

Community and Protective Services Committee

Report

16th Meeting of the Community and Protective Services Committee
November 23, 2021

PRESENT: Councillors J. Helmer (Chair), S. Lewis, M. Salih, J. Fyfe-Millar, S. Hillier, Mayor E. Holder

ALSO PRESENT: J. Bunn, M. Schulthess and J. Taylor Remote Attendance: Councillors M. Cassidy, M. Hamou and M. van Holst; L. Livingstone; R. Armistead, A.L. Barbon, M. Butlin, C. Cooper, K. Dickins, S. Dunleavy, M. Espinoza, O. Katolyk, G. Kotsifas, P. Masse, S. Miller, K. Murray, J. Raycroft, C. Smith, S. Stafford and T. Wellhauser The meeting was called to order at 4:00 PM; it being noted that the following Members were in remote attendance: Councillors M. Salih and S. Hillier

1. Disclosures of Pecuniary Interest

That it BE NOTED that Councillor M. Salih disclosed a pecuniary interest in clause 2.3 of this Report, having to do with an Agreement for London and Middlesex Local Immigration Partnership with Immigration, Refugees and Citizenship Canada, by indicating that he is employed by the federal government.

2. Consent

Moved by: S. Lewis
Seconded by: J. Fyfe-Millar

That Items 2.1, 2.2, 2.4, 2.5 and 2.9 BE APPROVED.

Yeas: (6): J. Helmer, S. Lewis, M. Salih, J. Fyfe-Millar, S. Hillier, and E. Holder

Motion Passed (6 to 0)

2.1 6th Report of the Community Safety and Crime Prevention Advisory Committee

Moved by: S. Lewis
Seconded by: J. Fyfe-Millar

That the 6th Report of the Community Safety and Crime Prevention Advisory Committee, from its meeting held on October 28, 2021, BE RECEIVED.

Motion Passed

2.2 9th Report of the London Housing Advisory Committee

Moved by: S. Lewis
Seconded by: J. Fyfe-Millar

That the 9th Report of the London Housing Advisory Committee, from its meeting held on November 10, 2021, BE RECEIVED.

Motion Passed

2.4 RFT21-112 People and the City Monument Restoration and Source of Financing

Moved by: S. Lewis

Seconded by: J. Fyfe-Millar

That, on the recommendation of the Deputy City Manager, Neighbourhood and Community-Wide Services, the following actions be taken with respect to the staff report, dated November 23, 2021, with respect to RFT21-112 related to People and the City Monument Restoration and Source of Financing:

- a) the bid submitted by 818185 Ontario Inc., P.O. Box 1660 Brantford, Ontario N3T 5V7, at its tendered price of \$474,000 (excluding HST) BE ACCEPTED; it being noted that the bid submitted by 818185 Ontario Inc. was the lowest bid received and meets the City's specifications and requirements in all areas;
- b) the financing for this project BE APPROVED in accordance with the "Sources of Financing Report", as appended to the above-noted staff report;
- c) the Civic Administration BE AUTHORIZED to undertake all the administrative acts that are necessary in connection with this purchase;
- d) the approvals given, herein, BE CONDITIONAL upon the Corporation entering into a formal contract for this purchase; and,
- e) the Mayor and the City Clerk BE AUTHORIZED to execute any contract, statement of work or other documents, if required, to give effect to these recommendations. (2021-F11)

Motion Passed

2.5 Sports Court Donation by Maple Leaf Sports and Entertainment Foundation

Moved by: S. Lewis

Seconded by: J. Fyfe-Millar

That, on the recommendation of the Deputy City Manager, Environment and Infrastructure, the following actions be taken with respect to the staff report, dated November 23, 2021, related to a Sports Court Donation by Maple Leaf Sports and Entertainment Foundation:

- a) the donation of a multi-use sports court by Maple Leaf Sports and Entertainment Foundation BE ACCEPTED, as per the City's Donation Policy; it being noted that the value of the donation is estimated to be \$250,000;
- b) the hiring of ERA Architects to design and carry out contract administration for the construction of the project by Maple Leaf Sports and Entertainment Foundation, at their expense, BE APPROVED, as per Section 14.4 (i) of the Procurement of Goods and Services Policy as a Single Source contract, SS21-45;
- c) the Civic Administration BE AUTHORIZED to enter into a formal agreement with Maple Leaf Sports and Entertainment Foundation and establish a capital project budget based on the final amount of the donation, subject to the approval of the above-noted donation and determining a location for the multi-use court; and,
- d) Maple Leaf Sports and Entertainment Foundation BE THANKED for their generous donation to support London's youth and their physical and mental health and social engagement. (2021-M12/R05)

Motion Passed

2.9 Parking Services - Service Integration and Digital Modernization Review

Moved by: S. Lewis
Seconded by: J. Fyfe-Millar

That, on the recommendation of the Deputy City Manager, Planning and Economic Development, the staff report, dated November 23, 2021, with respect to Parking Services – Service Integration and Digital Modernization Review, BE RECEIVED. (2021-H08/T02)

Motion Passed

2.3 Agreement for London and Middlesex Local Immigration Partnership with Immigration, Refugees and Citizenship Canada

Moved by: J. Fyfe-Millar
Seconded by: S. Lewis

That the staff report, dated November 23, 2021, with respect to an Agreement for London and Middlesex Local Immigration Partnership with Immigration, Refugees and Citizenship Canada BE DEFERRED to the next meeting of the Community and Protective Services Committee. (2021-S15)

Yeas: (5): J. Helmer, S. Lewis, J. Fyfe-Millar, S. Hillier, and E. Holder

Recuse: (1): M. Salih

Motion Passed (5 to 0)

2.6 Housing Stability Services- Social Services Relief Fund Phase Four Allocations

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

That, on the recommendation of the Deputy City Manager, Social and Health Development, the following actions be taken with respect to the staff report, dated November 23, 2021, related to Housing Stability Services and Social Services Relief Fund Phase Four Allocations:

a) for COVID-19 operating agreement extensions, a funding increase extension BE APPROVED for the existing Purchase of Service Agreements at a total estimated increase of \$987,165 (excluding HST), for the period of January 1, 2022 to March 31, 2022, to administer Housing Stability Services COVID-19 Response programs, as per The Corporation of the City of London Procurement Policy Section 20.3 e.ii, to the following existing agreements:

- The Ark Aid Street Mission, WISH to Be Home (SS21-29)
- London Cares Homeless Response Services COVID-19 Resting Spaces (SS21-29)
- The Salvation Army Centre of Hope Emergency Shelter (SS21-29)
- Services and supports through various providers (SS21-29), including minor retrofits at the YOU shelter;

b) with respect to capital retrofits and upgrades, that the proposed revised attached by-law, as appended to the Added Agenda, BE

INTRODUCED at the Municipal Council meeting to be held December 7, 2021, to:

- i) approve the standard form Loan Contribution Agreement, substantially in the form as appended to the above-noted by-law, as the standard form of agreement between the city and organizations to provide capital funding under the CHPI Social Services Relief Fund – Phase 4 to improve, retrofit, upgrade or acquire property for emergency shelters, transitional housing, congregate living spaces and supportive housing or other activities approved by the Ministry of Municipal Affairs and Housing;
- ii) delegate discretionary power to the Deputy City Manager, Social and Health Development, or written designates, to:

- A) insert the applicable required information into the above-noted standard form Loan Contribution Agreement;
- B) approve the agreement with the above-noted details; and,
- C) execute agreements which employ the above-noted form; it being noted that the exercise of such powers is consistent with the CHPI SSRF Program Guidelines and applicable agreements with the Province, and that the exercise of such powers does not require additional funding or is provided for in the City's current budget, and that does not increase the indebtedness or contingent liabilities of The Corporation of the City of London, subject to prior review and approval by the Manager of Risk Management;

- iii) delegate discretionary power to the Deputy City Manager, Social and Health Development, or written designates, to authorize, approve and execute such further and other documents, including amending agreements, that may be required in furtherance of the City of London's agreements with organizations that are consistent with the CHPI SSRF Program Guidelines and applicable agreements with the Province and requirements contained in the above-noted standard form Loan Contribution Agreement and that do not require additional funding or are provided for in the City's current budget, and that do not increase the indebtedness or contingent liabilities of The Corporation of the City of London, subject to prior review and approval by the Manager of Risk Management;

- c) the Civic Administration BE AUTHORIZED to undertake all administrative acts which are necessary in relation to this matter;

- d) capital grant funding BE APPROVED for retrofits and upgrades for The Ark Aid Street Mission in the amount of \$725,000;

- e) the approval given, herein, BE CONDITIONAL upon The Corporation of the City of London entering into and/or amending Purchase of Service Agreements and/or Contribution Agreement with Agencies outlined in Schedule 1 of the above-noted report, and is subject to a commitment of funding by the Ministry of Municipal Affairs and Housing under Community Homelessness Prevention Initiative and the Social Services Relief Fund Phase 4 Guidelines; and,

- f) Schedule 1 – Overview of SSRF Phase 4 Funding Allocations, as appended to the above-noted staff report, BE RECEIVED. (2021-S11/F11A)

Yeas: (6): J. Helmer, S. Lewis, M. Salih, J. Fyfe-Millar, S. Hillier, and E. Holder

Motion Passed (6 to 0)

- 2.7 Proposed Implementation of the "Roadmap to 3,000 Affordable Units" (Roadmap) Action Plan

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

That, on the recommendation of the Deputy City Manager, Social and Health Development and Deputy City Manager, Planning and Economic Development, the following actions be taken with respect to the staff report, dated November 23, 2021, related to the Proposed Implementation of the “Roadmap to 3,000 Affordable Units” (Roadmap) Action Plan:

- a) the “Roadmap to 3,000 Affordable Units” (Roadmap), as appended to the above-noted staff report, BE RECEIVED and the Civic Administration BE DIRECTED to advance on the implementation action plan as outlined within the above-noted staff report;
- b) the Civic Administration BE DIRECTED to report back with any applicable policy changes for Council approval that will aide in the delivery of the action plan;
- c) the Civic Administration BE AUTHORIZED to carry out all necessary actions to establish a capital budget and corresponding funding sources for the Roadmap to 3,000 Affordable Units for the City of London for 2022 through 2026, as summarized in the above-noted report;
- d) the Civic Administration BE DIRECTED to release \$5.0 million currently earmarked in the Economic Development Reserve Fund for the Back to the River – Forks of the Thames project and use this funding to support the implementation of the Roadmap action plan; and,
- e) the Civic Administration BE DIRECTED to temporarily fund the 2022 operating costs of this plan from the Operating Budget Contingency Reserve, and to bring a budget amendment business case to the 2023 Annual Budget Update and 2024-2027 Multi-Year Budget that establishes a permanent funding source for the portable benefits/rent supplements and ongoing resources required to support the Roadmap implementation plan;

it being noted that specific program design considerations will be further clarified through future reports to Committee and Council;

it being further noted that the presentation, dated November 23, 2021, as appended to the Added Agenda, and the verbal delegation from M. Wallace, London Development Institute, with respect to this matter, were received. (2021-S11)

Yeas: (6): J. Helmer, S. Lewis, M. Salih, J. Fyfe-Millar, S. Hillier, and E. Holder

Motion Passed (6 to 0)

Voting Record:

Moved by: S. Lewis
Seconded by: J. Fyfe-Millar

Motion to approve the delegation request by M. Wallace, London Development Institute, with respect to this matter.

Yeas: (6): J. Helmer, S. Lewis, M. Salih, J. Fyfe-Millar, S. Hillier, and E. Holder

Motion Passed (6 to 0)

Moved by: E. Holder
Seconded by: J. Fyfe-Millar

Motion to receive the verbal delegation from M. Wallace, London Development Institute, with respect to this matter.

Yeas: (6): J. Helmer, S. Lewis, M. Salih, J. Fyfe-Millar, S. Hillier, and E. Holder

Motion Passed (6 to 0)

2.8 Request for Funding from Vision SoHo Alliance for the Housing Development Project at the Old Victoria Hospital Lands

Moved by: J. Fyfe-Millar

Seconded by: S. Hillier

That, on the recommendation of the Deputy City Manager, Planning and Economic Development, the following actions be taken with respect to the staff report, dated November 23, 2021, related to the Request for Funding from Vision SoHo Alliance for the Housing Development Project at the Old Victoria Hospital Lands:

a) a conditional grant for \$11,200,000 (\$28,000/unit) BE APPROVED to provide up to 400 affordable housing units in the proposed development, subject to confirmation of the other sources of project financing, closing of the Purchase and Sale Agreement between Vision SoHo Alliance and the City of London for the subject lands and development of suitable Contribution Agreements between the parties;

b) the Civic Administration BE DIRECTED to develop Contribution Agreements with Vision SoHo Alliance members, subject to submission of additional financial and project information from Vision SoHo Alliance;

c) the proposed by-law, as appended to the above-noted staff report, BE INTRODUCED at the Municipal Council meeting to be held on December 7, 2021, to:

i) authorize and approve the City Treasurer and City Solicitor to approve the Contribution Agreement between The Corporation of the City of London and Vision SoHo Alliance members in an amount not to exceed \$11,200,000.00 in the aggregate; and,

ii) authorize the Mayor and the City Clerk to execute the above-noted Contribution Agreements; and,

d) the financing for the conditional grant BE APPROVED, as set out in the Source of Financing Report, as appended to the above-noted staff report;

it being noted that a verbal delegation from S. Harris, Indwell/Vision SoHo Alliance, with respect to this matter, was received. (2021-F11/S11)

Yeas: (6): J. Helmer, S. Lewis, M. Salih, J. Fyfe-Millar, S. Hillier, and E. Holder

Motion Passed (6 to 0)

Voting Record:

Moved by: S. Lewis

Seconded by: S. Hillier

Motion to approve the delegation request from S. Harris, Indwell/Vision SoHo Alliance, with respect to this matter.

Yeas: (6): J. Helmer, S. Lewis, M. Salih, J. Fyfe-Millar, S. Hillier, and E. Holder

Motion Passed (6 to 0)

Moved by: S. Lewis
Seconded by: J. Fyfe-Millar

Motion to receive the verbal delegation from S. Harris, Indwell/Vision SoHo Alliance, with respect to this matter.

Yeas: (6): J. Helmer, S. Lewis, M. Salih, J. Fyfe-Millar, S. Hillier, and E. Holder

Motion Passed (6 to 0)

3. Scheduled Items

None.

4. Items for Direction

None.

5. Deferred Matters/Additional Business

5.1 Deferred Matters List

Moved by: S. Lewis
Seconded by: J. Fyfe-Millar

That the Deferred Matters List for the Community and Protective Services Committee, as at November 16, 2021, BE RECEIVED.

Yeas: (6): J. Helmer, S. Lewis, M. Salih, J. Fyfe-Millar, S. Hillier, and E. Holder

Motion Passed (6 to 0)

5.2 (ADDED) 10th Report of the Animal Welfare Advisory Committee

Moved by: S. Lewis
Seconded by: J. Fyfe-Millar

That the following actions be taken with respect to the 10th Report of the Animal Welfare Advisory Committee, from its meeting held on November 18, 2021:

a) the following actions be taken with respect to the Animal Welfare Advisory Committee (AWAC) Budget request related to Coyote Signs on City Parks:

i) the transfer of \$1,000.00 from the 2021 Animal Welfare Advisory Committee Budget allocation to the Parks Operations Fund BE APPROVED in order to procure new signs related to wild canids to be installed in City parks; and,

ii) the communication, as appended to the Added Agenda, with respect to this matter, BE RECEIVED;

b) the following actions be taken with respect to the Clear Your Gear Initiative:

i) the Civic Administration BE REQUESTED to explore the best methods to empty and maintain the recycling receptacles to be placed at areas for recreational fishing; and,

ii) the communication, as appended to the Added Agenda, with respect to this matter, BE RECEIVED;

it being noted that the Animal Welfare Advisory Committee will continue to engage with the Civic Administration with respect to the implementation of this initiative;

c) clauses 1.1 to 4.1 BE RECEIVED.

Yeas: (6): J. Helmer, S. Lewis, M. Salih, J. Fyfe-Millar, S. Hillier, and E. Holder

Motion Passed (6 to 0)

6. Adjournment

The meeting adjourned at 5:03 PM.

Community Safety and Crime Prevention Advisory Committee Report

The 6th Meeting of the Community Safety and Crime Prevention Advisory Committee
October 28, 2021
2021 Meeting - Virtual Meeting during the COVID-19 Emergency

Attendance PRESENT: B. Gibson (Chair), J. Campbell, T. Khan, B. Madigan
and J. Slavin

ABSENT: I. Bielaska-Hornblower, B. Fragis, L. Krobisch and D.
Luthra

ALSO PRESENT: H. Lysynski, K. Pawelec and M. Schulthess

The meeting was called to order at 12:24 PM; it being noted that
all Members were in remote attendance

1. Call to Order

1.1 Disclosures of Pecuniary Interest

That it BE NOTED that no pecuniary interests were disclosed.

2. Consent

2.1 5th Report of the Community Safety and Crime Prevention Advisory Committee

That it BE NOTED that the 5th Report of the Community Safety and Crime
Prevention Advisory Committee, from its meeting held on September 13,
2021, was received.

3. Items for Discussion

3.1 Community Safety and Well-Being Plan - Verbal Update

That it BE NOTED that the Community Safety and Crime Prevention
Advisory Committee held a general discussion and heard a verbal update
from K. Pawelec, Director, Community Development and Grants, with
respect to the Community Safety and Well-Being Plan.

4. Adjournment

The meeting adjourned at 12:49 PM.

London Housing Advisory Committee

Report

9th Meeting of the London Housing Advisory Committee
November 10, 2021
Advisory Committee Virtual Meeting - during the COVID-19 Emergency

Attendance PRESENT: B. Harris (Chair), M. Joudrey, C. O'Brien, B. Odegaard, and J. Peaire; A. Pascual (Committee Clerk).

ABSENT: J. Banninga, W. Latuszak, D. Peckham, and M. Richings.

ALSO PRESENT: C. Lovell, G. Matthews, and D. Purdy.

The meeting was called to order at 12:19 PM; it being noted that the following members were in remote attendance: B. Harris, M. Joudrey, C. O'Brien, B. Odegaard, and J. Peaire.

1. Call to Order

1.1 Disclosures of Pecuniary Interest

That it BE NOTED that no pecuniary interests were disclosed.

2. Consent

2.1 8th Report of the London Housing Advisory Committee

That it BE NOTED that the 8th Report of the London Housing Advisory Committee, from its meeting held on October 20, 2021, was received.

2.2 Notice of Cancellation and New Public Meeting Notice - Zoning By-law Amendment - 99 Southdale Road West

That it BE NOTED that the Notice of Cancellation and New Public Meeting Notice dated October 26, 2021 from A. Riley, Senior Planner, related to a Zoning By-law Amendment for the property at 99 Southdale Road West, was received.

2.3 Public Meeting Notice - Official Plan and Zoning By-law Amendments and Site Plan Public Meeting - 370 South Street and 124 Colborne Street

That it BE NOTED that the Public Meeting Notice dated November 4, 2021 from L. Maitland, Site Development Planner, related to a Official Plan and Zoning By-law Amendments and Site Plan Public Meeting for the properties at 370 South Street and 124 Colborne Street, was received.

3. Adjournment

The meeting adjourned at 12:34 PM.

Report to Community and Protective Services Committee

To: Chair and Members
Community and Protective Services Committee

From: Lynne Livingstone, City Manager

Subject: Agreement for London & Middlesex Local Immigration Partnership with Immigration, Refugees and Citizenship Canada

Date: November 23, 2021

Recommendation

That, on the recommendation of the City Manager, the attached proposed by-law as “Appendix A” **BE INTRODUCED** at the Municipal Council meeting to be held on September 14, 2021 to:

1. **AUTHORIZE AND APPROVE** the Contribution Agreement, Developing a Model for a Community-Based Plan for Effective and Efficient Integration of Immigrants in a Welcoming London and Middlesex Community, with Her Majesty the Queen in Right of Canada, as represented by the Minister of Immigration, Refugees and Citizenship Canada: London & Middlesex Local Immigration Partnership and The Corporation of the City of London, substantially in the form attached as Schedule 1 to this by-law;
2. **AUTHORIZE** the Mayor and City Clerk to execute the Contribution Agreement with Her Majesty the Queen in Right of Canada, as represented by the Minister of Immigration, Refugees and Citizenship Canada: London & Middlesex Local Immigration Partnership and The Corporation of the City of London; authorized and approved in section 1, above,
3. **DELEGATE and AUTHORIZE** the City Manager, or written designates, the authority to approve and execute any further amendments to the London & Middlesex Local Immigration Partnership Contribution Agreement if the Amendments are substantially in the form of the Contribution Agreement attached as Schedule 1 to the proposed by-law in section 1; and
4. **DELEGATE** the City Manager, or written designates, the authority, to undertake all the administrative, financial and reporting acts, including signing authority regarding application forms for funding, budgets, cash flows, other financial reporting including financial claims, and directions, consents and other authorizations as may be required, provided that the monetary amounts do not exceed the maximum amount of Canada’s contribution specified in the Contribution Agreement that are necessary with the Contribution Agreement as approved by the proposed by-law in section 1.

Executive Summary

In April 2021, the City of London responded to a Request for Quotations from Immigration, Refugees and Citizenship Canada (IRCC) on behalf of the London & Middlesex Local Immigration Partnership (LMLIP) for Service Delivery Improvements: Developing Models of Community-based Plans for Settlement Service Delivery and Funding. In early August 2021, the City of London was notified that its application was successful. Negotiations with IRCC are now complete, and this report includes the Contribution agreement and proposed by-law.

Linkage to the Corporate Strategic Plan and the London Community Recovery Network

The proposed agreement between the Corporation of the City of London and Immigration, Refugees and Citizenship Canada is aligned with London’s 2019-2023 Strategic Plan under the Strategic Area of Focus - Strengthening our Community with

the outcome: Londoners are engaged and have a sense of belonging in their neighbourhoods and community and the expected result: Increase the number who feel welcomed and included, and Strategy – Create inclusive engagement opportunities for Londoners.

As the London Community Recovery Network has noted, the pandemic has had a disproportionate impact on vulnerable and marginalized communities including Newcomers, Indigenous Peoples and Visible Minorities.

Analysis

1.0 Background Information

1.1 Previous Reports Related to this Matter

- Local Immigration Partnership Funding Application (CPSC: May 26, 2008)
- Local Immigration Partnership Funding (CPSC: January 26, 2009)
- Contract for Local Immigration Partnership (BoC: July 22, 2009)
- Local Immigration Partnership – Signing Authority (BoC - Sept. 16, 2009)
- Update re Local Immigration Partnership (CPSC: January 11, 2010)
- London & Middlesex Local Immigration Partnership Strategic Plan & Update (CPSC: Sept. 27, 2010)
- Update on London & Middlesex Local Immigration Partnership (CNC: May 17, 2011)
- London & Middlesex Local Immigration Partnership Strategic Plan 2013-2016 and Update (CPSC: August 25, 2014)
- London & Middlesex Immigration Partnership Strategic Plan 2016-2019 (CPSC: September 20, 2016)
- Agreement for London & Middlesex Local Immigration Partnership with Immigration, Refugees and Citizenship Canada (CPSC: February 19, 2020)
- City-WIL Purchase of Service Agreement for London & Middlesex Local Immigration Partnership (CPSC: March 31, 2020)
- Discrimination experienced by Immigrants, Visible Minorities and Indigenous Peoples in London and Middlesex, An Empirical Study by the London & Middlesex Local Immigration Partnership (CPSC: September 21, 2021)

2.0 Discussion and Considerations

2.1 Purpose

The purpose of this report is to recommend approval to enter into a Funding Agreement with the Government of Canada for the London & Middlesex Local Immigration Partnership for \$536,018 for the period of December 13, 2021 to December 31, 2023.

2.2 Background

The London & Middlesex Local Immigration Partnership LMLIP is one of over 80 Local Immigration Partnerships across Canada, funded by Immigration, Refugees and Citizenship Canada since 2009. The LMLIP is a collaborative community initiative designed to strengthen the role of local and regional communities in serving and integrating immigrants. LMLIP is co-chaired by an individual appointed by the City of London and a community volunteer, and it takes an active strategic community approach which has resulted in successful outcomes for immigrants in our community.

On March 2, 2020, Council approved a five-year Contribution Agreement with Immigration, Refugees and Citizenship Canada for the operations and activities of the LMLIP.

On April 23, 2021, the City of London, responded to a Request for Quotations for Service Delivery Improvements, and was recently informed that the application was successful. Only a select number of Local Immigration Partnerships and Réseaux en immigration francophone (the French equivalent of the LIPs) were invited to apply for this RFQ, based on their capacity, experience, and skills. Negotiations with IRCC are now complete and this report provides the documentation for the approval of the Contribution Agreement. The initiative will be fully funded by IRCC for a total value of \$536,018 over three fiscal years.

2.3 Overview of the Project

The objective of the project is the development of a model that uses an integrated whole-of-community approach to settlement service delivery and funding. The project focuses on designing and developing a community-based plan that incorporates a local approach to direct and indirect service delivery and funding best suited to the needs of and requirements of our community. The project includes an environmental scan, a series of community consultations, and design of a locally based community plan. The goal is to develop a model for community planning that is responsive to newcomers' needs and promotes a welcoming community. Note, the intent is not to implement a community-based plan, provide any direct services to newcomers, or redirect funding to or from ongoing Settlement programs.

The work will be conducted over three fiscal years through the following structure: community-based advisory panel, an LMLIP Planning Work Group consisting of members chosen by Central Council, and a consulting company which would conduct the environmental scan, organize, and host consultations, and create the model with input from the community.

2.4 Indemnification

The City Solicitors Office and Risk Management have reviewed the content of the Contribution Agreement with Immigration, Refugees and Citizenship Canada.

Risk Management has identified the indemnity provision:

Clause 9.2 Indemnification: "The Recipient shall indemnify and save harmless the Department from and against all claims, losses, damages, costs and expenses related to the performance by the Recipient of its obligations pursuant to this Agreement."

While this provision exposes the City to unlimited liability, it should not prevent the City of London from entering into the Agreement as the benefit of the work outweighs the associated risk from the indemnity provision.

More clearly, the City of London will mitigate risks associated in the Agreement by using the optimum level of oversight and control, enabling the City of London to manage risk and ensure objectives are met. This will be done using clearly defined expectations of the objectives, insurance and transfer controls for activities that are supported by this project.

3.0 Financial Impact/Considerations

3.1 Funding

There is no financial impact to the Corporation for the Contribution Agreement between the City of London and Immigration, Refugees and Citizenship Canada.

Conclusion

The London & Middlesex Local Immigration Partnership has been working with the community since 2009 to settle and integrate immigrants. A strong project team and

large group of dedicated volunteers have contributed to positive outcomes for immigrants. These efforts contribute directly to Council's vision and efforts of building a welcoming and inclusive community for all.

Prepared by: Jill Tansley, Manager, Strategic Programs & Partnerships
Submitted by: Rumina Morris, Director, Anti-Racism and Anti-Oppression
Recommended by: Lynne Livingstone, City Manager

Appendix “A”

Bill No.
2021

By-law No.

A by-law to authorize and approve the Contribution Agreement with Her Majesty the Queen in Right of Canada, as represented by the Minister of Immigration, Refugees and Citizenship Canada: London & Middlesex Local Immigration Partnership.

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

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

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

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

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

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

1. The Contribution Agreement for the London & Middlesex Local Immigration Partnership between Her Majesty the Queen in Right of Canada, as represented by the Minister of Immigration, Refugees and Citizenship Canada and The Corporation of the City of London, substantially in the form attached as Schedule 1 to this by-law, is authorized and approved.
2. The Mayor and City Clerk are authorized to execute the Contribution Agreement for the London & Middlesex Local Immigration Partnership approved in section 1, above.
3. The City Manager, or written designates, are delegated the authority to approve and execute any further amendments to the London & Middlesex Local Immigration Partnership Contribution Agreement if the amendments are

substantially in the form of the Contribution Agreement approved in section 1, above.

4. The City Manager, or written designates, are delegated the authority to undertake all the administrative, financial and reporting acts, including signing authority regarding application forms for funding, budgets, cash flows, other financial reporting including financial claims, and directions, consents and other authorizations as may be required, provided that the monetary amounts do not exceed the maximum amount of Canada's contribution specified in the Contribution Agreement that are necessary in connection with the Contribution Agreement as approved in section 1, above.
5. This by-law shall come into force and effect on the day it is passed.

PASSED in Open Council on , 2021.

Ed Holder
Mayor

Catharine Saunders
City Clerk

First reading
Second reading
Third reading

**CONTRIBUTION AGREEMENT****AGREEMENT NUMBER: X223926001
ORIGINAL**

BETWEEN: **HER MAJESTY THE QUEEN IN RIGHT OF CANADA**, as represented by the Minister of Immigration, Refugees and Citizenship, hereinafter referred to as the "Department".

1250 Walker Road
Windsor, ON, N8Y 4T4
Canada

AND: The Corporation of the City of London, hereinafter referred to as the "Recipient".
Citi Plaza, 355 Wellington Street, Suite 248, 2nd Floor
London, ON, N6A 4L6
Canada

Whereas the Recipient wishes to provide services and/or activities to Eligible Clients under the Settlement Program and has applied to the Department for funding under the said Program; and the Department wishes to provide a Contribution to the Recipient to assist it in carrying out such services and/or activities; the Department and the Recipient undertake and agree as follows:

1.0 AGREEMENT

1.1 This Agreement, including the attached schedules, any written instructions issued pursuant to its provisions, and any subsequent amendments thereto, constitute the entire Agreement between the Department and the Recipient, and supersedes all previous documents, negotiations, understandings and undertakings related to its subject matter.

- The Contribution Agreement
- Schedule 1, entitled *Statement of Planned Activities and Intended Results*
- Schedule 2, entitled *Description of Eligible Costs*
- Schedule 3, entitled *Terms of Payments and Financial Reporting*
- Schedule 4, entitled *Supplementary Terms and Conditions*

2.0 INTERPRETATION

In this Agreement, unless otherwise defined herein:

- 2.1 "Contribution" means a conditional transfer payment for a specified purpose pursuant to an Agreement that is subject to being accounted for and audited.
- 2.2 "Project" means the services and/or activities described in Schedule 1 which are directly delivered to Eligible Clients or which contribute indirectly to the resettlement, settlement and integration of Eligible Clients.
- 2.3 "Eligible Costs" means the costs described in Schedule 2 required by the Recipient to deliver the Project which are:
- A) incurred and paid by the Recipient in relation to the Project during the Funding Period or during the fiscal year in the case of multi-year funding; or
 - B) incurred by the Recipient in relation to the goods and services purchased during the last two (2) months of the Funding Period and paid within 60 days of the conclusion of the Funding Period, and whose validity has been substantiated to the satisfaction of the Department by means of Supporting Documentation as described in clause 2.12;

Restrictions

- i) Costs associated with validating credentials of Eligible Clients are not eligible.
 - ii) Profit is neither a "cost" nor an "expense" and therefore may not be included as an Eligible Cost.
- C) deemed to have been incurred based on a funding formula.
- 2.4 "Capital Costs" means costs that the Recipient expects to incur and pay for capital assets purchased and/or leased (with the option to buy and where there is reasonable assurance that the lessee will obtain ownership at the end of the lease term), in whole or in part, and costing is in excess of \$1000.



Capital assets must be recorded taking into account the quantity of items purchased and according to the "whole asset" approach which considers an asset to be an assembly of connected parts and where costs of all parts would be capitalized and amortized as one asset.

2.5 "Eligible Client" means:

A) For the Settlement Program:

- i) Permanent Residents of Canada.
- ii) Protected persons as defined in section 95 of the *Immigration and Refugee Protection Act* (IRPA).
- iii) Individuals who have been selected, inside or outside Canada, to become permanent residents (pending verifications) **and** who have been informed, by a letter from the Department.
- iv) Convention refugees and protected persons outside Canada who have been selected for resettlement in Canada by the Department.
- v) Live-in Caregivers: Temporary foreign workers who hold or received approval of a work permit under section 112 or received initial approval for permanent residence under section 113 of the *Immigration and Refugee Protection Regulations* (IRPR) are eligible for all settlement services with the exception of language training.

Notes

- vi) "Individuals selected" described in A) iii) above means individuals who have received a positive eligibility decision on their application for permanent residence.
- vii) Eligible persons include both the principal applicant and eligible dependants (spouse and children).

Restrictions

- viii) To access language training, persons must be of legal school-leaving age within their applicable province or territory.
- ix) Canadian citizens and non-permanent residents are **not** eligible persons. However, the Settlement Program provides opportunities for citizens and other residents of Canada to participate in settlement services to clients as volunteers.

B) For the Resettlement Assistance Program (RAP), the following individuals and their accompanying dependents, as defined in the RAP Terms and Conditions:

- i) Government Assisted Refugees (GAR), including those sponsored under the Joint Assistance Sponsorship (JAS) Program.
- ii) Privately Sponsored Refugees (PSR), including Blended Visa Office-Referred (BVOR) clients, primarily for Port of Entry services.
- iii) Other groups admitted under a public policy established by the Minister and deemed eligible for the RAP.
- iv) Eligible resettled refugees arriving on temporary resident permit.
- v) One-Year Window (OYW) arrivals.
- vi) Other groups admitted as members of any current or future humanitarian-protected person abroad class.

Restrictions

- vii) RAP clients must reside, during the eligible period, in a province where the federal government administers RAP in order to remain eligible for assistance.

2.6 "Care for Newcomer Children" means unlicensed childcare that is provided to the children of Eligible Clients while they attend short term and/or long term services under the RAP or the Settlement Program.

2.7 For RAP, "Temporary Accommodation" means any form of accommodation, as deemed suitable by the Department, provided to house and shelter eligible clients following their arrival in Canada.

2.8 "Funding Period" means the period specified in Schedule 2 in the section entitled *Duration of Activity / Funding Period*.

2.9 "Term of the Agreement" means the period during which this Agreement shall be effective, which period commences on the date the Agreement is signed by both parties and terminates one (1) year



after the end of the Funding Period.

- 2.10 "Compliance Audit" means an independent assessment done by an accredited auditor in accordance with section 5815 of the *Chartered Professional Accountants Canada Handbook*, to provide assurance of a Recipient's compliance with the Agreement. Audited financial statements do not constitute a compliance audit.
- 2.11 "Fiscal Year" means the period commencing on April 1st in one calendar year and ending on March 31st in the next calendar year.
- 2.12 "Supporting Documentation" means but is not limited to original vouchers, invoices, statements of account, receipts, contracts, lease agreements, and timesheets or other data supporting the Recipient's actual costs incurred. The term also includes cancelled cheques, bank drafts and other forms of data supporting costs incurred.

3.0 CONTRIBUTION

3.1 In order to assist the Recipient in delivering the Project, and subject to the terms of the Agreement, the Department will make a Contribution to the Recipient in respect of the Eligible Costs of the Project of an amount not exceeding the lesser of:

- A) 100% of the Eligible Costs; or
- B) the Total Maximum Contribution specified in Schedule 2.

3.2 Costs are Eligible Costs for the purposes of this Agreement only if they are, in the opinion of the Department:

- A) directly related to and necessary for the delivery of the Project;
- B) reasonable; and
- C) allowable expenditures.

3.3

- A) The Recipient will notify the Department in writing with respect to all proposed adjustments to the Agreement. Depending upon the extent and significance of the adjustments, prior written approval by the Department or an amendment to the Agreement may be required.
- B) The Recipient may reallocate Eligible Costs from the Capital Cost category to the Program Delivery category, without prior written approval, when the sum of all transfers is less than 5% of the Capital Cost category's original fiscal year budget, to a maximum of \$50,000. The Recipient will notify the Department in writing following such a reallocation.
- C) The Recipient may reallocate Eligible Costs between existing line items within the same cost category, without prior written approval, when the sum of all transfers is less than 5% of the cost category's original fiscal year budget, to a maximum of \$50,000. The Recipient will notify the Department in writing following such a reallocation.
- D) In addition to any decision made by the Department under 3.3 A), amendments to the Agreement will be required for:
 - i) increases to the Total Maximum Contribution identified in Schedule 2;
 - ii) the inclusion of new line items or cost categories;
 - iii) increases in fiscal year allocations;
 - iv) changes to the Funding Period; and
 - v) changes related to the scope of the Project outlined in Schedule 1.
- E) With respect to Temporary Accommodation under the RAP, food and incidentals per person rates as set out in Schedule 2 cannot be changed without prior written approval of the Department.
- F) With respect to prior written approval described in subclauses 3.3 A), B), C) and E), the written communication between the Recipient and the Department shall constitute part of the Agreement and will supersede the relevant details indicated in the Agreement schedules.

3.4 In cases where the Recipient receives more funding than anticipated from any or all sources for the activities specified in the Agreement under clause 5.1, repayment of the pro rata share of the Contribution from the Department will be required.

3.5 Notwithstanding any other provision of this Agreement:

- A) No Contribution is payable by the Department in respect to any portion of the cost of any Eligible



Costs for which the Recipient receives a rebate or reimbursement, except in the case of property tax rebate where the procedure is as follows:

- i) Recipients that receive a property tax rebate from a municipality must notify the Department in writing.
 - ii) Recipients can retain the Department's share of the rebate on condition that they provide a description of how the funds will be used to support activities described in Schedule 1.
 - iii) Should a Recipient wish to use the rebate for other programming, approval must first be obtained by the Department.
 - iv) Recipients must retain records substantiating that the rebate has been reinvested to support activities described in Schedule 1.
- B) Only the portion of the provincial and/or federal tax (GST/HST) which is not refundable by the Canada Revenue Agency as an input tax credit or as a rebate can be claimed as an Eligible Cost.
- C) Any interest or any other income earned on advances of the Contribution shall be accounted for by the Recipient and considered part of the Contribution, be included in the calculation of claims, and may result in a repayment.

3.6 Notwithstanding clause 3.1:

- A) No Contribution shall be paid for costs incurred with respect to a member of staff who is a member of the immediate family of an employee of the Recipient, or, if the Recipient is a corporation or an unincorporated association, who is a member of the immediate family of an officer or a director of the corporation or the unincorporated association, unless the Department is satisfied that the hiring of the staff was not the result of favoritism by reason of the staff's membership in the immediate family of the Recipient or officer or director of the Recipient, as the case may be.
- B) For the purposes of this section, "immediate family" means father, mother, stepfather, stepmother, foster parent, brother, sister, spouse, common-law partner, child (including child of common-law partner), stepchild, ward, father-in-law, mother-in-law, daughter-in-law, son-in-law, brother-in-law, sister-in-law or relative permanently residing with an employee of the Recipient, or officer or director of the Recipient, as the case may be.

4.0 CONDITIONS GOVERNING PAYMENT OF THE CONTRIBUTION

- 4.1 Subject to clauses 4.5 and 4.6 and an appropriation by Parliament of required funds, the Department will make payments of the Contribution by reimbursement, upon receipt from the Recipient of claims for Eligible Costs as identified in clause 2.3.
- 4.2 Any payment by the Department under this Agreement is subject to there being an appropriation for the fiscal year in which the payment is to be made and to there being funds available. Should the Department's funds be reduced by Parliament, the Department may reduce or cancel the Contribution.
- 4.3 Claims for reimbursement of Eligible Costs are to include Supporting Documentation, if requested by the Department, as described in clauses 6.6 and 6.7 and in Schedule 3 of this Agreement.
- 4.4 Claims from the Recipient for the Project should be submitted according to the reporting frequency specified in Schedule 3.
- 4.5 The Department may make advance payments of a Contribution in approved cases, where the Recipient has requested such payments and the request aligns with conditions specified in Schedule 3.
- 4.6 The Department shall not contribute to costs incurred prior to or subsequent to the Funding Period.
- 4.7 Any overpayments, unexpended balances, amounts disallowed on audit, amounts received by the Recipient from other sources that are in excess of total anticipated amounts under clause 5.1, and any refunds, rebates, and discounts that have been billed to the Department as part of actual costs, or other amounts owing to the Department by the Recipient shall be recognized as debts due to the Crown, and repaid within 30 days of receipt of notice to do so by the Department, after which time, the *Interest and Administrative Charges Regulations* will apply.
- 4.8 The Recipient declares and guarantees that at the time of signing the Agreement, it does not have an amount owing to the Crown. Should this change during the implementation of the Project, the Recipient shall promptly inform the Department by submitting a true and accurate list of all amounts owing. Amounts due to the Recipient under this Agreement may be set off against amounts owing to



the Crown under legislation or previous agreements.

- 4.9 Where the Department determines that a change in reporting frequency identified in Schedules 3 and 4, or holdback amount identified in Schedule 3 is warranted, it will notify the Recipient in writing and provide details of any changes. The written communication between the Department and the Recipient shall constitute part of the Agreement and supersede the reporting frequency or holdback amount indicated in Schedule 3 of the Agreement.
- 4.10 The Department reserves the right not to process or pay Contribution funds in relation to claims for Eligible Costs submitted more than 60 days after the end of the Funding Period.

5.0 RECIPIENT'S OBLIGATIONS

The Recipient also agrees to abide by the following obligations during the entire Funding Period and where relevant, during the entire Term of the Agreement:

- 5.1 To submit to the Department, prior to the start of the Agreement, a disclosure of all confirmed or potential sources of funding or in-kind contributions for program activities and/or Eligible Costs related to the Agreement. The Recipient shall notify the Department of any changes in funding from other sources for activities related to the Agreement set out in Schedule 1, and shall do so within 30 days of their occurrence. The Recipient shall submit any changes in the funding level through an updated Forecast of Cash Flow, or as otherwise specified in Schedule 3.
- 5.2 To keep all records and provide all services and/or activities during the Funding Period in a sustained, diligent, efficient and cost-effective manner, using qualified personnel.
- 5.3 To ensure that all personnel designated by the Recipient to deliver the Project described in Schedule 1 of this Agreement are authorized to work in Canada, familiar with the community they serve, and sufficiently familiar with Canadian sociocultural, economic and institutional realities to achieve the objectives identified in Schedule 1.
- 5.4 To adhere to the following Official Language requirements:
- A) To inform Eligible Clients of services available in the client's official language through other organizations.
 - B) To organize activities, projects, and programs to forge ties between Canada's two official language communities.
 - C) To annually consult with francophone minority communities about settlement and resettlement programming as determined appropriate by the Department.
 - D) To offer services in both official languages based on an assessment of needs by the Department; this will include:
 - i) making the public aware of services through greetings, recorded messages, announcements, broadcasts, signs, documents and other means of communication; and
 - ii) provision of equal quality services for the public in both official languages, and for individuals in the language of their choice.
 - E) Identify the Project participants/beneficiaries and take all necessary measures to communicate and provide Project-related services and/or activities to the participants/beneficiaries in English and in French as the case may require.
 - F) The Department has deemed that the requirements under this section are not applicable.
- 5.5 To deliver the Project in accordance with all applicable laws, by-laws, regulations, guidelines and requirements and, prior to beginning the Project, obtain required permits, licences, consents, authorizations and insurance coverage, including directors' liability insurance and replacement insurance for capital assets, as may be required.
- 5.6 Recipients shall ensure that clients receive services in a safe, secure and respectful environment, and that their staff have the tools and training to ensure that this occurs. The Recipient must have in place, or will have in place within six (6) months of the Agreement start date, and shall maintain in place for the entire Funding Period of the Agreement, a code of conduct to prevent, investigate and respond, as required, to misconduct and wrongdoing.
- 5.7 To ensure that all members of the Board of Directors:
- A) are chosen in conformity with applicable federal and provincial legislation governing corporations or unincorporated associations;
 - B) are fully informed about the management and operations of the Recipient; and



- C) are familiar with the principles of board governance.
- 5.8 To conform to the reporting requirements found in section 6.0 for each Agreement it has with the Department.
- 5.9 In the case of an Agreement that includes the provision of funds for Care for Newcomer Children services or licensed daycare services, the following requirements must be met:
 - A) The Recipient must ensure all provisions of the national Care for Newcomer Children Requirements, and, where applicable, the provincial or territorial legislation(s) for licensed daycare are met, where dependent children receive such services on the same premises in which their parent(s) / guardian(s) receive services under the RAP or the Settlement Program.
 - B) The Recipient must ensure that any contracted third party is licensed by the province or territory, where dependent children are placed in facilities on premises separate from those where their parent(s) / guardian(s) receive services under the RAP or the Settlement Program.
- 5.10 The Recipient shall notify the Department in writing within 14 days of any staff changes that relate to the management of this Agreement, as well as of any changes in the membership of the Board of Directors.
- 5.11 The Recipient shall notify the Department in writing of any changes to organizational policies which impact this Agreement. Should any changes to such policies occur during the course of the Agreement, the Recipient shall provide the Department with a copy of the amended policy within 14 days of the change.
- 5.12 Where special training needs of clients with disabilities have been identified, the Recipient shall submit to the Department for consideration a rationale and a budget for the cost of such enhancements.

