS the Municipal Council deems it appropriate to amend the composition of the Board to provide for a new Board of Directors of the London & Middlesex Community Housing Inc.;

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

1. The Special Resolution of the Shareholder of London & Middlesex Community Housing Inc. regarding the number and composition of the Board of Directors for the corporation attached as Schedule “1” is confirmed and ratified.
2. The Mayor and City Clerk are authorized to execute the Special Resolution of the Shareholder confirmed and ratified under section 1 of this by-law.
3. This by-law comes into force on the 13th of April, 2021.

PASSED in Open Council on the 13th day of April, 2021.

Ed Holder  
Mayor

Catharine Saunders  
City Clerk

First reading – April 13, 2021  
Second reading – April 13, 2021  
Third reading – April 13, 2021

**SCHEDULE “1”**  
**LONDON & MIDDLESEX COMMUNITY HOUSING INC.**  
**(the “Corporation”)**

WHEREAS subsection 104(1)(b) of the *Business Corporations Act* (Ontario) (the “Act”) provides that a resolution in writing dealing with all matters required by the Act to be dealt with at a meeting of shareholders, and signed by all the shareholders or their attorney authorized in writing entitled to vote at the meeting, satisfies all the requirements of the Act relating to that meeting of shareholders;

The following special resolution, signed by the sole shareholder of the Corporation entitled to vote thereon, is hereby passed pursuant to the Act:

**COMPOSITION OF BOARD OF DIRECTORS**

WHEREAS the articles of the Corporation provide that the Corporation shall have a nine (9) directors;

NOW THEREFORE BE IT RESOLVED AS A SPECIAL RESOLUTION THAT:

1. The composition of the Board of Directors of the Corporation be set at nine (9) members appointed by the City of London Municipal Council as follows: two (2) members of City of London Municipal Council; one (1) member of the County of Middlesex Council; four (4) members of the community-at-large; and two (2) tenants of London Middlesex & Community Housing Inc;

2. In appointing members to the Board of Directors, consideration should be given to reflecting the diversity of the community that the London & Middlesex Community Housing Inc. serves and due regard should be given to the following qualifications of applicants to ensure 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.)

The skillsets noted above set out an inventory of the ideal skills, experiences, expertise, and leadership characteristics that will help to guide the board recruitment and move the organization forward. The listing of qualifications reflects the spectrum of desired knowledge, experience and skillsets and should not be interpreted as a listing of priorities or primacy of importance.

3. The term of appointment of Board Directors reflects staggered appointments by class in order to support board and organization continuity, stability and knowledge transfer. The Directors shall hold office until their successor is elected. The following outlines the Directors terms:

Class	Director	Term
First	One (1) community-at-large One (1) tenant of LMCH	The close of the annual meeting of the shareholders to be held in 2024 for the financial year ending December 31, 2023
Second	One (1) community-at-large One (1) tenant of LMCH	The close of the annual meeting of the shareholders to be held in 2025 for the financial year ending December 31, 2024
Third	Two (2) community-at-large	The close of the annual meeting of the shareholders to be held in 2026 for the financial year ending December 31, 2025
Fourth	Two (2) Members of City of London Municipal Council One (1) Member of County of Middlesex Council	The term of Municipal Council

Notwithstanding the Terms set out above for the period of one year from the date of appointment two (2) members of the Interim Board of Directors shall be appointed as First Class Directors.

Tenant and community-at-large directors shall serve staggered terms with a maximum number of reappointments of eight consecutive years in total. Reappointments for another term may be submitted to the Shareholder for consideration.

DATED this \_\_\_\_\_ day of \_\_\_\_\_, 2021.

The Corporation of the City of London

By: \_\_\_\_\_  
Name: Ed Holder  
Title: Mayor

By: \_\_\_\_\_  
Name: Catharine Saunders  
Title: City Clerk



## **APPENDIX “C”**

### **Recruitment Process for Director Appointments**

The following appointment process be established for the London & Middlesex Community Housing Inc. (LMCH):

1. 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 Administration and community members. This sub-committee would then submit nominations to Municipal Council for consideration.
2. 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 Shareholders Agreement as well as the Board terms of Reference which outlines the authority and responsibility requirements and general duties of the board.
3. LMCH should assist the City in reaching out to the community seeking applications during the recruitment process.
4. A comprehensive orientation 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.