6.0 MONITORING AND REPORTING REQUIREMENTS

In order to fulfill the Department's management and accountability requirements, the Recipient further agrees to abide by the following obligations:

- 6.1 During the entire Funding Period, the Recipient will:
 - A) ensure that authorized representatives of the Department are permitted reasonable access to all premises where the Project is being delivered under this Agreement, or which provide support for this Project, in order to monitor all aspects of the Recipient's compliance with its obligations under this Agreement, including the delivery of services in both official languages where applicable; and
 - B) keep and maintain a secure data collection system containing protected information, as required by the Department, about each Eligible Client to whom services are provided.
- 6.2 During the entire Term of the Agreement, the Recipient will:
 - A) keep and maintain proper books and records in accordance with generally accepted accounting principles and business practices, of all assets and liabilities held, all revenues from all sources, and all expenses incurred and paid out in connection with this Agreement; and
 - B) retain all Supporting Documentation relating to the financial books and records.
- 6.3 During the entire Term of the Agreement and for each reporting period identified in Schedules 3 and 4, the Recipient shall submit claims for Eligible Costs with Supporting Documentation if requested by the Department, and complete statistical and narrative reporting against progress towards and achievement of expected results, which are satisfactory to the Department in scope, detail, format and frequency.
- 6.4 The Recipient shall complete an annual project performance reporting exercise by submitting an annual report. Recipients delivering direct services under the Settlement Program must submit an annual report using the template provided by the Department. Annual reports must be submitted to the Department at the end of the Agreement for single-year agreements (or less), or at the end of each fiscal year for multi-year agreements.
- 6.5 During the entire Term of the Agreement, and for seven (7) years afterwards, the Recipient agrees to:
 - A) make such information as described in clauses 6.1, 6.2, 6.3 and 6.4, regardless of format, available for inspection, audit and monitoring by representatives of the Department, who may make copies thereof and take extracts therefrom, ensuring that all protected information is protected as per departmental policies;



- B) make available facilities for any such inspection, audit and monitoring by representatives of the Department;
- C) show evidence of a documented disposition procedure and provide any other information that may be required with respect to the books and records described in clauses 6.1, 6.2, 6.3 and 6.4;
- D) send copies of any information to the Department, which has been collected on its behalf, at such intervals, in such format and by such means as the Department may specify, for use in monitoring and evaluating the Project; and
- E) safeguard appropriately for its level of classification or designation, collected protected information as described in subclause 6.1 B). Protected information must be retained only for as long as the client continues to receive services, after which all copies of the record must be immediately destroyed. The manner of destruction must be appropriate to the level of classification or designation and the storage media in which it has been retained. If the Recipient is required to maintain the record for uses outside of the Agreement, all identifying information specific to the Department must be removed.

6.6 During the entire Term of the Agreement, and for greater certainty further to subclause 6.1 B), the Recipient shall comply with instructions by the Department relating to performance measurement, research, evaluation, monitoring and policy analysis of the program under which it is receiving funding.

The Recipient also agrees:

- A) to use the system(s) provided by the Department and maintain a comprehensive security awareness training program available to all staff; or
- B) that additional requirements under this section as identified by the Department, are not applicable.

6.7 The Recipient shall submit to the Department, within 60 days of the end of the Funding Period or as otherwise specified in Schedule 3 or 4:

- A) a final claim for Eligible Costs with Supporting Documentation if requested by the Department;
- B) a final financial report detailing actual expenditures incurred as well as a declaration of revenues received, including in-kind contributions, for the Project; and
- C) a Final Progress Report as detailed in Schedule 4.

6.8 Recipients shall be subject to monitoring by the Department, as set out in clauses 6.1 to 6.7, in relation to their planned objectives and deliverables. The Department will assess whether satisfactory outcomes have been achieved; whether demand for a particular service still exists; and whether administrative documents, reports, financial records and statements, and any other required documentation, are in order.

6.9 The Department may request a Compliance Audit of the Project to ensure compliance with the terms of the Agreement. The scope and timing of such an audit will be determined by the Department.

7.0 PRIVACY AND SECURITY OBLIGATIONS

7.1 Personal information collected or maintained by the Recipient within Canada is subject to the provisions of the applicable federal, provincial or territorial privacy and access to information legislation or the *Personal Information Protection and Electronic Documents Act* (PIPEDA).

Recipients delivering a Project overseas will:

- A) comply with the current national or domestic laws of the countries where services are being provided, including any laws that may be enacted after the beginning of the Agreement; and
- B) acknowledge that nothing in the applicable laws derogates from, prevents compliance with or conflicts with the requirements of this Agreement. The Recipient must notify the Department immediately, and where possible in advance, of a change to applicable laws that derogates from, prevent compliance or conflict with the requirements of this Agreement.

7.2 Recipients will limit their collection of personal information to only that which is necessary for them to carry out their programming, and must be proportional to the benefit to be derived from the expected outcomes of the Project.

7.3 Personal information shall be treated as confidential and not disclosed to any person, other than the client, except in accordance with applicable law. When requested, the Recipient shall provide clients



with reasonable access to view their information that was collected for purposes of programming funded by the Department.

- 7.4 The Recipient shall take all security measures reasonably necessary to protect any such personal information using methods that are generally used by prudent public and private sector organizations. These measures must meet the requirements, standards or guidelines found in applicable policy, directives or protocols of the Government of Canada, including those set out in any instructions issued by the Department for the protection of personal information against unauthorized use or disclosure.

Recipients delivering a Project outside Canada will ensure cross-border transmission of personal information between its offices in countries where the Recipient is delivering the Project and fulfilling its obligations pursuant to this Agreement must only be done when necessary or required for the performance of the Project and shall be in compliance with all sections of this Agreement. If requested by the Department, the Recipient shall provide a description of cross-border transmission of information that is necessary for the Project.

- 7.5 Where the Recipient has reasonable grounds to believe that there has been loss, theft, unauthorized access, disclosure, copying, use, modification or destruction of personal information, or any incident that may jeopardize the security or integrity of personal information, it will immediately notify the Department of the privacy breach. The Recipient will also immediately take all reasonable steps to stop and contain the impact of the breach, assess and resolve the problem, and prevent its recurrence. The Department may direct the Recipient to take specified steps to resolve and prevent a recurrence.

- 7.6 Despite the provisions of this Agreement, in the event that the Recipient is compelled to produce any personal information pursuant to any applicable legislation, regulation, or any order of any court, tribunal, administrative body or other authority with jurisdiction, whether in or outside of Canada, the Recipient shall notify the Department and the affected client immediately, and where possible, in advance.

- 7.7 In addition to the above as it relates to clause 6.6 specifically, the Recipient agrees:

- A)
- i) to make available the "Gathering Information" pamphlet that explains the purpose and privacy implications of collecting a client's information;
 - ii) if the client is illiterate, to verbally transmit the contents of the pamphlet; and
 - iii) to comply with the systems' related privacy and security manual and other departmental policies and instructions governing security matters.
- B) that additional requirements under this clause as identified by the Department, are not applicable.

- 7.8 Without limiting the generality of section 9.0, the Recipient shall be liable for claims resulting from the breach of the privacy and confidentiality of the information in the course of the performance by the Recipient of its obligations pursuant to this Agreement. The Department will not accept any liability for damage, loss, injury, or claims of any kind, including, but not limited to, breach of confidentiality of information arising out of the performance by the Recipient of its obligations pursuant to this Agreement. The Department is not liable for the physical safekeeping and privacy of documents provided to the Recipient while such documents are in the possession or control of or under the responsibility of the Recipient, or in the process of being transferred or transmitted to the Department.

- 7.9 Any violation of the above-noted clauses will be considered a default pursuant to section 8.0 of the Agreement.

8.0 DEFAULT

- 8.1 The following constitute events of default:

- A) The Recipient becomes bankrupt or insolvent, is placed in receivership, or takes the benefit of any statute relating to bankrupt or insolvent debtors.
- B) An order is made or a resolution is passed for the winding up of the Recipient, or the Recipient is dissolved.
- C) The Recipient is in breach of the performance of, or compliance with, any term, condition or obligation on its part to be observed or performed.
- D) The Recipient has submitted false, misleading, or inaccurate information to the Department.
- E) In the opinion of the Department, the Recipient has failed to deliver the Project in an acceptable manner.
- F) The activities or anticipated activities of the Recipient are contrary to Canadian law.



- 8.2 In the event of default and after consultation with the Recipient, the Department may direct that changes be made to the Project.
- 8.3 The Department may avail itself of either or both of the following remedies, as well as any remedies otherwise available:
- A) by written notice to the Recipient in the event of default, immediately suspend any obligation by the Department to contribute or continue to contribute to the Eligible Costs of the Project as per clauses 3.1 and 3.2 of this Agreement, including any obligation to pay an amount owing prior to the date of such notice, until such default is corrected to the Department's satisfaction; and/or
 - B) by written notice to the Recipient in the event of default, immediately terminate any obligation to contribute or continue to contribute to the Eligible Costs of the Project as per clauses 3.1 and 3.2 of this Agreement, including any obligation to pay an amount owing prior to the date of such notice, where the Department is of the opinion that the needs of Eligible Clients would be better met by such termination or has determined that it would not otherwise be in the Department's interest to continue with its obligation to contribute.
- 8.4 In the event of default and termination of the Agreement by the Department:
- A) the Recipient shall dispose of capital assets acquired with the Contribution as outlined in section 11.0 of this Agreement; and
 - B) the Department shall recover any amount remaining from any advance payment, as described in Schedule 3, as well as any debts due to the Crown as referred to in clause 4.7.
- 8.5 The fact that the Department refrains from exercising a remedy it is entitled to exercise under this Agreement shall not be considered to be a waiver of such right. The partial or limited exercise of a right conferred on the Department by this Agreement shall not prevent the Department in any way from later exercising any other right or remedy under this Agreement or other applicable law.
- 9.0 THIRD PARTY**
- 9.1 This Agreement is for a Contribution to the Recipient only, and nothing in it or done pursuant to it is to be construed as constituting the Recipient as the Department's agent, representative, employee or co-venturer. The Recipient is in no way authorized to make a promise, agreement or contract on behalf of the Department.
- 9.2 The Recipient shall indemnify and save harmless the Department from and against all claims, losses, damages, costs and expenses related to the performance by the Recipient of its obligations pursuant to this Agreement, including, but not limited to, the following:
- A) non-payment by the Recipient of debts, loans, capital leases or other obligations to third parties, including but not limited to the case that the Recipient becomes bankrupt or insolvent or is placed in receivership;
 - B) any injury or death of a person;
 - C) any loss or damage to property caused or alleged to be caused by the Recipient or its servants or agents in carrying out the Project;
 - D) any settlement for wrongful dismissal by the Recipient; and
 - E) any infringement of the third party's Intellectual Property Rights, including claims that stem from the use of hardware or software provided to the Recipient by the Department or acquired by the Recipient with funds pursuant to this Agreement.
- 9.3 As soon as the existence of a claim from a third party as described in subclause 9.2 E) is made known to the Department, the Department is entitled to prohibit the Recipient from making further use of the hardware or software described above and to issue instructions to the Recipient regarding such claims. If the Recipient does not comply with instructions issued by the Department pursuant to subclause 9.2 E) and this provision, then the Department is entitled to terminate the present Agreement pursuant to section 8.0.
- 9.4 Where the Recipient is an unincorporated association, it is understood and agreed by the persons signing this Agreement on behalf of the Recipient, that they shall also be personally, jointly and severally liable for any and all obligations of the Recipient under this Agreement, and for any debt that may become due to the Department hereunder.
- 9.5 The Recipient shall not assign this Agreement in whole or in part without the prior written consent of the Department, and any assignment made without that consent is void and of no effect.
- 9.6 When the Recipient contracts for products or services which are the subject of this Agreement, the Recipient must:



- A) use a fair process in obtaining price quotes from prospective contractors;
- B) ensure value for money;
- C) retain, and readily provide to the Department on request, copies of all contracts with third parties; and
- D) maintain accurate records of all transactions with third parties, and provide the Department with reasonable access to these records:
 - i) during the entire Term of the Agreement; and
 - ii) for seven (7) years afterwards.

9.7 The Recipient must ensure that any contract entered into with third parties is consistent with this Agreement, including the following terms and conditions:

- A) Nothing in this contract or in work done pursuant to it is to be construed as creating a contractual relationship of any kind between the Department and the third party.
- B) The third party must make available Supporting Documentation, and books and records to the Department's representatives for inspection and audit.
- C) The third party must be bound to the same privacy and security obligations that apply to the Recipient under section 7.0 of the Agreement.

10.0 INTELLECTUAL PROPERTY

10.1 "Intellectual Property Right" means any Intellectual Property Right recognized by law, including any protected through legislation or arising from protection of information as a trade secret or as confidential information.

10.2 Where in the course of carrying out the Project, the Recipient produces any work subject to Intellectual Property Rights, these rights shall vest in the Recipient.

10.3 Recipients should, or must if applicable, negotiate a copyright licence with one of the Canadian copyright licensing agencies to have rights on all copyright materials for use by clients and recipient staff.

10.4 Where the production of the work has been funded, in whole or in part, by the Contribution made by the Department under this Agreement, the Recipient hereby grants to the Department a non-exclusive, fully paid and royalty-free licence to reproduce, distribute and translate the work for purposes of carrying out the Department's program objectives.

10.5 With respect to any work licensed under this section, the Recipient:

- A) warrants that the work shall not infringe on the copyrights, trademarks or proprietary rights of others;
- B) agrees to indemnify and save harmless the Department from all costs, expenses and damages arising from any breach of any warranty given in subclause 10.5 A) of this Agreement; and
- C) shall include an acknowledgment, in a form satisfactory to the Department, on any work which is produced by it with funds contributed by the Department under this Agreement, acknowledging that the work was produced with funds contributed by the Department and identifying the Recipient as being solely responsible for the content of such work.

10.6 If the Recipient is involved, either in or out of court, in a claim by a third party relating to the infringement of its Intellectual Property Rights, the Recipient must inform the Department immediately in writing of the claim.

10.7 Section 10.0 shall remain in effect after the expiration of the Agreement.

11.0 CAPITAL ASSETS

With regard to capital assets purchased in whole or in part with Contribution funds, the Recipient and the Department agree that ownership of such assets rests with the Recipient, subject to the following:

11.1 That such assets be insured for replacement costs.

11.2 That an inventory of capital assets purchased with Department funds (or purchased with insurance funds, when insurance costs have been paid with funds from the Department) be kept by the Recipient. The inventory should include sufficient information such as the purchase date, purchase price, make, model and serial number for easy identification of the assets.



- 11.3 That the Recipient neither sell, transfer, mortgage, lease nor otherwise dispose of any capital assets purchased with such funds without the prior written consent of the Department.
- 11.4 That at the termination of the Agreement and ending of the funding relationship between the Department and the Recipient, the latter will ensure that any capital assets which have been purchased with Department funds (or purchased with insurance funds, when insurance costs have been paid with funds from the Department) but which have not been physically incorporated into the premises of the Recipient, at the discretion of the Department:
- A) be sold, at fair market value, and that the revenue be applied to eligible Project costs, which may no longer be claimed for reimbursement;
 - B) be turned over to a registered charitable organization;
 - C) assigned to another recipient funded by the Department; or
 - D) be retained by the Recipient.

12.0 GENERAL

- 12.1 This Agreement may be signed in counterparts, each of which when taken together, will constitute an original Agreement.
- 12.2 The terms of this Agreement take effect as of the date the Agreement is signed by the last of the two parties to do so.
- 12.3 This Agreement is binding on the parties and their successors and permitted assigns.
- 12.4 This Agreement may be amended with the mutual consent of the Recipient and the Department. To be valid, any amendment must be in writing, in a form satisfactory to the Department, and signed by the designated representatives of both the Recipient and the Department. Any amendment shall take effect when signed by the last of the two parties to do so.
- 12.5 The Department may, by notice to the Recipient, suspend or terminate this Agreement, in whole or in part, at any time without cause upon not less than **two months** written notice of intention to terminate. In the event of a suspension, the Department will notify the Recipient of the obligations to be met. In the event of a termination notice being given by the Department under this section:
- A) the Recipient shall make no further commitments in relation to the Agreement and shall cancel or otherwise reduce, to the extent possible, the amount of any outstanding commitments in relation thereto;
 - B) all Eligible Costs incurred by the Recipient up to the date of termination, not exceeding the maximum amount of the Department's Contribution payable under this Agreement, will be paid by the Department, including the Recipient's costs of, and incidental to, the cancellation of obligations incurred by it as a consequence of the termination of the Agreement; provided that payment and reimbursement under this paragraph shall only be made to the extent that it is established to the satisfaction of the Department that the costs mentioned herein were actually incurred by the Recipient and the same are reasonable and properly attributable to the termination of the Agreement; and
 - C) the amount of any Contribution funds which remain unspent shall be promptly repaid to the Department, and such amounts shall be a debt due to the Crown.
- 12.6 All communication with respect to this Agreement shall be sent:
- A) in the case of the Department, to:
Director of Integration
1250 Walker Road
Windsor, ON, N8Y 4T4
Canada
 - B) in the case of the Recipient, to:
Jill Tansley
The Corporation of the City of London
Citi Plaza, 355 Wellington Street, Suite 248, 2nd Floor
London, ON, N6A 4L6
Canada
- 12.7 Any communication that is delivered will have been received on delivery; any communication sent by facsimile will be deemed to have been received one (1) day after having been sent; any communication sent by email will be deemed to have been received on the date that the email is sent,



and any communication mailed by regular mail will be deemed to have been received five (5) working days after being mailed. The Recipient represents and warrants that the signatories to this Agreement have been duly authorized to execute and deliver this Agreement on its behalf.

- 12.8 The Recipient represents and warrants that the execution, delivery and performance of this Agreement have been duly and validly authorized and when executed and delivered will constitute a legal, valid and binding obligation of the Recipient enforceable with its terms.
- 12.9 The Recipient represents and warrants that it is under no obligation, prohibition or other disability, nor is it subject to or threatened by any actions, suits or proceedings which could or would prevent compliance with this Agreement and undertakes to advise the Department forthwith of any such occurrence during the Term of the Agreement.
- 12.10 The Recipient and the Department expressly disclaim any intention to create a partnership, joint venture or joint enterprise. Nothing arising out of, related to, occasioned by or attributable to, in any way, to this Agreement shall constitute or be deemed to constitute that the Recipient and the Department are related as partners, joint venturers or principal and agent in any way or for any purpose.
- 12.11 Neither the Department, nor its employees, officers or agents, will have any liability in respect of claims of any nature, including claims for injury or damages, made by any person involved in the activities that are required of the Recipient in carrying out its obligations under this agreement, and the Recipient will indemnify and save harmless the Department, its employees, officers and agents, in respect of any such claims.
- 12.12 The Recipient will obtain any necessary third party authorizations, as required to carry out its obligations under this Agreement, from third parties who have Intellectual Property Rights or other rights affected by this Agreement. The Department will have no liability in respect of claims from any person relating to such rights, and the Recipient will indemnify and save harmless the Department from any such claims.
- 12.13 When direct services and/or activities are provided to clients, the Recipient shall erect at a suitable location on its premises a sign in both of Canada's official languages, which the Department considers appropriate, indicating that the Recipient's Project is funded by the Government of Canada.
- 12.14 Where in the opinion of the Department there is a demand, the Recipient will ensure that services and documentation intended for public use be available in both official languages.
- 12.15 In consultation with the Department, the Recipient shall ensure visibility and provide public recognition of the Government of Canada's support to the Project in publications, speeches, press releases, websites, social media or other communication material. This shall be done in a manner compliant with Canada's Federal Identity Program using a visual identifier and/or wording satisfactory to the Department, for example: "This project is funded [in part] by the Government of Canada / Ce projet est financé [en partie] par le gouvernement du Canada". The Department may, at its discretion, withdraw the requirement for recognition of federal funding, and will consult the Recipient to determine when the public recognition activities may resume.
- 12.16 Materials copyrighted to the Department and the Crown in right of Canada, remain the property of these institutions.
- 12.17 The Recipient warrants that it has not, nor has any person on its behalf, offered or promised to any official or employee of Her Majesty the Queen in Right of Canada, for or with a view to obtaining this Agreement any bribe, gift or other inducement, and it has not nor has any person on its behalf employed any person to solicit this Agreement for a commission, fee or any other consideration dependent upon the execution of this Agreement.
- 12.18 No member of the Senate or the House of Commons shall be admitted to any share or part of this Agreement or to any benefit arising from it that is not otherwise available to the public.
- 12.19 No current or former public servant or public office holder to whom the *Conflict of Interest Act*, the *Conflict of Interest and Post-Employment Code for Public Office Holders*, the *Policy on Conflict of Interest and Post-Employment* or the *Values and Ethics Code for the Public Sector* applies shall derive direct benefit from this Agreement unless the provision or receipt of such benefits is in compliance with such legislation and codes.
- 12.20 Any person lobbying on behalf of the Recipient must be registered pursuant to the *Lobbying Act*, as amended from time to time.
- 12.21 The parties agree that unless otherwise specified in writing in this Agreement, the law of the province



or territory where the Recipient's head office is located shall be the applicable provincial or territorial law.

12.22 The Recipient shall declare in writing to the Department if the Recipient, members of its Board of Directors or any of its officers or employees engaged in this Project:

- A) were convicted during a period of three (3) years prior to the Agreement by a court of law in Canada or in any other jurisdiction for an offence involving bribery or corruption; or
- B) are under sanction, for an offence involving bribery or corruption, imposed by a government or a governmental organization.

The Department may terminate the Agreement forthwith for default where it is found that the Recipient has omitted to declare, prior to entering into, or during the Funding Period of the Agreement, such conviction or sanction.

12.23 The Recipient acknowledges that the name of the Recipient, the amount of the Contribution and the general nature of the Project funded may be made publicly available by the Department in accordance with the Government of Canada's commitment to proactively disclose the awarding of grants and contributions.

12.24 The Recipient acknowledges that the Department is subject to the *Access to Information Act*, RSC 1985, Chapter A-1, and information obtained by the Department pertaining to this Agreement may be disclosed to the public upon request under the aforementioned act.

The Recipient acknowledges having read and understood the Agreement in its entirety and agrees with its contents. The parties hereto have signed this Agreement through duly authorized representatives:

Recipient

Name (Print)

Position (Print)

Signature

Date (YYYY-MM-DD)

Department

Name (Print)

Position (Print)

Recipient

Name (Print)

Position (Print)

Signature

Date (YYYY-MM-DD)

Signature

Date (YYYY-MM-DD)



**Settlement Program – Schedule 1
Statement of Planned Activities and Intended Results**

Recipient Name: The Corporation of the City of London	Agreement Number: X223926001
Agreement Title: Developing a Model for a Community-Based Plan for Effective and Efficient integration of Immigrants in A Welcoming London and Middlesex Community	Amendment Number:

PROJECT DESCRIPTION AND OBJECTIVE(S):

Currently, decisions around settlement service delivery and funding are made at the national level. When decisions do not adequately reflect local needs and priorities at the community level, services and supports for immigrants are likely to be less responsive, and the environment they live in will be less welcoming to newcomers. This impacts immigrants' economic, social, and civic-cultural outcomes in our community. This process will look at community based models for settlement service delivery & funding which take account of local needs and priorities as an alternative to present funding models used in London & Middlesex. The objective is the creation of a model for effective and efficient community-based decision-making to support the settlement and integration of immigrants. This work will address the problem by providing an opportunity for input by the local community into the creation of a new model for settlement services and funding. Our activities will be led by the LMLIP Work Group who will create an Advisory Panel made up of local stakeholders & identify a Consulting Agency who will lead the framing & evaluation of the project. Partners across London & Middlesex will participate including Anglophone & Francophone groups providing settlement and non-settlement services to newcomers, other local organizations and agencies with potential for supporting newcomers, researchers, immigrants, policy makers, and other community members with an interest in immigration.

The new model will be tested against the current model for delivery and funding of settlement services by using the results of our environmental scan and community visioning and consultations. We will assess stakeholders' perceptions of the model as increasing their capacity to support the integration of newcomers, and perceptions of whether the model is more likely to achieve this outcome. We will also assess stakeholders' increased understanding of the benefits and challenges of a coordinated approach to service delivery and funding. Finally, an independent evaluator will evaluate the final model as to it taking into account characteristics of a welcoming community and dimensions of inclusion, and its likelihood of improving service delivery and funding in London-Middlesex. The expected outcome is a more responsive model of settlement service delivery and funding that meets community needs, contributes to improved settlement outcomes for immigrants, and creates a more welcoming community.

PLANNED ACTIVITIES:

Activity: 1 - Indirect - Research Activities

Activity Narrative: Project Ramp-Up: Set up Community Based Advisory Planning Panel (7 Members) and LMLIP Work Group, Hire Consulting Company and Students/Postdoctoral Fellows.

"These groups will constitute the organizational structure to perform all the necessary functions in producing the environmental scan and community-based plan."

Output Description: FY 1 - 2021-2022 - Establishment of the structure needed to carry out the work.

Quantity: 1

Activity: 2 - Indirect - Research Activities

Activity Narrative: Environmental scan

Detailed review and analyses of research and literature pertaining to the demographic, economic and social conditions in the community, existing data on experiences of discrimination and on attitudes towards immigrants. This will be completed by combining a) a written review and analysis of research and existing documentation with b) a series of consultations. Consultations will be held in groups.

Anglophone/Francophone groups providing settlement /non-settlement services

FY1 – 1 Meeting x 60 participants = 60 participants

FY2 – 1 Meeting x 60 participants = 60 participants

FY2 – 3 Focus groups x 10 participants = 30 participants

Agencies not providing services but with potential for involvement in immigrant integration

FY2 – 1 Meeting x 45 participants = 45 participants

FY2 – 3 Focus groups x 10 participants = 30 participants



Newcomers not member of organizations and community members with interest in attraction. Retention of immigrants

FY2 – 2 Meetings x 20 participants = 40 participants

Policy makers including members of City/County Councils/ committees in London and Middlesex

FY2 – 1 Meeting x 10 participants = 10 participants.

Output Description: FY1 - 2021-2022

Quantity - 60 Participants

FY2 - 2022-2023

Quantity - 215 participants

Activity: 3 - Indirect - Research Activities

Activity Narrative: Planning Consultation, Phase 1

Building on results of the environmental scan, conduct consultations and focus groups. with a) agencies providing services, b) organizations with potential to contribute to the integration of immigrants, c) policy makers and leaders, and d) immigrants and interested individuals representing key community groups. These forward-looking consultations will draw out visions for the community, aims and objectives regarding immigration, plans in the next 3 to 5 years, resources and services needed, funding sources, methods and procedures. Targeted outcome: Detailed information on the community needs and priorities, aims and objectives as well as resources and services needed, possible funding sources, methods and procedures. Agencies providing services

FY2 – 2 Meetings x 60 participants = 120 participants

FY2 – 2 Focus groups x 10 participants = 20 participants

Organizations with potential to contribute to the integration of immigrants

FY2 – 1 Meeting x 45 participants = 45 participants

FY2 – 3 Focus groups x 10 participants = 30 participants

Policy makers and leaders

FY2 – 1 Meeting x 10 participants = 10 participants

Immigrants and interested individuals representing key community groups

FY2 – 2 Meetings x 20 participants = 40 participants

Output Description: FY2 - 2022-2023

Quantity - 265 participants

Activity: 4 - Indirect - Research Activities

Activity Narrative: Draft designs and models

Design models of funding structures and procedures, seeing to it that the following are duly addressed:

- Governance structures (including how decisions would be made)
- Involvement of community stakeholders (including selection, roles and responsibilities)
- Funding structures (including their advantages to the community, various sources of funding, and funding procedures)
- Mechanisms to identify potential service delivery partners, and to determine opportunities, gaps and duplications in service delivery
- Mechanisms to determine settlement, integration and community priorities
- Data collection, measurement, evaluation and reporting (including how and what would be collected and how used to support decision making)
- Communication system among stakeholders, partners and governance organization
- Procedures to ensure fairness and transparency

Targeted outcome: a number of possible models. The LMLIP Planning Work Group and the Advisory Planning Panel will closely examine these models and decide on a limited number (2-3) of possible models that would then be forwarded to the wider group of stakeholders for feedback and comments.

Output Description: FY3 - 2023-2024

Quantity 3

Activity: 5 - Indirect - Research Activities

Activity Narrative: Planning Consultations Phase 2

Feedback will be sought from various stakeholders through solicitation of comments on the proposed models. This phase will include pre-consultation documents, where models are clearly described with explanations about the key components of the models. These documents will be sent in advance of the consultation proper. The constitution of focus groups will be determined such that participants will be able to understand the views from different perspectives. Targeted outcome: Selection of the consensually selected model that will form the basis for our final report.

FY3 – 6 Focus groups x 30 participants – 180 participants

Output Description: FY3 - 2023-2024

Quantity - 180 participants, 1 model chosen

Activity: 6 - Indirect - Research Activities



Activity Narrative: Final Assessment of Project Outcomes: A final assessment of the project's success will be conducted in the form of a final project evaluation and must be completed within the Funding Period and is to be submitted to the Department within 60 days of the end of the Funding Period.

Output Description: FY3 2023-2024 - 1 final evaluation report.

Quantity: 1

SPECIFIC OUTCOMES:

- The recipient will improve their understanding of local needs of immigrants.
- The recipient will understand the effectiveness and efficiency of a community based approach to Settlement funding and planning.
- The willingness of the community to adopt locally determined approaches to Settlement support is understood.

EXPECTED OUTCOMES:

- Partners deliver responsive and coordinated settlement and community services



**Settlement Program – Schedule 2
Description of Eligible Costs**

Recipient Name: The Corporation of the City of London		Agreement Number: X223926001
Address: Citi Plaza, 355 Wellington Street, Suite 248, 2nd Floor London, ON, Canada N6A 4L6		
Telephone Number: (519) 661-2500	Facsimile Number: (519) 661-5871	Amendment Number:
Agreement Title: Developing a Model for a Community-Based Plan for Effective and Efficient integration of Immigrants in A Welcoming London and Middlesex Community		

Duration of Activity / Funding Period	From: 2021-12-13 YYYY-MM-DD	To: 2023-12-31 YYYY-MM-DD	Fiscal Years: 3
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DEPARTMENTAL CONTRIBUTION – SEE ATTACHED SHEET FOR COST CATEGORY DETAILS

FISCAL YEAR	PROGRAM DELIVERY	ADMINISTRATIVE	CAPITAL	TOTAL CONTRIBUTION
2021-2022	\$66,352	\$3,318	\$0	\$69,670
2022-2023	\$250,796	\$12,540	\$0	\$263,336
2023-2024	\$193,345	\$9,667	\$0	\$203,012
TOTAL COST CATEGORY	\$510,493	\$25,525	\$0	\$536,018



Recipient Name: The Corporation of the City of London	Agreement Number: X223926001
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Fiscal Year: 2021-2022

PROGRAM DELIVERY 1

Qty	Line Item	Description/Details	Amount for Fiscal Year
1	Professional and consultant fees	- Consulting company to work on project -\$1700 per day for avg of 4 days a week for 7 weeks - 3 graduate students/postdoctoral fellows to assist with the Environmental Scan - avg of \$30/hour for 10 hours a week for 11 weeks - Translation of key documents - English and French at \$45/page x 100 pages	\$62,000
1	Conferences and workshops	- Space rental for consultations and focus groups - Refreshments for 120 people - Honoraria for members of Advisory Planning Panel - 7 members at \$200 each	\$3,400
1	GST/HST	applicable for consulting company; translation; space rental; refreshments	\$952

Total - Program Delivery: \$66,352

ADMINISTRATIVE

Line Item	Description/Details	Amount for Fiscal Year
Negotiated Administrative Rate	5%	\$3,318

Total - Administrative: \$3,318

Total Maximum Contribution for Fiscal Year: \$69,670



Recipient Name: The Corporation of the City of London	Agreement Number: X223926001
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Fiscal Year: 2022-2023

PROGRAM DELIVERY 1

Qty	Line Item	Description/Details	Amount for Fiscal Year
1	Professional and consultant fees	- Consulting company to work on project - \$1700 per day for average of 2.5 weeks a week for 50 weeks - 3 graduate students/postdoctoral fellows to assist with the environmental scan - average of \$30/hour for 10 hours a week for 22 weeks - Translation of key documents English and French at \$45/page x 150 pages	\$239,050
1	Conferences and workshops	- Space rental for consultations and focus groups - Refreshments for 380 people - Honoraria for members of Advisory Planning Panel - 7 members at \$400 each	\$7,800
1	GST/HST	applies to consulting company; translation; space rental; refreshments	\$3,946

Total - Program Delivery: \$250,796

ADMINISTRATIVE

Line Item	Description/Details	Amount for Fiscal Year
Negotiated Administrative Rate	5%	\$12,540

Total - Administrative: \$12,540

Total Maximum Contribution for Fiscal Year: \$263,336



Recipient Name: The Corporation of the City of London	Agreement Number: X223926001
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Fiscal Year: 2023-2024

PROGRAM DELIVERY 1

Qty	Line Item	Description/Details	Amount for Fiscal Year
1	Professional and consultant fees	- Consulting company to work on project - \$1700 per day for average of 2.5 days a week for 40 weeks - Independent evaluator(s) of alternative plans - Translation of key documents English and French at \$45/page x 150 pages	\$184,750
1	Conferences and workshops	- Space rental for consultations and focus groups - Refreshments for 150 people - Honoraria for members of Advisory Planning Panel - 7 members at \$400 each	\$5,300
1	GST/HST	applicable to consulting company; translation; independent evaluator(s); space rental; refreshments	\$3,295

Total - Program Delivery: **\$193,345**

ADMINISTRATIVE

Line Item	Description/Details	Amount for Fiscal Year
Negotiated Administrative Rate	5%	\$9,667

Total - Administrative: **\$9,667**

Total Maximum Contribution for Fiscal Year: **\$203,012**



Settlement Program – Schedule 3 Terms of Payments and Financial Reporting

Recipient Name: The Corporation of the City of London	Agreement Number: X223926001
Agreement Title: Developing a Model for a Community-Based Plan for Effective and Efficient integration of Immigrants in A Welcoming London and Middlesex Community	Amendment Number:

TERMS OF PAYMENTS

Reimbursements

- 1.0 The Department will make payments of the Contribution amount by reimbursements, upon receipt from the Recipient of claims for Eligible Costs, with Supporting Documentation if requested by the Department, in accordance with clause 4.1 of the Agreement.
- 2.0 During the course of the Agreement, should it be determined that advance payments are warranted for achievement of program objectives, the Department will ensure that the conditions governing the need for advances as per clause 4.5 are met. For the purposes of advance payments, the written communication between the Recipient and the Department shall constitute part of the Agreement and will supersede the advance payment clause.

Holdback

- 3.0 An amount of up to **5%** of the total Agreement value will represent the holdback and be disbursed to the Recipient as a final payment on receipt and approval by the Department of the final claims for Eligible Costs and deliverables, including any requested Supporting Documentation. Material submitted to the Department to support release of the holdback must be certified by a duly authorized representative of the Recipient.

FINANCIAL REPORTING

- 4.0 The Recipient agrees to submit to the Department:

Forecast of Cash Flow

4.1 An initial Forecast of Cash Flow prior to the beginning of each Fiscal Year and following any amendment to the Agreement. The Department may request submission of a revised Forecast of Cash Flow should significant variances to projected spending occur.

Claims

4.2 Claims for reimbursement of Eligible Costs that support the achievement of objectives shall be submitted by the Recipient, for each Fiscal Year of the Agreement, as follows:

- 1. April, May, June and July
- 2. August and September
- 3. October and November
- 4. December, January, and February
- 5. March

Claim 4 (December, January, and February) shall be accompanied by an estimate of anticipated costs for March. A revised Forecast of Cash Flow should be used for this purpose. Claims are to be submitted to the Department within **10 days** of the end of the reporting period.

Annual Audited Financial Statements

4.3 For multi-year agreements, the Recipient shall submit to the Department, the organizational annual financial statements (audited if available), within six (6) months of the Recipient's fiscal year end date.



Settlement Program – Schedule 4 Supplementary Terms and Conditions

Recipient Name: The Corporation of the City of London	Agreement Number: X223926001
Agreement Title: Developing a Model for a Community-Based Plan for Effective and Efficient integration of Immigrants in A Welcoming London and Middlesex Community	Amendment Number:

The provisions of this Schedule shall be interpreted in conformity with those of the Agreement concluded by the Department with the Recipient.

Lobbying and Advocacy:

- Further to clause 8.1 of the Agreement, the parties agree that the Recipient will be considered in default of the Agreement should any of the services and/or activities contemplated by this Agreement, such as, but not limited to, advisory committee meetings, outreach and networking efforts, content development workshops, or the final product(s) be organized with the express intent of lobbying or advocating against government policies or programs.
- The parties further agree that where the Recipient has shared plans with the Department about planned services and/or activities and the Department has raised no objections in advance about those plans, they will not be considered to be organized with the express intent of lobbying or advocating against government policy or programs, provided that they are carried out with strict adherence to the pre-approved plans shared with the Department. Where plans are shared with the Department and the Department does object to any of the services and/or activities, the Recipient will either eliminate the services and/or activities objected to, or to make changes sufficient to address the Department's concerns. Where the Recipient either refuses to eliminate the services and/or activities in question or to make the changes requested by the Department, the Recipient shall be considered in default of the Agreement.

Communications Protocol:

- The Recipient shall obtain the approval of the Department before preparing and issuing any announcements, press releases, brochures, advertisements or other materials that will display the Department's logo or otherwise make reference to the Department.
- The Recipient will advise the Department at least 30 days in advance of any special event the Recipient wishes to organize in connection with the Agreement. A special event shall only be held on a date which is mutually acceptable to the Department and the Recipient. The Recipient consents to having the Department or its designates participate in any such event.

Requirements in Support of the Francophone Integration Pathway:

- The Recipient shall enquire as to the official language preference of all clients.
- The Recipient shall ensure that all clients are adequately informed about the availability of French settlement services and the possibility of settling in French in Canada when accessing services in person and when visiting the Recipient's website.
- The Recipient shall refer clients choosing to be served in French to Francophone recipients if it does not have the capacity to deliver settlement services in French.
- The Recipient shall develop and maintain partnerships with Francophone service providers offering settlement services in order to meet the service requirements above.

Performance Monitoring and Outcome Reporting:

Further to Article 6.0 of the Agreement, the Department requests that the Recipient carry-out project-level performance monitoring and assessment activities in accordance with requirements set out by the Department to inform Service Delivery Improvements lessons learned, best practices, and/or outcome reporting and analysis. Recipients will be required to submit no more than 4 Project-level Learning Reports (PLLRs) over the course of the project (including the final PLLR).



The Recipient will also be required to complete a Performance Measurement Framework (PMF) template to ensure effective measurement strategies are being pursued. A PMF should be submitted no later than three months after the start of the Funding Period. Amendments to the PMF can be requested by the Recipient.

Narrative Reporting:

Narrative reports shall be submitted by the Recipient for each Fiscal Year of the Agreement, as follows:

1. April to June
2. July to October

Narrative reports are to be submitted to the Department within 30 calendar days of the end of the reporting period.

Project-level Learning Reports (PLLRs):

Project-level learning reports shall be provided to Recipients from the Social Innovation mailbox. There will be no more than 4 per project (including the final PLLR)

Final Progress Report:

Following completion of the Project, the Recipient shall submit a Final Progress Report detailing the actual achievements of the Project against the Project objective(s), planned activities, and expected results identified in Schedule 1. This report is to be submitted to the Department within 60 days of the end of the Funding Period.

Other:

1. The Recipient shall notify the Department 14 days before the start of the Annual General Meeting of the date, time and location of the meeting.
2. International travel is not an eligible cost and will not be reimbursed by the Department under this Agreement.

Report to Community and Protective Services Committee

To: Chair and Members
Community and Protective Services Committee

From: Cheryl Smith
Deputy City Manager, Neighbourhood and Community-
Wide Services

Subject: RFT21-112 People and the City Monument Restoration and
Source of Financing

Date: November 23, 2021

Recommendation

That, on the recommendation of the Deputy City Manager, Neighbourhood and Community-Wide Services:

- (a) The bid submitted by 818185 Ontario Inc., P.O. Box 1660 Brantford, Ontario N3T 5V7, at its tendered price of \$474,000 excluding HST **BE ACCEPTED**; it being noted that the bid submitted by 818185 Ontario Inc. was the lowest bid received and meets the City's specifications and requirements in all areas;
- (b) the financing for this project **BE APPROVED** in accordance with the "Sources of Financing Report" attached hereto as Appendix "A" to this report;
- (c) the Civic Administration **BE AUTHORIZED** to undertake all the administrative acts that are necessary in connection with this purchase;
- (d) the approvals given herein **BE CONDITIONAL** upon the Corporation entering into a formal contract for this purchase; and,
- (e) the Mayor and City Clerk **BE AUTHORIZED** to execute any contract, statement of work or other documents, if required, to give effect to these recommendations.

Executive Summary

This report seeks Council approval for the award of a construction contract to 818185 Ontario Inc. for the People and the City Monument Restoration and approval of the Sources of Financing Report for this Monument restoration.

Culture Services of Neighbourhood and Community-Wide Services, in conjunction with Facilities, would like to restore the stone base of the People and the City Monument at its current location on the Wellington Street median, just north of Queens Avenue. The base of the Monument, made of Indiana limestone, is stable but has been visibly deteriorating over time due to winter weathering.

Linkage to the Corporate Strategic Plan

The People and the City Monument is aligned with the following strategic area of focus, as presented in the City of London Strategic Plan 2019-2023.

- Building a Sustainable City - Continue to develop the City's Public Art/Monument Program

Analysis

1.0 Background Information

1.1 Previous Reports Related to this Matter

- [People and the City Monument \(March 27, 2012\)](#)
- [City of London Public Art and Monument Policy Bylaw \(Last Review Date: Feb 7, 2019\)](#)

2.0 Discussion and Considerations

2.1 Background about the Monument

The People and the City Monument was created for the City of London by artists Doreen Balabanoff and Stuart Reid. The Monument pays tribute to many people who have helped shape London, from Indigenous peoples and early settlers to 19th and 20th century religious leaders, politicians, educators, philanthropists, and artists.

The original Agreement between the Artists and the City of London for the creation of this Monument was signed June 30, 1990. Section 20 of this Agreement sets out the terms and conditions that apply to restoration and repair of the Monument. This section states that the City must consult with the artists prior to the commencement of the restoration of the Monument. The City, upon the Artists request, hired Conservation of Sculptures, Monuments and Objects (CSMO) beginning in 2009 to provide continued conservation management for this Monument.

CSMO has been involved in multiple conservation assessments and treatments of the People and the City Monument. These projects have centered on the stabilization of the Indiana limestone base that continues to deteriorate dramatically each year. CSMO has advised City Administration that:

“As described in previous assessments condition reports of this monument, the Indiana limestone base continues to degrade due to inherent vice in the stone and its harsh surrounding environment. The vast majority of this damage continues to occur on the East side of the monument, though some increase in damage was evident on the West side upon further inspections. Despite the repairs in the over the years, the stone continues to severely crack, delaminate, and fragment, leading to complete separation and loss of material from the base.”

City Administration determined that the Monument should stay in place in its current location on the Wellington Street median, just north of Queens Avenue and the Indiana limestone base should be replaced with granite, that is a more durable stone material.

2.2 Proposed Monument Restoration

The Monument is made of bronze with a base of Indiana limestone. The base was created with complex geometry similar to a jigsaw puzzle and is not one piece that is easily movable. The top layer of stone was put on last and beneath there are three (3) layers of concrete that goes down approximately five (5) feet to a concrete pad. The bronze is in two pieces held together through tung and groove bolted into the concrete pad and stainless steel bar with screws.

As per this June 30, 1990 Agreement, the Artists have formally agreed to contract with the City to oversee the restoration including: overseeing the modeling of the existing base to create accurate drawings and the tendering of the stone replacement. The local consultant firm “A+Link” prepared the detailed design to assist with the development of a complete plan for restoration. CSMO was contracted by “A+Link” to assist with project restoration oversight.

Facilities prepared a City of London tender package (RFT21-112 Bid) for issuance on October 1, 2021 to pre-qualified contractors to replace the existing limestone Monument base with granite. Tenders were received October 28, 2021. The bid submitted by 818185 Ontario Inc. was the lowest of 2 bids received and meets the City’s specification and requirements in all areas. A summary of bids received is attached as Appendix “B”. The bid submitted by 818185 Ontario Inc. offers the best value to the City and it is recommended that they be awarded a contract for the work. Restoration is expected to take place in Spring/Summer of 2022, if City Council awards the contract and approves the existing Source of Financing for this project.

3.0 Financial Impact/Considerations

3.1 Restoration Project Cost

The financing for the People and the City Monument restoration is reasonable, and can be accommodated within the existing funding of the Public Art/Monument Renewal Reserve Fund as set out in the Sources of Financing Report attached as Appendix “A”.

The confirmed costs for this Monument restoration were provided through the tender submitted by 818185 Ontario Inc. The breakdown of the budget is as follows:

Table 1 Budget

Item	Budget
Artist Supervision Fee Remaining (\$10,000 of this fee has been paid upfront)	\$25,332
Consultant Fee	\$29,320
Conservator Fee	\$14,595
Contractor Fee	\$474,000
Sub Total	\$543,247
HST	\$9,561
Total	\$552,808

4.0 Acknowledgements

This report was prepared in consultation with John Devito and Jim Moore of Facilities, Billy Sevier and Douglas Drummond of Finance Supports.

Conclusion

This report seeks Council approval for the award of the construction contract to 818185 Ontario Inc. for the People and the City Monument Restoration and approval of the Sources of Financing Report for this Monument restoration.

Public art and monuments celebrate and honour London’s culture, history, people, events and locations, while enhancing economic vibrancy. Culture Services and Facilities Design and Construction, as per Council’s approved Public Art and Monument Policy, continue to work together to maintain the City’s Monument assets that tell the story of London.

Prepared and Submitted by: Robin Armistead, Manager of Culture Services

Concurred by: Tim Wellhauser, Director Fleet and Facilities,
Finance Supports

Recommended by: Cheryl Smith, Deputy City Manager,
Neighbourhood and Community-Wide Services

cc: Val Morgado, Senior Manager Facilities,
Finance Supports

John Devito, Manager of Facilities Design and
Construction,
Finance Supports

John Freeman, Manager of Purchasing and Supply

Jim Moore, Technologist II – Architectural – Facilities
Design & Construction

Attach: Appendix A – Source of Financing
Appendix B – Summary of Bids

Appendix "A"

#21190

November 23, 2021

(Establish Budget and Award Contract)

Chair and Members

Community and Protective Services Committee

RE: RFT21-112 People and the City Monument Restoration

(Subledger NT21FG01)

New Capital Project CS1100 - People and the City Monument Restoration

818185 Ontario Inc. - 474,000.00 (excluding HST)

Finance Supports Report on the Sources of Financing:

Finance Supports confirms that the cost of this project, although not included in the Capital Budget, can be accommodated through a transfer from CS1670 and an additional drawdown from the Public Art Renewal Reserve Fund and that subject to the approval of the recommendation of the Deputy City Manager, Neighbourhood and Community-Wide Services the detailed source of financing is:

Estimated Expenditures	Approved Budget	Additional Requirement (Note 1)	This Submission
Consulting	0	70,466	70,466
Construction	0	482,342	482,342
Total Expenditures	\$0	\$552,808	\$552,808

Sources of Financing

Drawdown from Public Art Renewal Reserve Fund - Transfer from CS1670 - Public Art Restoration	0	426,354	426,354
Additional Drawdown from Public Art Renewal Reserve Fund		126,454	126,454
Total Financing	\$0	\$552,808	\$552,808

Financial Note:

Contract Price	\$474,000
Artist Supervision Fee Remaining	25,332
Consultant Fee	29,320
Conservator Fee	14,595
Add: HST @13%	70,622
Total Contract Price Including Taxes	613,869
Less: HST Rebate	-61,061
Net Contract Price	\$552,808

Note 1: The funding requirement is available as a transfer of financing from the life-to-date budget of CS1670 - Public Art Restoration and an additional drawdown from the Public Art Renewal Reserve Fund. The reserve fund will have an uncommitted balance of \$149 thousand with the inclusion of this project.

Kyle Murray

Director of Financial Planning and Business Support

lp

Appendix B – Summary of Bids

RFT21-112

People and The City Monument Restoration

Closing Date: Thursday, October 28, 2021

Submission Summary

Vendor	City/Province	Submission Name	Unofficial Value or Notes
818185 Ontario Inc.	Brantford, Ontario	Submission 1	\$474,000.00
Phoenix Restoration Inc	Whitby, Ontario	Submission 1	\$517,777.00

Report to Community & Protective Services Committee

To: Chair and Members
Community & Protective Services Committee

From: Kelly J. Scherr
Deputy City Manager, Environment and Infrastructure

Subject: Sports Court Donation
by Maple Leaf Sports and Entertainment Foundation

Date: November 23, 2021

Recommendation

That, on the recommendation of the Deputy City Manager, Environment and Infrastructure, the following actions **BE TAKEN** with respect to the proposed donation of a Sports Court by Maple Leaf Sports and Entertainment Foundation:

- a) that the donation of a multi-use sports court by Maple Leaf Sports and Entertainment Foundation **BE ACCEPTED** as per the City's Donation Policy; it being noted that the value of the donation is estimated to be \$250,000;
- b) that the hiring of ERA Architects to design and carry out contract administration for the construction of the project by Maple Leaf Sports and Entertainment Foundation at their expense **BE APPROVED** as per Section 14.4 (i) of the Procurement of Goods and Services Policy as a Single Source contract, SS21-45;
- c) that subject to the approval of recommendation (a), and determining a location for the multi-use court, Civic Administration **BE AUTHORIZED** to enter into a formal agreement with Maple Leaf Sports and Entertainment Foundation and establish a capital project budget based on the final amount of the donation, and;
- d) that Maple Leaf Sports and Entertainment Foundation **BE THANKED** for their generous donation to support London's youth and their physical and mental health and social engagement.

Executive Summary

Maple Leaf Sports and Entertainment Foundation has offered to donate a multi-use sports court to the City as part of their on-going strategy to support youth in communities across the province.

Under the Donation Policy, Council is required to approve the receipt of this donation, valued at approximately \$250,000. In addition, Council needs to also approve the "Single Source" hiring of Maple Leaf Sports and Entertainment Foundation's design consultant to carry out this project.

This report outlines the details of the proposed donation and work to date by Maple Leaf Sports and Entertainment Foundation to engage the community, and the next steps in scoping the project and determining a suitable location.

Linkage to the Corporate Strategic Plan

This project builds on Council's strategic priorities:

Strengthening Our Community

- Increase the number of residents who feel welcomed and included
- Increase participation in recreation, sport, and leisure activities

Analysis

1.0 Background Information

1.1 Previous Reports Related to this Matter

None

1.2 Maple Leaf Sports and Entertainment Foundation

Maple Leaf Sports and Entertainment recently brought the Toronto Maple Leafs and Toronto Raptors sports teams to London for public access practices. As part of that event, the Maple Leaf Sports and Entertainment Foundation (MLSEF) announced a commitment to work the City of London and the local community to upgrade an existing outdoor court space to be inclusive of the changing demographics and growing population of London youth.

To support their generous offer, the MLSEF team has provided the following background information:

The MLSE Foundation is an organization built on the belief that sport has the power to change the world. Our fight is to provide equitable access to sport and opportunity on the playing field that leads to success and opportunity off the playing field. With the support of the Toronto Argos, Toronto Maple Leafs, Toronto Raptors and Toronto FC, we are committed to investing \$30 million over four years to help youth recognize and reach their potential.

With the support of our teams, we have spent the last decade intentionally investing over \$45 Million into kids and communities faced with systemic barriers. Using the power of sport as a unifying force, we're committed to helping youth reach their potential and creating more equal playing fields for all.

Equity is the heart and soul of our work. We invest in the next generation by creating access, building capacity and empowering youth. We create spaces, give to sustainable programs, and deliver best-in-class sport programs.

Vision: Changing lives through the spirit and power of sport.

Mission: Improving the lives of youth by building facilities, giving to sustainable programs and empowering youth through sport and recreation.

MLSEF's overall goal of using sport to build stronger communities aligns with London's Parks & Recreation Master Plan Vision: *In London, all residents - regardless of age, ability, culture, gender, income, or where they live – have the opportunity to participate and share in meaningful and accessible parks, recreation and sport experiences.*

In London, the MLSEF has already reached out to many local communities and groups and have indicated that their goal is to “work with the City of London and local Muslim Mosques to develop an infrastructure investment rooted in community need. The investment will provide greater access, foster deeper empowerment within communities, and create opportunities for leadership in the areas of equity, diversity, and inclusion. By taking a stand against hate we will Change the Game.”

In numerous communities, MLSEF has built similar projects that deliver on their goal and vision. A recent project in Scarborough can be found at: [Celebrating community-led design with Gordonridge | ERA Architects](#) . This multi-use sports court is shown in Appendix “A”.

2.0 Discussion and Considerations

2.1 Donation Policy

The City's Donation Policy section 4.1a) states that “[t]he City reserves the right in its sole discretion to accept or decline any donation”, and that “donations exceeding \$100,000 will be presented to City Council.” This report outlines the details of the proposed donation, work to date by MLSEF to engage the community in scoping the project, and next steps, should Council accept the donation.

2.2 Consultant Hiring

The donor has advised that they wish to use ERA Architects to carry out the design process and supervise the construction of this project. ERA has worked many times with MLSE and carried out similar projects elsewhere, including the Gordonridge Courts project attached as Appendix “A”. Under the City's Procurement of Goods and Services Policy, approval of Council is required to hire a consultant with fees over \$100,000 as a “Single Source” as outlined in Section 14.4 (i) - *Another organization is funding or substantially funding the acquisition and has determined the supplier, and the terms and conditions of the commitment into which the City will enter are acceptable to the City.* ERA Architects will work directly for MLSEF but comply with all City of London policies and procedures for the design of an amenity in a public park.

2.3 Public Consultation

With the advice of Rumina Morris, City of London Director, Anti-Racism and Anti-Oppression, City staff, MLSEF staff, and their consultant will continue the community discussion about the best location and ultimate design of this park amenity.

MLSE Foundation's consultants will lead a design process that will satisfy the City's Public Notice Policy (March 2019) for recreation facilities and parks. It is expected that this consultation will begin in January 2022. Further consultation will include the neighbourhood in which the amenity will be installed, once it has been determined, to seek additional input.

2.4 Project Timing

If Council chooses to accept the donation on December 7, 2021, City staff will work with MLSEF and their consultant to establish a timeline for the project. Project steps include: public consultation, design meetings with the community and stakeholders, tender document production and tendering the works. Typically, these steps take 6-8 months to complete, assuming no significant issues arise during the process. A tentative construction start date is June 20, 2022.

3.0 Financial Impact/Considerations

Further discussions with MLSEF will take place regarding their potential participation in the ongoing maintenance of the multi-use court, potentially reducing the City's required commitment. If necessary, should that ongoing support not materialize, funding may be requested through a future budget or assessment growth process to support the ongoing operating costs of this new park amenity.

Depending on the location and nature of the work required, this project could fall within either the City's Lifecycle Renewal (replacing / upgrading an existing asset) or Growth (new assets) categories of capital projects. Future end-of-life replacement costs (after 15 years) will be requested via the appropriate future financial process (budget or assessment growth), subject to the determination of the location and nature of this project.

Part of this donation may be eligible for an official income tax receipt for the fair market value of the court as assessed by an independent appraiser or supported by documentation satisfactory to the City Treasurer.

Conclusion

Maple Leaf Sports and Entertainment Foundation has offered to donate a significant park amenity to upgrade existing services in the City of London. With Council's approval, this multi-use sports court would provide a greatly enhanced recreational and social experience for London's youth.

Prepared by: Andrew Macpherson
Manager, Parks Planning and Operations

Submitted by: Scott Stafford
Director, Parks and Forestry

Recommended by: Kelly J. Scherr
Deputy City Manager, Environment and Infrastructure

APPENDIX A

**MULTI USE SPORTS COURT AT GORDONRIDGE NEIGHBOURHOOD
SCARBOROUGH. ONTARIO**



Report to Community and Protective Services Committee

To: Chair and Members, Community and Protective Services Committee Meeting
From: Kevin Dickins, Deputy City Manager, Social and Health Development
Subject: Housing Stability Services – Social Services Relief Fund Phase Four Allocations
Date: November 23, 2021

Recommendation

That, on the recommendation of the Deputy City Manager, Social and Health Development, that the following actions Be Taken with respect to the Housing Stability Services – Social Services Relief Fund Phase Four Allocations that;

- (a) For COVID-19 operating agreement extensions, a funding increase extension **BE APPROVED** for the existing Purchase of Service Agreements at a total estimated increase of \$987,165 (excluding HST) for the period of January 1, 2022 to March 31, 2022, to administer Housing Stability Services COVID-19 Response programs, as per the Corporation of the City of London Procurement Policy Section 20.3 e.ii; to the following existing agreements:
- The Ark Aid Street Mission, WISH to Be Home (SS21-29)
 - London Cares Homeless Response Services COVID-19 Resting Spaces (SS21-29)
 - The Salvation Army Centre of Hope Emergency Shelter (SS21-29)
 - Services and supports through various providers (SS21-29), including minor retrofits at the YOU shelter;
- (b) with respect to capital retrofits and upgrades, that the attached proposed bylaw (Appendix “A”) **BE INTRODUCED** at the Municipal Council meeting to be held December 7, 2021, to **AUTHORIZE** and **APPROVE** a standard form project funding agreement, for capital retrofit and upgrade projects under the Community Homeless Prevention Initiative, SSRF-4, and to delegate approval and signing authority to the Deputy City Manager, Health and Social Development, or written designate;
- (c) that Civic Administration **BE AUTHORIZED** to undertake all administrative acts which are necessary in relation to this matter;
- (d) That capital grant funding **BE APPROVED** for retrofits and upgrades for The Ark Aid Street Mission in the amount of \$725,000.
- (e) that the approval given herein **BE CONDITIONAL** upon the Corporation of the City of London entering into and/or amending Purchase of Service Agreements and/or Contribution Agreement with Agencies outlined in Schedule 1 of this report, and is subject to a commitment of funding by the Ministry of Municipal Affairs and Housing under Community Homelessness Prevention Initiative and the Social Services Relief Fund Phase 4 Guidelines; and
- (f) the attached as Schedule 1 – Overview of SSRF Phase 4 Funding Allocations **BE RECEIVED** for information.

Executive Summary

Civic Administration (Housing Stability Services) is providing an overview of funding allocations for proposed initiatives funded through phase four of the Ontario Social Services Relief Fund (SSRF 4) and seeking approval for additional initiatives to be funded through SSRF 4.

All proposed funding allocations are outlined in Schedule 1 of this report. Several initiatives outlined in Schedule 1 are already approved or pending approval and are included for informational purposes, including the following initiatives:

- Affordable housing project at 403 Thompson Road. SSRF 4 funding would be used to offset a portion of the municipal contribution provided through London Housing Development Corporation (HDC). Project approved by London Housing Development Corporation Board.
- The Housing Stability Services Winter Response Initiative, as outlined in November 2, 2021 Community and Protective Services Committee Report (Winter Response Program for Unsheltered Individuals – SS21-40, SS21-41, SS21-42, SS21-43) – pending Council approval November 16, 2021.

Civic Administration (Housing Stability Services) is also seeking Council approval to fund the following initiatives through SSRF 4:

- Building retrofits and repairs at the Ark Aid Street Mission to better meet COVID-19 public health guidelines and provide additional transitional beds.
- Minor retrofits and repairs at the Youth Opportunities Unlimited Youth Emergency Shelter to improve security on-site and better meet COVID-19 public health guidelines.
- The Ark Aid Street Mission Wish to Be Home program extension for the period of January to March, 2022.
- London Cares Homeless Response Services additional COVID-19 Resting Space beds program extension for the period of January to March, 2022.
- The Salvation Army Centre of Hope COVID-10 additional emergency shelter beds extension for the period of January to March, 2022.
- Additional services and supports as required for COVID-19 hotel wind-down (various providers), such as hotel damages, transportation, food, security, pest control, etc.

Funding for Housing Stability Services programs outlined in the attached Schedule 1 will be provided through phase four of the Ontario Social Services Relief Fund.

Linkage to the Corporate Strategic Plan

2019-2023 Strategic Plan for the City of London

The City of London identifies ‘Strengthening Our Community’ and ‘Building a Sustainable City’ as strategic areas of focus.

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.

Housing Stability for All: The Housing Stability Action Plan for the City of London (2019-2024)

London’s Homeless Prevention and Housing Plan, Housing Stability for All: The Housing Stability Action Plan for the City of London (Housing Stability for All Plan), is the approved guiding document for homeless prevention and housing in the City of London and was developed in consultation with Londoners.

Council and civic administration continue to recognize the importance of actions to support the Core Area, and in the development of its 2019-2023 - Strategic Plan for the City of London. Specifically, the efforts described in this report address the following Areas of Focus, including:

- Strengthening Our Community
- Building a Sustainable City
- Safe City for Women and Girls
- Leading in Public Service

Links to Community Recovery

The City of London is committed to working in partnership with the community to identify solutions that will drive a strong, deep and inclusive community recovery for London as we move out of and beyond the global COVID-19 pandemic. This report, and the items within, are linked to supporting Londoners experiencing homelessness during the COVID-19 pandemic to attain and retain permanent housing. This work supports recovery efforts through a coordinated COVID-19 Response that will support the transition of homeless individuals and families who have been provided with temporary shelter in Isolation and Monitoring Spaces and Social Distance Spaces into permanent housing.

Analysis

1.0 Background Information

1.1 Previous Reports Related to this Matter

- Authorization and Delegations to Advance Urgent Housing Projects (CPSC: November 2, 2021)
- Revised -The City of London 2021-22 Winter Response Program for Unsheltered Individuals (SS21-40, SS21-41, SS21-42, SS21-43) (CPSC: November 2, 2021)
- Homeless Prevention COVID-19 Response Extension (Single Source Procurement SS21-29, Council Approved June 22, 2021 (CPSC: August 31, 2021)
- Homeless Prevention COVID-19 Response (SSRF Phase 3) – Single Source Procurement - #SS21-29 (June 22, 2021)
- City of London Additional Short-Term Supports for Unsheltered Individuals (CPSC: June 1, 2021)
- Update – City of London 2020-21 Winter Response Program for Unsheltered Individuals (CPSC: April 20, 2021)
- Homeless Prevention COVID-19 Response Extension, April to June, 2021 (CPSC: March 30, 2021)
- Update on Urgent Transitional and Modular Supported Housing Development Report on July 15, 2020 (CPSC: December 15, 2020)
- Irregular Result - Request for Proposal 20-63 - Contract Award Recommendation for Homeless Prevention Resting Spaces (CPSC: December 15, 2020)
- Homeless Prevention COVID-19 Response (CPSC: October 6, 2020)
- Homeless Prevention COVID-19 Response and Funding Overview (CPSC: April 28, 2020)
- Canada's COVID-19 Economic Response Plan Funding Agreement (CPSC: April 28, 2020)
- Municipal Council Approval of the Housing Stability Plan 2019 to 2024 as Required Under The Housing Services Act, 2011 (CPSC: December 3, 2019)

2.0 Discussion and Considerations

2.1 Purpose

This report provides an overview of funding allocations for proposed initiatives funded through phase four of the Ontario Social Services Relief Fund (SSRF 4), as outlined in Schedule 1 of this report.

In 2021, the City of London has been allocated additional funding specifically for COVID-19 related supports through the Federal Reaching Home program and the Ontario Social Services Relief Fund Phases 3 and 4. These funding streams are intended to support vulnerable individuals and families during the COVID-19 pandemic, including individuals and families experiencing and at risk of homelessness.

Housing Stability Services is coordinating a COVID-19 Response that will support the transition of homeless individuals and families who have been provided with temporary shelter in Isolation and monitoring spaces and social distance spaces (at local hotels) into permanent housing.

2.2 Background

Ontario Social Services Relief Fund

The Ontario Ministry of Municipal Affairs and Housing has made funding available to Service Managers since April of 2020 through the Ontario Social Services Relief Fund (SSRF). Funding is intended to help a diverse range of vulnerable people, create longer-term housing solutions for people in need, and ensure that the housing and homelessness sector has the tools and support that they need to safely and successfully transition to recovery.

Phase four of the SSRF provides additional one-time operating and capital funding to enable Service Managers to continue to fund vital supports and services that were established to address the impacts of COVID-19 on vulnerable Ontarians from April 1, 2021 to March 31, 2022.

Through SSRF 4, The City of London has received an allocation of \$6,256,400. A City of London Investment Plan for SSRF 4 funding was submitted to the Ontario Ministry of Municipal Affairs and Housing in September, 2021 and is pending final approval.

City of London, Homeless Prevention COVID-19 Response

Civic administration is working with community collaborators to prevent the spread of COVID-19, in accordance with guidance provided by the Canadian Alliance to End Homelessness and through the Reaching Home Directives provided by Employment and Social Development Canada.

Civic administration has taken the following actions to increase social distancing and reduce the risk of outbreak within emergency shelters by providing safe spaces for individuals and families to self-isolate. Since March 2020, the following spaces have been set-up at various locations throughout London using local motels and hotels.

1. Isolation Space for COVID-19 positive individuals.
2. Testing and Monitoring Space for individuals who have screened positive for COVID-19, and individuals deemed close contact to a positive COVID-19 case who are required to isolate.
3. Physical Distancing Space in local motels and hotels for vulnerable participants including those that are high-risk and over fifty-five years of age, those that have a cardiac or respiratory disease, those who are immunocompromised, and families. Physical distancing space is also being provided for women fleeing violence.

Civic administration has worked closely with community agencies to coordinate staffing at each site, as well as provide food, cleaning and laundry, and safe transportation.

The aim of civic administration is to reduce the use of hotel and motel rooms in a wind-down phase between October 1, 2021 and March 31, 2022, by continuing to actively engage individuals and families, to ensure they are paper and document ready to secure permanent housing, and are supported to secure and retain housing.

2.3 Procurement Process

Civic Administration is recommending that the procurement in this report be made under the following sections of The Corporation of the City of London Procurement of Goods and Services Policy.

Initiative	Procurement of Goods and Services Policy
Ark Aid Street Mission Inc. Retrofits and Repairs	<p>Schedule B, Section 19.</p> <p><i>“Grant Funding, given or paid out by the City as per current Council approved Policies for Grants and/or agreements entered into by Council provides the criteria for how City of London Grant funding is provided. Grants not covered by these Policies or agreements must be approved by Council.”</i></p> <p>As per the SSRF Phase 4 funding allocation under the provincial Community Homelessness Prevention Initiative (CHPI) agreement entered into by Council, eligibility for capital grant funding as a forgivable loan for retrofits and upgrades are outlined in the SSRF Phase 4 program guidelines (Addendum D to the CHPI Program Guidelines).</p>
Youth Opportunities Unlimited Youth Emergency Shelter Minor Retrofits and Repairs	<p>Schedule B, Section 19.</p> <p><i>“Grant Funding, given or paid out by the City as per current Council approved Policies for Grants and/or agreements entered into by Council provides the criteria for how City of London Grant funding is provided. Grants not covered by these Policies or agreements must be approved by Council.”</i></p>
Ark Aid Street Mission Inc. WISH to Be Home program extension	<p>Extension to program previously approved (CPSC: June 1, 2021) & (CPSC August 31, 2021) through Section 14.4.d Single Source Procurement (SS21-29) as:</p> <p><i>“there is a need for compatibility with goods and/or services previously acquired or the required goods and/or services will be additional to similar goods and/or services being supplied under an existing contract (i.e. contract extension or renewal).”</i></p>
London Cares Homeless Response Services	<p>Extension to COVID-19 Response Resting Space program previously approved (CPSC: June 22, 2021) through Section 14.4.d Single Source Procurement (SS21-29) as:</p> <p><i>“there is a need for compatibility with goods and/or services previously acquired or the required goods and/or services will be additional to similar goods and/or services being supplied under an existing contract (i.e. contract extension or renewal).”</i></p>
The Governing Council of the Salvation Army in Canada	<p>Extension to COVID-19 Response Additional Emergency Shelter Beds previously approved (CPSC: June 22, 2021) through Section 14.4.d Single Source Procurement (SS21-29) as:</p> <p><i>“there is a need for compatibility with goods and/or services previously acquired or the required goods and/or services will be additional to similar goods and/or services being supplied under an existing contract (i.e. contract extension or renewal).”</i></p>
COVID-19 Response Other Services and Supports	<p>Extension to goods and services previously approved (CPSC: June 22, 2021) & (CPSC: August 31, 2021) through Section 14.4.d Single Source Procurement (SS21-29) as,</p> <p><i>“there is a need for compatibility with goods and/or services previously acquired or the required goods and/or services will</i></p>

	<i>be additional to similar goods and/or services being supplied under an existing contract (i.e. contract extension or renewal)."</i>
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Single source approval for the Homeless Prevention COVID-19 Response, including for the use of local motels and hotels as temporary housing and staffing support, for the period of October 1, 2021 to March 31, 2022 was provided by City Council in September, 2021 (CPSC: August 31, 2021).

Capital funding of \$1,225,000 is allocated to the affordable housing development at 403 Thompson Road. This project is underway with HDC leading the project management. Funding provided through SSRF 4 will be used to offset the municipal contribution to this project through a housekeeping adjustment in accordance with the Council approved Multi-Year Budget Policy. This project is also funded through CMHC's Rapid Housing Initiative.

Capital funding to The Ark Aid Street Mission in the amount of \$725,000 is for facility retrofits and upgrades to better meet public health guidelines, and to create additional transitional bed spaces. As per the funding agreement and program guidelines for SSRF 4, a Project Information Form, Loan Agreement and Promissory Note for this project will be submitted to MMAH for approval. Project approval is based on approved investment plan and ability to meet the program's eligibility criteria.

3.0 Financial Impact/Considerations

3.1 Funding

The program allocations outlined in the attached as Schedule 1 of this report total \$4,923,965 and will be 100% funded by Ministry of Municipal Affairs and Housing (Ministry) through phase four of the province's Social Services Relief Fund (SSRF), resulting in no financial impact to the City's approved budget. The City of London Social Services Relief Fund Phase 4 Investment Plan is subject to Ministry approval.

Prepared by: Kate Green, Manager, Housing Stability Services, Social and Health Development
Submitted by: Craig Cooper, Director, Housing Stability Services, Social and Health Development
Recommended by: Kevin Dickins, Deputy City Manager, Social and Health Development

Schedule 1 – Overview of SSRF Phase 4 Funding Allocations

Capital

Program/Service	Agency	Cost Estimate	Time-period & Description
Capital Funding	Housing Development Corporation	\$1,225,000	Housing Development Corporation (HDC) approved affordable housing development at 403 Thompson Road (HDC Board approval October 6, 2021). Funding to support the development of 39 new affordable housing units. SSRF 4 funding will offset municipal contribution to this project.
Retrofits & Repairs	Ark Aid Street Mission	\$725,000	Retrofits and repairs to The Ark Aid Street Mission building including creation of 12 transitional shelter beds for individuals and families experiencing homelessness. Retrofits will also support the agency to meet COVID-19 public health guidelines.

Total Capital	\$1,950,000
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Operating

Program/Service	Agency	Cost Estimate	Time-period & Description
Retrofit & Repairs	Youth Opportunities Unlimited	\$36,800	Minor retrofits and upgrades to the Youth Emergency Shelter to meet public health guidelines and improve building security.
Winter Response	Various Providers	\$1,950,000	Pending approval of November 2, 2021 Community and Protective Services Committee Report, (Winter Response Program for Unsheltered Individuals – SS21-40, SS21-41, SS21-42, SS21-43)
Wish to Be Home	Ark Aid Street Mission	\$672,000	Wish to Be Home transitional housing program extension for the period of January 1, 2022 to March 31, 2022 (SS21-29).
Resting Space	London Cares Homeless Response Services	\$85,000	Additional COVID-19 Resting Space beds program extension for the period of January 1, 2022 to March 31, 2022 (SS21-29).
Centre of Hope Emergency Shelter	The Salvation Army	\$30,165	Additional COVID-19 Emergency Shelter beds program extension for the period of January 1, 2022 to March 31, 2022 (SS21-29).
COVID-19 Response	Other Services and Supports	\$200,000	Additional costs related to COVID-19 Response hotel wind-down, including: damages, transportation, pest control, basic needs, food, security, etc.

Total Operating	\$2,973,965
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Total Capital & Operating	\$4,923,965
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Appendix A

APPENDIX A

Bill No.
2021

By-law No.

A by-law to authorize and approve a standard form Loan Contribution Agreement for capital funding under the Community Homelessness Prevention Initiative (CHPI) Program – SSRF 4

WHEREAS The Minister of Municipal Affairs and Housing (the “Minister”) has announced it will provide provincial funding to Service Managers to address housing and homelessness in Ontario by improving access to adequate, suitable and affordable housing that is linked to flexible support services;

AND WHEREAS the Minister has established the Community Homelessness Prevention Initiative (“CHPI”) pursuant to which the Minister will provide Service Managers provincial funds;

AND WHEREAS under the *Housing Services Act, 2011*, the City is designated the Service Manager for the service area “City of London and County of Middlesex” and as such is responsible for the allocation and delivery of the Social Service Relief Fund Phase 4;

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

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

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

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

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

1. The standard form Loan Contribution Agreement, substantially in the form attached as Schedule “1” to this By-law, is approved as the standard form of agreement between the City and organizations to provide capital funding under the CHPI Social Services Relief Fund – Phase 4 to improve, retrofit, upgrade or acquire property for emergency shelters, transitional housing,

congregate living spaces, and supportive housing or other activities approved by the Ministry of Municipal Affairs and Housing.

2. (a) The Deputy City Manager Social and Health Development and their written designates are jointly and severally delegated the discretionary power to insert the applicable required information into the standard form Loan Contribution Agreement approved in paragraph 1.

(b) The Deputy City Manager Social and Health Development is delegated the discretionary power to:

- (i) approve the agreement with the details inserted in subparagraph 2(a); and
- (ii) execute agreements which employ this form,

on the condition that the exercise of such powers is consistent with the CHPI SSRF Program Guidelines and applicable agreements with the Province, and that the exercise of such powers does not require additional funding or is provided for in the City's current budget, and that does not increase the indebtedness or contingent liabilities of The Corporation of the City of London, subject to prior review and approval by the Manager of Risk Management.

3. (a) The Deputy City Manager Social and Health Development and their written designates are jointly and severally delegated the discretionary power to authorize and approve such further and other documents, including amending agreements, that may be required in furtherance of the City of London's agreements with organizations that are consistent with the CHPI SSRF Program Guidelines and applicable agreements with the Province and requirements contained in the standard form Loan Contribution Agreement approved in this by-law, and that do not require additional funding or are provided for in the City's current budget, and that do not increase the indebtedness or contingent liabilities of The Corporation of the City of London, subject to prior review and approval by the Manager of Risk Management.

(b) The Deputy City Manager Social and Health Development is delegated the authority to execute such agreements approved in subparagraph 3(a).

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

PASSED in Open Council , 2021.

Ed Holder
Mayor

Catharine Saunders
City Clerk

First reading -
Second reading -
Third reading -

Schedule "1"

LOAN CONTRIBUTION AGREEMENT

Community Homelessness Prevention Initiative Program
Social Services Relief Fund - Phase 4

Capital Component

This Agreement made the [day] day of [month] 20[year].

BETWEEN:

THE CORPORATION OF THE CITY OF LONDON

(the "City")

-and-

[insert legal name of organization]

(the "Proponent")

WHEREAS:

- A. The Minister of Municipal Affairs and Housing (the "Minister") has announced it will provide provincial funding to Service Managers to address housing and homelessness in Ontario by improving access to adequate, suitable and affordable housing that is linked to flexible support services.
- B. The Minister has established the Community Homelessness Prevention Initiative ("CHPI") pursuant to which the Minister will provide Service Managers provincial funds as per said announcement.
- C. Under the *Housing Services Act, 2011*, the City is designated the Service Manager for the service area of "City of London and County of Middlesex" and as such is responsible for the allocation and delivery of the Social Service Relief Fund Phase 4.
- D. Under CHPI - SSRF Phase 4, capital costs are permitted as an area of eligible

expenses. Capital funding would enable the acquisition of new, or modifications to existing facilities such as emergency shelters, supportive housing, transitional housing, and related facilities.

- E. The eligible use of funding falls under two components of major capital funding:
 - a. New Facilities (section 3.5 of the Program Guidelines); and
 - b. Retrofits and Upgrades (section 3.6 of the Program Guidelines).
- F. The Minister and the City have entered into an agreement for the purposes of establishing the City's obligations with respect to the administration of CHPI and the Minister's obligation to provide funding to the City for the administration of CHPI.
- G. The City and the Proponent have entered into this Agreement for the purpose of establishing the City's obligations to provide funding to the Proponent for its Project to [improve a building/retrofit/upgrades/acquisition of emergency shelter/congregate living space/supportive housing] located at [insert address of building, London, Ontario], and the Proponent's obligations with respect to use of such funds under the Social Services Relief Fund Phase 4.
- H. The Proponent is the owner of the lands where the building is located and agrees to provide security for the loan, including registering a mortgage on title.

NOW THEREFORE, in consideration of the sum of TWO DOLLARS (\$2.00) now paid by the Proponent to the City, and such other good and valuable consideration as provided for in this Agreement, the City and the Proponent agree with each other as follows:

1. INTERPRETATION

- 1.1. In this Agreement, including its Schedules, unless the context requires otherwise,
 - "Business Day" means each Monday, Tuesday, Wednesday, Thursday and Friday except when any such day occurs on a statutory holiday observed in Ontario.
 - "Capital Component" means the Capital Component under the Program Guidelines and Schedule "A" to the Program Guidelines.
 - "CHPI" means the Community Homelessness Prevention Initiative Program.
 - "Conditional Letter of Commitment" means the letter issued by the Minister of Municipal Affairs and Housing confirming approval of the Project under the Capital Component subject to conditions.
 - "Contribution by Others" means cash or in-kind eligible contributions from Service Managers, municipalities, housing providers, the private sector, the voluntary sector, charities and individual donors, to be used in accordance with a Program or Programs under this Agreement. Contributions by Others does not include contributions from any Government of Canada sources, including, but not limited to arrangements with CMHC; nor contributions under any program wholly or partially funded from Government of Canada sources; nor contributions which receive credit under any arrangement with CMHC or the Government of Canada outside this Agreement.

- “Development Activities” means those activities which are normally undertaken for the development, construction, rehabilitation, conversion, retrofits or upgrades of buildings for residential purposes, including the acquisition of property.
- “Force Majeure” means a delay arising from strike, lockout, riot, insurrection, terrorism, war, fire, tempest, act of God, pandemic, lack of material or supply of service at a reasonable cost, inclement weather, binding orders or regulations of governmental bodies, courts or arbitrators or any other event beyond the control of the Parties which causes a delay in the fulfillment of a Party's obligations under this Agreement notwithstanding the reasonable efforts of such Party and provided that any such non-availability or delay does not relate to any extent to any act or omission by such Party or any of its authorized agents or employees.
- “Intended Use” means the definition used in Section 5.1.
- “Intended Use Period” means the definition in Section 5.1.
- “Loan” means an interest-free capital loan as set out in Section 2.2 in accordance with the Program Guidelines.
- “Loan Contribution Agreement” or “Agreement” means this agreement entered into between the City and the Proponent for the construction, acquisition and/or rehabilitation of, or the conversion of a property into a Project and which shall set out the terms and conditions for a forgivable loan, including mortgage security.
- “MMAH” means the Ministry of Municipal Affairs and Housing.
- “Parties” means the City, and the Proponent and "Party" means either of them, as the context may require.
- “Permitted Encumbrances” means the encumbrances listed in Schedule "G", together with such renewals or replacement financing that may be approved by the City, acting reasonably, during the term of this Agreement.
- “PIPEDA” means the *Personal Information Protection and Electronic Documents Act*, S.C. 2000, c. 5, including any amendments thereto.
- “PIPEDA Protected Information” means any "Personal Information" or "Personal Health Information", as defined under PIPEDA.
- “Program” means the Social Services Relief Fund Phase 4 Program set out in the Program Guidelines.
- “Program Guidelines” means the Guidelines for the program and attached to this Agreement as Schedule “A”.
- “Project” means the property and the building(s), as approved by the City, as the context may require on lands described in Schedule “C”.
- “Property” means the lands described in Schedule “C”.

- “Security” means the definition used in Section 6.1 and Schedules “B1” and “B2”.
 - “Service Manager” means The Corporation of the City of London.
- 1.2. All references in this Agreement including without limitation, the Schedules hereto, to “rent” are deemed to include housing charges paid by tenants and “rental” is deemed to have a corresponding meaning.
- 1.3. The following Schedules are attached to and form part of this Agreement:
- | | |
|---------------|--|
| Schedule “A” | Ministry of Municipal Affairs and Housing Program Guidelines – Social Services Relief Fund Phase 4 |
| Schedule “B1” | Security Document – Promissory Note |
| Schedule “B2” | Security Document – Charge Terms |
| Schedule “C” | Legal Description of Property |
| Schedule “D” | Project Information Form |
| Schedule “E” | Development Schedule |
| Schedule “F” | Conditional Letter of Commitment from the Province |
| Schedule “G” | Permitted Encumbrances |
- 1.4. In the event of a conflict or inconsistency between the provisions of this Agreement and the provisions of a Schedule, the provisions of this Agreement shall prevail.
- 1.5. All references in this Agreement to section numbers are references to sections of this Agreement unless otherwise stated.

2. FUNDING

- 2.1. Funding under the Capital Component is comprised of provincial funds that will be advanced by the City to the Proponent and secured as an interest-free forgivable capital Loan.
- 2.2. The City conditionally agrees to provide the Proponent, upon the terms and conditions set out in this Agreement, the total Loan amount being [insert amount of loan in words e.g. five thousand] dollars Canadian (\$[insert amount of loan in numbers]) to be applied only towards the payment of Development Activities for the Project that shall consist of [insert basic description of the Project, #units/rooms/beds, etc].

Any commitment of funding by the City is conditional and subject to approval from MMAH.

2.3. The City shall advance the Loan to the Proponent based on the following instalments (Place an X beside applicable instalment):

A. For New Facilities (acquisition, rehabilitation and/or modular housing) under section 3.5 of the Program Guidelines:

- (a) Up to ninety percent (90%) following:
- signing of this Agreement;
 - [for acquisition Projects: Proponent's submission of Agreement of Purchase and Sale with a closing date no later than [March 1, 2022]; funding will be advanced within 15 business days of the closing date]; and
 - registration of the Security no later than [December 31, 2021]; and
- (b) The remaining Loan upon confirmation of completion no later than [March 31, 2023].

B. For New Facilities (conventional and other projects) under section 3.5 of the Program Guidelines:

- (a) Up to fifty percent (50%) following signing of this Agreement, and submission of [mortgage security registration/alternate form of security acceptable to MMAH], no later than [December 31, 2021];
- (b) Up to forty percent (40%) at confirmation of 50 percent (50%) construction completion; and
- (c) The remaining Loan upon confirmation of completion no later than [March 31, 2023], and submission of required documentation.

C. For Retrofits and Upgrades under section 3.6 of the Program Guidelines:

- (a) Up to fifty percent (50%) (or greater if approved by MMAH) following signing of this Agreement, and signed promissory note, and approval by the MMAH, no later than [December 31, 2021];
- (b) Up to forty percent (40%) at confirmation of 50 percent (50%) project completion; and
- (c) The remaining Loan upon confirmation of final project completion and mortgage registered on title no later than [March 31, 2023].

The City may, in its absolute sole discretion, advance a greater percentage of the Loan than provided in the above payment instalments with a corresponding reduction in the percentage of the remaining payment instalments.

2.4. The City shall have the option of withholding from the amount to be disbursed under section 2.2 the amount necessary to complete the construction of the Project and, in such case, the City shall disburse the amount so withheld following its receipt of satisfactory evidence of substantial performance within the meaning of the *Construction Act* and provided that the *Construction Act* is complied with.

2.5. The Proponent shall use the amount of the Loan and Contribution by Others solely for the purpose of its Development Activities in connection with the Project.

- 2.6. No Loan amount shall flow if an order has been issued under subsection 12(2) of the *Building Code Act* and there has been no compliance with the order.
- 2.7. The Proponent may authorize the City to pay a portion of the Loan to a third party and the City shall permit such authorization.
- 2.8. The Proponent shall commence construction, acquisition, rehabilitation, conversion, retrofit, or upgrade activities for the Project within 90 days of the date of this Agreement.

3. SPECIAL CONDITIONS

- 3.1. [Intentionally Left Blank]
- 3.2. The Proponent shall provide the City with a revised construction schedule and construction budget for review [insert timeframe e.g 4 weeks] prior to the start of construction.
- 3.3. The Proponent agrees to undertake its Development Activities in connection with the Project in accordance with the provisions relating to the development of the Project contained in the Program Guidelines, including to complete the construction of the approved Project within construction budgets and financing approved by the City and the timelines indicated under the Development Schedule attached as Schedule "E".
- 3.4. The Proponent shall, subject to Force Majeure, achieve substantial completion in accordance with the Program Guidelines.
- 3.5. Without limiting the condition set out in section 4.1 (c), the Proponent shall discharge or cause the discharge of any registered construction liens so as to ensure that there are no construction liens registered against the Project on the date for the disbursement of the Loan under section 2.2.
- 3.6. The Proponent shall not, at any time during the term of this Agreement, breach any agreement respecting the Project that it has entered into by means of a Contribution by Others, including any municipal capital facility agreement made pursuant to section 110 of the *Municipal Act, 2001* and shall not, through any breach on its part, cause such other entity to terminate an agreement for cause. The Proponent agrees that a breach by it of any such agreement, that has not been corrected, shall constitute a breach of this Agreement.

4. CONDITIONS, REPRESENTATIONS & WARRANTIES

- 4.1. The provision of funding by the City pursuant to section 2 is subject to the following conditions precedent, which are also the Proponent's representations and warranties; each condition precedent is for the exclusive benefit of the City, and may be waived in full or in part by the City, by written notice to the Proponent:
 - (a) the Proponent is the registered owner in fee simple of the lands described in Schedule "C";

- (b) any agreement referred to in section 3 remaining in force and the Proponent being in good standing thereunder;
 - (c) there being no Claim for Lien under the *Construction Act* registered against the Project;
 - (d) there being in existence no unregistered lien or statutory claim having priority against the Project;
 - (e) the Proponent's title to the Project being free from any encumbrances other than the Permitted Encumbrances;
 - (f) the Proponent being in good standing under all of the Permitted Encumbrances; and
 - (g) there being no work orders issued against the Project by any governmental entity, agency or official.
- 4.2. If any of the conditions contained in section 4.1 have not been fulfilled on the date for the disbursement of the Loan by the City pursuant to section 2 and are not waived by the City pursuant to section 4.1, the City shall be under no obligation to make any advance of the Loan to the Proponent and the City shall thereupon have the right to terminate this Agreement.

5. TERM OF THE LOAN

- 5.1. The advance of the Loan shall have a term of [ten (10) years – New Facilities– s. 3.5 / five (5) years retro/upgrade s. 3.6], commencing as of the Occupancy Date of the Project (the "Intended Use Period"), during which the Project must continue to be used primarily for its intended purpose and use in accordance with the project details contained in Schedule "D" (the "Intended Use").
- 5.2. The Loan amount shall be fully forgiven on the last day of the month at the end of the Intended Use Period, provided that the Proponent has fulfilled all the requirements of the Program as set out in this Agreement.
- 5.3. The Proponent shall provide the City with such information respecting the Proponent's permanent financing obligations for the Project as the City may require from time to time. The Proponent shall not incur any additional construction financing, capital or operating debt related to the Project without the City's prior written consent.

6. SECURITY

- 6.1 Prior to the City disbursing the Loan to the Proponent pursuant to section 2, the Proponent shall, as applicable, and completed in accordance with this Agreement:
- (a) **For New Facilities (acquisition, rehabilitation and/or modular housing) under section 3.5 of the Program Guidelines:**

- provide the City a mortgage/charge against the Property securing the Loan, including executed registerable security documents in the form attached hereto as Schedule “B2” (the “Security”).

(b) For New Facilities (conventional and other projects) under section 3.5 of the Program Guidelines:

- provide the City a mortgage/charge against the Property securing the Loan, or register security registration/alternate form of security acceptable to MMAH, including executed registerable security documents in the form attached hereto as Schedule “B2” (the “Security”).

(c) For Retrofits and Upgrades under section 3.6 of the Program Guidelines:

- provide the City with a promissory note, including executed registerable security documents in the form attached hereto as Schedule “B1” (the “Security”).

6.2 For Projects that are **Retrofits and Upgrades under section 3.6 of the Program Guidelines**, prior to the City disbursing the final Loan instalment to the Proponent, the Proponent shall provide the City a mortgage/charge against the Property securing the entire amount of the Loan, including executed registerable security documents in the form attached hereto as Schedule “B2” (the “Security”). The Security shall be registered, at the Proponent’s cost, after the final project completion date and prior to the final loan advance.

6.3 The Security shall be collateral to this Agreement. The total Loan amount shall be included in the Security documents. The amount of any eligible in-kind contributions from the City shall not be included in the Security documents.

6.4 Without limiting the Proponent's covenants and the remedies of the City under this Agreement and the Security, the Proponent agrees that a breach of this Agreement shall constitute a breach of the Security and a breach of the Security shall constitute a breach of this Agreement.

6.5 The City acknowledges and agrees that notwithstanding the Security provides the principal and interest secured thereunder is payable on demand, the City shall have no right to demand payment thereunder except in accordance with the provisions of this Agreement relating to repayment. In the event of a conflict or inconsistency between the provisions of this Agreement and the Security, the provisions of this Agreement shall prevail with respect to the Loan.

6.6 The Security shall rank immediately behind the registered security for the Proponent’s Permitted Encumbrances obligations for the Project unless the City determines that the Security shall have a lesser priority.

7. ACCOUNTABILITY FRAMEWORK

7.1. In the event:

- i. the City is advised that the Project will not proceed; or

- ii. the City is of the opinion that the Proponent is not proceeding in an expeditious manner with the Development Activities for which the Funds have been provided; or
- iii. the Proponent is not complying with the requirements set out for the Term of this Agreement;

the Proponent will be in default and shall return all Funds to the City, forthwith upon demand.

- 7.2. For a Project that falls under **section 3.5 of the Guidelines (New Facilities)**, the Proponent shall submit to the City an audited financial statement with respect to the expenditure of the Loan provided pursuant to this Agreement, within six (6) months following the initial occupancy date. In addition, the Proponent shall provide the City with regular milestone update reports, describing Project progress and potential issues of concern that might delay or jeopardize the Project. Where applicable or where requested by the City, the Proponent shall provide the City with Confirmation of Project Start, Confirmation of 50 per cent construction completion, and Confirmation of Project Completion.

For a Project that falls under **section 3.6 of the Guidelines (Retrofits and Upgrades)**, the Proponent shall maintain records of all financial invoices for reporting and auditing purposes. In addition, the Proponent shall provide the City with regular milestone update reports, describing Project progress and potential issues of concern that might delay or jeopardize the Project. The Proponent shall provide the City with confirmation of construction start date and construction completion date.

- 7.3. The Proponent agrees that the City or MMAH may conduct an audit, investigation, or inquiry in relation to the Project and the Proponent shall cooperate with the City or MMAH and provide free access to the Project and to such staff, documents, book, records and accounts as may be determined by the City or MMAH.