March 24th, 2021

Chair and Members of the Strategic Priorities and Policy Committee

Re: Budget Chair

---

Deputy Mayor Josh Morgan has signaled to me his desire to relinquish his role as Budget Chair (please see attached communication).

As such, I am seeking your support of the following recommendation regarding the Budget process for the remainder of the current Council term:

“That Councillor E. Pelosa BE APPOINTED as the Council lead for the Budget process, acting as Budget Chair with duties including coordination of all Budget activities with the Civic Administration and the Chairing of the Strategic Priorities and Policy Committee meetings where discussion and consideration of the Budget takes place.”

Respectfully submitted,

A handwritten signature in blue ink, appearing to read 'Ed Holder', with a long horizontal flourish extending to the right.

Ed Holder  
Mayor



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

**London**  
CANADA

March 24, 2021

To: Mayor Ed Holder

Re: Nomination of a New Budget Chair

First and foremost, I want to sincerely thank you for the opportunities you have nominated me for during this term of Council. I have been honoured and humbled twice when your nominations for Council's Budget Chair and Deputy Mayor were supported by Council. These are roles that I continue to give my full attention and best efforts.

Although there are a number of important leadership positions on Council, these are two of the most visible. As we discussed when you approached me about the Deputy Mayor position, it is not my preference or intension to occupy both of these positions for a prolonged period of time. We both know there are talented capable leaders on Council who can step up and who can fulfill the role of Budget Chair.

Now that we have completed the 2021 Annual Budget Update, I respectfully ask that you consider bringing forward a new nominee for Council's consideration to Chair the remaining Multi-Year Budget Annual Budget Updates. It is my opinion that this change will allow for new perspectives and approaches to the Budget process and make space for one of my colleagues to contribute in a new way.

As Deputy Mayor I will stand ready to assist Councils' new Budget Chair in any way that they require.

Sincerely,

A handwritten signature in black ink, appearing to read 'J. Morgan'.

Josh Morgan  
Deputy Mayor  
City Councillor – Ward 7  
City of London

March 22, 2021

Cathy Saunders, City Clerk  
Corp. of the City of London Clerk's Office  
300 Dufferin Ave  
London, ON N6B 1Z2

Dear Ms. Saunders,

At its March 17, 2021 Full Authority meeting the Kettle Creek Conservation Authority (KCCA) Board of Directors reviewed and discussed newly proclaimed provisions to the *Conservation Authorities Act (CA Act)* that are in effect as of February 2, 2021. There are two implications of these recent proclamations that member municipalities should be aware of and require municipal action relative to member appointments to the KCCA Board.

### Member Appointment Agreements

According to Section 14 of the *CA Act*, members of an Authority shall be appointed by the respective councils based on that municipality's population within the watershed as outlined in Section 2(2). The population within the watershed is calculated based upon the percent of municipal land area within the Kettle Creek watershed, times the municipality's current total population. Municipal Councils may appoint representatives in the following numbers:

*CA Act Sec 2(2)*

1. Where the population is 1,000,000 or more, seven representatives.
  - 1.1 Where the population is 500,000 or more but less than 1,000,000, six representatives.
  - 1.2 Where the population is 250,000 or more but less than 500,000, five representatives.
2. Where the population is 100,000 or more but less than 250,000, four representatives.
3. Where the population is 50,000 or more but less than 100,000, three representatives.
4. Where the population is 10,000 or more but less than 50,000, two representatives.
5. Where the population is less than 10,000, one representative

As of February 2, 2021 where representation on a CA Board differs from the population formula described in Section 14, an agreement – confirmed by a municipal resolution - with respect to the total number of municipally appointed members of the Authority, shall be filed with the Minister and made available to the public on the authority's website (*CA Act Sec 14 (2.1; 2.2)*).

KCCA has always based its member appointments on population as outlined in Section 14 of the *CA Act*. Membership is adjusted as required to ensure compliance with the Act. Members are currently assigned as outlined below. However, based on data for 2021 the City of London's current population within the watershed is below the 50,000 threshold to appoint three members (see below).