8. EVENT OF DEFAULT

- 8.1. Upon the occurrence of any one or more of the following events (each an "Event of Default"):
- (a) the failure of the Proponent to perform, observe or comply with any other term, covenant, condition or provision of this Agreement within 10 days of receipt of written notice of the "failure" from the City provided the Proponent shall not be deemed to be in default if within the said period of ten (10) days, the Proponent commences the necessary action to remove the "failure" and such action is diligently prosecuted;
 - (b) any representation or warranty made by the Proponent in this Agreement proves to have been untrue or misleading in any material respect as of the date on which it was made;
 - (c) any person commences an action, suit or proceeding materially affecting the Project or files a lien against the Property, or any person commences an action, suit or proceeding contesting or questioning the validity or enforceability of this Agreement, unless the Proponent shall diligently contest such action, suit or proceeding and discharge any such lien forthwith without the requirement of notice by the City and

post such bonds, cash or letters of credit or give such other security in order to obtain such discharge in amounts and on terms satisfactory to the City, acting reasonably;

- (d) the Proponent ceases to carry on business;
- (e) the Proponent:
 - (i) becomes insolvent or unable to pay its debts as they become due; or
 - (ii) files a petition in bankruptcy or voluntary petition seeking reorganization or effects a plan or other arrangement with creditors; or
 - (iii) makes an assignment for the benefit of creditors under the *Bankruptcy Act* (Canada) or any other insolvent debtors' legislation; or
 - (iv) applies for or consents to the appointment of any receiver or trustee for it or of all or any substantial part of its property and assets; or
 - (v) voluntarily liquidates or winds-up or suffers itself to be liquidated or wound-up;
- (f) any of:
 - (i) an involuntary petition seeking the adjudication of the Proponent as bankrupt or insolvent not removed within 30 days; or
 - (ii) an order of any court or other authority appointing any receiver or trustee for the Proponent or for all or any substantial portion of its property and assets; or
 - (iii) a writ of execution, judgment or writ of attachment or any similar process which may, in the reasonable opinion of the City, materially impair the ability of the Proponent to perform its obligations under this Agreement or any of the Security Documents shall be made, given or issued against the Proponent or in respect of its property and assets, and such petition, order, writ or judgment is not vacated or stayed within fifteen (15) days after its date;
- (g) the occurrence of a material adverse change in the financial condition of the Proponent which would, in the reasonable opinion of the City, detrimentally affect the ability of the Proponent to meet its obligations to the City;

then, at its option, the City may declare the full principal amount of the Loan then advanced, together with all other moneys owing to the City hereunder, due and payable forthwith. In such case, the City may realize upon any and all security pledged to it and may commence such other legal actions or proceedings against the Proponent, the Property or assets of the Proponent as may be permitted hereunder, by any one or more of the Security Documents or at law or in equity, all as it, in its sole discretion, deems expedient. The Proponent hereby acknowledges that the City's remedies are cumulative and not mutually exclusive.

- 8.2. Complete Construction: If an Event of Default shall occur, then the City may, at its sole option, in addition to any other remedy available to it, enter upon and take charge of the Project and assume full charge of the Project and may complete the Project or enter into a contract with another to complete the same.
- 8.3. During Intended Use Period: Should the Proponent be in default under the terms of this Agreement or under the terms of any mortgage or other encumbrance registered on title to the Property, the City shall have the right to declare all or part of the unearned portion of the Loan due and payable immediately.

9. PROPONENT'S ADDITIONAL REPRESENTATION AND WARRANTIES

- 9.1. The Proponent is duly incorporated, organized and validly existing under the laws of the Province of Ontario and has full capacity, power and authority to own all its property and to carry on its business as now conducted and as contemplated under this Agreement and all other agreements contemplated thereunder.
- 9.2. The Proponent has full corporate power, legal right and authority to enter into this Agreement and to do all acts and things as are required or contemplated hereunder to be done, observed or performed by it.
- 9.3. The Proponent agrees to take any and all actions necessary to complete construction of the Project in a good and workmanlike manner in accordance with the time frames prescribed in Development Schedule and Program Guidelines.
- 9.4. Except as previously disclosed in writing to the City, the Proponent is not a party to any agreement or instrument or subject to any restriction or any judgment, order, writ, injunction, decree, rule or regulation which materially and adversely affects the business, operations, prospects, properties or assets, or condition, financial or otherwise, of the Proponent.
- 9.5. None of the information, financial or otherwise, provided by the Proponent to the City and to induce the City to make the Loan and to enter into this Agreement contains any untrue statement of a material fact or omits to state a material fact necessary in order to make any statement contained therein not misleading in light of the circumstances in which it was made.

10. INDEMNIFICATION AND INSURANCE

- 10.1. The Proponent shall indemnify and save harmless the City from all claims, costs, all matter of actions, cause and causes of action, duties, dues, accounts, covenants, demands or other proceeding of every kind or nature whatsoever at law or in equity arising out of this Agreement and out of the operation of the Project [if applicable, insert "and units",] including claims arising out of negligence of the Proponent and specifically, all claims arising out of the intentional or criminal acts of any officers or directors, employees, agents, volunteers or independent contractors of the Proponent. Such indemnification shall survive the termination of this Agreement for claims arising from or out of incidents occurring the term of this Agreement.
- 10.2. The Proponent agrees to purchase and maintain, during the term of this Agreement third party liability insurance in a limit of not less than five million dollars (\$5,000,000) covering bodily injury, loss or property damage resulting from any activity related in any way to this Agreement. This insurance shall include the City as an additional insured, a cross liability clause, severability of interest clause, non-owned automobile insurance and personal injury liability clause. The Proponent also agrees to use its property insurance proceeds to repair and/or rebuild the Project(s) in the event of damage to all or part of them.

The Proponent further agrees, upon substantial completion and prior to occupancy, to purchase and maintain insurance policies that a prudent manager of similar premises would maintain and, without limiting those types of policies, at least the following:

- i. Broad form boiler and machinery insurance on a blanket repair and replacement basis with limits for each accident in an amount of at least the replacement cost of the Project and with a deductible of not more than one hundred thousand dollars (\$100,000);
- ii. All risks property insurance (including flood and earthquake) in an amount equal to the full replacement cost of the Project and with a deductible of not more than one hundred thousand dollars (\$100,000).

10.3. In addition, during the design and construction period of the contract the Proponent will obtain and maintain the following policies of insurance:

10.3.1 All risk builder's risk property insurance for the full replacement value of the completed construction project, including boiler and machinery, earthquake and flood based on a stated amount co-insurance and including a waiver of subrogation and loss payable, as their interest may appear, in favour of the City and with a deductible of not more than one hundred thousand dollars (\$100,000) and remaining in effect until the completion of construction.

10.3.2 Construction wrap-up liability insurance coverage including owners and contractors protective, broad form products and completed operations, cross liability and severability of interest clauses, blanket contractual, hook liability, employers' liability, non-owned automobile liability and shoring, blasting, excavating, under-pinning, demolition, pile driving and caisson work, work below and above ground surface, tunneling and grading, and similar operations associated with the construction work, as applicable; to an inclusive limit of not less than \$5,000,000 and in the joint names of the Proponent, City, designated consultants, designated contractors, all other contractors, sub- contractors, suppliers and/or tradesmen while working on the site, engineers, architects, consultants and other persons (including, but not limited to directors, officers, employees, shareholders, legislators and officials involved in the Project) which the City reasonably may require to be added as insured parties.

10.4 The Proponent shall advise the City of any cancellation, material alteration or lapse of any policies of insurance required to be provided hereunder. If the Proponent fails to effect and keep such insurance in force, or if such insurance is in an amount less than the amount required under this Agreement, the City shall have the right, upon notice to the Proponent and without assuming any obligation in connection therewith, to effect such insurance at the cost of the Proponent and all outlays by the City shall be payable by the Proponent to the City forthwith upon demand without prejudice to any other rights and recourses of the City hereunder. No such insurance taken out by the City shall relieve the Proponent of its obligations to insure hereunder and the City shall not be liable for any loss or damage suffered by the Proponent.

10.5 Further, the Proponent shall require all professionals involved with the Project to carry professional (errors and omissions) liability insurance in an amount not less than two million (\$2,000,000) dollars and make reasonable efforts to verify such insurance is in force throughout the period of the work.

- 10.6 The Proponent agrees to obtain for its employees and to require all designated consultants, designated contractors, all other contractors, sub-contractors, suppliers and/or tradesmen while working on the site, engineers, architects, consultants and other persons Workplace Safety and Insurance Board coverage and to ensure that such coverage continues in effect throughout the period of the work.
- 10.7 The Proponent shall duly and punctually pay or cause to be paid all premiums and other sums of money payable for maintaining the insurance to be provided pursuant to this Agreement. Evidence that the insurance required is in force shall be provided to the City prior to commencement of the Agreement and thereafter once annually at least ten (10) clear days prior to the renewal date of the policy, and that the insurance will not be cancelled or permitted to expire unless the Proponent or their insurer notifies the City in writing at least thirty (30) days prior to such cancellation.

11. NOTICE

11.1. Any notice or other communication required, desired or permitted to be given by this Agreement shall be in writing and shall be effectively given if:

- (a) delivered personally;
- (b) sent by prepaid courier service; or
- (c) sent by e-mail communication, and confirmed by mailing the original documents so sent by prepaid mail on the same or following day, addressed as follows:

(i) in the case of notice to the City:

The Corporation of the City of London
P.O. Box 5035 London, ON N6A
4L9
E-mail: housing@london.ca

(ii) in the case of notice to the Proponent:

[corporate name]
[address for service of documents]
City, postal code
E-mail: [\[insert email address\]](#)

or at such other address as the party to whom such notice or other communication is to be given shall have advised the party giving same in the manner provided in this section. Any notice or other communication delivered personally or by prepaid courier service shall be deemed to have been given and received on the day it is so delivered at such address, provided that if such day is not a Business Day such notice or other communication shall be deemed to have been given and received on the next following Business Day. Any notice or other communication transmitted by facsimile communication (including by E-mail) shall be deemed to have been given and received on the day of its transmission, provided that such day is a Business Day, and such transmission is completed before 4:20 p.m. on such day, failing which such notice or other communication shall be deemed to have been given and received on the first (1st) Business Day after its transmission. If there has been a mail stoppage and if a party

sends a notice or other communication by facsimile communication, such party shall be relieved from the obligation to mail the original document in accordance with this paragraph.

12. GENERAL

- 12.1 Any power, right or function of the City contemplated by this Agreement, may be exercised by any employee or agent of the City, who is hereby specifically authorized in this regard.
- 12.2 It is understood that the *Municipal Freedom of Information and Protection of Privacy Act* shall apply to all records submitted to or created by the City pursuant to this Agreement.
- 12.3 The Proponent represents and warrants that:
- a) it shall preserve the PIPEDA compliance of all PIPEDA protected Information transferred to it by the City;
 - b) it shall ensure the PIPEDA compliance of all PIPEDA Protected Information it collects in the course of performing its contractual obligations; and
 - c) it shall ensure the PIPEDA compliance of all PIPEDA protected information that it transfers to the City.
- 12.4 The disbursement of the Loan to the Proponent pursuant to section 2 is subject to the necessary appropriations from the Federal Parliament, the Provincial Legislature, and Municipal Council. The City and the Minister shall have no liability to the Proponent in the event the respective appropriations are insufficient to meet the funding obligations.
- 12.5 Nothing in this Agreement is to be construed as authorizing one Party to contract for or incur any obligation on behalf of the other or to act as agent for the other and nothing in this Agreement shall be construed to constitute the City and the Proponent as partners of each other.
- 12.6 The Proponent acknowledges that CMHC and the Minister are not parties to this Agreement or other agreement relating to any Project.
- 12.7 No member of:
- (a) the House of Commons or Senate of Canada; or
 - (b) the Legislative Assembly of Ontario; or
 - (c) the Municipal Council constituting the Service Manager or the Municipal Council of any local municipality of the Service Manager or the governing body of any Municipal Agency, Board or Commission, of any such municipalities;

shall be admitted to any share or part of any contract, agreement or commission made pursuant to this Agreement or to any benefit arising therefrom, including, without limitation, any contract, agreement or commission arising from or related to the Program.

- 12.8 Time shall in all respects be of the essence in this Agreement, provided that the time for doing or completing any matter provided for under this Agreement may be extended or abridged by agreement in writing signed by the City and the Proponent or their respective solicitors on their behalf, who are hereby expressly authorized in this regard.
- 12.9 Any tender of documents or money hereunder may be made by the City or the Proponent or their respective solicitors, and it shall be sufficient that a bank draft or certified cheque may be tendered instead of cash.
- 12.10 This Agreement is made pursuant to and shall be governed by and construed in accordance with the laws of the Province of Ontario. Any reference to a statute in this Agreement includes a reference to all regulations made pursuant to such statute, all amendments made to such statute and regulations in force from time to time and to any statute or regulation which may be passed, and which has the effect of supplementing or superseding such statute or regulations.
- 12.11 The headings and subheadings contained in this Agreement are inserted for convenience and for reference only and in no way define, limit or describe the scope or intent of this Agreement or form part of this Agreement.
- 12.12 The Parties agree that there are no representations, warranties, covenants, agreements, collateral agreements or conditions affecting the property or this Agreement other than as expressed in writing in this Agreement.
- 12.13 This Agreement shall be read with all changes of gender and number required by the context.
- 12.14 (a) The Proponent shall not transfer or convey its interest in all or any part of the Project without, subject to subsection 12.14(b), simultaneously assigning its interest in this Agreement to the transferee, which transferee and Proponent shall enter into one or more agreements with the City, in a form satisfactory to the City, to assume all of the Proponent's obligations under this Agreement and to provide the City with Security in accordance with this Agreement.
- (b) The Proponent shall not assign its interest in this Agreement without the prior written consent of the City, which consent shall not be arbitrarily or unreasonably withheld.
- (c) For the purpose of this Agreement, a transfer of the beneficial interest in the shares of the Proponent shall be deemed to constitute an assignment if it results in a change in the party or parties who owns or own more than fifty per cent (50%) of the voting shares of the said corporation.
- 12.15 Each of the Parties shall, at any time and from time to time, upon not less than twenty (20) Business Days prior written notice by the other Party, execute and deliver to the other Party a statement in writing certifying that this Agreement is in good standing, unmodified and in full force and effect, or if there have been modifications that the same are in good standing and in full force and effect, as modified, and stating the modifications. Where applicable, the statement shall state the defaults, if any, known to the Party to whom such request has been made and the action taken or proposed to be taken by such requested Party with respect to same.

- 12.16 If more than one entity is a party to this Agreement as a Proponent, all references to the Proponent shall include all of the said entities and this Agreement shall be binding on each jointly and severally.
- 12.17 This Agreement shall enure to the benefit of and be binding upon the Parties hereto and their respective successors and assigns, provided that this paragraph shall in no way derogate from the provisions of section 12.14 restricting the Proponent's ability to assign or novate this Agreement.

IN WITNESS WHEREOF this Agreement has been executed by the **Parties**.

THE CORPORATION OF THE CITY OF LONDON

*[Insert Name]
[Insert position]

*I have the authority to bind the Corporation.

[insert proper corporate name of Proponent]

*[insert signator's name]
[insert signator's title]

*I/We have the authority to bind the Corporation.

*[insert signator's name]
[insert signator's title]

*I/We have the authority to bind the Corporation.

SCHEDULE "A"

COMMUNITY HOMELESSNESS PREVENTION INITIATIVE PROGRAM GUIDELINES - SOCIAL SERVICES RELIEF FUND PHASE 4

Addendum D to the Community Homelessness Prevention Initiative Program Guidelines

Ministry of Municipal Affairs and Housing Program Guidelines – Social Services Relief Fund Phase 4

1 Introduction

The housing and homelessness sectors in Ontario have had to alter the ways in which they provide services to vulnerable populations due to the COVID-19 outbreak. Under the three previous phases of the Social Services Relief Fund (SSRF), \$765 million in funding was made available to Service Managers (SMs) and Indigenous Program Administrators (IPAs) to help a diverse range of vulnerable people, create longer-term housing solutions for people in need, and ensure that the housing and homelessness sector has the tools and support that they need to safely and successfully transition to recovery.

Building on these investments, the SSRF Phase 4 will provide \$286.4 million in additional one-time operating and capital funding. This investment will enable SMs and IPAs to continue to fund the vital supports and services that were established to address the impacts of COVID-19 on vulnerable Ontarians from April 1, 2021 to March 31, 2022, while ensuring an orderly winddown of SSRF funding and to support economic recovery as the impacts of the pandemic recede.

The objectives for SSRF Phase 4 are as follows:

1. **Mitigate ongoing risk for vulnerable people, especially in congregate care settings:**
 - Where appropriate, support changes to the physical design of congregate spaces, permit physical distancing and other modifications based on public health guidance; and
 - Provide ongoing services and supports to address immediate pandemic needs of vulnerable people.
2. **Encourage longer-term housing-based solutions to homelessness post-COVID-19:**
 - SMs and IPAs are encouraged to use funding in ways that create longer-term housing solutions, move towards client service models that are innovative, and support client and organizational readiness for potential future outbreaks or emergencies.

3. **Enhance rent assistance provided to households in rent arrears due to COVID-19:**
 - SMs and IPAs are encouraged to consider using funding to support renter households who may be in rental arrears and at a high risk of becoming homeless.
4. **Ensure an orderly wind-down of SSRF-funded supports prior to program expiry on March 31, 2022:**
 - SMs and IPAs must outline a plan for the winddown of SSRF-funded supports and services as part of their Investment and Winddown Plan.

The Ministry of Municipal Affairs and Housing (MMAH) will again be administering this investment to SMs and IPAs through distinct components of the existing Community Homelessness Prevention Initiative (CHPI) and Indigenous Supportive Housing Program (ISHP) Service Agreements.

1.1 Allocations

For SSRF Phase 4, all SMs and IPAs will be provided with an initial planning allocation. The \$286.4 million in new funding is being allocated to SMs and IPAs based on their total share of previous SSRF funding.

Prior to funds being flowed, SMs and IPAs must agree to the terms and conditions of the funding through the execution of a sign-back letter and submission of an Investment and Winddown Plan for ministry approval.

1.2 Investment and Winddown Plan

Prior to receiving their payments under SSRF Phase 4, all SMs and IPAs will be required to submit an Investment and Winddown Plan to demonstrate how their funding allocations would be used to achieve the objectives of the program and to support the winddown of SSRF-funded supports and services.

The purpose of the Investment and Winddown Plan is as follows:

1. To assess proposed uses of SSRF Phase 4 funding, in terms of eligibility under these Program Guidelines and alignment with local needs in their respective communities;
2. To identify projected funding needs by spending category on a quarterly basis to March 31, 2022; and
3. To demonstrate an orderly winddown of the SSRF to ensure that municipal expenditures can support any remaining SSRF-funded activities as provincial SSRF funding ceases in March 2022.

1.3 Program Administration and Flexibility

SMs and IPAs will determine local needs and distribute the funding consistent with their approved Investment and Winddown Plans, ensuring people are receiving the appropriate support they need.

There will be no requirement for a minimum or maximum amount of capital and/or operating expenses from the initial planning allocation – SMs and IPAs are best placed to determine local needs and will be provided the flexibility to determine these amounts in their Investment and Winddown Plans.

However, no changes may be made between capital and operating components after December 31, 2021.

1.4 Reallocation

MMAH reserves the right to reallocate funding at its sole discretion based on: a review and evaluation of Investment and Winddown Plans, consideration of COVID-19 related needs and emerging public health emergencies across the province, and/or the SMs and IPAs progress towards use of the SSRF Phase 4 allocations.

1.5 Administration Fees

SMs and IPAs will be permitted to use up to three (3) per cent of their approved funding allocation for administration costs.

Program administration costs may include costs for staff involved in the planning and administration of the program. It is expected that SMs and IPAs will ensure that program administration funds are used efficiently.

Please note that costs for staff who directly deliver services to clients are not considered administration costs under the Program Guidelines. These costs are instead considered as eligible program operating costs and may be reported as such.

1.6 Accountability and Reporting

SMs and IPAs will be required to report quarterly on actual expenditures for the previous financial quarter and revised projections for subsequent quarters by the relevant spending category. As part of these reporting requirements, it is also expected that SMs and IPAs will be asked to report on the number of households served.

For year-end reports, SMs and IPAs will be required to report on actual expenditures by spending category along with data collected on specific performance indicators.

Reporting under the SSRF Phase 4 will be separate from the reporting on base CHPI and ISHP funding and funding through SSRF Phase 3.

MMAH reserves the right to request additional reporting as required.

1.7 Audits and Reviews

SMs and IPAs shall support MMAH in exercising its rights to audit and inspect SMs and IPAs to ensure program funding is used in compliance with these Program Guidelines as is set out in the SM and IPA CHPI/ISHP Transfer Payment Agreements, with the necessary changes.

2 Operating Funding

2.1 Objectives

The intention of operating funding under SSRF Phase 4 is to continue to help a diverse range of vulnerable people meet their short-term critical needs. This includes people living in community housing, supportive housing, people with low incomes, social assistance recipients, or others who require social services support as well as those that are experiencing homelessness, while ensuring an orderly winddown of SSRF- funded services and supports.

2.2 Eligible Use of Funding

All eligible operating expenses under the existing SSRF Phase 3 will be maintained under SSRF Phase 4. A wide variety of services and supports are eligible for funding.

Consistent with SSRF Phase 2 and Phase 3, SMs and IPAs are required to consider the use of operating funding for rental assistance to support renter households who may be in rental arrears and at a high risk of becoming homeless, and to describe how they intend to support this in their Investment and Winddown Plans.

As well, SMs and IPAs must consider how enhanced supports and services offered through the SSRF will be phased out or continued through other funding sources as the SSRF Phase 4 ends on March 31, 2022.

For SMs, eligible operating expenses refer to the use of funding in any of the four service categories under CHPI: Emergency Shelter Solutions, Housing and Related Supports, Other Services and Supports and Homelessness Prevention.

For IPAs, eligible operating expenses include providing housing assistance such as housing allowances and rent supplements and eligible support services to help eligible Indigenous recipients obtain and retain stable housing during the COVID-19 pandemic. This assistance may be provided under a variety of housing models that best meet recipients' needs, including transitional and/or dedicated supportive housing.

For both SMs and IPAs, the eligible operating expenses include but are not limited to:

- Continued use of motels or hotels as isolation centres or to support social distancing;
- Rental assistance such as funding for rent arrears and short-term housing allowances;
- Transportation costs;
- Food and supplies;
- Enhanced cleaning services;
- Non-medical staffing requirements (e.g., enhanced outreach services);
- Personal protective equipment; and
- Minor retrofits, alterations and repairs under \$50,000.

More broadly, this funding could also be used towards initiatives delivered through local service agencies like:

- Rent bank and emergency energy funds;
- Food banks and grocery gift cards;
- Community outreach to support vulnerable populations in self-isolation;
- Transportation for low-income individuals to get to and from medical appointments; and
- Funding administration needs, including staffing.

In the event of uncertainty regarding the eligibility of a specific expense, SMs and IPAs are encouraged to contact MMAH staff to seek clarification. For contact information, please see the "MMAH Staff Contacts" section.

2.3 Operating Payments and Reporting

Following receipt of an executed sign-back letter, ministry approval of the Investment and Winddown Plan and confirmation of eligibility, MMAH will initiate the first operating payment based on the cash flow outlined in the SM/IPA's Investment and Winddown Plan.

A subsequent operating payment will be made following the submission and approval of the Q3 Report Back and attestation.

SMs will be required to report on the data collected on specific performance indicators in year-end reports. For the operating component, the year-end report will capture information according to the requirements in the existing program agreement (e.g., by service category). Additionally, given the SSRF objectives, year-end reports will require information on the number of vulnerable households assisted by vulnerable population group.

Below are some examples of performance indicators:

- Facilities funded for recovery/isolation or emergency shelter;
- Spaces funded for recovery/isolation or shelter;
- Unique households assisted with emergency shelter, hotel/motel/isolation stays;
- Unique households moved from shelter into longer-term housing;
- Unique unsheltered households moved into longer-term housing;
- Agencies provided with funding for pandemic expenses;
- Agencies provided with funding for services/supports;
- Households assisted with food security;
- Households assisted with medical services;
- Households assisted with personal protective equipment;
- Households assisted with transportation;
- Households assisted with mental health and addictions services;
- Unique households assisted with rent banks;
- Unique households assisted with utility arrears;
- Unique households assisted with support to retain housing;
- Unique households assisted with housing allowances;
- Unique households assisted with rent supplements; and
- Number of agencies receiving funds for minor site readiness.

MMAH reserves the right to request additional reporting as required.

2.4 Return of Funding

All eligible operating expenses must be spent by March 31, 2022.

All funding provided under the operating component that is not spent by March 31, 2022 or that is not used for an eligible expense under these Program Guidelines shall be returned to MMAH on demand.

All remedies under these Program Guidelines shall survive any termination or expiry of the Program.

3 Capital Funding

3.1 Objectives

Similar to SSRF Phase 2, capital costs will be permitted as an eligible expense under SSRF Phase 4. Capital funding would enable the acquisition of new, or modifications to existing facilities such as emergency shelters, supportive housing, transitional housing, and related facilities.

The objectives under this component, which include the attached Schedule “A”, are as follows:

- To provide longer-term housing-based solutions to homelessness post-COVID-19 outbreak;
- To better address need and to encourage movement toward client service models that are innovative, and seek to support client and organizational readiness in preparation for potential future outbreaks or emergencies;
- To change the physical design of congregate care settings such as emergency shelters, to permit elements such as physical distancing and self-contained bedrooms and washrooms; and
- To support jobs and economic recovery coming out of the COVID-19 pandemic.

3.2 Eligible Use of Funding

Similar to SSRF Phase 2, there are two components of major capital funding under SSRF Phase 4:

- New Facilities; and
- Retrofits and Upgrades.

Eligible uses of funding under the two components include:

- Major retrofits and upgrades to an existing emergency shelter, and/or congregate living space to continue to ensure shelter spaces adhere to public health directives (e.g., additions to an existing facility to allow minimum spacing of beds; self-contained bedrooms and washrooms) and support independent units aligned with more permanent forms of housing where possible;
- Acquisitions that would be converted/upgraded to provide longer-term housing solutions; and
- Retrofit of existing transitional or supportive housing facility, and/or creating new innovative models of transitional and supportive housing.

Other eligible costs may include labour, applicable taxes, building permits, legal fees, certificates, signage, appraisal fees, inspection fees, drawing and specification and any

other costs that the Service Manager deems reasonable and that are agreed to by MMAH.

Please note that all ongoing operating costs associated with capital projects funded under SSRF Phase 4 will be the responsibility of the respective SM or IPA.

For-profit proponents may be eligible under the Retrofits and Upgrades component, however for-profit proponents are not eligible under New Facilities component.

3.3 Funding Commitment

Funding under the SSRF Phase 4 capital components must be committed by December 31, 2021 and must be completed by March 31, 2023. Details on commitment and spending requirements are provided under each capital component section.

Any funding remaining to be committed after December 31, 2021 may be reallocated to another SM or IPA.

3.4 Return of Funding

All funding provided under the capital component that is not used for an eligible capital expense under these Guidelines shall be returned to MMAH on demand. All remedies under these Program Guidelines shall survive any termination or expiry of the Program and/or funding for a project.

3.5 Capital Funding – New Facilities

3.5.1 General Eligible Activities and Costs

Eligible projects must lead to the creation of one or more new units, and be one of the following:

- Acquisition and, where required, rehabilitation of existing buildings to meet program objectives;
- Conversion of an existing property to create transitional housing or permanent supportive housing and/or expanding an existing facility;
- Conventional construction or expansion of a current construction project in-progress to increase capacity; or
- Modular housing.

3.5.2 Project Submission Process

SMs and IPAs will solicit proposals and select projects through appropriate procurement processes to recommend to MMAH for funding approval within their allocations.

Recommended projects shall:

- Be approved by Council and/or Board;
- Be able to sign a Contribution Agreement and registration of mortgage security or an alternate form of security (conversion, conventional, or modular housing projects) no later than December 31, 2021;
- For acquisition projects, the executed Agreement of Purchase and Sale must have a closing date no later than March 1, 2022;
- Commence construction, acquisition, rehabilitation and/or conversion within ninety (90) days of the date of commitment;
- Be completed by March 31, 2023;
- Meet the current Ontario Building Code, public health, and other applicable requirements;
- Include information on how the on-going operating financial requirements for the project will be met; and
- Address local housing/homelessness needs.

All projects must be submitted through the TPON system along with additional project background information such as information contained in Council/Board reports. SMs and IPAs should demonstrate a plan on how the on-going operating financial requirements for the project will be met (e.g., alternate sources of funding).

3.5.3 Project Approval Process

Project approval will be based on alignment with the approved Investment and Winddown Plan, consideration of the information submitted to MMAH and the ability to meet the program's eligibility criteria.

Once approved, a project will receive a Conditional Letter of Commitment from MMAH, which confirms MMAH approval and outlines the steps to take prior to signing a Contribution Agreement.

The Contribution Agreement shall describe legal obligations and reporting requirements for the project. All SMs and IPAs are required to enter into Contribution Agreements directly with proponents and shall require the forgivable loan to be secured through a mortgage or alternate form of security.

The deadline to commit funding – i.e., execute Contribution Agreements and submit executed Agreements of Purchase and Sale (for acquisition projects), registration of mortgage security or an alternate form of security (for modular housing projects) – will

be December 31, 2021, to allow time for reprofiling between operating and capital funding, or reallocation of funds if necessary.

MMAH reserves the right to return a project application for revision and resubmission if it is not consistent with these Program Guidelines.

3.5.4 Funding

Funding under the Capital Funding – New Facilities component must be provided as a secured forgivable capital loan.

SMs and IPAs are required to perform their due diligence to ensure that a project is financially viable from a construction cost and on-going operating perspective, and the program expenditures represent a prudent and best value use of public dollars.

3.5.5 Payment Process

MMAH will advance funding directly to SMs and IPAs, who will be responsible for making project payments to housing proponents.

SMs and IPAs will advance funds to proponents based on the completion of milestones and compliance with the program requirements.

Funding for acquisition, rehabilitation and/or modular housing will be advanced to SMs and IPAs based on the following instalments:

1. Up to 90 per cent following signing of the Contribution Agreement; and
 - a. submission of Agreement of Purchase and Sale for acquisition projects (funding will be advanced within 15 business days of the closing date); or,
 - b. registration of mortgage security or an alternate form of security (modular housing projects) that is acceptable to the ministry.
2. Remaining funding upon confirmation of completion and submission of required documentation including registered security.

Up to 100 per cent of the funding may be provided, if required, to finance the purchase. If the capital funding provided under the SSRF Phase 4 is insufficient to cover the cost of the acquisition of the building and/or any rehabilitation work required, the SM and IPA must demonstrate the additional funding sources being accessed to complete the project.

Funding for conventional and other projects will be based on the following instalments:

1. 50 per cent at signing of the Contribution Agreement and submission of mortgage security registration or alternate form of security that is acceptable to the ministry;
2. 40 per cent at confirmation of 50 per cent construction completion; and

3. Remaining upon confirmation of completion and submission of required documentation.

3.5.6 Reporting

SMs and IPAs must complete a Project Information Form through the TPON System supplemented by regular milestone updates in TPON, along with detailed construction/acquisition/rehabilitation progress reports to MMAH contacts describing project progress and potential issues of concern that might delay or jeopardize the project.

SMs and IPAs must also submit signed project checklists and documentation in the TPON System as follows:

- For acquisition projects, registration of mortgage security or an alternate form of security;
- Confirmation of Project Start (for conventional and other projects);
- Confirmation of 50 per cent construction completion (for conventional projects);
- Confirmation of Project Completion; and
- An Audited Financial Statement for the project within six months following project completion **initial occupancy date,** or such additional time acceptable to MMAH.

Project Information Forms will require SMs and IPAs to report on the following information for performance indicators:

- Number of **new** facilities/housing (and number of units) created (i.e. acquisition, conversions, modular units) by type of housing; and
- Vulnerable population group(s) targeted for the housing project.

Housing Type	# facilities	# units
Transitional housing		
Supportive housing		
Permanent, long-term housing		
Other		

SMs and IPAs must confirm that projects funded under the Capital Funding – New Facilities component continue to be used for their intended purpose, or for longer-term housing solutions, for a minimum period of 10 years following completion.

During the minimum 10 year intended use period, proponents may not, without MMAH's consent, dispose of assets acquired with Funds under these Program Guidelines. However, new facilities acquired by the SM and IPA under this component may be sold prior to the expiry of the minimum 10-year the intended-use period, so long as the SM or IPA is of the view that the facility is no longer needed for its intended use, and

ensures that all proceeds are reinvested into the housing and homelessness sector. For details, please see Schedule “A”.

3.6 Capital Funding – Retrofits and Upgrades

3.6.1 General Eligible Activities and Costs

Major eligible retrofits and upgrades over \$50,000 may include the following activities:

- Renovation, retrofitting and upgrading of existing emergency shelters, transitional housing, and permanent supportive housing facilities to meet building code standards and public health requirements (e.g., building self-contained bedrooms, adding walls/partitions, washrooms); and
- Costs for professional services associated with the activities noted above.

Other activities may be considered, with supporting documentation, at the sole discretion of MMAH.

Work must commence within 90 days of the date of the funding agreement and completed by March 31, 2023. Copies of all financial invoices must be kept for reporting and audit purposes.

3.6.2 Project Submission and Approval Process

The SM/IPA is responsible for selecting all eligible projects, monitoring progress, completion of projects, quality of work, and for advancing funds.

Once an eligible project has been approved by the SM/IPA, a completed Project Information Form along with an executed loan agreement and promissory note securing the funding must be entered and submitted in the TPO System for ministry review and approval. Following ministry approval, the funding is committed.

MMAH reserves the right to return a project application for revision and resubmission if it is not consistent with the Program Guidelines.

3.6.3 Funding

Funding must be provided to proponents in the form of a forgivable loan based on the cost of the work items approved by the SM and IPA. Loans are to be secured by a mortgage registered on title upon project completion.

3.6.4 Payment Process

Funding will be advanced to SMs and IPAs and based on the following instalments:

1. 50 per cent when a completed Project Information Form along with an executed loan agreement between the SM/IPA and proponent, and signed promissory note are submitted and approved by MMAH in TPON;
2. 40 per cent at confirmation of 50 per cent project completion; and
3. 10 per cent at confirmation of final project completion and mortgage registered on title.

MMAH may consider a higher upfront payment based on local need with supporting documentation.

SMs and IPAs must ensure project status is updated and documents are posted in TPON on an on-going basis. Retrofit and Upgrade activities must start within 90 days of the date of the funding agreement.

SMs and IPAs are responsible for project selection and approval, monitoring progress and completion of projects, quality of work, and for the advancement of funds. Retrofit and Upgrade activities must be completed by March 31, 2023.

3.6.5 Reporting

SMs and IPAs are required to report quarterly to MMAH on the status of each project during its retrofit and upgrade activities. SMs and IPAs must regularly update progress on project activities and payments to proponents through the TPON system. Confirmation of construction start and completion for each project must be submitted in TPON.

Project Information Forms will require SMs and IPAs to report on the following information for performance indicators:

- Number of facilities (and number of units) **upgraded/retrofitted** (i.e., physical changes made to facilities in response to the COVID-19 outbreak, such as adding walls) to permit physical distancing, by type of housing; and
- Vulnerable population group(s) targeted for the housing project.

Housing Type	# facilities	# units
Emergency shelter		
Transitional housing		
Supportive housing		
Permanent, long-term housing		
Other		

SMs and IPAs are required to confirm that projects continue to be used for its intended purposes, or for longer-term housing solutions, for a minimum period of five years following completion of upgrade/retrofit projects.

4 Important Dates

SSRF Phase 4 will be delivered according to the following timelines:

Activity	Date
Sign-back letter and completed Investment and Winddown Plan due	September 15, 2021
Initial operating payments initiated	By October 1, 2021
Deadline to commit capital funding	December 31, 2021
Q3 report-back and attestation due	January 15, 2022
Second (final) operating payment initiated	By February 15, 2022
Executed Agreement of Purchase and Sale closing date deadline for acquisition projects	By March 1, 2022
Deadline to spend operating funding	March 31, 2022
Year End Report and Final Attestation due	May 31, 2022
Deadline to complete capital projects	March 31, 2023

5 MMAH Staff Contacts

Questions regarding the SSRF Phase 4 may be directed to the respective MMAH Municipal Services Office (MSO) or Housing Programs Branch staff contact, as noted below:

Region & Contact	Contact Information
Toronto and Indigenous Program Administrators: Bailey Anderson <ul style="list-style-type: none"> Serving Toronto, Ontario Aboriginal Housing Services and Miziwe Biik Development Corporation 	Bailey.Anderson@ontario.ca

<p>MSO Central: Ian Russell</p> <ul style="list-style-type: none"> Serving Durham, Halton, Hamilton, Muskoka, Niagara, Peel, Simcoe, and York 	<p>Ian.Russell@ontario.ca</p>
<p>MSO Eastern: Mila Kolokolnikova</p> <ul style="list-style-type: none"> Serving Cornwall, Hastings, Kawartha Lakes, Kingston, Lanark, Leeds and Grenville, Lennox and Addington, Northumberland, Ottawa, Peterborough, Prescott and Russell, and Renfrew 	<p>Mila.Kolokolnikova@ontario.ca</p>
<p>MSO Western: Cindy Couillard</p> <ul style="list-style-type: none"> Serving Brantford, Bruce, Chatham-Kent, Dufferin, Grey, Huron, Lambton, London, Norfolk, Oxford, St. Thomas, Stratford, Waterloo, Wellington, and Windsor 	<p>Cindy.Couillard@ontario.ca</p>
<p>MSO Northeastern: Liana Bacon</p> <ul style="list-style-type: none"> Serving Algoma, Cochrane, Greater Sudbury, Manitoulin-Sudbury, Nipissing, Parry Sound, Sault Ste. Marie, and Timiskaming 	<p>Liana.Bacon@ontario.ca</p>
<p>MSO Northwestern: Jessica Vail</p> <ul style="list-style-type: none"> Serving Kenora, Rainy River, and Thunder Bay 	<p>Jessica.Vail@ontario.ca</p>

SCHEDULE "A" CAPITAL COMPONENT

1. Interpretation.

- (1) In this Schedule "A", capitalized terms have the meaning given to them herein and the following terms shall have the following meanings:

"Intended Use" means the intended use of the Project once it is complete, as set out in the Project Information Form for the Project;

"Intended Use Period" means the minimum ten (10) year period following the date of the Project completion for new facilities or conversion Projects;

"Capital Component" means the Capital Component under the Program Guidelines and this Schedule "A";

"Conditional Letter of Commitment" means a letter issued by the Minister of Municipal Affairs and Housing confirming approval of a Project under the Capital Component subject to conditions;

"Contribution Agreement" means an agreement entered into by the Recipient and a Proponent for the construction, acquisition and/or rehabilitation of, or the conversion of a property into a Project and which shall set out the terms for a forgivable loan, including mortgage security;

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

"Permitted Encumbrances" means (i) the construction, acquisition, rehabilitation and/or conversion financing in respect of the Project approved by the Recipient, (ii) if the Project is to be added to, or part of, a building with an existing mortgage, the existing mortgage on the building up to the amount owing under it prior to putting the construction, acquisition, rehabilitation and/or conversion financing in place (iii) any necessary easements for the supply of domestic utility or telecommunications services to the Project or adjacent properties, (iv) any necessary easements for drainage, storm or sanitary sewers, public utility lines, or other services which do not materially affect the use of the property as residential dwellings; (v) any registered municipal agreements and registered agreements with publicly regulated utilities providing such have been complied with, and (vi) any registered restrictions that run with the land providing such are complied with;

"Program" means the Social Services Relief Fund Phase 4 Program set out in the Program Guidelines, including this Schedule "A";

“Program Guidelines” means the Guidelines for the Program forming part of the Recipient’s TPA;

“Project” means the construction, acquisition, and/or rehabilitation of, or the conversion of a property into, a facility contemplated by the Program Guidelines, or the resulting facility as the context may require;

“Project Information Form” means the project information form submitted by the Recipient to the Province for consideration of the construction, acquisition, and/or rehabilitation of, or the conversion of a property into, a Project;

“Proponent” means a Proponent selected by the Recipient to carry out a Project;

“Recipient” means the Service Manager, as applicable; and

“TPA” means the Recipient’s Transfer Payment Agreement for Community Homelessness Prevention Initiative or Indigenous Supportive Housing Program, as applicable.

- (2) In the event of a conflict or inconsistency between the provisions of this Schedule and the provisions of an Appendix, the provisions of this Schedule shall prevail.
 - (3) All references in this Schedule to section numbers are references to sections of this Schedule unless stated otherwise.
 - (4) This Schedule does not apply with respect to the Retrofit and Upgrade portion of the Capital Component included in the Program Guidelines.
2. **Proposed Projects.** The Recipient shall submit to the Province a Project Information Form for each Project that it would like funded. The Project Information Form must be approved by the Recipient’s council, through delegated authority or by the Board, as applicable. The Recipient shall update the Project Information Form in accordance with the Program Guidelines, in the event of a project milestone being achieved and/or in the event of any proposed change.
 3. **Project Eligibility.** Each Project must comply with the project eligibility requirements set out in the Program Guidelines, including the following:
 - (a) all acquisitions/purchases must be procured in accordance with procurement policies adopted and maintained under the Municipal Act, 2001;
 - (b) the Project must have all required municipal approvals such as zoning, minor variances, land severances, or site plan approvals in place to permit the proposed development, or be well advanced in the planning approvals process;

- (c) the Project must be financially viable from a construction and operating cost perspective based on Recipient confirmation;
 - (d) the Project must meet current Ontario Building Code requirements;
 - (e) the completed Project must comply with the Program Guidelines; and
 - (f) the Recipient must have a plan in place to ensure that the Project will be used for its Intended Use for the entire Intended Use Period.
4. **Conditional Letter of Commitment.** If the Province approves the Project, the Province shall advise the Recipient of the approval and provide the Recipient with a Conditional Letter of Commitment.
5. **Changes.** The Recipient shall advise and request approval from the Province for any changes to the Project(s) which may affect how the Project will be used.
6. **Contribution Agreement.** Following the approval of each Project by the Province, the Recipient shall, where a Proponent other than the Recipient will own the Project, arrange for an appropriate form of Contribution Agreement with the Proponent to be executed.
7. **Funding Conditions.**
- (1) Before the Recipient enters into a Contribution Agreement with a Proponent for an approved Project, the Recipient shall:
- (a) ensure that the Proponent has disclosed all of its creditors, debt and the proposed construction, acquisition, rehabilitation and/or conversion costs in full; and
 - (b) confirm to the Province the source and availability of adequate ongoing funding for any acquisition of property or Development Activities for the Project and the support services that will be made available to the public through the Project once complete.
- (2) The Recipient shall ensure that the Contribution Agreement with each Proponent requires the Proponent to comply with the requirements of the Capital Component, and, if the Project involves Development Activities, includes obligations to:
- (a) complete the construction of the approved Project within construction budgets and financing approved by the Recipient and required timelines;
 - (b) ensure that until construction of the approved Project is complete (i) all claims for lien registered against the Project(s) are promptly vacated, (ii) the Proponent does not incur any additional construction financing, capital

or operating debt related to the Project without the Recipient's consent (iii) the Project(s) are not encumbered by any registered encumbrances other than Permitted Encumbrances, (iv) the Proponent remains in good standing under the Permitted Encumbrances and (v) any work orders issued against the Project(s) by any governmental entity, agency or official are addressed to the satisfaction of the Recipient;

- (c) obtain all the insurance that a reasonably prudent person carrying out the Project would obtain, including at least \$2,000,000 in commercial general liability insurance, and all other the insurance required by the main body of the TPA read as if it applied to the Proponent and/or the Proponent's Project, and including:
 - (i) Builder's Risk Insurance (property insurance) for the full replacement value of the completed construction projects, including a negotiated sub-limit for earthquake and flood. The policy must include the following:
 1. replacement cost value;
 2. stated amount of co-insurance;
 3. waiver of subrogation; and
 4. loss payable in favour of the Recipient and the Indemnified Parties.
 - (ii) Boiler and Machinery Insurance (including pressure objects, machinery objects and service supply objects) on a comprehensive basis. The policy must include the following:
 1. repair and/or replacement value;
 2. stated amount co-insurance;
 3. waiver of subrogation; and
 4. loss payable in favour of the Recipient and the Indemnified Parties.
 - (iii) Wrap Up Liability Insurance for Third Party Bodily Injury, Personal Injury and Property Damage to an inclusive limit per occurrence and products and completed operations aggregate that a reasonably prudent person undertaking such a Project would obtain. The insurance shall be in the joint names of the Recipient, the Indemnified Parties, all other contractors, sub-contractors, suppliers and/or tradesmen while working on the site, engineers, architects, consultants or other person which the Recipient may

require to be added as insured parties. The policy must include the following:

1. premises and operations;
 2. owner's and contractor's protective liability;
 3. broad form products and completed operations liability;
 4. cross liability;
 5. blanket written and oral contractual liability;
 6. all risks tenant's legal liability;
 7. hoist liability;
 8. firefighting and forest fire fighting expense liability;
 9. employer's liability and voluntary compensation;
 10. non-owned automobile liability;
 11. directors, officers, employees, shareholders, the Recipient and the Indemnified Parties added as insureds and/or additional insureds;
 12. shoring, blasting, excavating, under-pinning, demolition, pile driving and caisson work, work below and above ground surface, work below and above water, tunnelling and grading and similar operations associated with construction work, as applicable;
 13. sudden and accidental pollution liability with a discovery provision of not less than one hundred and twenty (120) hours and a subsequent reporting provision of not less than one hundred and twenty (120) hours; and
 14. thirty (30) days written notice of cancellation.
- (iv) Valid coverage and clearance certificates of coverage under the *Workplace Safety and Insurance Act, 1997, S.O. 1997, c. 16, Schedule A ("WSIA")* for all persons working on the Project(s);
- (d) provide to the Recipient valid insurance and WSIA certificates evidencing the above coverage;
- (e) use its property insurance proceeds to repair or rebuild the Project(s) in the event of damage to all or part of them;
- (f) require the Proponent to use the Funds provided for the Project only for eligible expenses in connection with the Project and use the Project for its Intended Use for the entire Intended Use Period;
- (g) refund to the Recipient any misused funds; and
- (h) provide the reports and other things to the Recipient needed to enable the Recipient to comply with requirements of the Program Guidelines and this Schedule "A", including the reporting requirements.

- (3) The Recipient agrees that, where it is to be the owner of a Project, the provisions of subsection 7(2) apply to it with the necessary changes.
- (4) The Recipient shall ensure that each Contribution Agreement contains provisions to the effect that,
 - (a) the payment of funds is subject to the necessary appropriations from the Provincial Legislature and the Province shall have no liability to the Recipient or the Proponent in case there are insufficient appropriations for the payments, or in case the total appropriations available for the Province's undertakings are insufficient for all of the Province's undertakings; and
 - (b) the provision by the Recipient of Funds to the Proponent in respect of its Project(s) is subject to the terms and conditions for funding under the Program Guidelines, including this Schedule A".
8. **Payments.** Funds shall be paid in accordance with the Program Guidelines.
9. **Acknowledgement.** The Recipient acknowledges that the requirements in this Schedule "A" relating to the Project(s) are not all that is required, advisable and/or prudent in connection with their construction.
10. **Contribution Agreement Deadline.** No Contribution Agreement under this Schedule can be signed after December 31, 2021, or such earlier or later date as may be determined by the Province and communicated by the Province to the Recipient by Notice.
11. **Monitoring.** The Recipient shall monitor the construction of all Projects which have received a funding allocation to determine whether the Proponents carry out all Development Activities in such manner and within such time periods as are set out in the Contributions Agreement and the Program Guidelines, including this Schedule "A".
12. **Construction, Acquisition, Rehabilitation and/or Conversion Budget and Financing.** The Recipient shall ensure that any property for an approved Project is acquired and that approved Project(s) are constructed by Proponents(s) within construction, acquisition, rehabilitation and/or conversion budgets and financing approved by the Recipient.
13. **Construction Start.** The Recipient shall use its best efforts to ensure that construction for each approved Project commences within the timelines contemplated by the Program Guidelines unless such period is extended by the Province. Despite anything to the contrary in this Agreement, if construction for an approved Project has not commenced within those timelines or the end of the

extended period, whichever is applicable, the Recipient or the Province may cancel the Funds for the Project.

14. **Construction, Acquisition, Rehabilitation and/or Conversion Completion.** Construction, acquisition, rehabilitation and/or conversion for each approved Project must be completed by March 31, 2023. Despite anything to the contrary in this Agreement, if construction for an approved Project is not completed by that date, the Province may cancel the Funds for the Project.
15. **Confirmation of Construction Start.** The Recipient shall provide the Province with a completed Confirmation of Construction Start at the start of construction of each Project, within ten (10) days of the start of construction of the Project.
16. **Proof of Completion.** The Recipient shall provide the Province with proof that that the Project is complete and may be used for its Intended Use.
17. **Enforcing Contribution Agreement.** The Recipient shall, after consultation with and if required by the Province, use its best efforts to enforce the terms of all Contribution Agreements and Security.
18. **Notices.** The Recipient shall immediately inform the Province in writing of the following matters as soon as it becomes aware of them:
 - (a) a request by a Proponent to transfer responsibility for an approved Project to another entity;
 - (b) any failure by the Proponent to carry out Development Activities which threatens the completion of an approved Project;
 - (c) if the construction, acquisition, rehabilitation and/or conversion of an approved Project has not commenced within ninety (90) days of the date of the Commitment for the Project;
 - (d) any substantial breach by the Proponent of its Contribution Agreement with the Recipient;
 - (e) the Proponent becoming bankrupt or insolvent or taking the benefit of any act now or hereafter in force for bankrupt or insolvent debtors or filing any proposal or making any assignment for the benefit of creditors or any arrangement or compromise;
 - (f) the appointment of a receiver or a receiver and manager for all or a portion of an approved Project;
 - (g) the taking of any steps or any action or the institution of any proceedings by a Proponent or by any other party, including, without limitation, any court or governmental body of competent jurisdiction for the dissolution, winding up or liquidation of the Proponent or its assets;

- (h) if the construction, acquisition, rehabilitation and/or conversion, repair and/or upgrade activity has not been or is not likely to be completed by March 31, 2023; and
 - (i) any significant changes to a Proponent's business structure.
- 19. **Intended Use.** The Recipient shall ensure that each completed Project is used for its Intended Use for the entire Intended Use Period.
- 20. **Disposition of Acquired Facilities.** For Projects acquired by the Recipient for the purposes of the Program, the Recipient may dispose of the Project after the expiry of the Intended Use Period, or at an earlier date if the Recipient is of the view that the Project is no longer needed for its Intended Use, provided that the Recipient has complied with the Program Guidelines, including this Schedule "A," and the Recipient reinvests the proceeds of disposition, if any, in the housing and homelessness sector.
- 20. **Additional Events of Default.**
 - (1) If,
 - (a) a Proponent does not complete construction, acquisition, rehabilitation and/or conversion of an approved Project;
 - (b) a Proponent ceases to use the Project for its Intended Use during the Intended Us Period;
 - (c) a Proponent uses the Funds provided to it by the Recipient for a purpose other than that contemplated by the Project Information Form; or
 - (d) one of the events referred to in section 18 has occurred in relation to a Proponent,

the Province may suspend, reduce or cease funding in relation to the Project, shall have no obligation to provide any further Funds in respect of that Proponent and shall have no liability for any consequential or other damages and/or liability incurred by the Recipient or the Proponent as a result of the suspension, reduction and/or cessation of funding.

- (2) For greater certainty, the above rights are in addition to any other rights the Province may have under the TPA and any other rights the Province may have at law.
- 21. **Component Availability.** Subject to the termination rights in the TPA, the Capital Component is available from the Effective Date until, and shall expire on, March 31, 2023 (plus the Intended Use Period). All remedies herein shall indefinitely survive any termination or expiry of the Capital Component.

22. **Signage.** For New Facilities Projects approved or funding of \$100,000 or greater:
- (1) The Recipient must produce and display permanent signs at the Project site indicating the Province's financial contribution to the Project ("Ontario Builds Signage") unless directed otherwise by the Province in writing.
 - (2) A sign must be present at the construction site at all stages including before construction work starts and throughout construction.
 - (3) The Recipient is responsible for removing the signage within six months of the completion of the project.
 - (4) The Province must provide to the Recipient the digital Ontario Builds artwork and the Ontario Builds Visual Identity Guide that the Recipient must use to create the signage.
 - (5) The Recipient must provide the Province with photographs of the Ontario Builds Signage once it is on display.
 - (6) The Province will monitor compliance with the requirements of this section, and may, at its discretion, advise the Recipient of issues and required adjustments.

**SCHEDULE “B1”
SECURITY DOCUMENT – Form of Promissory Note**

[attach form of Promissory Note if section 3.6 Guidelines is applicable – upgrades, renovations]

SCHEDULE “B2”
SECURITY DOCUMENT - Charge Terms (Mortgage)

[ADDITIONAL PROVISIONS: [Insert applicable Charge Terms for Mortgage]

1. Section [insert # as applicable] of the Standard Charge Terms filed as No. [insert #, as applicable] is deemed to be excluded.
2. This Charge/Mortgage of Land is collateral security for this Loan Contribution Agreement respecting the Social Services Relief Fund Component Phase 4 funding under the Community Homelessness Prevention Initiative Program, made between the Chargor and the Corporation of the City of London (“Chargee”), dated the [insert day] day of [insert month], 20[insert year] (the “Loan Contribution Agreement”) under which the Provincial Government contributed the total amount of [insert amount in words] dollars Canadian (\$[insert amount in numbers]) towards the Project and is in addition to and not in substitution for any other security held by the Chargee for all or any part of the monies secured under this Charge/Mortgage of Land.
3. In the event of a breach of the terms of the Security Agreement being given by the Chargor to the Chargee simultaneously with this Charge, the principal balance then outstanding, together with any other amounts payable pursuant to the terms of this Charge, shall forthwith become due and payable at the option of the Chargee and all powers conferred by this Charge shall become exercisable by the Chargee.
4. With respect to the portion of the Principal Amount advanced by the Chargee:
 - a. The Loan amount shall be fully forgiven on the last day of the month at the end of the term of the Loan, provided that the Chargor has fulfilled all the requirements of the Program as set out in the Agreement.
 - b. Upon the occurrence of any one or more of the Events of Default described in the Loan Contribution Agreement, the City, at its option, may declare the outstanding principal amount of the Loan then advanced, together with all other moneys owing to the City under the Loan Contribution Agreement, due and payable forthwith.
5. The Chargor covenants with the Chargee that upon request in writing from the Chargee, and where applicable, it will provide the Chargee, within thirty (30) days of receipt of such request, a schedule containing the names of all tenants in the building constructed on the Charged Premises, accompanied by a certificate of an officer of the Chargor confirming the terms of all existing leases, that the same are in full force and effect, that the Chargor has complied with all terms thereof, and that the Chargor will not amend, modify or cancel any lease or receive any prepayment of rent other than the current and last month’s rent without the prior written consent of the Chargee, that there are no outstanding set-offs or equities disclosed or undisclosed as between the Chargor and the tenant, that no money other than a maximum of two (2) months rent has been prepaid by the tenant to the Chargor, and that the tenant is aware of the assignment by the Chargor of all rents and leases affecting the Charged Premises.
6. The Chargor covenants with the Chargee that if the Chargee make any payment, in connection with the determination, establishment or preservation of its priority, whether such payment is made to a lien claimant or other person claiming an interest in the Charged Premises or is paid into court, then the amount or amounts so paid and all costs, charges and expenses incurred in connection therewith shall be forthwith payable to the Chargee by the Chargor and shall be a charge on the Charged Premises and shall be added to the debt hereby secured and shall bear interest at the said rate, and in default of payment, the power of sale and other remedies hereunder may be exercised. It is further agreed that the Chargee shall

not become a mortgagee in possession by reason only of exercising any of the rights given to them under this paragraph or in making any payment to preserve, protect or secure the Charged Premises.

7. The Chargor covenants with the Chargee that in the event of the Chargor selling, conveying, transferring or entering into an agreement for the sale or transfer of title of the Charged Premises to a purchaser or transferee not approved in writing by the Chargee, which approval shall not unreasonably be withheld, all monies hereby secured with accrued interest thereon, at the option of the Chargee, shall forthwith become due and payable.
8. The Chargor shall not further mortgage or encumber the Charged Premises without the prior written approval of the Chargee.
9. The Chargor, at its sole cost and expense, shall comply, or cause its tenants, agents, and invitees, at their sole cost and expense, to comply with all federal, provincial and municipal laws, rules, regulations and orders, with respect to the discharge and removal of hazardous or toxic wastes, and with respect to the discharge of contaminants into the natural environment. The Chargor shall pay immediately when due the cost of removal of any such wastes and the cost of any improvements necessary to deal with such contaminants and keep the Charged Premises free and clear of any lien imposed pursuant to such laws, rules and regulations. In the event the Chargor fails to do so, after notice to the Chargor and the expiration of the earlier of:
 - a. any applicable cure period under the Charge, or
 - b. the cure period under the applicable law, rule, regulation or order,

the Chargee at their sole option may declare the Charge to be in default.

The Chargor shall indemnify and hold the Chargee harmless from and against all losses, costs, damages or expenses (including, without limitation, legal fees and costs incurred in the investigation, defence and settlement of any claims) relating to the presence of any hazardous waste or contaminant referred to herein.

10. The Chargee or its agents may, at any time, before and after default, and for any purpose deemed necessary by the Chargee, enter upon the Charged Premises to inspect the lands and buildings thereon. Without limiting the generality of the foregoing, the Chargee or its agents may enter upon the Charged Premises to conduct any environmental testing, site assessment, investigation or study deemed necessary by the Chargee and the reasonable cost of such testing, assessment, investigation or study, as the case may be, shall be payable by the Chargor forthwith and shall be a charge upon the said Charged Premises. The exercise of any of the powers enumerated in this paragraph shall not deem the Chargee or its agents to be in possession, management or control of the said lands and buildings.
11. At any time after the security hereby constituted becomes enforceable, or the moneys hereby secured shall have become payable, the Chargee may appoint in writing a receiver or receiver-manager (the "Receiver") of the Charged Premises, with or without bond, and may from time to time remove the Receiver and appoint another in its stead, and any such Receiver appointed hereunder shall have the following powers:
 - a. To take possession of the Charged Premises and to collect the rents and such property, undertaking and assets of the Chargor assigned and/or charged to the Chargee herein and for such purpose to enter into and upon any lands, buildings and premises and for such purpose to do any act and take any proceedings in the name of the Chargor or otherwise as it shall deem necessary, specifically

including, but not limited to managing, operating, repairing, altering or extending the Charged Premises or any part thereof;

- b. To employ and discharge agents, workmen, accountants and others upon such terms and with such salaries, wages or remuneration as it shall think proper, to repair and keep in repair the Charged Premises and to do all necessary acts and things for the protection of the said Charged Premises;
- c. To sell or lease or concur in selling or leasing any or all of the Charged Premises, or any part thereof; and to carry any such sale or lease into effect by conveying in the name of or on behalf of the Chargor or otherwise; and any such sale may be made either at public auction or private sale as seen fit by the Receiver; and any such sale may be made from time to time as to the whole or any part or parts of the Charged Premises; and the Receiver may make any stipulations as to title or conveyance or commencement of title or otherwise which it shall deem proper; and it may buy or rescind or vary any contracts for the sale of any part of the Charged Premises and may resell the same, and it may sell any of the same on such terms as to credit or part cash and part credit or otherwise as shall appear in its sole opinion to be most advantageous and at such prices as can reasonably be obtained thereof; and in the event of a sale on credit, neither the Receiver nor the Chargee shall be accountable for or charged with any moneys until actually received;
- d. To make any arrangement or compromise which the Receiver may think expedient in the interest of the Chargee and to consent to any modification or change in or omission from the provisions of this Charge and to exchange any part or parts of the Charged Premises for any other property suitable for the purposes of the Chargee and upon such terms as may seem expedient and either with or without payment or exchange of money or regard to the equality of the exchange or otherwise;
- e. To borrow money to carry on the operations of the Chargor at the Charged Premises and to charge the whole or any part of the Charged Premises in such amounts as the Receiver may from time to time deem necessary, and in so doing the Receiver may issue certificates that may be payable when the Receiver thinks expedient and shall bear interest as stated therein and the amounts from time to time payable under such certificates shall constitute a Charge against the Charged Premises in priority to this Charge;
- f. To execute and prosecute all suits, proceedings and actions which the Receiver, in its opinion, considers necessary for the proper protection of the Charged Premises, and to defend all suits, proceedings and actions against the Chargor or the Receiver, to appear in and conduct the prosecution and defence of any suit, proceeding or action then pending or thereafter instituted and to appeal any suit, proceeding or action;
- g. To execute and deliver to the purchaser of any part or parts of the Charged Premises, good and sufficient deeds for the same, the Receiver hereby being constituted the irrevocable attorney of the Chargor for the purpose of making such sale and executing such deed, and any such sale made as aforesaid shall be a perpetual bar both in law and equity against the Chargor, and all other persons claiming the said property or any part or parcels thereof by, from, through or under the Chargor, and the proceeds of any such sale shall be distributed in the manner hereinafter provided;
- h. The net profits of the operations of the Chargor at the Charged Premises and the net proceeds of any sale of the Charged Premises or part thereof shall be applied by the Receiver, subject to the claims of any creditor ranking in priority to this Charge:

1. Firstly, in payment of all costs, charges and expenses of and incidental to the appointment of the Receiver and the exercise by it of all or any of the powers aforesaid, including the reasonable remuneration of the Receiver and all amounts properly payable by it;
 2. Secondly, in payment of all costs, charges and expenses payable hereunder;
 3. Thirdly, in payment to the Chargee of the principal sum owing hereunder;
 4. Fourthly, in payment to the Chargee of all interest and arrears of interest, if any, and any other monies remaining unpaid hereunder; and
 5. Fifthly, any surplus shall be paid to the Chargee, provided that in the event any party claims a Charge against all or a portion of the surplus, the Receiver shall make such disposition of all or a portion of the surplus as the Receiver deems appropriate in the circumstances.
- i. During any period wherein the Chargee or any receiver or receiver and manager appointed by it shall manage the Charged Premises or any part thereof, upon or after entry, as provided herein, the Chargee shall not, nor shall any receiver or receiver and manager, be responsible or liable for any debts contracted by it, for damages to any other property or person, or for salaries or non-fulfilment of any contract, save and except as to claims at law or in equity to an accounting; and the Chargee shall not be bound to do, observe, or perform or to see the observance or performance by the Chargor of any of the obligations herein imposed upon the Chargor nor in any other way supervise or interfere with the conduct of the Chargor's operations of the Charged Premises; The Chargee shall not be liable to the Receiver for his remuneration, costs, charges or expenses, and the Receiver shall not be liable for any loss howsoever arising, unless the same shall be caused by his own gross negligence or wilful default; and he shall, when so appointed, by notice in writing pursuant hereto, be deemed to be the agent of the Chargor, and the Chargor shall be solely responsible for his acts and defaults and for his remuneration;
 - j. Save as to claims for an accounting contained in this paragraph, the Chargor hereby releases and discharges any such Receiver from every claim of every nature, whether sounding in damages or not, which may arise or be caused to the Chargor or any person claiming through or under it by reason or as a result of anything done by such Receiver, unless such claim be in direct and proximate result of dishonesty or fraud;
 - k. The Chargee may, at any time and from time to time, terminate any Receiver by notice in writing to the Chargor and to the Receiver;
 - l. The statutory declaration of an employee or agent of the Chargee as to default under the provisions of this Charge and as to the due appointment of the Receiver pursuant to the terms hereof shall be sufficient proof thereof for the purposes of any person dealing with the Receiver through its ostensibly exercising powers herein provided for and such dealing shall be deemed, as regards such person, to be valid and effectual; and
 - m. The rights and powers conferred herein in respect of the Receiver are supplemental to and not in substitution of any other rights and powers which the Chargee may have.

SCHEDULE "C"

LEGAL DESCRIPTION OF PROPERTY

[if applicable:] Number of Units: [insert # of units]

Property Address: [insert municipal address, London]

PIN: [insert PIN #]

Description:

[insert legal description from Land Titles Office]

SCHEDULE "D"
PROJECT INFORMATION FORM
[attach PIF, or insert information from PIF]

Community Homelessness Prevention Initiative – Social Services Relief Fund Phase 4

Service Manager – City of London

Project Name: [insert project name]

Proponent Information

Project Information

Approvals

Date of Municipal Council Approval: [insert day, month, year]

Date of MOH Approval: [insert day, month, year]

Total Capital Funding

Operating Budget

...

SCHEDULE “E”

DEVELOPMENT SCHEDULE

Purchase Property	[insert month, year, where applicable]
Site Plan Approval	[insert month, year, where applicable]
Building Permit	[insert month, year, where applicable]
Construction Start	[insert month, year, where applicable]
Structural Framing Completed	[insert month, year, where applicable]
Substantial Completion	[insert month, year, where applicable]
Lien Publication	[insert month, year, where applicable]
Occupancy	[insert month, year, where applicable]
Audited Financial Statement	[insert month, year, where applicable]

SCHEDULE "F"

CONDITIONAL LETTER OF COMMITMENT
[attach letter from MMAH]

**SCHEDULE “G”
PERMITTED ENCUMBRANCES**

1. [insert information on permitted encumbrances as applicable]
2. Such easements and restrictive covenants as do not prevent the Project from being constructed.
3. Municipal agreements relating to the Development Activities in connection with the Project.

Report to Community and Protective Services Committee

To: Chair and Members, Community and Protective Services Committee
From: Kevin Dickins, Deputy City Manager, Social and Health Development and George Kotsifas, Deputy City Manager, Planning and Economic Development
Subject: Proposed Implementation of the “Roadmap to 3,000 Affordable Units” (Roadmap) Action Plan
Date: November 23, 2021

Recommendation

That, on the recommendation of the Deputy City Manager, Social and Health Development and Deputy City Manager, Planning and Economic Development that the following actions **BE TAKEN** with respect to the Proposed Implementation of the “Roadmap to 3,000 Affordable Units” (Roadmap) Action Plan report that;

- a) The “Roadmap to 3,000 Affordable Units” (Roadmap), attached as Schedule 1 **BE RECEIVED** and Civic Administration **BE DIRECTED** to advance on the implementation action plan as outlined within this report;
- b) Civic Administration **BE DIRECTED** to report back with any applicable policy changes for Council approval that will aide in the delivery of the action plan;
- c) Civic Administration **BE AUTHORIZED** to carry out all necessary actions to establish a capital budget and corresponding funding sources for the Roadmap to 3,000 Affordable Units for the City of London for 2022 through 2026, as summarized in this report;
- d) Civic Administration **BE DIRECTED** to release \$5.0 million currently earmarked in the Economic Development Reserve Fund for the Back to the River – Forks of the Thames project and use this funding to support the implementation of the Roadmap action plan as provided within this report and;
- e) Civic Administration **BE DIRECTED** to temporarily fund the 2022 operating costs of this plan from the Operating Budget Contingency Reserve, and to bring a budget amendment business case to the 2023 Annual Budget Update and 2024-2027 Multi-Year Budget that establishes a permanent funding source for the portable benefits/rent supplements and ongoing resources required to support the Roadmap implementation plan.

IT BEING NOTED that specific program design considerations will be further clarified through future reports to Committee and Council.

Executive Summary

The “Roadmap to 3,000 Affordable Units” (Roadmap), attached as Schedule 1, reflects program and service options that together are anticipated to achieve the Council endorsed target of 3,000 new affordable housing units by 2026. The Roadmap is principally focused on actions that can be advanced more quickly but also be part of a sustainable local affordable housing plan.

The Roadmap proposes a variety of tools, plans, investments, and approaches. All recommendations are available and able to be advanced within an Ontario municipal context, but some require engagements and advocacy of other governments and sectors. Recommendations reflect varying program durations and priority populations. These will be reviewed and considered within the implementation of the plan as structured within this report.

This report recommends that Municipal Council support the attached Roadmap and direct Civic Administration to immediately advance action plans related to implementation. The

Roadmap will guide the action plans required to review and implement programs and services in order to achieve the 3,000 units by end of 2026.

This work includes initiatives already underway, in planning, or subject to ongoing study and action plans. It does not factor in ongoing programs that are regulated or anticipated to remain in place related to housing services.

The Roadmap is a local strategy aligned with the Housing Stability Action Plan. It is not intended as a Service Management plan as the geographic focus of the actions is within the boundaries of the City of London.

This report further recommends the approval of municipal sources of financing for Roadmap implementation as outlined, noting certain programs identified within this report or through future reports may require separate Council authority, including future budget business case approvals.

This plan does not reflect other future long-term investments and funding strategies that will be required for sustainability beyond the next five years of the Roadmap.

Linkage to the Corporate Strategic Plan

2019-2023 Strategic Plan for the City of London:

Council and staff continue to recognize the importance of actions to support housing, as reflected in the 2019-2023 - Strategic Plan for the City of London. Specifically, the efforts described in this report address the following Areas of Focus, including:

- Strengthening Our Community
- Safe City for Women and Girls

Strengthening our Community Strategic Area of Focus

The following strategies are intended to “increase affordable housing options”:

- Establish and revitalize community housing through a Regeneration Plan;
- Increase supportive and specialized housing options for households experiencing chronic homelessness;
- Strengthen the support for individuals and families in need of affordable housing;
- Utilize innovative regulations and investment to facilitate affordable housing development.

The following strategies are intended to achieve the result of reducing the number of individuals and families experiencing chronic homelessness or at risk:

- Create more purpose-built, sustainable, affordable housing stock in London;
- Implement coordinated access to mental health and addictions services and supports; and
- Improve emergency shelter diversion and rapid re-housing practices.

Safe City for Women and Girls Strategy

The following strategies are intended to decrease violence toward women through housing:

- Work with landlords and developers to end discrimination and bias against abused, sex trafficked and/or sexually assaulted women and girls attempting to access affordable housing; and
- Work together with City of London Housing Services, Housing Development Corporation, London Middlesex Community Housing to build more accessible and safer housing options for women and girls.

2020-2023 City of London Multi-Year Budget

Prior to the development of the Roadmap, the approved 2020-2023 Multi-Year Budget included total housing and homeless prevention investments of more than \$70 million through the approval of various Additional Investment Business Cases, including:

- Business Case 2 – Affordable Housing CIP
- Business Case 6 – Coordinated Informed Response
- Business Case 7 – Core Area Action Plan
- Business Case 10 – HDC Funding for Affordable Housing
- Business Case 12 – LMCH Infrastructure Gap
- Business Case 18 – LMCH-CMHC Co-Investment Project
- Business Case 19 – LMCH Operating Staffing/Security
- Business Case 21 – LMCH Regeneration

Core Area Action Plan

Coordinated Access contributes to the Core Area Action Plan in supporting Londoners experiencing homelessness and health issues to get help.

Housing Stability Action Plan

The City of London's Housing Stability Action Plan focuses on increasing affordable and quality housing options for individuals and families, reducing the number of individuals and families experiencing homelessness, and supporting improved access to mental health and addiction services.

Links to Community Recovery

The City of London is committed to working in partnership with the community to identify solutions that will drive a strong, deep and inclusive community recovery for London as we move out of and beyond the global COVID-19 pandemic.

Analysis

1.0 Background Information

1.1 Background

The City of London's Housing Stability Action Plan 2019 - 2024 identified the need for a minimum of 3,000 new affordable housing units in the next ten years to meet current and future needs. Since that report, and as amplified through the COVID-19 pandemic, the housing needs of Londoners have continued to increase.

Municipal Council directed Civic Administration to develop a strategy to intensify local responses to housing needs and advance 3,000 units of affordable housing units in the next five years.

Civic Administration secured the services of SHS Consulting to assist in developing an implementation roadmap in response to Council's direction. SHS worked with City and its Housing Development Corporation, London (HDC) leadership and consulted with Canada Mortgage and Housing Corporation (CMHC), private and non-profit residential developers, and other jurisdictions in their research.

1.2 Previous Reports Related to this Matter

In addition to these, the following reports provide direct and relevant background to local housing needs and plans:

- [2021 Mid-Year Update Housing Stability for All Plan](#) (CPSC: September 21, 2021)
- [Homeless Prevention Covid 19 Response Extension \(and other Canada Ontario Housing funding extensions provided through the Province of Ontario\)](#) (CPSC: Aug 31, 2021)
- [Housing Stability for All Plan 2020 Update](#) (CPSC: May 11, 2021)
- [Letter of Mayor Holder to CPSC Re: 3,000 Unit Challenge](#) (CPSC: March 30, 2021)
- (CPSC: December 3, 2020)

- [Municipal Council Approval of the Housing Stability Plan 2019 to 2024](#) as Required Under, The Housing Services Act, 2011 (CPSC: December 3, 2019)
- [Update on Urgent Transitional and Modular Supported Housing Development Report on July 15, 2020](#) (CPSC: December 15, 2020)
- [Homeless Prevention COVID-19 Response](#) (CPSC: October 6, 2020)
- [Housing Quarterly Report](#) (CPSC: October 6, 2020)
- [Housing Quarterly Report](#) (CPSC: July 15, 2020)
- [Homeless Prevention COVID-19 Response and Funding Overview](#) (CPSC: April 28, 2020)
- [Canada's COVID-19 Economic Response Plan Funding Agreement](#) (CPSC: April 28, 2020)
- [Municipal Council Approval of the Housing Stability Plan 2019 to 2024...](#) (CPSC: December 3, 2019)
- [Homeless Prevention and Housing Plan 5 Year Review and Update](#) (CPSC: June 17, 2019)
- [Core Area Action Plan](#) (SPPC: October 28, 2019)

2.0 Discussion and Considerations

2.1 Implementing the “Roadmap to 3,000 Affordable Units” (Roadmap)

The attached Roadmap responds to Civic Administration’s instruction to SHS Consulting, as independently contracted to advance research, information and resources, to find a path for an additional 3,000 units of affordable housing by 2026.

The Roadmap report reflects proposed initiatives and action plans that each require additional effort to advance within the policy, program, advocacy, engagement, and funding roles of Civic Administration.

This work includes current activities underway with HDC and City staff related to Urgent Housing, planned projects that are in process, and the work to assess and structure the necessary tools required to advance the approaches within the Roadmap.

2.2 Target Background and Assumptions

The Housing Stability Action Plan (HSAP) and HDC/City Strategic Plan 2019-2024 identified a need for a minimum of 3,000 new affordable units in the next 10 years to meet current and future needs. As noted within recent HSAP updates and the Urgent Housing strategy, recent changes in the local housing market, amplified during the pandemic, have resulted in the 3,000 units being more closely associated with local priority housing needs. The original breakdown of unit needs (established within the City’s Multi-Year Strategy) generally aligns with the Roadmap, noting that the identified Housing Enterprise Action Team (HEAT) will assess all proposed plans and targets.

The measurement of housing targets is subject to the intended measures. The end goal of the Roadmap is long-term available affordable housing that is occupied by those in need based on common measures and priorities defined within HSAP. Recognizing this, those priorities may change and advance, as they did within the pandemic.

As a consistent measure of the 3,000 unit target, the establishment of new units will be considered the key measurable indicator. This means that for new construction, the approval and full funding of the project, required to initiate building activities, will be the defined point of counting the associated units toward the target. In the case of other programs, such as a portable benefit, the target would be met through the establishment of the agreement to acquire a unit or provide an allowance. In these cases, the duration between approval and occupancy will vary, so the measure of occupancy of the units and other related data will also be captured.

The function of aligning units will be supported through existing practices, including those managed in partnership with community organizations, specifically including the Co-ordinated Access system which aligns services and units to those identified as being in

priority need of housing. In this way, new Roadmap related programs and funding will align investments with local needs in order to maximize the impact on those served and the community as a whole.

The Roadmap complements existing housing programs, services, and initiatives, including those administered within the City's role as Service Manager. The business activities required to help advance new affordable housing developments includes stacking of various government programs, including municipal funding, in order to advance viable projects and achieve the associated targets. Within these processes, the program parameters of other funding need to be met in order to access available funds. This is the case within the CMHC Co-Investment Program or the federal/provincial Ontario Priority Housing Initiative. All current government program requirements generally align within the HSAP plan.

The Roadmap therefore relies on the sustainability of existing government housing programs, including those related to operating and capital investment, administrative funding, and other services. These are critical to addressing London's growing housing needs and to meet the 3,000 unit target. The Roadmap targets also relies on the continuation of government programs and community services that have helped stabilize housing during the pandemic. Programs related to rent stabilization, eviction prevention, and social services relief remain critical to avoiding the further growth of populations in urgent housing need.

The City's ability to achieve the 3,000 units and address London's most critical housing needs remains dependent on the ongoing participation, support, and investments of all governments, sectors, and identified stakeholders.

2.3 Target Alignment to Existing Strategies and Municipal Budget

Work toward the 3,000-unit target is already underway. Council approved strategies, Multi-Year Budget business cases, and projects advanced in 2021 by the City/HDC will contribute to targeted outcomes where the associated units align within the Roadmap. This includes new bonusing bylaws, community funded projects, and the following Urgent Housing projects underway (noted within the Roadmap as "City – RHI Project" units).

These include:

- 61 units at 122 Base Line Road West (Funding Approved in 2020 with Contracts signed in 2021)
This project is funded with investments through CMHC Rapid Housing Initiative (RHI) Major Cities Grant (Phase 1), Provincial Social Services Relief Funding (SSRF), and Provincial Ontario Priorities Housing Initiative (OPHI) to complement funding from the HDC. Scheduled completion by December 2021.
- 44 units at 403 Thompson Road
This project is funded with investments from CMHC RHI (Phase 2) and HDC. (Contracts signed and approved in 2021. Construction starting in 2022)
- 20 units at 1697 Highbury Avenue
This project is being advanced by Habitat for Humanity
- 70 units secured through Section 37 Bonusing through various sites

2.4 Phased Approach

The multi-disciplinary team that has been in place with City and HDC staff will be formalized as a Housing Enterprise Action Team (HEAT) to support the staff and work within the City's newly structured Municipal Housing Development (inclusive of HDC) service area. Work on the implementation of the Roadmap will be advanced within an action plan that has a phased approach allowing Civic Administration the ability to assess each proposed initiative, establish and align any necessary programs and resources, and develop the associated requirements for service delivery and management.

Phase One

Creating and formalizing HEAT and other structure and action plans required to support the Roadmap. This includes ensuring the ongoing support of affordable housing projects currently underway and projects planned with HDC or other community agencies. These projects may require interim or transitional actions until policies or programs are designed and/or amended.

Phase Two

Advancing new policy, program, and investments to support Roadmap activities that can be initiated within existing authorities, partnerships, available investment programs, and advancing amendments, where needed, to existing policies. For example, the Municipal Facilities Housing By-law may require revision to ensure investment allocations and any associated agreements established under the Roadmap address priority needs in accordance with the Municipal Act provisions for capital facilities and requirements of other government programs.

Phase Three

Advocating policy, program, and investment plans related to Roadmap activities. This includes new municipal policies that are subject to studies and review (e.g. Development Charge By-law) as well as advocacy with other orders of government, and creating new partnerships across sectors and services. These strategies will be intended to advance sustainable development beyond the 5-year plan. Phase Three will include strategies and measures to sustain affordable housing development at a rate necessary to minimize housing backlogs and wait-lists as much as possible.

Work on all three phases will begin immediately, with longer term actions, primarily within Phase Three, requiring more time to study and advance.

Reporting on the 3,000 units will become part of the regular HSAP update process, with separate reporting through municipal budget and strategy updates, where applicable.

3.0 Financial Impact and Considerations**3.1. Financing Strategy Overview**

The following financial strategy establishes the sources of financing toward the required municipal investment in order to fund the Roadmap action plans. This will require continued review as plans advance and are implemented.

As noted previously, some of the approved additional investments in the 2020-2023 Multi-Year Budget contribute to the financing of the Roadmap. In particular, uncommitted funding approved through Business Case 10 – HDC Funding for Affordable Housing will be utilized as a funding source for various programs under this Roadmap. Additionally, approved Business Case 21 – LMCH Regeneration provides the resources to achieve the additional units envisioned through the LMCH Intensification category of the Roadmap.

The proposed sources of funding reflect the use of existing and new allocations to affordable housing. Despite the investments approved by Council for the housing system, the additional funding is required in order to achieve the Roadmap's 3,000 units and create the affordable units needed to stabilize individuals and families in housing crisis in London.

Details of specific financial strategies and sources of funding for both operating and capital costs are outlined in detail below.

3.2 Operating Budget Impacts Related to Portable Benefits

The Roadmap forecasts an incremental 100 units per year for the next five years through the use of portable benefits. These are comprised of rent allowances (allocated to tenants) and supplements (established through agreements with landlords) and are funded through the operating budget. The portable benefits allow access to available market units and is critical to the overall Roadmap. The operating budget impact of this strategy is approximately \$720 thousand of additional funding each year. The following table illustrates the estimated impact of the incremental 500 additional housing benefits between 2022 and 2026:

Program - Rent Supplements (Non-Profit and Private)	Annual Units	Grant (per unit)	Annual Operating Budget Impact	Cumulative Operating Budget Impact
2022	100	\$7,200	\$720,000	\$720,000
2023	100	\$7,200	\$720,000	\$1,440,000
2024	100	\$7,200	\$720,000	\$2,160,000
2025	100	\$7,200	\$720,000	\$2,880,000
2026	100	\$7,200	\$720,000	\$3,600,000

By 2026, approximately \$3.6 million of permanent property tax supported funding will be required on an ongoing basis in order to ensure the housing stability of the 500 benefits/households as supports extend into future years. This equates to an approximate tax levy increase of 0.5% (based on the 2021 net property tax levy), or an average additional tax levy increase of approximately 0.1% per year for 5 years.

The City has two options to fund the annual costs associated with this program:

1. Approve this funding through a business case in the 2023 Annual Budget Update and 2024-2027 Multi-Year Budget; 2022 costs can be funded temporarily through the Operating Budget Contingency Reserve. This would result in approximately a 0.2% tax levy increase for 2023 (to establish a permanent funding source for 2022 and 2023 costs) and then approximately a 0.1% per year increase in 2024 through 2026. This option reduces capacity for funding other Council priorities in the 2024 to 2027 Multi-Year Budget and puts pressure on an already significant 2023 tax levy increase.
2. Notwithstanding the approved Assessment Growth Policy, Council can direct Civic Administration to allocate the first \$720 thousand of available Assessment Growth funding for 2022 through 2026 to address the annual rent supplements costs of the Roadmap. While not as directly linked to growth as other services (e.g., garbage collection or snow removal), there is a relationship between a growing city and the need for additional affordable housing. This option avoids a tax levy impact but presents considerable risk that there may not be sufficient funding for all other growth needs in future years.

Civic administration recommends Option 1. The inclusion of a business case in the 2023 Annual Budget Update and subsequently the 2024 to 2027 Multi-Year Budget will recognize the addition of the incremental costs associated with these portable benefits and rent supplements and ensure these investments are considered along with all other budget requests and Council priorities.

3.3 Operating Budget Impacts Related to Staff Resources

The Roadmap will also place added workload on the City's internal resources. It is anticipated that three full-time resources are required to support implementation and ongoing operation of the Roadmap. Other initial resourcing for Housing and Realty Services can be accommodated within existing staff resources. As part of the new City-wide organizational changes, the Municipal Housing Development service area, incorporating the existing HDC and Housing Services programs and staff, will guide and align existing services, targets, and priorities within the Roadmap implementation plans wherever possible.

Further resource considerations may be subject to the specific initiatives outlined within the plan including those related to program administration and compliance. These will be subject to separate reports as required.

The additional resources required add \$350 thousand per year to the ongoing operating costs of the Roadmap; \$250 thousand is required in 2022, and an additional \$100 thousand is anticipated to be required in 2023 for the second Finance resource.

It is recommended that this cost also be addressed by a tax levy increase via the 2023 Annual Budget Update with the costs in 2022 funded temporarily via the Operating Budget Contingency Reserve until a permanent funding source is established.

The approximate combined total of the tax levy impacts associated with the operating costs of the Roadmap is presented below:

	2022*	2023	2024	2025	2026
Rent Supplements	0.0%	0.2%	0.1%	0.1%	0.1%
Additional Resources	0.0%	0.05%	0.0%	0.0%	0.0%
Annual Tax Levy Increase (%)	0.0%	0.25%	0.1%	0.1%	0.1%
Cumulative Tax Levy Increase (%)	0.0%	0.25%	0.35%	0.45%	0.55%

* 2022 impacts will be funded from the Operating Budget Contingency Reserve on a one-time basis.

3.4 Capital Budget Impacts: One-Time Funding Sources and Impacts

The estimated one-time and / or capital costs of the 3000 affordable units consist of City contributions/investment allocations including those to offset planning fees and development charges (DC).

These waivers still require the City to reimburse the applicable budget source (e.g. an Obligatory City Services Reserve Fund), that is forgoing revenue it would otherwise collect.

The estimated cost of the Roadmap to 3000 Affordable Units, for units identified that require a capital or one-time funding source, is as follows:

Program	Annual Units	Grant (per unit)	City Contribution for Planning Fees and DCs (per unit)	Annual Program Total
Secondary Suites - Homeowners and Developers	60	\$20,000	\$0	\$1,200,000
Affordable Rentals (Non-Profit and Private)	280	\$20,000	\$25,000	\$13,500,000
Affordable Ownership (Non-Profit)	30	\$20,000	\$25,000	\$1,350,000
Other (e.g. Transitional, Temp Housing)	10	\$20,000	\$25,000	\$450,000
Annual Roadmap Total	380			\$15,600,000

The total of the next five-years of the Roadmap is illustrated in the following table:

Year	Annual Units	Annual Roadmap Total
2022	380	\$15,600,000
2023	380	\$15,600,000
2024	380	\$15,600,000

2025	380	\$15,600,000
2026	380	\$15,600,000
5-Year Roadmap Total	1,900	\$78,000,000

To consolidate available funding, improve administrative efficiency, and facilitate transparent monitoring and reporting of the funding for this Roadmap, the New Affordable Housing Reserve Fund will serve as the primary funding source. This reserve fund, and a new associated capital project, will act as the primary conduits for all one-time and capital related activity in the program areas identified above.

Civic Administration’s financial strategy to fund this Roadmap relies on the authority assigned to the City Treasurer in the Reserve and Reserve Fund Policy to transfer between funds and which is based on the strategy outlined in this report.

Key highlights of the financial strategy are as follows:

2021 Mid-Year Operating Monitoring Report

At the September 20, 2021, Corporate Service Committee Meeting, Civic Administration presented the 2021 Mid-Year Operating Budget Monitoring Report, agenda item #2.1, with the following recommendation:

Notwithstanding the Council approved Surplus/Deficit Policy, Civic Administration BE AUTHORIZED to allocate up to \$10 million of the Property Tax Supported Budget Surplus to the New Affordable Housing Reserve Fund to support future affordable housing initiatives, noting that any remaining surplus will be allocated in accordance with the Surplus/Deficit Policy.

Once the final determination of the 2021 year-end surplus is made, an amount will be contributed to the New Affordable Housing Reserve Fund and be available for use. At this time, \$10 million is forecasted to be contributed to the reserve fund.

Canada Community-Building Fund (CCBF)

Although affordable housing is not currently an eligible project category under the CCBF (formerly known as the Federal Gas Tax), the City of London did receive a one-time top-up in 2021 in the amount of \$23.4 million.

This funding is available for use in many of the City’s current and eligible capital projects. Through housekeeping capital budget adjustments, approximately \$16.7 million of the 2021 top-up can be substituted into eligible capital projects, thereby releasing sources of financing, predominantly capital levy, that can be used to support the implementation of the Roadmap.

The remaining CCBF funds received from the 2021 top-up payment have been fully utilized in development of the 2022 Annual Budget Update and associated Budget Amendments that were tabled November 9, 2021.

Reserves and Reserve Funds

As previously noted, a significant amount of one-time funding sourced via the City’s reserves and reserve funds is required to finance the Roadmap to avoid additional impacts on the City’s property tax levy. Timing of transfers to the New Affordable Housing Reserve Fund will vary based on the schedule of available funds in the originating reserve or reserve fund.

This significant funding strategy will result in future trade-offs and financial risks which are outlined later in this report. Over the course of the next five years the following transfers will be required to the New Affordable Housing Reserve Fund at different times and in varying amounts:

Source of Funding	Total Amount Transferred (2022 to 2026)	2026 Forecasted Ending Balance
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Housing Development Corporation Reserve Fund ¹	\$16,250,000	\$810,000
Development Charges Incentive Reserve Funds (Commercial, Industrial, Institutional in Aggregate) ²	\$9,600,000	\$14,470,000
Economic Development Reserve Fund ³	\$9,050,000	\$12,270,000
Social Housing Major Repairs Reserve Fund	\$7,350,000	\$6,340,000
Efficiency, Effectiveness, and Economy (EEE) Reserve	\$7,000,000	\$10,120,000
Municipal Affordable Homeownership Reserve Fund	\$1,800,000	\$440,000
Community Investment Reserve Fund	\$1,000,000	\$570,000
Total Funding to be Transferred	\$52,050,000	

Notes:

1. Prior to development of the Roadmap, HDC earmarked commitments in this reserve fund to support contributions to affordable housing units working in conjunction with available funding programs.
2. Development Charges (DC) Incentive Reserve Funds, excluding the Residential DC Incentive Reserve Fund, are presented in aggregate as it is common practice to view these funds in totality and transfer funds between them to maintain adequate balances.
3. The 2026 forecasted balance of the Economic Development Reserve Fund does not include \$10 million that is separately earmarked for London Community Recovery Network COVID Recovery projects. The balance to be transferred does include \$5.0 million earmarked for Back to River; assuming its release per the recommendation in this report.

Housekeeping Adjustments – Tax Supported Reserve Fund Contributions

In addition to the direct transfers from other reserve funds, housekeeping adjustments to tax supported reserve fund contributions can be made to increase the amount of funding in the New Affordable Housing Reserve Fund by \$2.0 million over the 2022 to 2026 Roadmap timeframe.

Debt Financing

No tax supported debt financing has been utilized to finance the Roadmap implementation plan. The makeup of this Roadmap, i.e. providing grants and city contributions to offset development charges and planning fees, does not constitute capital projects for which the City could issue debt in accordance with the Municipal Act. No municipally owned asset with physical substance is created through the programs; rather they seek to incentivize community partners. Even if it were possible to issue debt on these programs, the financing mix in the City’s current capital plan does not have room under the self-imposed internal debt cap to contribute funding to this initiative.

3.5 Financing Strategy – General Comments

The value of investment in the 3000 units to London will be directly experienced by those individuals and families housed and by the community at large. The Roadmap report reflects the return on investments, especially related to capital building projects, to local labour markets, material and supply chain services, and to the appreciating value of new housing.

Civic Administration's approach to Roadmap investment recognizes these returns and outcomes are only available through a carefully mapped out a financing strategy that:

- Primarily utilizes one-time funding sources like the 2021 operating budget surplus, the Canada Community-Building Fund, and reserves and reserve funds. This ensures no additional property tax levy increase is needed to support the capital components of the Roadmap.
- Limits tax levy increases, as identified to support the operating budget impacts associated with portable benefits and additional staffing requirements, to the extent possible;
- Avoids the use of debt, which even if available, would ultimately make the Roadmap more expensive. It would also further constrain available financing sources for other priorities of Council that may arise.
- Leverages the one-time \$23.4 million top-up in 2021 from the Canada Community-Building Fund, which allows the City to free up a significant amount of otherwise committed one-time funding to support affordable housing. Without this infusion of funding, the City's financial resources would be further constrained by approximately \$16.7 million.
- Demonstrates the strength of the City's prudent financial practices to save prior to needs arising.
- Stages funding in the New Affordable Housing Reserve Fund by only drawing down approved allocations as required. This ensures continued monitoring of expenditures based on milestones and progress.
- Transfers funding to the New Affordable Housing Reserve Fund until required. This allows interest to be accrued and maximizes investment income.

3.6 Financial Risks of the Financing Strategy

The implementation of the Roadmap and associated investments have financing risks related to the proposed plans. The financial plan has attempted to mitigate these risks as noted below. They include:

Risk: Reduced Available Reserve and Reserve Fund Balances

Funding the Roadmap without impacting the property tax levy (for capital and one-time elements) places significant pressure on the City's available fund balances. Fully committing this amount of funding may constrain financial resources for other priorities of Council. Reduced savings may also negatively impact the City's credit rating metrics.

Risk Mitigation:

This risk is partially addressed by strategically leaving strong balances in reserves and reserve funds that are flexible by design, e.g. Efficiency, Effectiveness and Economy Reserve, Economic Development Reserve Fund, etc.

This risk is also offset by the proposed use of the New Affordable Housing Reserve Fund as the primary conduit for financing the Roadmap. Keeping a significant portion of funding in the reserve fund until needed provides a degree of flexibility should priorities shift, other projects arise, etc.

Monitoring the speed of implementation, spending, available balances, etc. through processes already in place will allow the City to be nimble adjusting to any future changes.