Municipality	Population in Watershed	Current Members Appointed
Central Elgin	6,601	1
Malahide	540	1
Southwold	2,916	1
St. Thomas	25,915	2
London	46,250*	3
Middlesex Centre	1,063	1
Thames Centre	934	1

\*Calculated as 15% (London's land within KCCA's watershed) x 308,333  
(London's municipal population as provided by Municipal Property Assessment Corporation (MPAC) and the Ministry of the Environment, Conservation and Parks (MECP))  
= 46,250 (municipal population within KCCA watershed)

At this time, maintaining the City of London's membership at three (3) members provides consistency for the remainder of this term of council and term of appointments to KCCA's Board of Directors.

As KCCA's current membership varies slightly from the population formula, to bring KCCA into compliance with the *CA Act*, KCCA is requesting that each member municipality consider passing the following motion:

**That the current membership of the Kettle Creek Conservation Authority allocating one (1) member each to the Municipality of Central Elgin, the Municipality of Middlesex Centre, the Municipality of Thames Centre, the Township of Malahide, and the Township of Southwold; and two (2) members to the City of St. Thomas and three (3) members to the City of London be maintained; and further**

**That the membership of the Kettle Creek Conservation Authority be re-evaluated based on population data available prior to member appointments following the municipal elections in 2022.**

Once motions are passed by each member council, KCCA will forward the motions to the Minister. KCCA will notify municipal members of any necessary membership adjustments prior to the municipal election in 2022 to assist in membership appointments at that time.

#### **Member Appointments**

As of February 2, 2021 newly proclaimed provisions under the *CA Act* now require participating municipalities to ensure that at least 70 per cent of its appointees to the Authority are selected from among members of its council (Section. 14 (1.1)). Currently, KCCA has three citizen appointees: one (1) from the Municipality of Middlesex Centre and two (2) from the City of London. KCCA understands that these citizen appointments can continue until the end of their term in 2022. However, for the next term of appointments member municipalities wishing to select less than 70% of its appointees from members of council must request an exception from the Minister using the attached template. Municipalities wishing to proceed with a request for an exception are invited to contact KCCA directly for assistance if any is required.

Sincerely,



Grant Jones  
Chair/Kettle Creek Conservation Authority

Encl.  
Relevant Excerpts from the *Conservation Authorities Act*  
Template: Subsection 14(1.2) of the *CA Act* Application for Minister's Exception

## **PART IV MEMBERSHIP AND GOVERNANCE**

### **Members of authority**

**14** (1) Subject to subsection (3), members of an authority shall be appointed by the respective councils of the participating municipalities in the numbers set out in subsection 2 (2) for the appointment of representatives. 2017, c. 23, Sched. 4, s. 12 (1); 2020, c. 36, Sched. 6, s. 2 (1).

### **Members of council appointed**

**(1.1)** When appointing members of an authority, the council of a participating municipality shall ensure that at least 70 per cent of its appointees are selected from among the members of the municipal council, subject to subsection (1.2). 2020, c. 36, Sched. 6, s. 2 (2).

### **Exception**

**(1.2)** Upon application by a participating municipality, the Minister may grant permission to the municipality to select less than 70 per cent of its appointees to an authority from among the members of the municipal council, subject to such conditions or restrictions as the Minister considers appropriate. 2020, c. 36, Sched. 6, s. 2 (2).

### **Changes in number of members**

(2) The total number of municipally appointed members of the authority and the number of municipal councillors that each participating municipality may appoint shall be adjusted as required to ensure compliance with subsection (1) if the municipalities that are participating municipalities change or the population of a participating municipality changes. 2001, c. 9, Sched. K, s. 1 (6); 2020, c. 36, Sched. 6, s. 2 (3).

### **Agreement on number of members**

**(2.1)** Despite subsections (1), (2) and (5), the total number of members of the authority and the number of members that each participating municipality may appoint may be determined by an agreement that is confirmed by resolutions passed by the councils of all of the participating municipalities. 2001, c. 9, Sched. K, s. 1 (6).

### **Municipal agreement**

**(2.2)** If the participating municipalities of an authority enter into an agreement with respect to the total number of municipally appointed members of the authority and the

## **Relevant Excerpts from the *Conservation Authorities Act***

CAA Feb 2, 2021 excerpts; yellow highlight are new Sections proclaimed

total number of members each municipality may appoint, the authority shall, within 60 days after the agreement is executed,

- (a) provide a copy of the agreement to the Minister; and
- (b) make the agreement available to the public by posting it on the authority's website and by any other means the authority considers appropriate. 2020, c. 36, Sched. 6, s. 2 (4).