Keeping a significant portion of funding in the reserve fund until required should also preserve the credit rating metrics with respect to the City's reserves and reserve funds.

Risk: Reserve Fund Target Balances

Funding the Roadmap will move the City further away from achieving target balances in its reserve and reserve fund portfolio.

Risk Mitigation:

This risk is predominantly addressed by the very nature of the funding required. Many of the suitable reserve and reserve funds for housing initiatives do not yet have established targets. Of the funds being used, the Operating Budget Contingency Reserve and the Efficiency, Effectiveness and Economy (EEE) Reserve are the only exceptions.

These reserves contribute to the City's contingency reserve target established in the 2018 Reserve Rationalization Report; however, the risk is mitigated as the funding required for this plan represents a small portion of the combined balance available in these reserves.

Risk: Long-term Funding for City-owned Housing Initiatives

This Financial Strategy does not address longer-term funding for City-owned housing initiatives beyond this Roadmap. Additionally, certain program initiatives, including municipally owned development, rely on the ongoing funding of federal and provincial government programs. Currently, many government investment programs are administered on a one-time or time limited basis while housing development needs are long-term and require sustainable planning.

Risk Mitigation:

With debt availability already constrained within the base capital plan established in the 2020 to 2023 Multi-Year Capital Budget, there is a real risk of not achieving targets without additional and ongoing funding from other levels of government. Future investment decisions on other Council priorities will also impact the availability of funding for future housing initiatives. Ongoing advocacy and engagement with other levels of government for permanent, sustainable funding will play a critical role in the success of this Roadmap.

Risk: Significant Use of CCBF

Significant use of the Canada Community-Benefit Fund top-up to indirectly support affordable housing via current projects will reduce funding availability for future needs in the eligible project categories.

Risk Mitigation:

This risk is partially offset by the City's Capital Asset Renewal and Replacement Reserve Funds that support the City's lifecycle renewal needs. Municipal Council's significant commitment to, and continued support of, Asset Management has led to the implementation of financial tools and development of considerable financial resources to support the City's lifecycle renewal requirements.

This approach reduces the need for additional CCBF funding in the lifecycle renewal category of capital projects; however, this risk remains for new projects or initiatives that might arise that are not suitable candidates for funding from the Capital Asset Renewal and Replacement Reserve Funds (e.g., service improvement projects).

Conclusion

The need for new affordable housing units is happening across Canada and significantly impacting larger urban centres like London. This report reflects the needs of the City to encourage and attract investment by all sectors to create more sustainable affordable housing. These investments are essential to advancing a safe, sustainable, and desirable community, but more than ever before, they are required to ensure that the access to the basic right to shelter is available to all Londoners.

These investments remain fully reliant on the actions of other governments to minimize the continued growth in housing costs and needs. These strategies include work in with almost every sector and government service to support access to housing within a healthy economy.

In the same way as the impacts of the pandemic amplified these housing changes, there are great opportunities for governments and sectors to work together on affordable housing as part of the economic recovery emerging from COVID-19.

The municipal action plans and investments within the Roadmap reflect an aggressive approach by the City which is intended to attract and leverage those other partners to help create ongoing and sustainable affordable housing in London and beyond.

Additional reports, authorities, resources, and measures related to the Roadmap implementation will be provided to Council through existing HSAP and other reporting. These and other reports will reflect priority responses to Council's affordable housing plans in the same manner as is currently used to track City climate change initiatives within various reports to all standing committees of Council.

Recommended by: Kevin Dickins, Deputy City Manager, Social and Health Development

Recommended by: George Kotsifas, Deputy City Manager, Planning and Economic Development

Schedule 1

Roadmap to 3,000 affordable units for the City of London

Final Report

October 8, 2021



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Introduction

The City of London's Housing Stability Action Plan 2019-2024 identified a need for a minimum of 3,000 new affordable housing units in the next ten years to meet current and future needs. However, despite significant efforts by the City and its housing partners, housing affordability issues have continued to worsen in London. As such, the Mayor has directed that the City prioritize the development of these 3,000 affordable housing units in the next five years. This is a bold goal but it can be achieved through the efforts and collaboration of all housing partners.

This Roadmap shows a path to achieving the target of 3,000 affordable housing units by 2026. It was developed through interviews with key stakeholders, including City staff, CMHC, and private and non-profit residential developers. It is also the result of an environmental scan of approaches that have been used in other jurisdictions.

The Roadmap shows that achieving the goal requires efforts from all housing stakeholders, including London residents, non-profit and private developers, London Middlesex Community Housing, the City of London, Canada Mortgage and Housing Corporation (CMHC), and the Province.

The goal of 3,000 units was not broken down equally annually as the expectation is that the pace of development will accelerate as more of the recommended tools are implemented over the course of five years.

What is ‘Affordable Housing’ in London

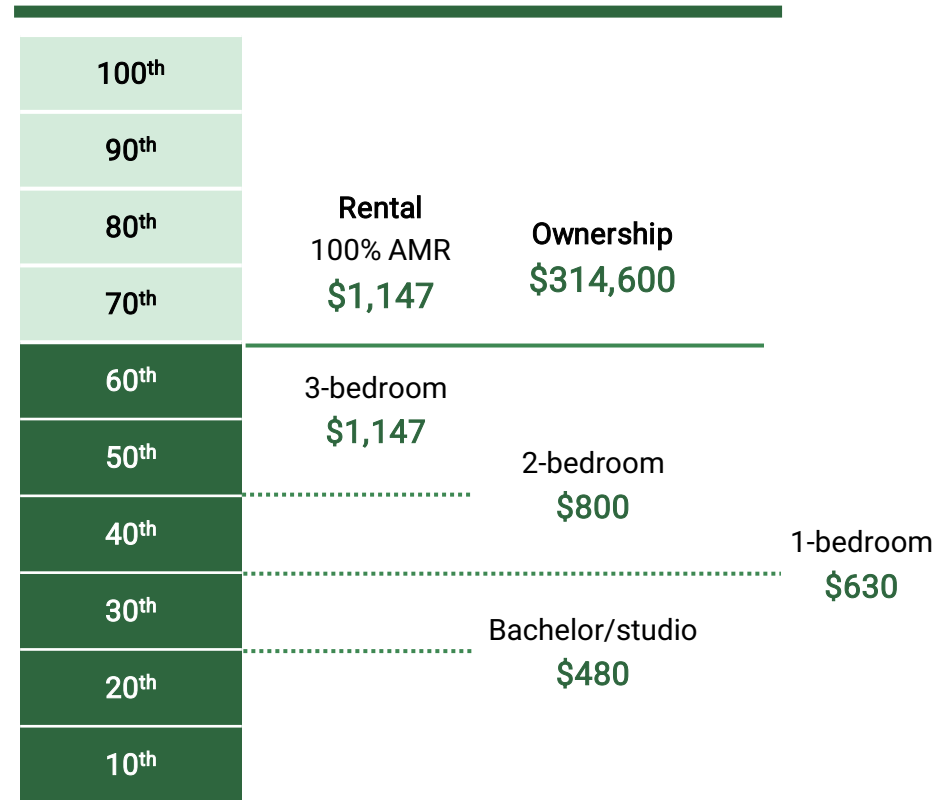
The London Plan and the Provincial Policy Statement (PPS) define affordable housing as:

1. In the case of **ownership housing**, will mean either one of the following:
 - a. Housing for which the purchase price in annual accommodation costs does not exceed 30% of gross annual household income for low- and moderate-income households; or
 - b. Housing for which the purchase price is at least 10% below the average purchase price of a comparable resale unit in the City of London.
2. In the case of **rental housing**, will mean either one of the following:
 - a. A unit for which the rent does not exceed 30% of gross annual household income for low- and moderate-income households; or
 - b. A unit for which the rent is at or below the average market rent for a unit in the City of London.

The Housing Stability Action Plan defines affordable housing as housing costs which do not exceed 30% of a household’s income.

There are also other definitions of affordable housing used. For example, the National Housing Co-Investment Fund (NHCF) uses 80% of the median market rent (MMR) by bedroom size. This should be taken into consideration to ensure that any City of London actions and initiatives can build on these programs.

Affordable Price Thresholds; 2020



Unit Size	Household Income in 2020
Bachelor/studio	\$19,300 (2 nd renter decile)
One-bedroom	\$25,300 (3 rd renter decile)
Two-bedroom	\$32,100 (4 th renter decile)
Three+ bedroom	\$47,900

Each decile corresponds to 10% of the renter population in London. Using the household estimates for 2020, this is about 7,500 households per decile.

Why 3,000 Affordable Units – The Need

House prices and rents are increasing and becoming unaffordable to many London residents.



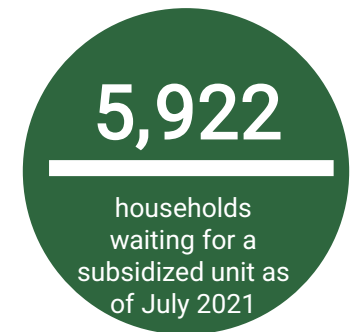
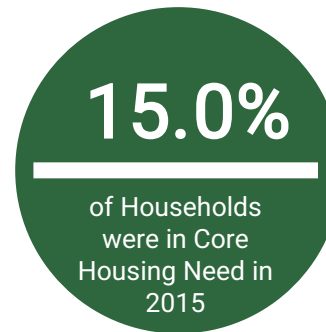
average and median house prices **increased by 50.0%** from 2015 to 2020.

household income required to afford the average house price in 2020 = **\$160,000**

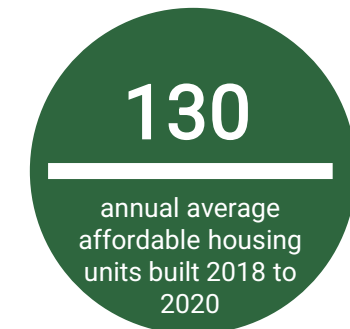
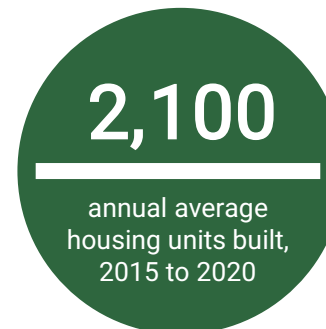
Average Market Rent



Many people cannot afford their housing and are waiting for subsidized options.



The private, non-profit and government sectors are building affordable housing but it's not enough to meet the need.



Why 3,000 Affordable Units – The Benefits

Housing is a major contributor to economic growth, social stability, and household wealth. As the COVID 19 pandemic has clearly demonstrated, housing is also an important determinant of health. Complete and inclusive communities with a range of housing options, including affordable housing, support community wellbeing and prosperity.

Economic growth is dependent on the availability of housing.

- A range of housing choices, including affordable housing, attracts people from all life stages, from single individuals to seniors to families with children, to live in London which then increases overall economic activity.
- Economic benefits from consumer spending are lessened when people live and work in different communities, so having a wide range of housing options, including affordable housing, increases the likelihood that people can live and work in London.
- Having housing that people with low and moderate incomes can afford improves the capacity of businesses to recruit and retain employees and attracts new businesses into the city.
- Having enough housing choices encourages young people, including graduates of London's post secondary institutions, to stay in the city.

- Building affordable housing creates jobs and the jobs are more stable. A study found that an investment of \$1 million results in the equivalent of about three full-time jobs and indirectly generates an additional ten jobs.
- Building affordable housing generates increased revenue in the form of taxes and user fees. While building affordable housing often requires government investment, governments get this investment back in the form of ongoing rents paid by tenants as well as property taxes paid by homeowners.

Affordable housing improves the quality of life of London residents.

- It reduces housing costs, which means households have more funds for other essential and non-essential purchases.
- Households who live in affordable housing are more likely to be in better health, have more personal wealth (including non-housing wealth) and children and youth perform better in school.
- It reduces reliance on social and health services, thereby lowering the cost of such services.
- As noted in the Housing Stability Action Plan, housing is a basic human right and essential to a person's sense of dignity, safety, inclusion, and ability to contribute to neighbourhoods and communities.

The Cost: \$1 Billion

Developing an average affordable rental apartment unit costs approximately \$350,000 - \$400,000 (including hard costs, soft costs, land costs, municipal fees and HST).

Accordingly, adding 3,000 units to the supply of affordable housing in London will cost approximately \$1 billion. This means the City cannot do it on its own. This requires efforts from all stakeholders, including London residents and senior levels of government.

The National Housing Strategy: A Game Changer

In 2017 the Federal Government adopted the National Housing Strategy, which encompasses a host of new programs aimed at expanding the supply of affordable housing across the country and preserving existing affordable housing in need of repair

New federal programs delivered through Canada Mortgage and Housing Corporation, such as the National Housing Co-Investment Fund, the Rental Construction Financing Initiative and the Rapid Housing Initiative, are expected to contribute over \$50 billion in the form of grants and low interest loans by 2027.

Non-profit and for-profit developers as well as the City of London are already benefitting from several projects funded under these programs and are well positioned to attract hundreds of millions of these federal dollars to support new affordable housing projects.

It is anticipated that, with a well-planned and collaborative approach, the federal programs could meet as much as 55-60% of the \$1 billion cost of adding 3,000 units in the next five years

CMHC gives priority to projects that include funding from other levels of government, particularly local municipalities. By including municipal contributions towards affordable housing projects, the City can maximize the flow of federal dollars into the area

It takes a village to house a city: Our immediate next steps

The City of London has invested an average of \$3.2 million a year in rent supplements and housing allowances and \$74.4 million over four years (i.e. the 2020-2023 Multi-Year Budget) to prevent homelessness, to build new affordable units and maintain existing ones. Both non-profit and private developers have also contributed to the supply of affordable housing in London. Yet the need continues to grow.

In the same way that it takes a village to raise a child, it will need all housing stakeholders to address housing affordability issues in London. This means we need a new way of working together to maximize our limited resources. We need bold actions to achieve our goal and to continue to address this issue in the long term. These bold moves are as follows.

- 1. Leverage the experience and assets of the non-profit sector.**
- 2. Unleash the capacity of the private sector.**
- 3. Locate non-traditional property that can be used for housing.**
- 4. Create the Housing Enterprise Action Team.**
- 5. The City should invest \$19.2 million a year for the next five years towards increasing the supply of affordable housing through the London Affordable Housing Program. This represents about 10% of the total cost of meeting the 3,000 target. The bulk of this investment (\$15.6 million per year) would be one-time grants, with \$3.6 million per year being ongoing permanent funding.**
- 6. Expand the role of the federal and provincial governments.**
- 7. Leverage the resources of London residents.**

It takes a village to house a city: Our immediate next steps

Adding 3,000 affordable units in any form is a huge win. However, to use limited resources in the most effective manner, the City and its housing partners should also consider the deepest need and the make up of the current and future population.

Of the 3,000 affordable housing units created, 65.0% (1,950 units) should be bachelor and one-bedroom units. This is based on the proportion of one- and two-person households in London from 2006 to 2016. Of these units, a minimum of 30.0% (585 units) should be affordable to households with incomes within the 2nd and 3rd renter income deciles. This means a maximum rent of \$630 in 2020. This is based on the proportion of one- and two-person households in core housing need.

Of the 3,000 units, 35.0% (1,050 units) should be two or more-bedroom units with rents of no more than AMR which was \$1,147 in 2020.

In addition, at least 25.0% of these units should be accessible/ have accessibility features. This is based on the proportion of seniors in London as well as the requirements of certain CMHC funding programs.

3,000 units by 2026

of these units

65.0%
bachelor and one-
bedroom units

35.0%
two+-bedroom units

30.0%
or more of bachelor and
one-bedroom units should
have rents affordable to
renter households in the
2nd and 3rd renter income
decile

100%
of all units with two or
more bedrooms should
have rents affordable to
renter households in the
4th - 6th renter income
decile

25.0%
accessible

It takes a village to house a city: Our immediate next steps

Leverage the experience and assets of the non-profit sector.

- Issue an REOI (Request for Expressions of Interest) to identify non-profit organizations who have land/buildings, resources, and the interest in building affordable units immediately.
- Provide a capital grant per unit and grants equal to waivers of development charges and related municipal development fees for a set number of units to non-profit organizations with a proven track record and who are ready to build in the next 12 months. Units should prioritize London residents on the subsidized housing waiting list.

Unleash the capacity of the private sector.

- Enter into agreements with private landlords who have vacant rental units to house people from the subsidized housing waiting list at affordable rent levels in exchange for a long-term lease.
- Issue an REOI to identify privately-owned property, such as commercial offices, hotels and motels and underutilized shopping centres that are candidates for conversation to residential or intensification, to include housing.
- Double the current rate at which affordable units are obtained through bonusing.
- Implement inclusionary zoning (IZ) in all PMTSAs and consider legislative options to increase opportunities where IZ can be implemented.

Locate non-traditional property that can be used for housing.

- Identify City-owned property, such as community centres, libraries, parking lots, long term care homes, etc. that are candidates for intensification to include affordable housing.
- Ensure adequate servicing is available (or will be) to permit intensification. Initiate a zoning amendment process to enable such intensification projects to proceed as of right on such properties. Provide an expedited approvals process.
- Establish a land acquisition and servicing strategy for non-traditional lands (federal, provincial, city).
- Facilitate partnerships among property owners and non-profit and for-profit developers to build new affordable housing projects.

It takes a village to house a city: Our immediate next steps

Invest \$19.2 million per year for 5 years - \$15.6 million in one-time grants and \$3.6 million in ongoing permanent funding.

- **Issue an RFP (Request for Proposals) for conditional capital grants and grants in lieu of waivers of development charges, building permit fees, and planning application fees for a set number of affordable rental and ownership units on an annual basis.**
- **Provide a conditional grant of up to \$20,000 per unit towards the creation of secondary suites in new and existing homes if these are rented at the affordable rental threshold for at least 10 years.**
- **Consider a tax rebate incentive for all forms of affordable housing (private, private on public (non-traditional) lands, etc.**

Expand the role of the federal and provincial governments.

- **Request the federal and provincial government to make available surplus lands in London for affordable housing.**
- **Sign an agreement with CMHC to collaborate on funding and planning new affordable housing projects in London.**
- **Advocate strongly to the provincial government for increased capital and operational funding for affordable housing.**

Create the London Affordable Housing Team.

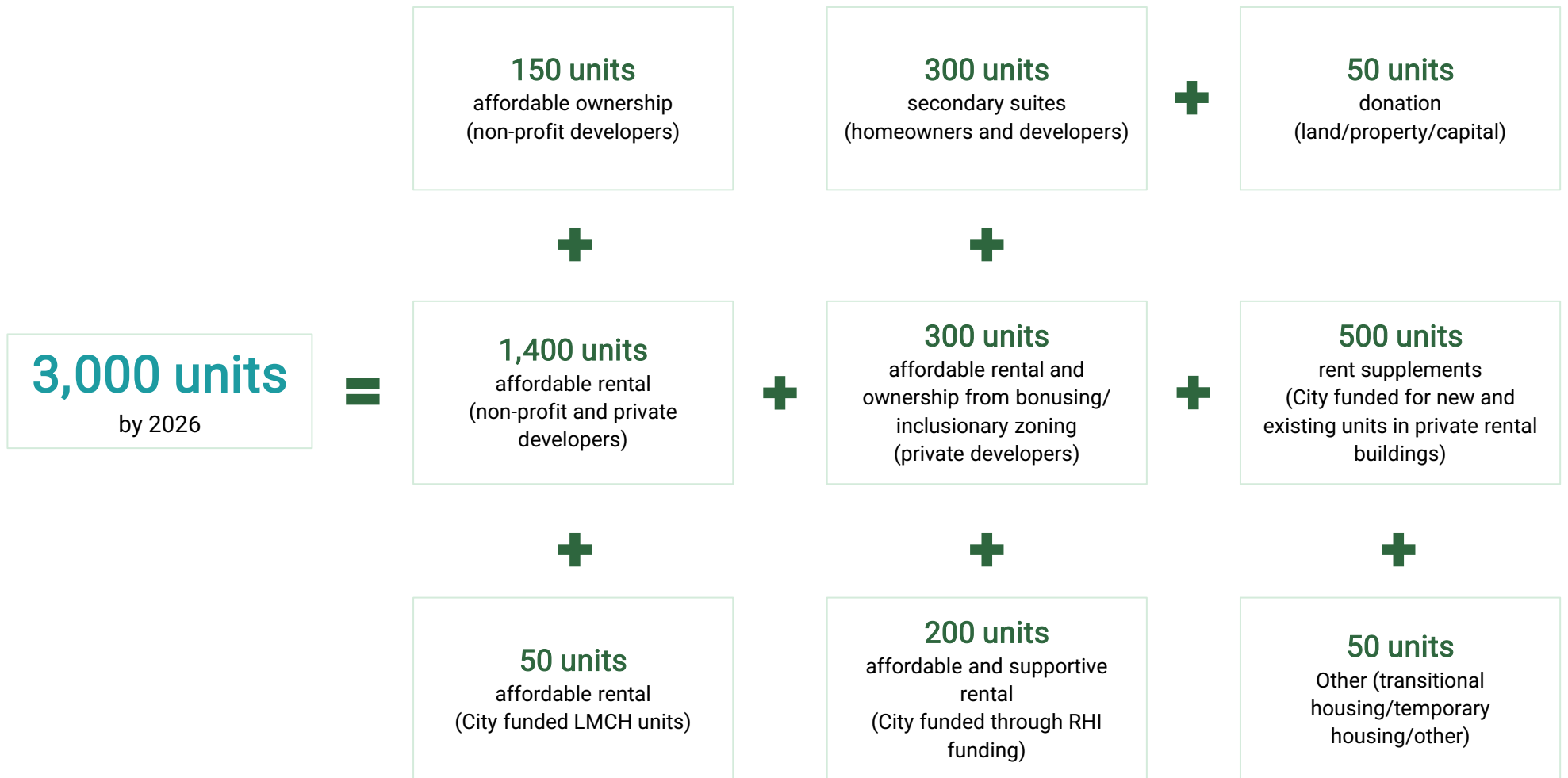
- **Create the Housing Enterprise Action Team (HEAT) at City Hall and externally.**
- HEAT will ensure adequate servicing is available (or will be) to permit housing on non-traditional lands including City, Provincial and Federal.
- HEAT will identify housing types (ie 1,2,3 bedrooms) that are currently in lower supply.
- HEAT will be available to assist developers throughout each phase (if applicable) of development and throughout the duration of the affordable house agreement.
- HEAT will prepare Urban Design Guidelines and the developments will not have to go to the Urban Design Review Panel (unless developer chooses to) as HEAT will include an urban designer.

It takes a village to house a city: Our immediate next steps

Leverage the resources of London residents.

- **Provide a conditional grant** to homeowners who rent out an additional residential unit at the affordable rental threshold for at least 10 years.
- **Recruit champions** among London residents to increase awareness of the need for a diverse housing supply, including affordable housing.
- **Identify private sector champions** (through RFQ) that can assist private sector (first time) residents that want to create an additional residential unit and/or first time small scale affordable housing development at a reduced fee (or no fee). HEAT will be available to assist with understanding processes, bylaws, permits, taxation, etc. – similar to business liaison.
- **Encourage local philanthropists** to donate towards affordable housing and implement a process to facilitate these donations.

It takes a village to house a city: Our immediate next steps



It takes a village to house a city: Our medium to long term actions

Implement new revenue sources.

- Investigate a development charges levy for affordable housing.
- Consider a property tax levy specifically for affordable housing.
- Consider allocating a proportion of the revenue from the sale of all municipal land or buildings which are not appropriate for affordable housing.
- Include market rate units in all new affordable housing developments initiated by the City to increase financial sustainability.

Redevelop or intensify underutilized properties.

- Offer any abandoned property that the City may take over to non-profit organizations in exchange for developing affordable housing.
- Purchase and sale agreements that include affordable housing will be given priority.

Use available municipal tools.

- Explore opportunities for pre-zoning for increased height and density along all current and future transit routes outside of PMTSAs.
- Consider legislative options to allow for the implementation of IZ outside of PMTSAs.
- Develop and implement alternative development standards.
- Develop and implement a rental conversion and demolition policy to protect existing rental housing with six or more units and to ensure affordability is maintained when these units are replaced based on the three-year average of the rental vacancy rate as reported by CMHC.
- Incorporate the breakdown of the affordable housing target in the London Plan.
- Monitor annual progress toward the goal and beyond.

It takes a village to house a city: Our medium to long term actions

Work with the provincial government on an ongoing basis.

- Advocate to the Province for a discount in the land transfer tax and/or capital gains tax for landowners who donate or sell land at below market value for the purpose of affordable housing.
- Advocate to the Province for an increase in funding for rent supplements/ housing allowances to be better reflective of current rental market rates.
- Advocate to the Province to improve the review and response timelines for the Upper Thames River Conservation Authority and any other provincial agencies involved in reviewing planning applications for affordable housing.
- Advocate to the Province to sell surplus school sites at below market value if they are to be used for affordable housing.

Work with the federal government on an ongoing basis.

- Identify additional federally-owned surplus property, such as unused post offices and hospitals, and advocate for these to be considered for affordable housing.
- Sign an agreement with CMHC to collaborate on an ongoing basis, including funding non-residential conversions to affordable housing and maximizing opportunities under current funding programs.

Leverage the resources of London residents.

- Promote land and funding donations for affordable housing.
- Consider the value of having a greater supply of affordable housing in the form of rents paid for operating costs and the decrease in usage of emergency services.

Projected Costs

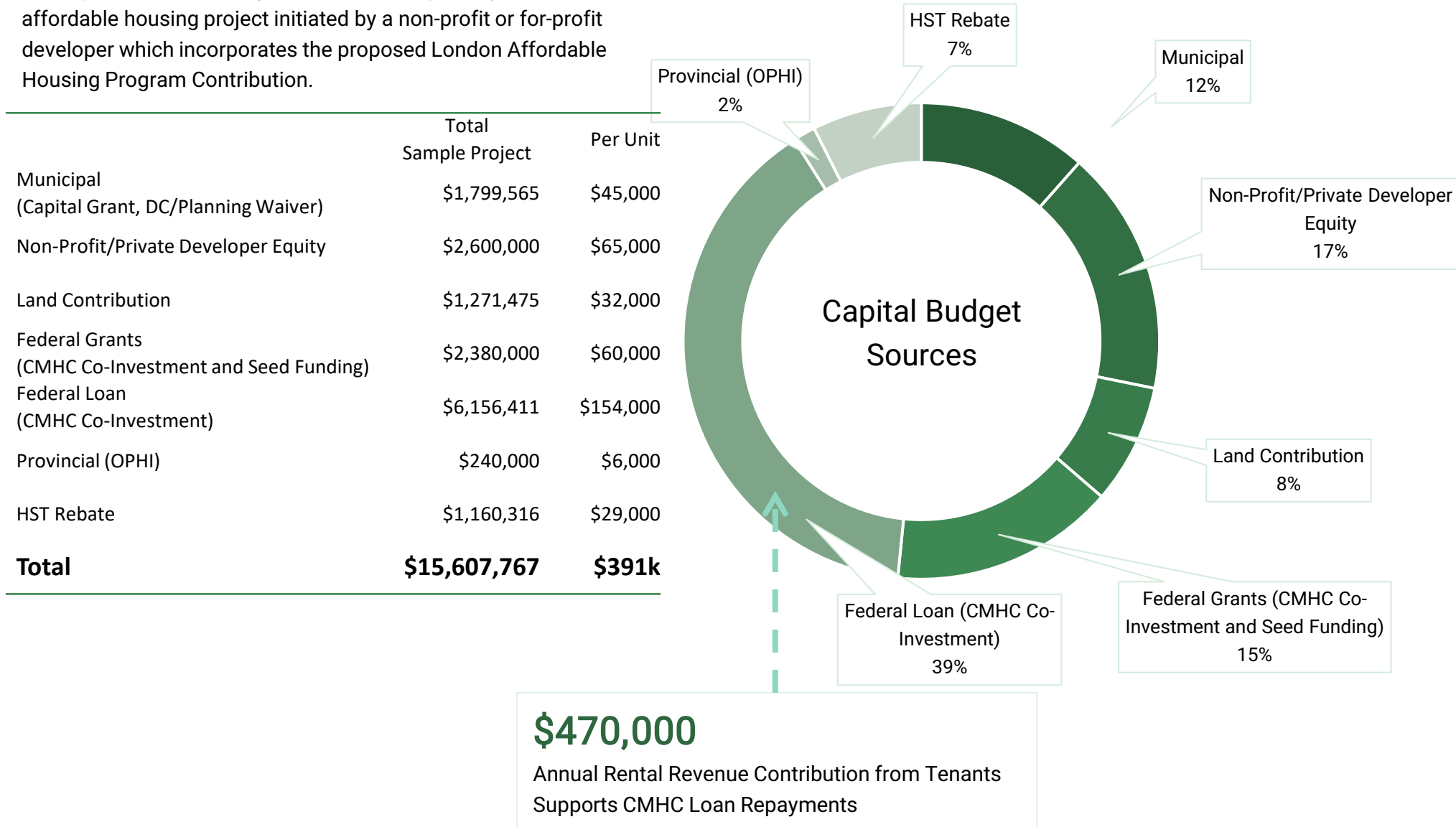
Program	Total Units	Annual Units	City Grant Per Unit	City Contribution Per Unit - Planning and DC Waivers (Grant In Lieu)	Annual Capital Contribution Budget	Annual Operating Subsidy
Secondary Suites - Homeowners & Developers	300	60	\$20,000	n/a	\$1,200,000	n/a
Affordable Rental (Non-Profit & Private)	1,400	280	\$20,000	\$25,000	\$12,600,000	n/a
Affordable Ownership (Non-Profit)	150	30	\$20,000	\$25,000	\$1,350,000	n/a
City - RHI Projects	200	40	n/a	n/a	n/a	n/a
Other (e.g. transitional, temporary housing)*	50	10	\$20,000	\$25,000	\$450,000	
LMCH Intensifications	50	10	n/a	n/a	n/a	n/a
Donations of land/property/capital**	50	10	n/a	n/a	n/a	n/a
IZ	300	60	n/a	n/a	n/a	n/a
Rent Supplements (Private Developers and Landlords)	500	100	\$7,200 (per unit per year)	n/a	n/a	\$3,600,000
Total	3,000	600			\$15.6 million	\$3.6 million

*The costs for this category are subject to the details of the design of these programs.

**Depending on the nature of the donations received, there may be additional associated costs (e.g. interim maintenance of land or buildings) which are not quantifiable at this time.

Projected Cost Sharing of Typical Project

This figure shows the projected cost sharing of a typical 40 unit affordable housing project initiated by a non-profit or for-profit developer which incorporates the proposed London Affordable Housing Program Contribution.



A Call to Action

Many housing stakeholders are already working to address the issue of housing affordability in London, from the significant donations from London residents to non-profit organizations who are building affordable units, to private developers who are including affordable units in their market developments, to the investments made by the three levels of government. However, as this Roadmap shows, we need a better way to work together if we want to achieve our initial target of 3,000 affordable units and continue to address this issue in the long term. This means rethinking how we use our limited resources, collaborating and partnering with both traditional and non-traditional stakeholders, and having a more intentional approach to addressing this issue.

This Roadmap provides an implementation plan to start with but it will evolve as we begin to apply the tactics and our efforts start to bear fruit. This means we need to monitor our progress to ensure we're moving in the right direction, learning from what we've already done, and improving the plan as we go.

The number of affordable one- and two-bedroom units articulated in this plan represent a considerable portion of the total one- and two-bedroom units anticipated in the City's current growth projections for the next 5 years. While the aim of this plan is not just to service growth needs but also to enhance the provision of affordable housing, it will be important to closely monitor the progress of the strategy relative to development that materializes over the coming years.

Appendix: What We Heard

The work on this Roadmap included a wide range of interviews with representatives of the non-profit sector, private developers, City staff, and CMHC staff. The key messages that came from these interviews are as follows.

- There is significant capacity and interest among non-profit organizations to build affordable housing but the lack of a standard funding program from the City has made building affordable housing a significant challenge compared to other communities.
- There is interest among private developers to build affordable housing but there is also an expectation that there will be incentives for these units.
- The cost and availability of land is one of the biggest barriers to building affordable housing. There are several untapped opportunities throughout London, including government-owned land, privately owned land, and land owned by non-profit organizations and faith-based groups.
- Timelines for planning applications have to be improved as they contribute to the overall cost of projects.
- Zoning requirements have to be re-examined to allow for more feasible developments, a mix of uses, and increased densities in areas close to services and amenities.
- Having one City team/department to help facilitate affordable housing development would be ideal.
- The City should leverage funding from senior levels of government by building on these programs and working closely with CMHC.
- Funding decisions should be more strategic and prioritize investments which bring greater value to London residents on the subsidized housing waiting list.
- Decisions related to debt and leveraging existing assets should be re-examined to maximize the opportunities available.
- Other levels of government have to be part of the solutions, not just in providing funding but also in providing land.
- Non-profit and private developers can build affordable units more cost-efficiently than the City and they can better leverage private donations and CMHC funding programs. Therefore, the emphasis should be primarily on supporting housing providers rather than on the City developing housing itself.

Appendix: Detailed Projected Costs

Project Statistics

Sponsor Group: Sample Organization - Nonprofit
 Project Address: City of London
 Project Type: Sample Project - 40 units
 Site Area: 22,000 SF
 2,044 m²

Construction Period: 18 months
 Affordable standard rental housing, new construction

Units	# of Units	Unit Size (SF)	Unit Size (m ²)	Rent/ Sq. Ft./ Month	Rent/ Unit/ Month	Rents as % of MMR	100% MMR	100% AMR	Comments	
Affordable Standard Apt 1-bedroom	6	500	46.5	\$1.50	\$750	79%	\$950	\$1,012	CMHC Housing Market Portal - City of London, October 2020. Note: Rents will vary by Zone in London. City-wide rates used for illustrative purposes.	
Affordable Standard Apt 2-bedroom	6	650	60.4	\$1.37	\$891	79%	\$1,129	\$1,223		
Market Standard Apt 1-bedroom	14	500	46.5	\$1.90	\$950	100%	\$950	\$1,012		
Market Standard Apt 2-bedroom	14	650	60.4	\$1.74	\$1,129	100%	\$1,129	\$1,223		
Total # of RGI (Rent Supplement) Units	Total # of Units	Total Size of Dwelling Units		Actual Total Rent Per Annum from Tenants (\$ and % of AMR)			Total Rent, All Units, All Sources	Total 100% MMR Rent, All Units	Total 100% AMR Rent, All Units	
0	40	(SF)	(m ²)		\$467,424	94%	MMR	\$467,424	\$498,960	\$536,400
					\$467,424	87%	AMR			

	(SF)	(m ²)	% of Total Space	Comments
Circulation	6,000	557	18.46%	
Amenity Space	1,500	139	4.62%	
Mechanical, Garbage, Storage	2,000	186	6.15%	
Total Building Area	32,500	3,019		

Underground or parkade parking size	0	0	350 sq ft per space allows for ramps
Total parking spaces	40		
Revenue generating parking spaces	40		
Number of storage lockers	0		

Appendix: Detailed Projected Costs

SOFT COSTS

Professional Fees	Total Cost	Cost/ Sq. Ft.	Cost/ Unit		Comments
Professional Fees Sub-total	\$861,230	\$26.50	\$21,531		5.5%of Total Capital Costs
Site	Total Cost	Cost/ Sq. Ft.	Cost/ Unit		Comments
Site Sub-total	\$213,000	\$6.55	\$5,325		1.4%of Total Capital Costs
Legal and Organizational	Total Cost	Cost/ Sq. Ft.	Cost/ Unit		Comments
Legal and Organizational Sub-total	\$185,561	\$5.71	\$4,639		1.2%of Total Capital Costs
Financing Costs	Total Cost	Cost/ Sq. Ft.	Cost/ Unit		Comments
Financing Costs Sub-Total	\$62,737	\$1.93	\$1,568		0.4%of Total Capital Costs
Fees and Permits	Total Cost	Cost/ Sq. Ft.	Cost/ Unit		Comments
Fees and Permits Sub-total	\$999,565	\$30.76	\$24,989		6.4%of Total Capital Costs
Soft Costs Summary	Total Cost	Cost/ Sq. Ft.	Cost/ Unit		Comments
Soft Costs Sub-total (9,17,25,30,42)	\$2,322,093	\$71.45	\$58,052		
Soft Cost Contingency	\$232,209	\$7.14	\$5,805	10.0%	
Soft Costs Total	\$2,554,303	\$78.59	\$63,858		16.4%of Total Capital Costs

Appendix: Detailed Projected Costs

HARD COSTS

Construction Costs	Total Cost	Cost/ Sq. Ft.	Cost/ Unit	Comments
Construction Costs Sub-total	\$10,117,076	\$311.29	\$252,927	64.8% of Total Capital Costs

Land / Property Acquisition Costs	Total Cost	Cost/ Sq. Ft.	Cost/ Unit	Comments
Land Cost Sub-total	\$1,271,475	\$39.12	\$31,787	8.1% of Total Capital Costs

TOTAL CAPITAL COSTS	Total Cost	Cost/ Sq. Ft.	Cost/ Unit	Comments
Hard Cost Total	\$11,388,551	\$350.42	\$284,714	
Soft Cost Total	\$2,554,303	\$78.59	\$63,858	
HST	\$1,664,912	\$51.23	\$41,623	13%
Total Project Cost	\$15,607,766	\$480.24	\$390,194	

Contributions	Total Funds	Cost/ Sq. Ft.	Funds/ Unit	Comments
Rezoning Application waived	\$11,523	\$0.35	\$288	Assumed waived for this model.
Site Plan Approval Application waived	\$3,143	\$0.10	\$79	Assumed waived for this model.
Building Permit Fees waived	\$23,279	\$0.72	\$582	Assumed waived for this model.
Development Charges waived				
Local waived	\$711,620	\$21.90	\$17,791	Assumed waived for this model.
Parkland Dedication Fees waived	\$250,000	\$7.69	\$6,250	Assumed waived for this model.
Equity contribution	\$2,600,000	\$80.00	\$65,000	Equity required to reach Debt Service Coverage of 1.1.
Land Value Contributed (Non-Profit)	\$1,271,475	\$39.12	\$31,787	Assume land contribution
City Capital Grant	\$800,000	\$24.62	\$20,000	\$20,000 Assume \$20k per unit for units at or less than 100% AMR.
CMHC Co-Investment Fund Grant Portion	\$2,300,000	\$70.77	\$57,500	15% of project cost target
CMHC SEED Contribution	\$80,000	\$2.46	\$2,000	Sample award size based on similar projects.
Ontario Priorities Housing Initiative (OPHI)	\$240,000	\$7.38	\$6,000	\$20,000 administered through Housing Service Manager, assumed for units less than 80% AMR
HST rebate (PST portion)	\$840,140	\$25.85		82%
HST rebate (GST portion)	\$320,175	\$9.85	\$8,004	50%
Total Contributions	\$9,451,356	\$290.81	\$236,284	
Total Project Cost Less Contributions	\$6,156,411	\$189.43	\$153,910	

CMHC Co-Investment Metrics	% of Equity Contribution and Donated Land to Total Capital Costs	25%
	% of Co-Investment Grant to Grant + Loan	27%
	Contributions Other than CMHC Grant + Loan	\$7,151,355

Mortgage	Total Cost	Cost/ Sq. Ft.	Cost/ Unit	Comments
Mortgage Amount	\$6,156,411	\$189.43	\$153,910	43%
Mortgage Interest Rate	2.50%			based on most recent lender quotes
Mortgage Amortization	50 years			
Annual Mortgage Payments	\$215,270	\$6.62	\$5,382	

Appendix: Detailed Projected Costs

Operating Budget First Full Year

Sample Organization - Nonprofit or City Led
City of London

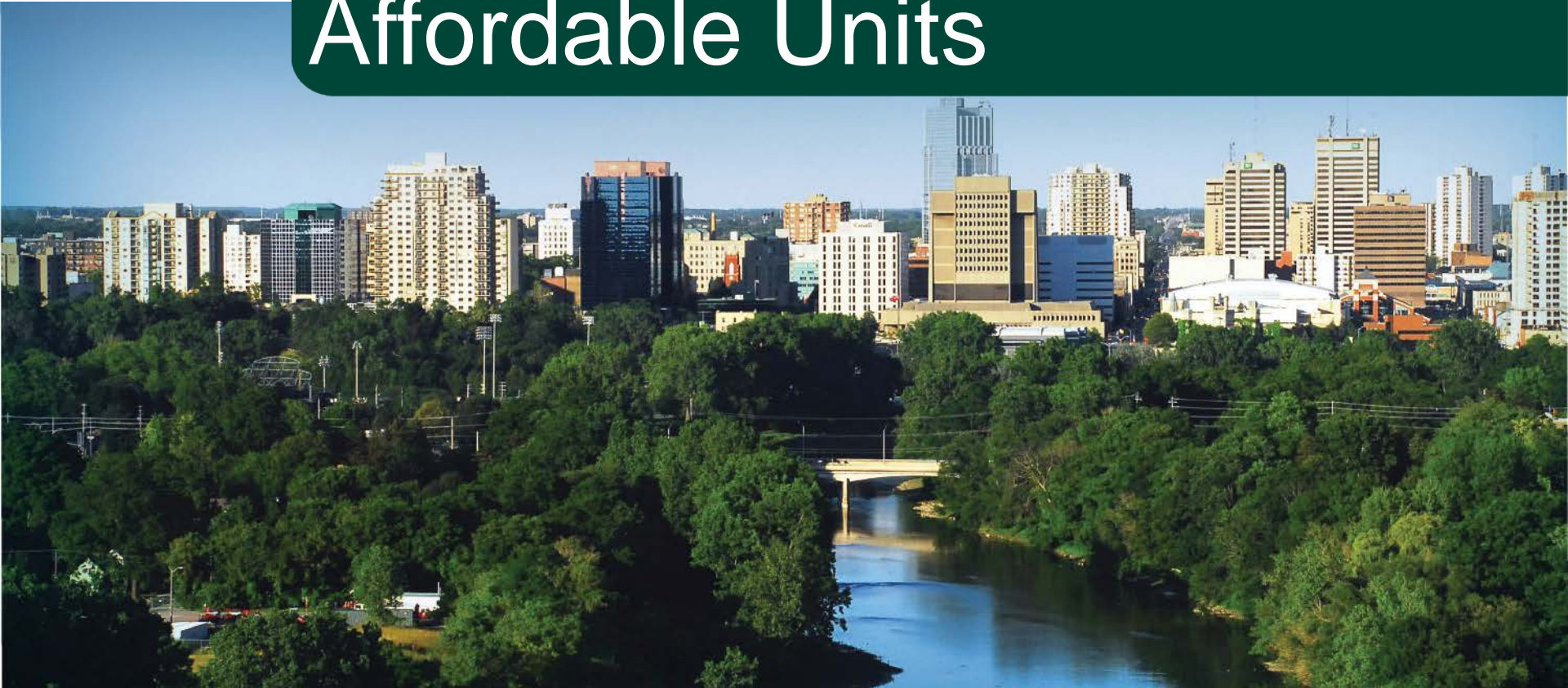
Estimated Operating Revenue	Total Cost	Cost/ Sq. Ft.	Cost/ Unit	Comments
Rental Income from Tenants	\$467,424	\$14.38	\$11,686	Market/Affordable Units
Rent Supplement/Subsidy Top-Up	\$0	\$0.00	\$0	Top-up to 100% AMR on RGI units only
Laundry Revenue	\$10,400	\$0.32	\$260	Estimated at \$5 per unit per week
Parking Revenue	\$24,000	\$0.74	\$600	Estimated at \$50 per parking space per month
Vacancy Loss	-\$15,055	-\$0.46	-\$376	3% of Rental, Parking, Laundry, Locker, Commercial Revenue
Total Operating Revenue	\$486,769	\$14.98	\$12,169	

Estimated Operating Expenses	Total Cost	Cost/ Sq. Ft.	Cost/ Unit	Comments
Maintenance - Salaries	\$33,000	\$1.02	\$825	Salaries & Benefits on Per Unit Basis: Seniors \$1,000, Townhouses \$600, Apartments \$825
Maintenance - Materials & Services	\$40,000	\$1.23	\$1,000	Per unit based on comparable projects
Heat	\$36,000	\$1.11	\$900	Heat included in rent; estimate at 50% of standard heat rate
Electricity	\$30,000	\$0.92	\$750	for common areas only; hydro not included in rents
Water/Sewer	\$16,000	\$0.49	\$400	Water included in rent; estimate at 75% of standard water rates
Property Management Fee	\$27,787	\$0.85	\$695	5% of (100% AMR + other revenue)
Other Administrative Materials & Services	\$8,000	\$0.25	\$200	administrative materials and professional services, as required
Capital Replacement Reserves Contribution	\$21,334	\$0.66	\$533	4% of 100% Average Market Rent and Other Income
Insurance	\$10,000	\$0.31	\$250	Estimate of \$250 per unit (large building)
Property Taxes	\$0	\$0.00	\$0	City of London property tax (general and education) rate of 1.388283% for new construction, multi-residential. Assume MPAC value of 50% of development cost value. General rate of 1.235283%. Assumes general rate and education exempt for non-profit.
Contingency	\$11,106	\$0.34	\$278	10% of total operating costs, excluding mortgage
HST	\$19,232	\$0.59	\$481	Assumes all Operating expenses are before tax
Sub-total	\$252,460	\$7.77	\$6,312	
Mortgage Payments	\$215,270	\$6.62	\$5,382	
Total Operating Expenses	\$467,731	\$14.39	\$11,693	

	\$234,309			
Net Operating Income	\$234,309	\$7.21	\$5,858	
Debt Service	\$215,270	\$6.62	\$5,382	
Debt Coverage Ratio	1.09			
Net Operating Profit/Loss	\$19,039	\$0.59	\$476	



Roadmap to 3,000 Affordable Units



November 23, 2021 Community and Protective
Services Committee



Background

In March of 2021, Municipal Council passed a resolution which stated that:

the Civic Administration BE DIRECTED to expedite the development of needed 3,000 affordable housing units as set out in “Housing Stability Action Plan” (HSAP) to be in place in five years, instead of ten years as set out in the Plan; and

the Civic Administration BE DIRECTED to report back to a future meeting of the Community and Protective Services Committee with an implementation plan, inclusive of financial impacts, that sets out the best supports for the development of affordable housing units.



The Need for 3,000 Units

- The average and median house prices increased by 50.0% from 2015 to 2020 in London
- Average Market rent in London grew from \$898 per month in 2015 to \$1,147 in 2021
- Annual average housing units built 2015 to 2020 is 2,100
- While the average affordable housing units being built from 2018 to 2020 was only 130



How the Roadmap was Created

- Civic Administration secured the services of SHS Consulting to assist in developing an implementation roadmap in response Council's direction.
- SHS worked with Civic Administration and consulted with Canada Mortgage and Housing Corporation (CMHC), private and non-profit residential developers, and other jurisdictions in their research.



What We Heard

- There is significant capacity and interest among non-profit organizations to build affordable housing but the lack of a standard funding program from the City has made building affordable housing a significant challenge compared to other communities.
- There is interest among private developers to build affordable housing but there is also an expectation that there will be incentives for these units.

What We Heard

- The City should leverage funding from senior levels of government by building on these programs and working closely with CMHC
- Non-profit and private developers can build affordable units more cost-efficiently than the City and they can better leverage private donations and CMHC funding programs. Therefore, the emphasis should be primarily on supporting housing providers rather than on the City developing housing itself.

Target Portfolio Approach





Operating Budget Impacts

Program - Rent Supplements (Non-Profit and Private)	Annual Units	Grant (per unit)	Annual Operating Budget Impact	Cumulative Operating Budget Impact
2022	100	\$7,200	\$720,000	\$720,000
2023	100	\$7,200	\$720,000	\$1,440,000
2024	100	\$7,200	\$720,000	\$2,160,000
2025	100	\$7,200	\$720,000	\$2,880,000
2026 and beyond	100	\$7,200	\$720,000	\$3,600,000

(\$ Thousands)	2022	2023	2024	2025	2026	TOTAL
Rent Supplements	\$720	\$1,440	\$2,160	\$2,880	\$3,600	\$10,800
Additional Resources	\$250	\$350	\$350	\$350	\$350	\$1,650
TOTALS	\$970	\$1,790	\$2,510	\$3,230	\$3,950	\$12,450
Incremental Tax Levy Impact	N/A*	0.25%	0.10%	0.10%	0.10%	0.55%

- 2022 impacts will be funded from the Operating Budget Contingency Reserve on a one-time basis
- Ongoing funding requires an operating budget amendment in the 2023 Budget Update
- Equates to a ~0.25% tax levy increase for 2023 and then ~0.1% per year for 2024-2026



Capital Budget Impacts

(Including one-time sources)

Year	Annual Units	Annual Plan Total
2022	380	\$15,600,000
2023	380	\$15,600,000
2024	380	\$15,600,000
2025	380	\$15,600,000
2026	380	\$15,600,000
5-Year Plan Total	1,900*	\$78,000,000

* Excludes LMCH intensification, City RHI, Donations and IZ categories as these do not require additional funding at this time.

- Approach to funding the capital grants and contributions for the Plan:
 - New Affordable Housing Reserve Fund will serve as the primary funding source – funding will be consolidated in this fund and transferred from other sources.
 - A portion of projected 2021 year-end surplus to be contributed (up to \$10M forecasted)
 - Substitution of \$16.7 million Canada Community Building Fund (Fed. Gas Tax) funding currently available into eligible capital projects in order to free up other capital funding to support this plan
 - Transfers from various City reserves and reserve funds to the New Affordable Housing Reserve Fund from 2022 to 2026 as required to support timing of capital costs and available funds.



Benefits of Approach

- Property tax levy increases for ongoing operating funding are limited and will be included as part of the 2023 Annual Budget Update.
- Avoids the use of debt – noting that the strategy primarily involves grants to third parties, which cannot be debt financed in accordance with the Municipal Act.
- Receipt of the Canada Community-Building Fund (CCBF formerly Fed Gas Tax) top-up has allowed the City to free up a significant amount of otherwise committed one-time funding to support affordable housing. Without this infusion of funding the City's financial resources would be further constrained by approximately \$16.7M.
- Demonstrates the strength of the City's prudent financial practices to save prior to needs arising.
- Stages funding in the New Affordable Housing Reserve Fund by only drawing down approved allocations as required. This ensures continued monitoring of expenditures based on milestones and progress.



Financial Risks of Approach

- Reduced reserve and reserve fund balances – may constrain other future initiatives, may negatively impact our credit rating metrics, and will move the City further away from achieving target balances where they currently exist (e.g. EEE).
 - Partially addressed by strategically leaving strong balances in reserves and reserve funds that are flexible by design, e.g. Economic Development Reserve Fund etc.
 - Also mitigated by use of the New Affordable Housing Reserve Fund as the primary conduit. Keeping a significant portion of funding in the reserve fund until needed provides a degree of flexibility should priorities shift, other projects arise, etc., versus only using a capital project.
- Does not address any additional future required funding for City-owned housing initiatives.
 - With debt availability already constrained, this risk is potentially significant. In order to fund future affordable housing projects outside of this Plan, funding from other levels of government will play an important role in the affordability of any financing requirements.
- Significant use of the Canada Community-Benefit Fund top-up to indirectly support affordable housing will reduce funding availability for future eligible needs.
 - Risk is partially offset by the City's Capital Asset Renewal & Replacement RF's that support the City's lifecycle renewal needs. These funds can provide a short-term buffer.

From:

Sent: Wednesday, November 17, 2021 12:52 PM

To: CPSC <cpsc@london.ca>

Cc: Helmer, Jesse <jhelmer@london.ca>; City of London, Mayor <mayor@london.ca>; Lewis, Shawn <slewis@london.ca>; Salih, Mo Mohamed <msalih@london.ca>; Fyfe-Millar, John <jfmillar@london.ca>; Hillier, Steven <shillier@london.ca>

Subject: [EXTERNAL] Request for Delegation Status for Agenda # 2.7 Proposed Roadmap to 3000 Units

Hello Clerk

I am asking for delegation status for the CPSC meeting to be held on Tuesday November 23rd. The item I wish to speak to is 2.7 the Proposed Roadmap to 3000 Affordable Units. I will be representing LDI.

I know it is on the consent agenda but this is a significant report and it is asking Committee and Council to give significant direction to civic administration.

The final report also has a significant impact on our industry and we want to be part of the solution.

Looking forward hopefully contribute to the discussion.

Thanks Mike

Mike Wallace
Executive Director
London Development Institute (LDI)

Report to Community and Protective Services Committee

To: Chair and Members, Community and Protective Services Committee

From: George Kotsifas, Deputy City Manager, Planning and Economic Development

Subject: Request for Funding from Vision SoHo Alliance for the Housing Development Project at the Old Victoria Hospital Lands

Date: November 23, 2021

Recommendation

That, on the recommendation of the Deputy City Manager, Planning and Economic Development, the following actions **BE TAKEN** with respect to the proposed housing development advanced by Vision SoHo Alliance, located on the northerly portion of the Old Victoria Hospital Lands;

- a) a conditional grant for \$11,200,000 (\$28,000/unit) **BE APPROVED** to provide up to 400 affordable housing units in the proposed development, subject to confirmation of the other sources of project financing, closing of the Purchase and Sale Agreement between Vision SoHo Alliance and the City of London for the subject lands and development of suitable Contribution Agreements between the parties;
- b) that Civic Administration **BE DIRECTED** to develop Contribution Agreements with Vision SoHo Alliance members, subject to submission of additional financial and project information from Vision SoHo Alliance;
- c) The proposed bylaw ("Appendix B") to authorize the City Treasurer and City Solicitor to approve the Contribution Agreements and authorize the Mayor and City Clerk to execute the Contribution Agreements **BE INTRODUCED**; and,
- d) the financing for the conditional grant **BE APPROVED** as set out in the Source of Financing Report attached hereto as Appendix "A".

Executive Summary

This report recommends the City of London provide a one-time funding contribution of \$11.2 million to support up to 400 affordable housing units within Vision SoHo Alliance's multi-residential project on the Old Victoria Hospital lands. This project will incorporate mixed use developments integrating the existing heritage buildings on the property, while enabling additional Londoners to secure sustainable, affordable housing.

Linkage to the Corporate Strategic Plan

This report advances the work of the London Community Recovery Network, London's Housing Stability Action Plan, and the City of London's 2019-2023 Strategic Plan.

The [London Community Recovery Network](#) (LCRN) is working in partnership with the community to identify solutions that will drive recovery that is inclusive to all Londoners. This includes building individual, family, and community resilience through housing stability as London moves beyond the global COVID-19 pandemic.

The [Housing Stability Action Plan](#) (HSAP) focuses on increasing affordable and quality housing options for individuals and families, reducing the number of individuals and families experiencing homelessness, and supporting improved access to mental health and addiction services.

The Housing Stability Action Plan (HSAP) and HDC/City Strategic Plan 2019-2023 identified a need for a minimum of 3,000 new affordable units in the next 10 years to meet current and future needs.

Background

1.0 Background Information

1.1 Background

Vision SoHo Alliance (“the Alliance”) is a non-profit corporation created through a coalition of experienced, community-based housing developers committed to collectively advancing the north portion of the Old Victoria Hospital Lands for a range of safe and affordable rental options. This coalition includes Indwell Community Homes, Zerin Development Corporation, Homes Unlimited (London) Inc., Chelsea Green Home Society, London Affordable Housing Foundation, and Italian Seniors’ Project.

These organizations individually have developed social and/or affordable housing within the community whose expertise are well known to the City of London and Housing Development Corporation staff.

As a result of their submission to the City of London’s RFQ 20-10, Vision SoHo Alliance was the successful purchaser for the former Old Victoria Hospital Lands, Phase II which is north of South Street between Waterloo Street and Colborne Street, including one parcel on the east side of Colborne Street. Plans on this site are to result in a healthy mix of energy efficient, accessible and socially inclusive housing within a mixed-income and mixed-use community that reflects the demographics of London and specifically the SoHo neighbourhood.

1.2 Previous Reports Related to this Matter

- [2021 Mid-Year Update Housing Stability for All Plan](#) (CPSC: September 21, 2021)
- [Housing Stability for All Plan 2020 Update](#) (CPSC: May 11, 2021)
- [Letter of Mayor Holder to CPSC Re: 3000 Unit Challenge](#) (CPSC: March 30, 2021)
- [Municipal Council Approval of the Housing Stability Plan 2019 to 2024](#) (CPSC: December 3, 2020)

2.0 Discussions and Considerations

2.1 Design Concept and Timeline

The Alliance has submitted Official Plan and Zoning amendments to allow for a development of five apartment buildings (three 5 storeys, one 6 storeys and one 11 storeys in height) and the conversion of the two existing heritage buildings to apartments on the Old Victoria Hospital Lands.

The design concept includes a range of low-to mid-rise building forms within a main block structure that delivers a generous outdoor amenity space. Each of the main development frontages are along Hill, South and Colborne Streets. The proposed frontage characteristics will fill in and enhance the overall sense of place within the SoHo neighbourhood.

Subject to zoning permissions and related approvals, the combined design concept will deliver approximately 638 units, approximately 400 of which are anticipated to be affordable (including more than 100 at deep affordability rates), integrated with more than 2,600 sq m of outdoor amenity space, 500 sq m of commercial space and adjacent to a public park, that will be developed by the City - all designed around appropriate infilling of the existing neighbourhood.

The Alliance anticipates starting construction in 2022, with completion in 2024.

2.2 Funding Request

On October 6, 2021, the City of London received a request from the Alliance, attached as Appendix “C”, for funding to support affordable housing units within a proposed mix of housing, utilizing the lands at the former Old Victoria Hospital site.

The Alliance request is for one-time funding of \$11,200,000 (or approximately \$28,000/affordable unit) for a total of 400 affordable housing units located along Hill, South and Colborne Streets. Civic Administration is supportive of this request, subject to the conditions provided in this report. It will be structured on title as a conditional grant, which will commit the organization to providing affordable housing and secure the City’s funds.

The grant conditions will require the Alliance to close the Purchase and Sale Agreement and secure other sources of project financing. The conditions also require the Alliance to provide the necessary details, including but not limited to approved proforma statements for each of the seven proposed buildings reflecting sustainable capital and operating plans as well as unit criteria consistent with local affordable housing needs. These will be confirmed within Contribution Agreements between each Alliance member organization and the City of London. The proposed bylaw (“Appendix B”) authorizes the City Treasurer and City Solicitor to approve the Contribution Agreements and authorizes the Mayor and City Clerk to execute each when presented.

This early investment is required in order for the Alliance and its partner organizations to secure federal funding programs, including the CMHC Co-Investment program, which approval is subject to municipal investments. The recommended contribution is within the parameters of intended funding from the City toward the capital development of this project.

The Community and Protective Services Committee meeting of November 23, 2021 will also receive a related report on the “*Proposed Implementation of the “Roadmap to 3,000 Affordable Units” (Roadmap) Action Plan*”. That report outlines the strategy for the City of London to create 3,000 affordable housing units by 2026 through various capital and operating investments including allocations to support non-profit and private developers to advance additional affordable housing construction. The 400 units in the submission from the Alliance would contribute to the targets in the Roadmap, specifically the “Affordable Rental (non-profit and private)” category. The current request for \$11.2 million for 400 affordable units (\$28,000 per unit) is within the parameters of the funding intended in the Roadmap and consistent with the objectives of that plan. Therefore, Civic Administration is recommending that the current request for \$11.2 million from Vision SoHo Alliance be approved at this time noting that the implementation of the “Roadmap to 3,000 Affordable Units” needs to be completed subject to final approval by the Municipal Council.

3.0 Financial Impact/Considerations

The Source of Financing Report to support the conditional grant for \$11,200,000 described above is attached as Appendix “A”. The recommended Source of Financing is proposed through drawdowns from the New Affordable Housing Reserve Fund.

Conclusion

This report recommends the City of London provide a one-time funding contribution of \$11.2 million to support up to 400 affordable housing units within the Alliance’s multi-residential project on the Old Victoria Hospital Lands. The Alliance’s plans support the adaptive re-use of the existing heritage buildings on the subject lands, subject to the required planning and development processes.

Civic Administration supports this request because it is aligned within the plans, subsidies, and required outcomes that are outlined within the separate Roadmap report and implementation plans that are recommended by Civic Administration and subject to Council approval.

The request would be structured as a conditional grant, conditional on the Alliance providing the necessary details required for completion of Contribution Agreements between the Alliance members and the City of London.

Prepared by: Melissa Espinoza, Program and Business Manager, HDC London

Recommended by: George Kotsifas, Deputy City Manager, Planning and Economic Development

Concurred by: Anna Lisa Barbon, Deputy City Manager, Finance Supports

cc. Kyle Murray, Director, Financial Planning & Business Support, Finance Supports
Jason Davies, Manager, Financial Planning & Policy, Finance Supports
Alan Dunbar, Manager, Financial Planning & Policy, Finance Supports

Attachments:

Appendix “A” Source of Financing

Appendix “B” Proposed By-law

Appendix “C” Submission from Vision SoHo Alliance – “Request to the City of London for Affordable Housing Funding to Create 400 Affordable Housing Units”

Appendix "A"

#21191

November 23, 2021

Chair and Members
Community and Protective Services

RE: Request for Funding from Vision SoHo Alliance
Housing Development Project at the Old Victoria Hospital Lands
Vision SoHo Alliance - \$11,200,000.00

Finance Supports Report on the Sources of Financing:

Finance Supports confirms that the financing request can be accommodated from the New Affordable Housing Reserve Fund and that subject to the approval of the recommendation of the Deputy City Manager, Planning and Economic Development the detailed source of financing is:

Estimated Expenditures	This Submission
Conditional Grant	11,200,000
Total Expenditures	\$11,200,000
Sources of Financing	
Drawdown from New Affordable Housing Reserve Fund	11,200,000
Total Financing	\$11,200,000

Note 1: In accordance with the Council approved Reserve and Reserve Fund Policy, the funding required will be made available as a drawdown from the New Affordable Housing Reserve Fund supported by transfers from reserves and reserve funds as noted in the Proposed Implementation of the "Roadmap to 3,000 Affordable Units" (Roadmap) Action Plan report to the Community and Protective Services Committee, November 23, 2021. These transfers are consistent with, but not contingent upon, the Roadmap report.

Kyle Murray
Director of Financial Planning and Business Support
lp

Appendix “B”

Bill No.

By-law

A by-law to delegate authority to the City Treasurer and City Solicitor to approve Contribution Agreements between The Corporation of the City of London and Vision SoHo Alliance members and to authorize the Mayor and Clerk to execute the Contribution Agreements

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

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

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

AND WHEREAS subsection 107(1) of the *Municipal Act, 2001* authorizes a municipality to make a grant on such terms as to security and otherwise as the council considers appropriate to any person, group or body for any purpose that the council considers to be in the interests of the municipality;

AND WHEREAS subsection 107(2) of the *Municipal Act, 2001* provides that the power to make a grant includes the power to make a grant by way of loan and to charge interest on the loan;

AND WHEREAS the Municipal Council of The Corporation of the City of London approved a conditional grant of \$11,200,000 to provide up to 400 affordable housing units in a proposed development with Vision SoHo Alliance members;

AND WHEREAS Civic Administration was directed to develop Contribution Agreements with Vision SoHo Alliance members, subject to submission of additional financial and project information from Vision SoHo Alliance;

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

1. The City Treasurer and City Solicitor are authorized to approve the Contribution Agreements between The Corporation and Vision SoHo Alliance members in an amount not to exceed \$11,200,000.00 in the aggregate.
2. The Mayor and City Clerk are authorized to execute the Contribution Agreements approved by the City Treasurer and City Solicitor pursuant to the authority delegated to them under section 1 of this by-law.

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

PASSED in Open Council on

Ed Holder
Mayor

Catharine Saunders
City Clerk

VISION SOHO ALLIANCE

REQUEST TO THE CITY OF LONDON FOR AFFORDABLE HOUSING FUNDING TO CREATE 400 AFFORDABLE HOUSING UNITS

October 6, 2021



The six member organizations of the Vision SoHo Alliance are partnering to develop a mixed-income affordable housing campus on the Old Victoria Hospital Lands. The development will take advantage of the proximity to transit corridors and other amenities. The housing is integrated with supports and services. Vision SoHo's ambition is to maximize the site's opportunity for social inclusion, neighbourhood integration, accessibility, and environmental sustainability for the highest and best community benefit.

The Goal of the City of London and Vision SoHo Alliance is to Maximize Affordable Housing

Vision SoHo Alliance is asking the City of London to be a partner to the largest single affordable housing development in London's history with a contribution of \$11.2 million. Both Vision SoHo Alliance and the City of London are committed to achieving the stated objective of constructing 3,000 additional housing units over the next five years. The proposed Vision SoHo development will create a minimum of 400 affordable housing units, 121 of those units will be at the lowest possible rents based on ODSP shelter rates.

The current Affordable Housing Community Improvement Plan Incentives and other municipal incentives are not adequate on their own to reach the stated affordable housing unit objective.

- Incentives are largely in the form of short-term tax relief and loans which adds to the project debt coverage which in turn decreases the number of affordable units and increases the market units in order to have a financially viable and sustainable project.
- The member organizations are charitable non-profit corporations and are exempt from municipal tax which negates any of the CIP tax relief incentives.

London is fortunate to have a number of successful non-profit housing developers. It is those providers that over the years have developed the bulk of the affordable housing stock in the city with the assistance of

Federal and Provincial Housing Programs.

The individual affordable housing developers have proven track records and many years of producing successful, award-winning projects that have greatly added to the architectural quality of the streetscape of London. The combined portfolios of the members of just these six developers comprise 35 projects and over 2,200 apartments and townhomes.

Much of the available Federal and Provincial funding the city has received over the past few years has been used by the municipality for municipally owned and developed housing projects.

- Previously those funds would be directed to non-profit and private developers in order to leverage more overall housing units and increase the affordable housing stock in the community.
- Those units are owned and operated by the non-profit and private developers with no on-going cost to the municipality.
- To date only relatively few units have been created from those funds. The same amount of funding could have been leveraged by the non-profit housing providers utilizing their own equity and CMHC grants and financing. The administration of this type of a housing program requires minimal city staff.
- The City of London must rethink its approach to incentives to developers or it will fail to reach the 3,000 affordable housing units over the next 5 years. There are good examples of successful programs being administered by other jurisdictions like the Region of Waterloo and the City of Toronto.

Leveraging Federal Funding from the CMHC Co-Investment Fund Requires Municipal Support

- A significant Municipal contribution and support for the project is essential to obtain CMHC contribution and financing through the Co-Investment Affordable Housing Program.

Heritage Preservation is a priority for Vision SoHo but it comes at a cost premium

- Indwell has a proven track record for developing award-winning heritage and adaptive use projects in several Ontario centres, as well as achieving superior environmental sustainability through their use of Passive House energy design principles. They are also committed to providing the lowest rent possible to accommodate those tenants on ODSP. Municipal support is critical for their model to be financially viable and sustainable.
- The Tax Increment Grant Program that is part of the Heritage Community Improvement Plan Incentive is not applicable for tax exempt developers like Indwell.
- The Development Charge Equivalent Grant connected with the Heritage CIP falls far short of the up to \$4 million in financial incentives that was indicated in the Request for Qualification to assist in conserving and adapting the heritage buildings.
- In doing its due diligence, Indwell discovered that there has been considerable mould deterioration within the buildings from the time the initial environmental inspections were conducted for the city and now. The additional mould abatement will add a considerable cost to the conservation and adaptation of the buildings. The cost quotations received indicate there will be an increased cost of \$1.7 million. The increase in mould will also mean that many of the heritage features will no longer be able to be preserved and may have to be replicated.

Vision SoHo Alliance Can Act Quickly to Deliver 400 Affordable Housing Units

All six non-profit housing providers are poised to develop their respective land parcels and can deliver the affordable housing units within three years. They have engaged a team of award-winning architects, heritage planners and urban planners to develop a comprehensive Development Vision and Concept Plan for the lands. The Development Vision and Concept respects the guiding principles of the Secondary Plan. That team has prepared architectural and engineering drawings for Site Plan application, Zoning and Official Plan Amendments that have been submitted to City planning staff for review.

London Community Foundation played a significant role in bringing the Vision SoHo Alliance organizations together and continues to support the project.

London Community Foundation has played a major role in supporting affordable housing projects by providing start up loans and grants through its Affordable Housing Fund which is a Sub-Entity to LCF's Social Impact Fund. To advance this project, the developers provided start up funding which was matched by LCF. Members of the Alliance are also eligible to receive financing from LCF's Affordable Housing Fund for additional development related costs. Funding from donors to the London Community Foundation will enable the project to create a Community Hub for Food Sustainability, training and outreach programs.

Vision SoHo has ignited significant excitement and interest in the neighbourhood and from other agencies and organizations.

The Western's Public History department Masters students will be proceeding with a two-year research project of the SoHo neighbourhood and its history. It will be the most comprehensive study of the neighbourhood ever undertaken.

Each of the member organizations have reached out to the Indigenous agencies, Atlohsa, N'Amerind, Native Inter-Tribal Housing Co-operative, and Nshwaasnangong Child Care and Family Centre for their involvement and referral of potential tenants.

The \$11.2 million funding from the city is a relatively modest per unit investment to achieve the level of affordability that Vision SoHo can deliver.

See attached Summary Pro Forma for the Vision SoHo Alliance. The Pro Forma demonstrates the magnitude and importance of the City of London contribution. While the size of the contribution is significant, in comparison to the result and the overall investment by others in the project it accomplishes a great deal toward affordable housing in the city. Without the contribution each of the member organizations would be required to add additional equity, which for some may not be possible and those units would be lost.

The other alternative is to increase the market units to maintain sustainability. That approach would limit or negate the ability to access CMHC grants and funding which is considerable for the overall development.

Indwell's mandate precludes it from including market units to offset costs as they target those persons who can only afford the lowest rent (\$550 at this time). Without the contribution they would have to decide if they wanted to continue which is critical as they are the only organization with the expertise and the will to reuse and adapt the buildings for residential use and maintain their heritage status.

In conclusion the city's contribution is critical to the success of the development and its ability to maximize the number of affordable housing units on the site.

BACKGROUND

Vision SoHo Alliance is building a community

The Vision SoHo development vision is to act decisively and leverage innovative design and planning to help create an engaged community and enable fellow Londoners to secure sustainable, affordable housing.

Vision SoHo will provide a healthy mix of energy efficient, accessible, and socially inclusive housing creating a mixed-income and mixed-use community that reflects the demographics of London and specifically the SoHo neighbourhood.

In realizing this intention, Vision SoHo will provide context-appropriate development that celebrates the site's history and remaining historical assets, while embracing the evolution of the neighbourhood and delivering the future vision established in the Old Victoria Hospital Secondary Plan.

Key Features of Vision SoHo

- **Sustainability:** Exceeding Ontario Building Code standards and implementing progressive design measures, including Passive House design in some buildings
- **Accessibility:** Employing accessible design throughout the development, and providing at least 21% accessible units
- **Affordability:** Making a major contribution towards meeting affordable housing goals for London and the Old Victoria Hospital Lands by providing at least 50% affordable units
- **Integrating into the community fabric:** Introducing gentle intensification along Hill Street and delivering a development framework that is porous and aligns with other connections in the community
- **Activating the Four Corners:** Delivering new retail uses at grade at the Colborne/South Streets intersection, with landscape design that will animate the corner and complement the new Public Park
- **Celebrating the site's heritage:** Retaining and enhancing the Health Services and War Memorial Children's Hospital Buildings

With a single vision and concept, the member organizations have agreed to develop their individual projects respecting the Vision SoHo Development and Concept Plan creating unique but complementary housing developments that respect the Secondary Plan and the SoHo neighbourhood.



Each member organization brings specific expertise to bear. **Indwell Community Homes** has award-winning heritage and adaptive use developments in several Ontario centres, as well as achieving superior environmental sustainability through their use of Passive House design principles. **Homes Unlimited's**

housing developments have received Urban Design Awards for their unique design and their complementary fit within the neighbourhoods where they were built. Each partner has a different focus on target populations that range from family, singles, special need groups, and mental health supports. **Italian Seniors' Project** (ISP) focuses on seniors' and veterans' housing. **Zerin Development Corporation** has seniors' and mixed tenancy apartments. **Chelsea Green Home Society** has focussed on family developments. The **London Affordable Housing Foundation** offers family and seniors' housing in their three recent projects.

Vision SoHo will result in a healthy mix of energy efficient, accessible and socially inclusive housing creating a mixed-income and mixed-use community that reflects the demographics of London and specifically the SoHo neighbourhood.

Vision SoHo Alliance non-profit housing providers also have a distinct financing advantage through the involvement of Canada Mortgage and Housing Corporation (CMHC) by securing grants and low interest loans with extended amortization terms. They are also eligible for grants and incentives that a private developer may not be able to access. Consequently, they can offer both market and affordable rental accommodation at more modest rental rates.

Sincerely,

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

Sylvia Harris
Vision SoHo Alliance Chair
Development Manager, Indwell

SCHEDULE A

Summary Pro Forma

See attached

SCHEDULE B

Review of Community Improvement Plan Incentives Applicable to Old Victoria Hospital Lands

What is a brownfield property? *Do the two heritage properties qualify? Eligibility criteria not met.*

Brownfield properties are abandoned, vacant or underutilized lands and/or buildings where expansion, retrofit or redevelopment may be complicated by environmental contamination from past uses and development activity.

You must receive approval for financial incentives before site remediation work or construction begins, and in some cases before demolition begins.

1. **Contamination Assessment Study Grant** – Not applicable to studies completed prior to being approved.

2. **Tax Increment Equivalent Grant** – Not applicable for Tax exempt developers.

Grants for the municipal portion (not education portion) of property taxes after remediation and redevelopment over a three-year period or until the total cost of financial assistance and grants equals the amount of eligible remediation costs.

3. **Development Charge Rebate Grant** – Project is not eligible.

A grant back to the property owner for up to 50% of the development charges to cover eligible remediation costs.

4. **Property Tax Assistance Program** – Not applicable for tax exempt developers.

The program provides for tax relief through the cancellation of 25% of current property taxes for up to three years during which rehabilitation and development activity is taking place.

There is also the potential to receive property tax assistance on the education portion of the taxes. This requires a separate application to the Province. Provincial approval can significantly delay approval of your application and the amount of the grant is often very small compared to the Tax Increment Equivalent Grant and the DC Rebate Grant.

Heritage Community Improvement Plan Incentives – Two Programs

1. **Tax Increment Grant Program** - Not Applicable for Tax Exempt Developers
2. **Development Charge Equivalent Grant** – Project is eligible.

The Development Charge Equivalent Grant seeks to offer an incentive to registered owners by offering a grant in the amount of the development charges rate that would have applied to the heritage building, had it been built today, when that structure is rehabilitated or incorporated into a development project.

In all cases, the incentives offered under the Development Charge Equivalent Grant in this Community Improvement Plan, or in conjunction with additional incentives offered in this or other Community Improvement Plans, will not exceed the value of the cost of rehabilitating the designated building.

In all cases where Development Charges do apply, the Development Charges are to be paid by the registered owner and the eligible rebate will be issued at a later date.

Any works undertaken on heritage properties participating in this program shall require a Heritage Alteration Permit. This Permit shall be issued prior to any works being undertaken.

The Development Charge Equivalent Grant application form must be submitted prior to the improvements being undertaken and can be submitted concurrently with the Building Permit request.

Indwell

Residential

Development Charges are \$1,676,988 based on 121 units x \$15,108 per unit

Health Services 69 units = \$1,042,452 Children's Hospital 42 units = \$634,536

Institutional

Heritage buildings area

Health Services 7,159 m² Children's Hospital 2,744 m² Total 9,903 m²

Development Charge Institutional \$178.49 /m² = \$ 1,767,586

Affordable Housing Community Improvement Plan Incentives – Two Programs

1. Affordable Housing Development Loan Program

- Maximum of \$20,000 per unit depending on location and level of affordability

Providing Financial assistance to off-set the up-front costs associated with the development of new affordable housing units. The focus of the program is to encourage private and non-profit housing developers to create new affordable housing units across the city and address other related city-building and strategic objectives.

Funding and Eligibility:

The funding will be in the form of loan program, repayable to the City over a specified number of years, in accordance with the funding and eligibility requirements of the program guidelines.

Duration:

Subject to Municipal Council's direction

Loan Repayment Phase

Full loan repayment can be made at any time without penalty. Loan Repayment is required in three (3) equal installments: first, sixty (60) days after building permit issuance, second at the time the structural framing is complete, and third at the time of building occupancy or ten (10) years after the building permit is issued, whichever is the sooner. If repayment is to vary from this installment schedule, it will be on a schedule that is to the satisfaction of the City Planner, and as agreed to by all parties.

2. Additional Residential Unit Loan Program - Specifically for Secondary Dwelling Units

Providing Financial assistance to off-set costs associated with creating new additional residential units and to improve the affordability of home ownership

Funding and Eligibility:

The funding will be in the form of a loan program, repayable to the city over a specified number of years in accordance with the funding and eligibility requirements of the program guidelines.

Duration:

Subject to Municipal Council's direction.

Council may also identify other incentive programs under this CIP that would support the goals and objectives identified in Section 4. This may include, but is not limited to, programs such as grants or loan programs for building permit or planning application fees (e.g. Zoning By-law Amendment application), parkland dedication fee, rehabilitation/tax programs, or façade or building code upgrade programs. Any new or amended incentive programs that are consistent with the purpose and intent of the Affordable Housing Community Improvement Plan and support the goals and objectives of this CIP may be added and adopted by Municipal Council without amendment to this Plan. The value of any programs prepared under this CIP may be changed by Council to reflect current data as described in Section 2 of this CIP (or in related Housing Monitoring Reports) without amendment to this CIP.

Deferred Development Charges

Non-profit housing

Pay in 21 annual instalments beginning on the date the building is first occupied and continuing on the following 20 anniversaries of that date.

Alternative payment agreement options

Owners may choose to enter into an alternative payment agreement with the City and pay in full when the building permit is issued or pay in full on the first or second year anniversary date that the building permit was issued.

Interest Charges

Interest is accrued from the date the development charge is calculated until the final payment is received. Interest is to be paid on each annual instalment until the final payment is received.

Demolition Credits

Calculated upon site plan approval. Demolition credits are based on the area of demolition and are the development charges that would have been paid by the demolished area are credited to the development charges.

From: Sylvia Harris

Sent: November 15, 2021 9:00 AM

To: sppc@london.ca; PPMClerks@london.ca

Cc:

Subject: Delegation for Community Protective Services Committee - November 23, 2021

Please see attached for the written delegation for Vision SoHo's funding request to the Community Protective Services Committee on November 23, 2021. We would also like to request the opportunity to give a verbal delegation from Sylvia Harris, Indwell/Chair Vision SoHo Alliance and Ron Rowbottom, ZerIn Development Corporation/Vice Chair Vision SoHo Alliance.

Thank you,
Sylvia

Sylvia Harris, MA Urban Planning (she/her)
Development Manager

Report to Community and Protective Services Committee

To: CHAIR AND MEMBERS
COMMUNITY AND PROTECTIVE SERVICES COMMITTEE

From: GEORGE KOTSIFAS, P. ENG., DEPUTY CITY MANAGER,
PLANNING AND ECONOMIC DEVELOPMENT

Subject: PARKING SERVICES – SERVICE INTEGRATION AND DIGITAL
MODERNIZATION REVIEW

Date: NOVEMBER 23, 2021

Recommendation

That, on the recommendation of the Deputy City Manager, Planning and Economic Development, the attached Appendix “A” City of London Parking Services Integration and Digitization Future State Recommendations Report by MNP **BE RECEIVED** for information.

Executive Summary

The purpose of this report is to present the findings of a service review of the Parking Services area focusing on integration and digital modernization. Three general themes were identified: staff duties, customer service and technologies. Short term and longer-term opportunities were identified. Civic Administration supports implementation of the findings pending further internal cost /benefit reviews.

Linkage to the Corporate Strategic Plan

Council’s 2019 to 2023 Strategic Plan identifies “Leading in Public Service” as a strategic area of focus. This includes increasing the efficiency and effectiveness of service delivery by conducting targeted service reviews.

Analysis

1.0 Background Information

1.1 Audit and Accountability Fund

On May 21, 2019, the Province announced the creation of the “Audit and Accountability Fund,” making funds available for large urban municipalities to undertake third party reviews to identify potential savings, while maintaining vital front-line services. On November 17, 2020, the Province announced a second intake of funding applications noting that the impacts of the COVID-19 pandemic are making it more important than ever for municipalities to deliver modern, efficient services that are financially sustainable. In December 2020, Civic Administration submitted two applications for consideration as part of the second intake process:

- City of London Parking Services Service Integration and Digital Modernization Review
- City of London Procurement Process Assessment Review

On February 26, 2021, the City of London received approval for both projects.

1.2 Previous Reports Related to this Matter

Strategic Priorities and Policy Committee, (SPPC) March 9, 2021, Agenda item 5.1, Service Review: Audit and Accountability Fund Applications & Single Source 21-14 Procurement Process Assessment Review: <https://pub-london.escribemeetings.com/filestream.ashx?DocumentId=78181>

1.3 Scope of Parking Review

The following scope of review is summarized from the March 9, 2021, SPPC report:

The City will contract an audit firm to undertake a service review of Parking Services to explore opportunities to improve service integration with other City services and examine opportunities to modernize service delivery. Currently, the City is utilizing one location to administer all activities related to municipal parking at 824 Dundas Street (Court House building). As part of the scope of work, a review will be undertaken of existing processes to determine opportunities to integrate parking payments/disputes with other City services and locations (i.e., City Hall). This review will also examine opportunities to modernize service delivery in Parking Services by identifying opportunities to digitize existing services.

The full audit is attached to this report.

2.0 Discussion and Considerations

Based on consultations with City staff from a variety of service areas (People Services, Information Technology), a municipal scan and operational review, the auditor identified three general themes:

- staff duties
- customer service
- technologies

For each of the themes, opportunities were identified and assessed based on implementation benefits and complexity.

Staff duties

- Update the Parking Customer Service Representative (CSR) job description.
- The Screening Officer should not be the first public point of contact.
- The Parking CSR should be the first public point of contact for customer service.
- Use generalized CSR job descriptions.

Customer Service

- Close the payments counter, drive payments via phone and online.
- Implement a parking customer service kiosk tablet at City Hall.
- Train the CSRs in City Hall to direct customers to use the new kiosk tablet.

Technology

- Investigate technology to automate and integrate the intake process for screenings / hearings and complaints / inquires.
- Drive customers to use the online services by developing communications.
- Include general information and online services from other departments in the customer service kiosk tablet.

The auditor undertook a benefit / complexity review categorizing each opportunity.

The highest benefit with the lowest complexity is to close the Parking Services payments counter and direct payments via phone and online. Related to this recommendation is to realign the first point of contact for customer service inquiries from the Screening Officers to the CSR who could respond to all phone inquiries/emails and log parking complaints. With the expansion of AMPs for over 20 non parking related by-laws, the volume and complexity of screenings will continue to increase. Previously, there were two distinct counter areas in the parking office: one for parking

inquiries and one for payments. Previous audits recommended this set up to ensure that payments were controlled and reconciled in one area. Civic Administration previously closed the parking inquiry counter in 2019, when AMPs were implemented, at a relatively low cost and in short order. Civic Administration concurs with this recommendation and agrees that this minor realignment of duties will assist in customer service recognizing that during the pandemic, most parking enquiries and payments were conducted by phone or online.

The opportunity with the highest benefit and highest complexity is to implement a customer service kiosk tablet at City Hall where customers could access Parking Services digitally. This would require IT resources as well as staff training to direct and assist the public. Civic Administration views this opportunity as longer term recognizing that IT costs would need to be identified in a business case for the subsequent multi-year budget. Further, there could be some relocations of parking staff as part of the Master Allocation Plan which could assist with enhancing customer service; no decisions have been made at this time as to the cost/benefit or timing. As pre-pandemic hearings on parking matters were held at City Hall and where several decisions resulted in the requirement for payment of an AMP, payment opportunities were made available at City Hall in addition to the Parking Office at 824 Dundas Street. This payment option could be further explored at the Service London counter at City Hall.

Another high benefit with medium complexity opportunity is to investigate technology to automate the screening and hearing review process. Civic Administration was already undertaking a municipal scan on the screening and hearing process in 2019/2020. These processes were conducted virtually during the pandemic and efficiencies were identified which could be implemented moving forward. There are opportunities in automating the screening request process which are currently being considered. The scope of IT resources related to this opportunity will require further internal discussions.

The identified opportunity of consolidating job descriptions for CSRs is a longer term task involving a number of service areas, including People Services.

Conclusion

A service review of the Parking Services area was undertaken funded by the Provincial Audit and Accountability Fund. Three general themes were identified: staff duties, customer service and technologies. Short term and longer term opportunities were identified and Civic Administration supports phased implementation pending further internal cost /benefit reviews.

Prepared by:	Stephen Miller, Manager of Parking Services and Compliance
Submitted by:	Orest Katolyk, MLEO (C) Director Municipal Compliance
Recommended by:	George Kotsifas, P. ENG., Deputy City Manager - Planning and Economic Development

Appendix “A”
City of London Parking Services Integration and
Digitization Future State Recommendations Report



City of London Parking Services Integration and Digitization

Future State Recommendations Report

October 2021



Wherever business takes you

MNP.ca



Executive Summary

Current State Overview

Customer Service Representatives perform similar job responsibilities; however, all CSRs are not created equal.

- Customer service is offered in person at a number of locations across the City of London.
- There are two main customer service locations (among many others): City Hall which has multiple counters for various departments, and the Provincial Offences Office which has the Parking Services counter.

Influencing factors have transformed the way Parking Services delivers customer service.

- The implementation of AMPS resulted in the closure of the inquiries counter for in-person customers.
- Adoption of AMPS for parking infractions and now bylaws, adaption to technological advancements, trends in online vs telephone vs in-person customer service, fluctuations in workload drivers, among others are all influencing factors that contribute to service delivery model transformation.
- As a result, the Parking CSRs main responsibility is to process parking ticket payments and other related payments. Based on the analyzed workload, this translates into about 24% of the Parking CSRs job.

Parking CSR job description is outdated and does not reflect current processes.

- The Parking CSR job description has not been updated since 2008.
- With the influencing factors transforming customer service processes and Parking Services' processes, many of the Parking CSRs job responsibilities no longer apply.
- Screening Officers are performing customer service responsibilities when their time could be more effectively and efficiently used focussing on Screening Reviews with customer service backfill opportunities.

The Jurisdictional Review found that customer service looks different across all municipalities which indicates that there isn't just one correct way to deliver customer service.

- Customer service counters varied between "full-service" offerings or offering only "select services".
- Web portals appear to be an effective way of processing payments, disputes, and permit applications.
- Both Centralized and Decentralized Customer Service offerings were observed.
- Payment options varied and included drop boxes, cheques, money orders, in-person POS systems (cash, debit, credit), and online payment portals.

Opportunity Assessment Overview

MNP identified a number of opportunities in the current state which we consolidated and added to, resulting in the seven opportunities listed vertically below. MNP conducted an opportunity assessment based on the evaluation criteria which is listed horizontally in the table below. The results of the opportunity assessment are summarized below. The opportunities have strengths, however they also have weaknesses. The results of this assessment formed the basis for the future state recommendations as the opportunities were combined and expanded on to balance the strengths and weaknesses and provide recommendations which maximize the benefits for the City.

Opportunity	Improve the efficiency of customer service	Improve the effectiveness of customer service delivery	Improve the accessibility of customer service	Reduce the cost of counter service	Optimize the use of technology	Improve connection to, and collaboration with, all counter services	Ease of Implementation
Update the Parking CSR job descriptions to reflect the customer service requirements for the AMPS process.							
Develop customer service kiosks that allow for broader customer accessibility to Parking Services.							
Reassign routine customer service responsibilities from the Screening Officer to the Parking CSR.							
Piggyback off of City-wide technology initiatives (e.g. POS and CRM) that lead to improvements in efficiency of Parking Services.							
Close the Parking Counter to walk-in customers and only offer customer service via phone and email. Limit in-person customer service experiences to City Hall.							
Automate the intake application form for the Screening Review and Hearing Review process.							
Drive customers to use online services rather than phone or in-person and improve online services.							



Recommendation Overview

Building on the observations and opportunities identified in the Current State Analysis and the Opportunity Assessment, MNP developed the following recommendations. Process maps and a gap analysis were developed based on the recommended future state and are summarized in the report.

Recommendation 1: Develop a revised CSR role for Parking Services.	Recommendation 2: Reduce the number of in-person counter locations that customers may be required to visit to limit the points of contact.	Recommendation 3: Leverage existing technology more effectively.
<ul style="list-style-type: none"> A. Update and revise the Parking CSR job description which is outdated from 2008. B. The Screening Officer should not be the first point of contact for customer service phone calls, emails and logging complaints into CRM. C. The Parking CSR should be the first point of contact for customer service phone calls, emails and logging complaints in CRM, in addition to processing payments. D. Use generalized customer service job descriptions to be applicable to a broad range of responsibilities to create a revised CSR role. 	<ul style="list-style-type: none"> A. Close the Parking Services payments counter for walk-in customers with the Parking CSR responsible for customer service and processing payments over the phone and email. B. Implement a customer service kiosk tablet at City Hall where customers could access Parking Services digitally. C. Train the CSRs in City Hall to be able to direct customers to use the new kiosk tablet. 	<ul style="list-style-type: none"> A. Investigate technology to automate and integrate the intake form process for screening and hearing review requests and to provide an alternative way to submit complaints and inquiries. B. Drive customers to use the online services identified in these recommendations by developing communications that educate the public of the online services available. C. Include general information and online services from other departments in the customer service kiosk tablet that was identified in Recommendation 2.B. to expand the range of services a customer can access.

Additional Recommendation Considerations
<ul style="list-style-type: none"> • Create an initiative to provide management and oversight to the implementation of Recommendations 1, 2, and 3. • Leverage these recommendations and the implementation process to rollout the modernization of customer services for other departments across the City. • Investigate and consider the using AMPS to process camera-based offences when the Province provides the appropriate guidelines. • Consider appointing the Parking CSR as a Screening Officer to provide an additional backfill option for Screening Reviews.

Implementation Activities Overview

The image below summarizes the timeline of implementation activities from the implementation roadmap and the recommendations to be included in the execution process. This is a roadmap for consideration and projects with an ITS component will require approval through the technology intake process.

	2022				2023				2024				2025			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
1. Planning																
Key Management Decisions																
Performance Planning																
Budget Planning																
Create initiative to provide management and oversight o to the implementation of recommendations																
2. Execution																
Establish New Business Processes																
1.A. Update and revise the Parking CSR job description which is outdated from 2008.																
1.B. The Screening Officer should not be the first point of contact for customer service phone calls, emails and logging complaints into CRM.																
1.C. The Parking CSR should be the first point of contact for customer service phone calls, emails and logging complaints in CRM, in addition to processing payments.																
1.D. Use generalized customer service job descriptions to be applicable to a broad range of responsibilities to create a revised CSR role.																
2.A. Close the Parking Services payments counter for walk-in customers with the Parking CSR responsible for customer service and processing payments over the phone and email.																
2.B. Implement a customer service kiosk tablet at City Hall where customers could access Parking Services digitally.																
2.C. Train the CSRs in City Hall to be able to direct customers to use the new kiosk tablet.																
3.A. Investigate technology to automate and integrate the intake form process for screening and hearing review requests and to provide an alternative way to submit complaints and inquiries.																
3.B. Drive customers to use the online services identified in these recommendations by developing communications that educate the public of the online services available.																
3.C. Include general information and online services from other departments in the customer service kiosk tablet that was identified in Recommendation 2.B to expand the range of services a customer can access.																
Clarify accountabilities to monitor performance																
3. Monitoring and Management																
4. Communication Process																
Rollout these recommendations to other departments across the City to modernize customer service.																