### **Same, transition**

**(2.3)** If an agreement referred to in subsection (2.2) is in force on the day subsection 2 (4) of Schedule 6 to the *Protect, Support and Recover from COVID-19 Act (Budget Measures)*, 2020 comes into force, the relevant authority shall provide a copy of the agreement to the Minister within 60 days after that day. 2020, c. 36, Sched. 6, s. 2 (4).

### **Qualification**

(3) Every member of an authority shall be resident in a participating municipality in which the authority has jurisdiction. R.S.O. 1990, c. C.27, s. 14 (3).

**Template: Subsection 14(1.2) of the *Conservation Authorities Act* (CAA)  
Application for Minister's Exception  
(less than 70% municipal council members appointed to an authority)**

Please complete the following table and submit to the Minister at [minister.mecp@ontario.ca](mailto:minister.mecp@ontario.ca), along with:

- a covering letter, and
- clear statement of the request from the council of the participating municipality through a council resolution.
- meeting minutes and details of a recorded vote on that resolution.

<b>Item</b>	<b>Details from Applicant</b>
Name of participating municipality submitting application	
<b>Composition of Authority:</b>	
Total number of the authority membership	
Number of participating municipalities in the authority	
<b>Proposal details:</b>	
The number of members the participating municipality is proposing to appoint who are not members of municipal council, and the total number of members the participating municipality appoints to the authority.	
Change in the number of non-elected members the participating municipality is proposing to appoint as compared to previous appointees by the municipality.	
Proposed length of term for each proposed appointment of a non-elected member.	
Detailed rationale, including local circumstances, for Minister to consider as to why an exception is needed.	



## **Appendix: Relevant wording in the *Conservation Authorities Act***

### Members of authority

14 (1) Subject to subsection (3), members of an authority shall be appointed by the respective councils of the participating municipalities in the numbers set out in subsection 2 (2) for the appointment of representatives. 2017, c. 23, Sched. 4, s. 12 (1); 2020, c. 36, Sched. 6, s. 2 (1).

### Members of council appointed

(1.1) When appointing members of an authority, the council of a participating municipality shall ensure that at least 70 per cent of its appointees are selected from among the members of the municipal council, subject to subsection (1.2). 2020, c. 36, Sched. 6, s. 2 (2).

### Exception

(1.2) Upon application by a participating municipality, the Minister may grant permission to the municipality to select less than 70 per cent of its appointees to an authority from among the members of the municipal council, subject to such conditions or restrictions as the Minister considers appropriate. 2020, c. 36, Sched. 6, s. 2 (2).

**From:** van Holst, Michael <mvanholst@london.ca>

**Sent:** Monday, March 29, 2021 8:49 AM

**To:** SPPC <sppc@london.ca>

**Cc:** Holder, Ed <edholder@london.ca>

**Subject:** SPPC motion requesting research on the effects of public health restrictions in London

Dear Colleagues,

Lockdowns to deal with the SARS-CoV-2 virus began over a year ago. As there are potentially no limits to the number of new mutations and variants of this virus, public health restrictions may continue to be considered in the face of new pathogens with varying degrees of transmissibility and severity. This should be done with a thorough awareness of the broader effects that lockdowns, business closures, masks, social distancing, have had in London. This will help us accurately balance the threat to health against the unintended social and economic consequences of the restrictions on a case-by-case basis. Research will be required to determine these consequences, and the optimal time to begin the investigation may be while some restrictions are still in place. I see it as municipal responsibility to ensure this research takes place and therefore request your support of the following motion:

That staff be DIRECTED to report back with a plan to commission research into the effects that the recent public health restrictions have had on London's citizens and economy.

Sincerely,

Michael van Holst

**From:** van Holst, Michael <mvanholst@london.ca>  
**Sent:** Monday, March 29, 2021 9:00 AM  
**To:** SPPC <sppc@london.ca>  
**Subject:** SPPC motion to discuss council

Dear Colleagues,

Now that we have determined the next city council will not consist of fewer members, it would be a good time to have the years delayed discussion about whether London would be better served by a council that meets more during the day than at night and/or is expected to put in more full-time than part-time hours.

For this reason, I request that you support the following motion.

That the governance committee be DIRECTED to consider how the operation of city council may be changed to better serve London.

Yours,  
Michae van Holst