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1.0 Introduction

This section provides an overview of the following:

- Project background;
- Project objective;
- Project purpose;
- Project approach; and,
- Information and data collection activities.

Introduction

Background

The City of London (“London” or “the City”) has recently undertaken digital modernization activities that could increase customer service counter capacity across a broader range of services by redirecting traffic to digital platforms. While the adoption of digital modernization remains in the planning stages, counter services continue to see large volumes of customers that would be better served by the proposed integration. Additionally, the impacts of the COVID-19 Pandemic have drastically changed municipal service delivery, requiring organizations to adopt new practices which often instigate greater technology adoption across the municipality and its citizens. Additionally, the City recently introduced Administrative Monetary Penalty System (“AMPS”) for parking ticket disputes which has changed the way citizens access parking customer service. These changes provided the City with the opportunity to review its Parking Services’ operations as it relates to customer service delivery.

Project Objectives

The City engaged MNP to conduct a Parking Services Integration and Digital Modernization project to identify opportunities to modernize Parking Services and increase integration with other City services to improve the efficiency and effectiveness of customer service delivery. Amidst the City’s changing operational landscape, the objective of this project is to develop a roadmap that supports a fully integrated bundle of services and improves the accessibility of customer service for parking. A final report will be submitted to the Province to outline total expenditures required and total savings that could be expected from implementing the recommendations.

Project Purpose

- Create a detailed understanding of the Parking Services organizational requirements to satisfy the City to achieve objectives in revenue generation, customer service, and operational efficiency.
- Examine elements related to people and performance through interviews, focus groups, document reviews and leading practices from other municipalities.
- Identify shortcomings in the existing design, identify opportunities for improvements, including cost savings, through digital modernization, process improvement and changing the scope of service offerings at certain service counters to create the future service organization design.
- Undertake a workflow efficiency review (process maps) to highlight process breakdowns where one service counter executes a business function differently from others, creating a different customer experience and different business results.
- Develop recommendations that address any inconsistencies in processes and address how the City can obtain the necessary skillsets, the associated costs, and go forward action steps to optimize the results for all service counters.

Introduction (Continued)






Project Approach

MNP's four-phase approach for the project was customized for the City and takes into consideration the objectives and requirements of the engagement. The project workplan can be found in **Appendix A**.

Phase 1: Project Planning and Initiation	Phase 2: Current State Review	Phase 3: Future State Review	Phase 4: Final Report and Presentation
<ul style="list-style-type: none"> • <u>Milestone 1</u>: Conduct a project kick-off meeting to confirm project timelines and expectations. • <u>Milestone 2</u>: Collect and review background documentation. • Deliverable: Project Charter. 	<ul style="list-style-type: none"> • <u>Milestone 1</u>: Conduct interviews with staff; • <u>Milestone 3</u>: Develop current state process maps; • <u>Milestone 4</u>: Analyze the current state and summarize opportunities for improvement; • Deliverable: Current State Report. 	<ul style="list-style-type: none"> • <u>Milestone 1</u>: Host future state visioning workshop with key stakeholders; • Milestone 2: Design future state processes and recommendations to address opportunities; • <u>Milestone 2</u>: Develop an implementation plan; • Deliverable: Draft Future State Report 	<ul style="list-style-type: none"> • <u>Milestone 1</u>: Revise final report based on feedback; • <u>Milestone 2</u>: Develop presentation for council; • Deliverable: Finalized Future State Report and Presentation to Council

Information and Data Collection Activities

MNP used the following research methods to collect relevant information and data that informed the findings, analysis, and recommendations presented in this report:

-  Documentation review (a complete list of the documents reviewed can be found in **Appendix B**);
-  Eight interviews with key stakeholders (a complete list of the interview participants can be found in **Appendix C**);
-  Future state design workshop with key stakeholders (a complete list of workshop participants can be found in **Appendix C**).
-  Development of current state process maps and redesign of future state process maps for Parking Services (the current state process map can be found in **Appendix E** and the future state process map can be found in Section 4.0 Recommended Future State Process Map and Gap Analysis);
-  A jurisdictional review to identify customer service best practices amongst seven comparator municipalities (the complete review can be found in **Appendix D**);

2.0 Current State Summary

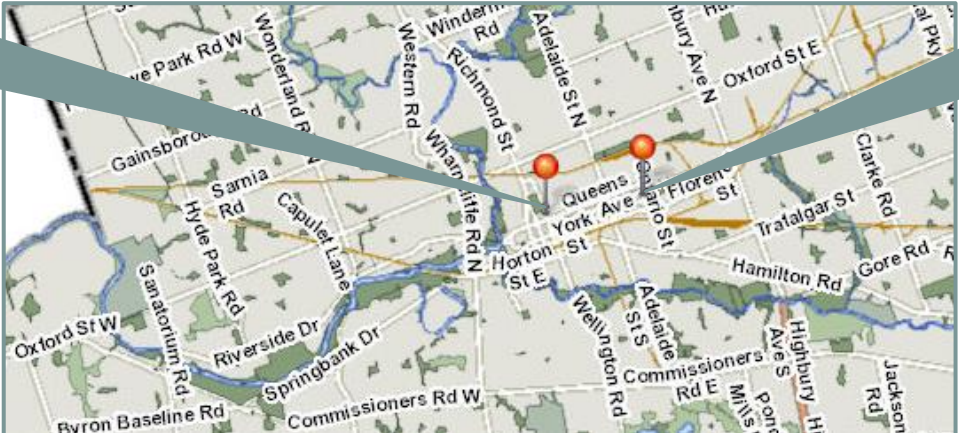
This section summarizes MNP's observations from the Current State Analysis including background information on London's customer service and customer service within the scope of the Parking counter. This includes a workload analysis, review of the summary of job duties, and key themes that were observed in the Current State Analysis.

The information presented in this section is from background research, a documentation review, key stakeholder interviews, focus groups, and current state process maps that were developed.

Overview of London and the City's Customer Service

London's Customer Service

Customer service is offered in person at a number of locations across the City with two main locations, which were the focus of the review. These locations include City Hall which has multiple counters for various departments and one counter at the Provincial Offences Office.



City Hall Counters

Department Counters:

- Licensing
- Building Services
- Municipal Law Enforcement & Animal Services

Provincial Offences Office

Department Counters:

- Parking Services – primarily for parking payments (previously had an inquiries desk as well, but this was permanently closed after transitioning to AMPS).

London Customer Service Representatives (CSRs)

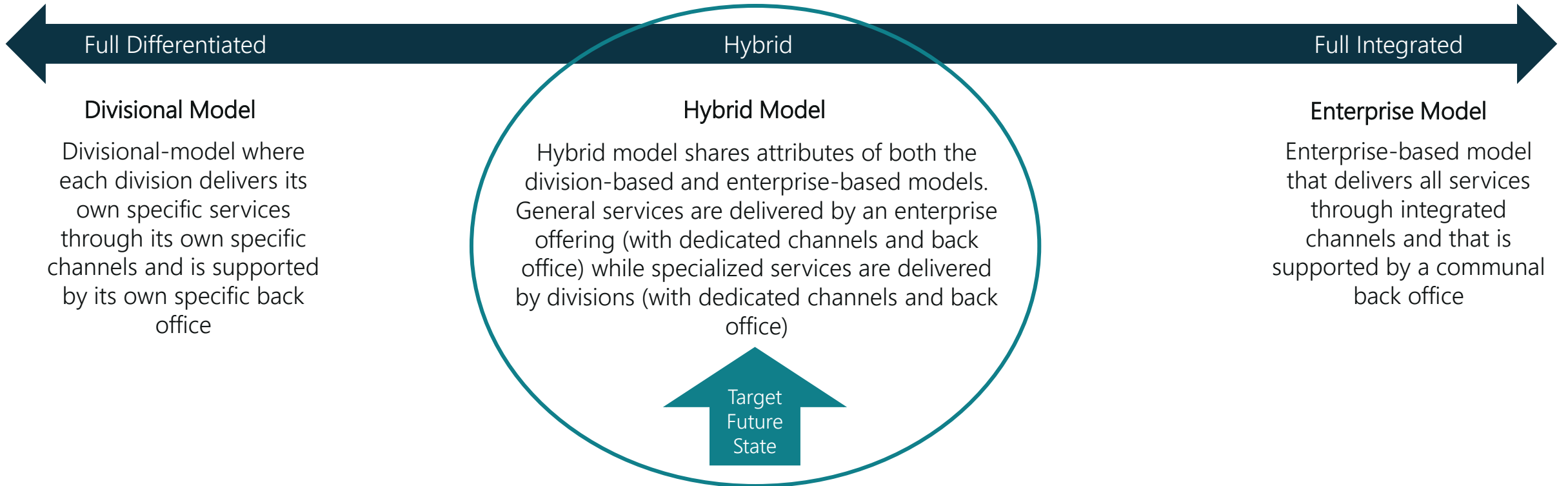
CSRs perform similar job responsibilities; however, all CSRs are not created equal. The table below summarizes a few similarities and differences.

Similarities	Differences
<ul style="list-style-type: none"> • Take payments • Document filing • Take phone calls • Answer inquiries (rarely those related to other departments unless at a clerk's desk) 	<ul style="list-style-type: none"> • Different pay levels and scopes of work depending on department • Specialized services and employee requisite knowledge for different departments • Specialized technology for various departments (CLASS, AMANDA, Command Centre, Microsoft Dynamics)

Overview of London and the City's Customer Service (Continued)

City Counter Strategy

In 2015 a City-wide Counter Strategy was developed with a target future operating model which is summarized in the image below.



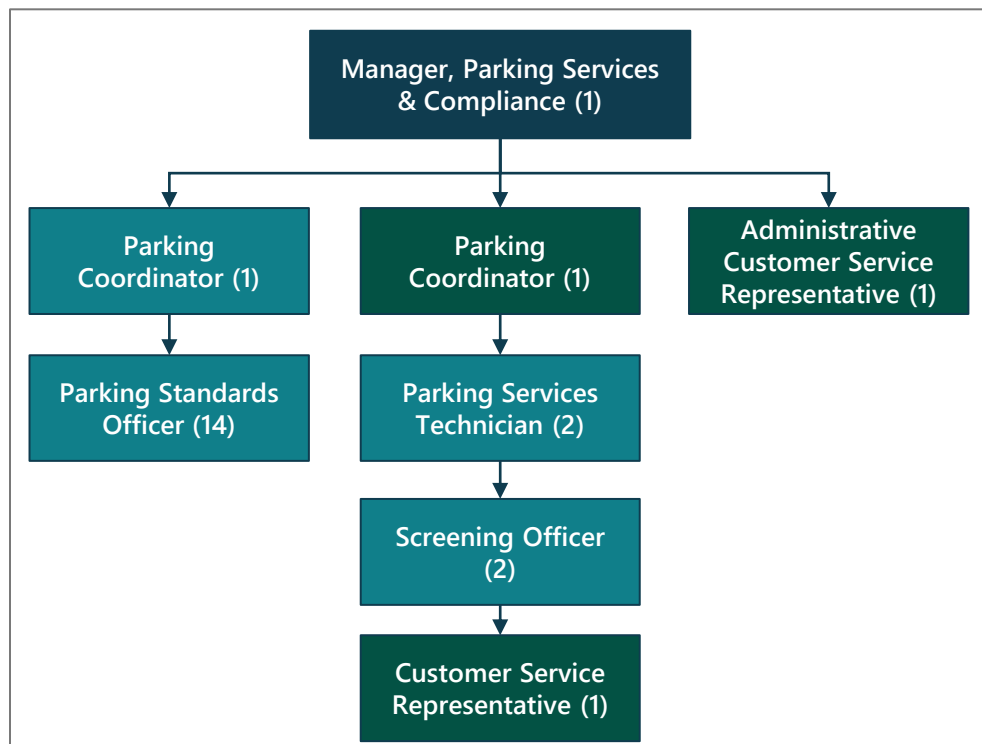
When the Counter Strategy was developed in 2015, the City was operating with a Divisional Model.

The City is still progressing towards the targeted future state and has made improvements by implementing CRM and bundling services where possible (e.g. offering garbage tag payments at the Parking Counter), among others.

Overview of Parking Services Counter

The image below summarizes the organizational structure for Parking Services & Compliance. The positions that support the Parking Services' counter for ticket payments are identified in green.

- ▶ Parking previously had two counters – an Inquiry Counter and Payment Counter. The Inquiry Counter closed in 2018 when AMPS was implemented, with inquiries being answered only over the phone.
- ▶ London implemented AMPS for parking violations in 2018 and is in the process of transitioning 24 bylaws to AMPS. This would increase the workload and alter the type of work that is completed by the Parking Services & Compliance department.
- ▶ The Parking Customer Service Representative ("Parking CSR") is responsible for the Payment Counter and processes the majority of parking ticket payment transactions that occur at the counter.
- ▶ The Parking Coordinator and the Administrative Customer Service Representative occasionally preforms the CSR job responsibilities when the position is absent (lunch, vacation, sick, break, etc.).



The Administrative CSR is responsible for:

- 1) Backfill for Parking CSR.
- 2) Backfill for Screening Officers.
- 3) Other financial reconciliation duties.

Customers access the Parking Payment Counter through three ways:

- 1) Customer walks into POA court.
- 2) Customer calls the parking customer service phone number and speaks to a Screening Officer who will send any parking ticket payment request to the CSR.
- 3) Customer emails the parking customer service email and a Screening Officer would review the request and send parking ticket payment requests to the CSR.

The Screening Officer answer phone calls and emails for Parking Services and will transfer calls and emails to the Administrative CSR if it is payment related. The Parking CSR is responsible for in-person payments.

Overview of Parking Counter Services

Parking Customer Service Representative (CSR)

The Parking CSR is responsible for:

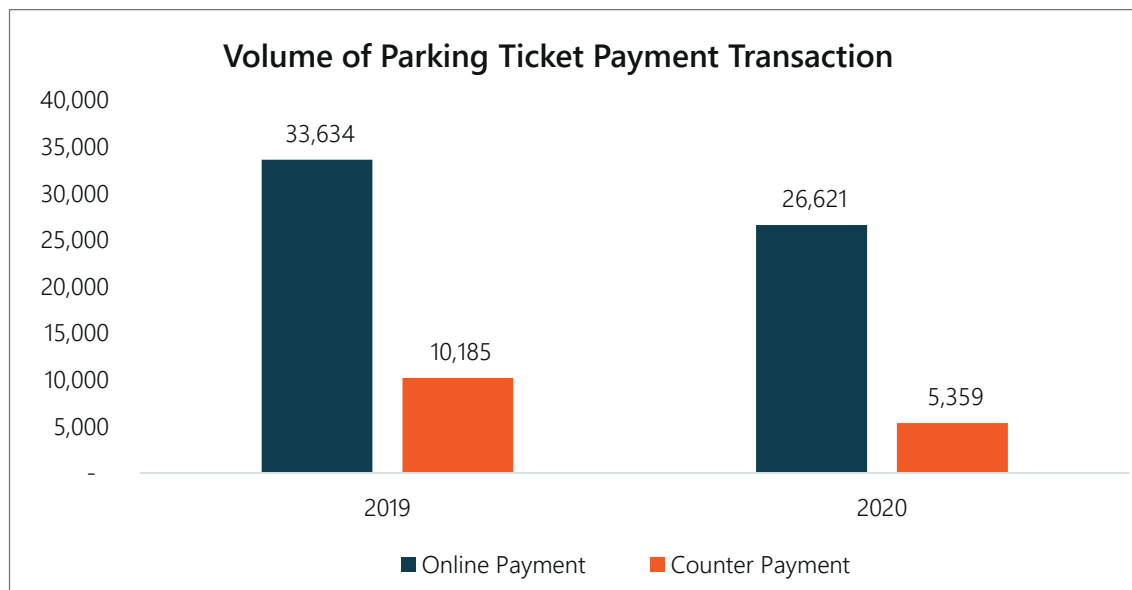
- 1) Processing payments for: parking tickets, bulk parking permits, residential parking permits, bagging request permits on street, and garbage tag payments.
- 2) Daily opening and closing of Parking Payment Counter (accounting and clerical support).

2.5 minutes to process each counter payment

5 minutes to complete the activities to open the Parking Payment Counter at the beginning of the day

15 minutes to complete the activities to close the Parking Payment Counter at the end of the day (accounting and clerical support)

The graph below summarizes the volume of parking ticket payment transactions for online payments compared to in person counter payments for 2019 and 2020.



- ▶ Payment volumes decreased in 2020 as a result of the pandemic.
- ▶ While online ticket payments decreased by over 20%, in person counter payment volumes decreased by almost 50%.
- ▶ Now that people are getting used to online services and payments, the Parking Payment Counter may continue to see lower volumes.
- ▶ As bylaw infractions are transitioned to AMPS and become the responsibility of Parking Services & Compliance, there could be an increase in penalty payments.
- ▶ Evidence from other municipalities have found that the volume of customer service interactions typically increases when there is a new AMPS process.

Overview of Parking Counter Services (Continued)

Parking Customer Service Representative (CSR)

It takes an average of 2.5 minutes to process each parking ticket payment at the counter. Assuming a 7-hour workday, processing ticket payments at the counter would have consumed 60 workdays in 2019 and 32 workdays in 2020. This does not include other job activities such as accounting and clerical support which consumes an average of 20 minutes per day.

60 Days of work spent processing payments in 2019

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30				

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30				

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30				

32 Days of work spent processing payments in 2020

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30				

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30				

- Approximately 24% of one person's annual job and salary would consist of payment processing at a counter in 2019.
- Approximately 13% of one person's annual job and salary would consist of payment processing at a counter in 2020.

Overview of Parking Counter Services (Final)

Parking Customer Service Representative (CSR)

In 2018, the City implemented the AMPS for parking which resulted in the closure of the inquiries counter and an alternative process for disputing parking tickets. This impacted the Parking CSRs' responsibilities considerably.

Parking CSR's job description was created in 2008 and has not been updated since. Being over 10 years old, the job description is outdated and there have been many changes including technology advancements, the closure of the inquiries counter, and the implementation of AMPS.

The table below describes the Summary of Duties from the Parking CSR job description (2008) and highlights which responsibilities no longer apply to the current state day-to-day operations of the Parking CSR.

Parking CSR – Original Description of Duties	Still Applicable?
Provide payment histories	✓
Respond to complaints and inquiries from the general public and public officials regarding various by-laws	✗
Accountable for accurate input of revenue generated from trials; various notices and infractions	✗
Care, control; balanced; record; journal and direct deposit of corporate revenues and transmitting of fines	✓
Provides accounting and clerical support including account analysis and reconciliation, data entry and control and maintaining accounts	✓

As a result, the Parking CSR's main responsibility today is to **process payments** and manage the **opening and closing of the parking counter**.

The Parking CSR follows a separate process to address customers at the counter who have a request or inquiry that is out-of-scope of their responsibilities. These activities are captured in the Customer Service Process Map in **Appendix E**.

Current State Finding Themes

The following key findings were identified throughout the Current State Analysis.

The City has Made Efforts to Bundle and Improve Customer Service

- The City has made efforts to bundle services by offering garbage tag payments at the Parking counter which has been working effectively.
- The City has also introduced a CRM platform for Service London in a digital modernization effort to improve customer service.

Technology Does Not Appear to be a Barrier

- There is a perceived technology barrier that limits the City in bundling counter services across numerous departments.
- However, the Clerk's counter is currently able to accept parking ticket payments which indicates that this process could be replicated across other departments.
- Stakeholders identified that there are concerns in offering parking ticket payments at other counters as some departments are moving away from the Class point of sale (POS) system which is integrated with the Parking case management system.
- However, the City is undergoing a corporate-wide POS project called "Develop Corporate Payment System & Processing Strategy". This strategy would support the integration and bundling of services as it would consolidate the POS systems offered across the City.
- The City has adopted an enterprise-wide Technology Investment Strategy (TIS). TIS is a guiding map for the City's future investments in technological equipment and software and includes a "Technology Investment Strategy Committee".
- The City's IT strategy initiatives appear to align with the counter strategy goals of integrating and bundling service offerings.

Siloed Customer Service Structure

- Customer service across the City is siloed where each department has one more customer service phone line and email address and each department has a separate counter service. There is no central/general customer service counter/phone line/email.
- Most counter services are offered at City Hall however, the Parking Service counter is located in a different building at the Provincial Offences Office.
- Consistent processes and messages has not been put in place to provide a uniform customer service approach, which is further influenced by varying CSR job descriptions and pay levels.

Workload Changes are Limited by Job Descriptions

- There are some similarities in the CSR activities across the City as each CSR takes payments, does filing, and answers phones and inquiries.
- There could be barriers in bundling services across departments as the CSR's job activities are limited by the scope of their job description.
- CSRs have different job descriptions and pay levels which adds complexity.

Business Operations for Parking CSR Have Changed

- The introduction of AMPS for parking has changed the operations of parking customer service with all inquiries being answered by the Screening Officers rather than the Parking CSR.
- The pandemic has forced the public to become more technologically savvy and there may be fewer in person payments in the future.
- Workload for the parking CSR is mainly processing payments and performing the daily activities of opening and closing the parking counter which is not a significant workload volume.

Municipal Jurisdictional Review

A jurisdictional review was conducted which involved an analysis of customer service for London and seven other municipalities. The detailed findings of this review can be found in **Appendix D**. The following municipalities were investigated in this review:



Customer service looks different across all municipalities which indicates that there isn't just one correct way to deliver customer service.



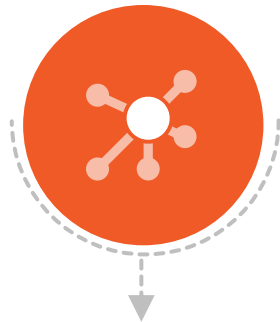
The Type of Service Offerings Varied

Customer service counters varied between "full-service" offerings or offering only "select services"



Web Portals are Common to Access Services

Web portals appear to be an effective way of processing payments, disputes, and permit applications.



Both Centralized and Decentralized Customer Service

A good spread of centralized (Kitchener, Oshawa) and decentralized customer service centres (Hamilton, Kingston).



Diversified Payment Options Were Observed

Payment options include drop boxes, cheques, money orders, in-person POS systems (cash, debit, credit), and online payment portals.



Permit Application Options Varied

Permits may be applied for by mail, email, through an online form, in-person, or through an app.



Ottawa Engages with the Public for Improvements

Ottawa has a Parking Stakeholder Consultation group for key stakeholders and citizens to raise concerns.

3.0 Opportunities Assessment

MNP identified five emerging opportunities in the Current State Assessment which were abandoned, consolidated, and added to, resulting in seven opportunities. This section provides an overview of the methodology used to assess each opportunity and summarizes the rationale for each.

Opportunity Assessment

Introduction

Five initial customer service delivery opportunities were identified through MNP's Current State Analysis, which can be found in **Appendix F**. MNP reviewed these opportunities and abandoned, consolidated, and added new opportunities, resulting in a total of seven opportunities.

MNP conducted a future state visioning workshop with key internal stakeholders from the City of London which formed the basis of evaluating each opportunity. A detailed summary of the rationale for each opportunity assessment rating can be found in **Appendix G**. MNP developed evaluation criteria based on the visioning workshop, ongoing discussions with the City of London project team, and the objectives and benefits identified in the Project Charter. This criteria was used as a benchmark to determine if an opportunity would support the City of London in achieve the Project Charter objectives and the vision for Parking Customer Service.

The opportunities were assessed against the evaluation criteria to provide a systematic and data-driven approach used to help prioritize the opportunities for the development of the future state recommendations.



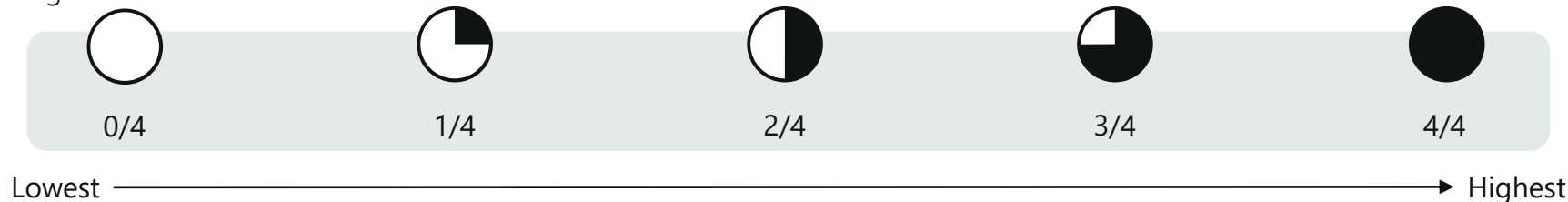
Opportunity Assessment

Methodology: Evaluation Criteria

The evaluation criteria is listed below.

Evaluation Criteria	Description
Improve the efficiency of customer service	Increasing the efficiency of customer service is intended to improve the internal processes that support customer service delivery so staff productivity may be maximized. A vital component of this criteria is the need to enhance administrative efficiencies through simplified processes.
Improve the effectiveness of customer service delivery	Improving customer service delivery is intended to enhance the customer experience when engaging with representatives from the City.
Improve the accessibility of customer service	Municipal services are increasingly being offered online and digitally, however there are some citizens of the City who may face barriers in accessing these services. This criteria is meant to assess each opportunity's ability to enable greater access of these services to those citizens.
Reduce the cost of counter service	Reducing the total cost of counter services considers the estimated value of cost savings that may be gained as a result of reduced time and resources. Please note this does not take into account any capital investments that may be required (IT) to find efficiency savings.
Optimize the use of technology	Leveraging technology often helps to streamline processes and improve efficiencies. This criteria is meant to assess each opportunity's ability to leverage new or existing technology to improve service delivery.
Ease of Implementation	Assesses the difficulty of implementation for each opportunity in terms of expected time, money, and resources required.
Improve connection to, and collaboration with, all counter services	This criteria is meant to assess whether an opportunity would improve collaboration and integration with all counter services.

Each opportunity was evaluated against the evaluation criteria using Harvey circles to provide an initial rating. An in-depth description of the rationale for each opportunity's rating can be found in the following pages. The ratings for each criteria are summarized on a scale of zero to four; one being the lowest rating and four being the highest rating.



Opportunity Assessment (Continued)

Opportunities

The eight opportunities listed below are the final list that were assessed against evaluation criteria and analyzed to determine the ease of implementation and impact. The assessment summary of each opportunity is described in the following slides and represents the outcome of MNP's opportunity assessment.

A

Update the Parking CSR job descriptions to reflect the customer service requirements for the AMPS process.

B

Develop customer service kiosks that allow for broader customer accessibility to Parking Services.

C

Reassign routine customer service responsibilities from the Screening Officer to the Parking CSR.

D

Piggyback off of City-wide technology initiatives (e.g. POS and CRM) that lead to improvements in efficiency of Parking Services.

E

Close the Parking Counter to walk-in customers and only offer customer service via phone and email. Limit in-person customer service experiences to City Hall.

F


















































Automate the intake application form for the Screening Review and Hearing Review process.

G

Drive customers to use online services rather than phone or in-person and improve online services.

Evaluation Framework

This slide presents the summary of the opportunity assessment results based on the evaluation criteria. A rating was provided that described the extent to which the opportunity addressed the criteria. The rating is presented using Harvey Balls, where a full ball is the highest ranked and an empty ball is the lowest ranked. The legend is presented below the table. The table below illustrates that all the opportunities have strengths, however they also have weaknesses. The results of this assessment formed the basis for the future state direction as the opportunities were combined and expanded on to balance the strengths and weaknesses and provide recommendations which maximize the benefits for the City. A detailed summary of the rationale for each opportunity assessment rating can be found in **Appendix G**.

Opportunity	Improve the efficiency of customer service	Improve the effectiveness of customer service delivery	Improve the accessibility of customer service	Reduce the cost of counter service	Optimize the use of technology	Improve connection to, and collaboration with, all counter services	Ease of Implementation
Update the Parking CSR job descriptions to reflect the customer service requirements for the AMPS process.							
Develop customer service kiosks that allow for broader customer accessibility to Parking Services.							
Reassign routine customer service responsibilities from the Screening Officer to the Parking CSR.							
Piggyback off of City-wide technology initiatives (e.g. POS and CRM) that lead to improvements in efficiency of Parking Services.							
Close the Parking Counter to walk-in customers and only offer customer service via phone and email. Limit in-person customer service experiences to City Hall.							
Automate the intake application form for the Screening Review and Hearing Review process.							
Drive customers to use online services rather than phone or in-person and improve online services.							



4.0 Recommendations

This section summarizes MNP's recommendations as it relates to Parking Services' customer service. The recommendations were developed based on documentation reviewed, feedback collected through the future state visioning workshop, stakeholder interview, MNP's analyses, best practices from other municipalities, and incorporated feedback from London.

Overview of Recommendations

Building on the observations and opportunities identified in the Current State Analysis and the Opportunity Assessment, MNP developed the following recommendations.

Recommendation 1: Develop a revised CSR role for Parking Services.

- A. Update and revise the Parking CSR job description which is outdated from 2008.
- B. The Screening Officer should not be the first point of contact for customer service phone calls, emails and logging complaints into CRM.
- C. The Parking CSR should be the first point of contact for customer service phone calls, emails and logging complaints in CRM, in addition to processing payments.
- D. Use generalized customer service job descriptions to be applicable to a broad range of responsibilities to create a revised CSR role.

Recommendation 2: Reduce the number of in-person counter locations that customers may be required to visit to limit the points of contact.

- A. Close the Parking Services payments counter for walk-in customers with the Parking CSR responsible for customer service and processing payments over the phone and email.
- B. Implement a customer service kiosk tablet at City Hall where customers could access Parking Services digitally.
- C. Train the CSRs in City Hall to be able to direct customers to use the new kiosk tablet.

Recommendation 3: Leverage existing technology more effectively.

- A. Investigate technology to automate and integrate the intake form process for screening and hearing review requests and to provide an alternative way to submit complaints and inquiries.
- B. Drive customers to use the online services identified in these recommendations by developing communications that educate the public of the online services available.
- C. Include general information and online services from other departments in the customer service kiosk tablet that was identified in Recommendation 2.B. to expand the range of services a customer can access.

Additional Recommendation Considerations

- Create an initiative to provide management and oversight to the implementation of Recommendations 1, 2, and 3.
- Leverage these recommendations and the implementation process to rollout the modernization of customer services for other departments across the City.
- Investigate and consider the using AMPS to process camera-based offences when the Province provides the appropriate guidelines.
- Consider appointing the Parking CSR as a Screening Officer to provide an additional backfill option for Screening Reviews.

Recommendation 1: Develop a revised CSR role for Parking Services (1/4)

1.A. Update and revise the Parking CSR job description which is outdated from 2008.

Description	The Parking CSR job description was created in 2008 and has not been updated. Since then, the City has undergone technological changes with the addition of new technologies and most notably with the implementation of AMPS and the closure of the inquiries counter. As a result, many of the work performance requirements do not reflect current processes.
Activities	<ul style="list-style-type: none"> i) Review current Parking CSR job description and identify the work duties that no longer apply and/or that require a desired change. ii) Assess the required qualification and specialized training and licences to determine if these are still applicable. iii) Share the review of work duties and qualifications/training assessment with Employee Relations. iv) Work with Employee Relations to go through the Job Evaluation process. v) Provide the Parking CSR with any additional training that may be required to support the changes that result from the updated job description.

Operational Benefits/Efficiencies	Barriers/Limitations
<ul style="list-style-type: none"> • Parking CSR responsibilities would be reflective of current state processes. • Provides an opportunity to revise the scope of this role. • Parking CSRs time could be used more efficiently and effectively as current workload for parking payment processing in minimal. • Other departments could leverage this job description to implement the revised CSR role at other counters across the City. 	<ul style="list-style-type: none"> • Job description changes require a review by the Joint Job Evaluation Committee through the Job Evaluation process. • Collaboration with, and approval from, CUPE Local 101 – would need to provide adequate justification for the change. • Resistance from the staff currently performing the Parking CSR role.

Required Resources	Cost Savings	KPIs	Implementation Benefit	Implementation Complexity
Staff time: Low <ul style="list-style-type: none"> • Employee Relations, Parking Services • To complete the Job Evaluation process Investment (\$): N/A	Low <ul style="list-style-type: none"> • Possible indirect cost savings as the Parking CSRs time would be used more efficiently. 	N/A	Low	Low

Ability to Improve the Customer Service Criterion*				
Improve the efficiency of customer service	✓	Improve the accessibility of customer service	✗	Optimize the use of technology
Improve the effectiveness of customer service delivery	✓	Reduce the cost of counter service	✗	

*Does not include Ease of Implementation as this is addressed in the Benefit/Complexity Matrix

Recommendation 1: Develop a revised CSR role for Parking Services (2/4)

1.B. The Screening Officer should not be the first point of contact for customer service phone calls, emails and logging complaints into CRM.

Description		London's Screening Officers perform customer service responsibilities including, answering calls, emails, and logging complaints into CRM. Evidence from other municipalities suggest that the AMPS process is most efficient and effective if the Screening Officers main responsibilities are Screening Reviews.				
Activities		<ul style="list-style-type: none"> i) Review current Screening Officer job description and identify all customer service work duties listed. ii) Share the identified customer service work duties with HR. iii) Work with HR to go through the Job Evaluation process to reduce the emphasis on customer service activities. iv) Provide the Parking CSR with any additional training that may be required to support these changes. v) Review the City's AMPS bylaws and policies to determine if any updates are required based on these changes. vi) Investigate implementing a phone tree to give customers to option to select who to speak to. 				
Operational Benefits/Efficiencies		Barriers/Limitations				
<ul style="list-style-type: none"> • Screening Officers would be focussed on value-added work based on their expertise. • Shorter wait times for the public to receive a Screening Review. • The City may not require as many Screening Officer FTEs. 		<ul style="list-style-type: none"> • Job description changes require a Job Evaluation with the Joint Job Evaluation Committee. • Collaboration with, and approval from, CUPE Local 101 – would need to provide justification for the change. • Resistance from staff either from Parking CSR or Screening Officers. • Possible updates/changes to AMPS bylaws and policies. • Dependent on Recommendation 1.A and 1.C. • Increased Screening Officer capacity to address expected increase in workload when bylaws are processed through AMPS. • Screening Officers would still be required to perform customer service responsibilities to provide backfill support. 				
Required Resources		Cost Savings		KPIs	Implementation Benefit	Implementation Complexity
Staff time: Low <ul style="list-style-type: none"> • Employee Relations & Parking Services to complete the Job Evaluation process Investment (\$): N/A		Medium: \$27,500 (shared savings with recommendation 1.C.) <ul style="list-style-type: none"> • Screening Officer salary is \$55,000 with 2.0 FTE. Assuming that 25% of their job is customer service related, \$27,500 of 2.0 FTE salaries could be allocated to more valuable work (i.e. Screening Reviews). 		<ul style="list-style-type: none"> • Length of time between customer submitting a request to when the screening review occurs 	High	Low
Ability to Improve the Customer Service Criterion*						
Improve the efficiency of customer service		✓	Improve the accessibility of customer service		✗	Optimize the use of technology
Improve the effectiveness of customer service delivery		✓	Reduce the cost of counter service		✓	

*Does not include Ease of Implementation as this is addressed in the Benefit/Complexity Matrix

Recommendation 1: Develop a revised CSR role for Parking Services (3/4)

1.C. The Parking CSR should be the first point of contact for customer service phone calls, emails and logging complaints in CRM, in addition to processing payments.

Description	The current process is highly inefficient as the Screening Officers are the first point of contact for customers and act almost as a customer service representative, either transferring customers calls or emails to the correct individual, answering customer inquiries, or logging complaints into CRM. The Parking CSR should be performing these functions as they are aligned with CSR responsibilities, not Screening Officers who are specially trained to manage AMPS disputes.			
Activities	<ul style="list-style-type: none"> i) Leverage customer service responsibilities resulting from Activity i) in Recommendation 1.B, to determine key changes for the Parking CSR's job description. ii) Assess the required qualification and specialized training and licences to determine if these are still applicable. iii) Share the review of work duties and qualifications/training assessment with HR. iv) Work with HR to go through the Job Evaluation process. v) Provide the Parking CSR with any additional training that may be required to support the changes that result from the updated job description. vi) Investigate implementing a phone tree to give customers to option to select who to speak to and ensuring Parking CSR is first priority on the phone line. 			
Operational Benefits/Efficiencies		Barriers/Limitations		
<ul style="list-style-type: none"> • Optimizes the use of technology as CRM will become more broadly and widely used. • The Parking CSR would be doing the job of customer service representatives. • Supports the City in ensuring they have the right people, in the right job, performing the right work duties. 		<ul style="list-style-type: none"> • Job description changes require a review by the Joint Job Evaluation Committee through the Job Evaluation process. • Collaboration with, and approval from, CUPE Local 101 – would need to provide adequate justification for the change. • Resistance from staff either from Parking CSR or Screening Officers. • Screening Officers would still be required to perform customer service responsibilities as backfill. 		
Required Resources	Cost Savings	KPIs	Implementation Benefit	Implementation Complexity
Staff time: Low <ul style="list-style-type: none"> • Employee Relations, Parking Services To complete the Job Evaluation Investment (\$): N/A	Medium: \$27,500 (shared savings with recommendation 1.C.) <ul style="list-style-type: none"> • Screening Officer salary is \$55,000 with 2.0 FTE. Assuming that 25% of their job is customer service related, \$27,500 of 2.0 FTE salaries could be allocated to more valuable work (i.e. Screening Reviews). 	N/A	High	Low
Ability to Improve the Customer Service Criterion*				
Improve the efficiency of customer service	✔	Improve the accessibility of customer service	✘	Optimize the use of technology
Improve the effectiveness of customer service delivery	✔	Reduce the cost of counter service	✔	

*Does not include Ease of Implementation as this is addressed in the Benefit/Complexity Matrix

Recommendation 1: Develop a revised CSR role for Parking Services (4/4)

1.D. Use generalized customer service job descriptions to be applicable to a broad range of responsibilities to create a revised CSR role.

Description	Having generalized customer service job descriptions would eliminate areas of job descriptions that are no longer relevant and ensure that every CSR is being used to their maximum capacity.			
Activities	<ul style="list-style-type: none"> i) Investigate CSR roles that would be most/least compatible to merge ii) Work with HR to go through the Job Evaluation process. iii) Design new CSR job descriptions iv) Enter into negotiations with CUPE 101 to implement job description and pay level changes as required 			
Operational Benefits/Efficiencies		Barriers/Limitations		
<ul style="list-style-type: none"> • Customer service would be delivered more efficiently as the CSR would be able to perform more services. • Customers would be able to have a broader range of inquiries and requests resolved with one CSR which would improve the accessibility of customer service. • Improve efficiencies as there is a greater chance that customers could have their request resolved in the first instance, which would indirectly reduce costs and improve the customer's experience. 		<ul style="list-style-type: none"> • Generalizing roles may compromise expertise in certain areas ("jack of all trades master of none"). • Bottlenecks in service delivery may become more common if all complaints are coming through the same area. • Training may be an obstacle if CSRs have to learn new standard operating procedures. 		
Required Resources	Cost Savings	KPIs	Implementation Benefit	Implementation Complexity
Staff time: Low <ul style="list-style-type: none"> • Employee Relations and Parking Services Investment (\$): N/A	Low <ul style="list-style-type: none"> • Indirect cost savings associated with the Parking CSR being able to perform more duties and greater opportunities to share the workload and bundle services. 	<ul style="list-style-type: none"> • Difference in pay from new negotiated job description 	High	Medium
Ability to Improve the Customer Service Criterion*				
Improve the efficiency of customer service	✓	Improve the accessibility of customer service	✓	Optimize the use of technology
Improve the effectiveness of customer service delivery	✓	Reduce the cost of counter service	✓	

*Does not include Ease of Implementation as this is addressed in the Benefit/Complexity Matrix

Recommendation 2: Reduce the number of in-person counter locations that customers may be required to visit to limit the points of contact.

2.A. Close the Parking Services payments counter for walk-in customers with the Parking CSR responsible for customer service and processing payments over the phone and email.

Description	The Parking Services' inquiries counter has been closed for in-person customers since AMPS was implemented in 2018, which demonstrates that customer service can still operate efficiently and effectively with this structure. Parking Services should close the payments counter to in person customers, similar to the inquiries counter. This way, it reduces the number of in-person locations that customers can access to limit the points of contact a customer may have.
Activities	<ul style="list-style-type: none"> i) Update all public websites about the closure and provide supplemental communications to the public about this change. ii) Update the instructions and wording on the backside of parking tickets. iii) Provide additional training to the Parking CSR and City Hall CSRs (i.e. Clerks Counter who already takes Parking Services payments) to support the closure of in-person customer interactions at the Provincial Offences Office.

Operational Benefits/Efficiencies	Barriers/Limitations
<ul style="list-style-type: none"> • Modernizes customer service for the City by reducing the number of in-person locations. • Would improve the efficiency and effectiveness of customer service delivery as customers would not have to travel between multiple counters for in-person customer service. • Streamline costs, including reduced overhead, cleaning services, etc. • Lessons from COVID-19 pandemic with eliminating in-person interactions: improved safety and health of staff and citizens, ensures the resiliency and continuation of service in the event of another pandemic or disaster requiring the closure of in-person counters. 	<ul style="list-style-type: none"> • Managing public expectations and complaints of the demographic that prefers in-person services. • The Parking Services' payments counter is within the Provincial Offences Office and it may be challenging to turn away customers who are in the building without providing the CSR with a more enclosed office. • Dependent on customer service kiosks (recommendation 2.B) or City Hall CSRs to process payments to address in-person requests for Parking Services.

Required Resources	Cost Savings	KPIs	Implementation Benefit	Implementation Complexity
Staff time: Medium <ul style="list-style-type: none"> • Employee Relations, Parking Services, and Clerk CSRs Investment (\$): N/A	Medium: \$595 labour costs (shared cost savings with recommendation 2.B.) <ul style="list-style-type: none"> • 5 minutes per day is spent setting up the counter for customers. • This translates into ~\$595 of the Parking CSRs salary annually (shared cost savings with recommendation 2.B.) • Indirect cost savings associated with only virtual service offering (i.e. office supplies, etc.). 	<ul style="list-style-type: none"> • % of customers accessing online services vs phone services 	High	Low

Ability to Improve the Customer Service Criterion*				
Improve the efficiency of customer service	✓	Improve the accessibility of customer service	✗	Optimize the use of technology
Improve the effectiveness of customer service delivery	✓	Reduce the cost of counter service	✓	

*Does not include Ease of Implementation as this is addressed in the Benefit/Complexity Matrix

Recommendation 2: Reduce the number of in-person counter locations that customers may be required to visit to limit the points of contact

2.B. Implement a customer service kiosk tablet at City Hall where customers could access Parking Services digitally.

Description	Customers will be able to access Parking Services through a tablet terminal that will be installed in City Hall. For basic engagements (e.g. paying a parking ticket, purchasing a parking permit) customers will no longer consume capacity of CSRs who may otherwise be required to address more complicated requests.
Activities	<ul style="list-style-type: none"> i) Submit a request through the Technology Investment Strategy project for review by TIS and collaborate with Service London and ITS. ii) Create a Parking Service web portal with a tied-in POS terminal for customers to complete Parking Service-related payments and requests. iii) Integrate other key Parking Services' information with the web portal (i.e. Parking Services' news and general information on the website). iv) Install kiosk stations near desk locations or central locations. v) Deploy signs in City Hall that direct customers to kiosk stations. vi) Create a rating option for customers to grade their kiosk experiences at the end of their engagement(s).

Operational Benefits/Efficiencies	Barriers/Limitations
<ul style="list-style-type: none"> • Less demand for a CSR to be sitting at a desk available to resolve basic customer engagements. • Less reliance on qualified substitutes if Parking CSR reps are away/sick. • Customers may feel that the kiosk is more convenient. • Customers may have their issues resolved in fewer iterations as they are not being transferred from department-to-department. • Offers integrated services for customer service. • Improves accessibility of services for citizens who have barriers to accessing online services. 	<ul style="list-style-type: none"> • Not all customers will be able to easily navigate these kiosks without assistance. • Cannot address complex cases that may require attention from a CSR. • Ensuring the payments portal with Gtechna is optimized for tablets. • Subject to ITS capacity and existing ITS projects. • Should be submitted to TIS as a single project with Recommendation 3.C.

Required Resources	Cost Savings	KPIs	Implementation Benefit	Implementation Complexity
Staff time: Medium <ul style="list-style-type: none"> • ITS, Service London, and Parking Services Investment (\$): Medium \$12,500 to \$25,000 <ul style="list-style-type: none"> • Cost of 2 tablets and security stands ~\$2,500 • Development cost of kiosk landing page and web portal ~\$10,000 	Medium: \$595 annual labour costs (shared cost savings with recommendation 2.A.) <ul style="list-style-type: none"> • 5 minutes per day spent setting up in-person counter or ~\$595 of the Parking CSRs salary. 	<ul style="list-style-type: none"> • Daily kiosk session • Fully completed kiosk sessions • Average length of kiosk session 	High	High

Ability to Improve the Customer Service Criterion*				
Improve the efficiency of customer service	✓	Improve the accessibility of customer service	✓	Optimize the use of technology
Improve the effectiveness of customer service delivery	✓	Reduce the cost of counter service	✗	

*Does not include Ease of Implementation as this is addressed in the Benefit/Complexity Matrix

Recommendation 2: Reduce the number of in-person counter locations that customers may be required to visit to limit the points of contact (Continued)

2.C. Train the CSRs in City Hall to be able to direct customers to use the new kiosk tablet.

Description	Some customers may find new technology systems challenging to use. The CSRs in City Hall should be trained on how to support customers trying to use the customer service kiosks. The CSRs should encourage the use of the kiosk and other online modes of customer service by directing customers towards kiosk terminals to complete their actions themselves. By having CSRs trained to support customers using the kiosk, should increase the use – freeing up CSRs to focus on resolving engagements that require the more attention.			
Activities	<ul style="list-style-type: none"> i) Develop training plan and materials or seek out a third-party company who could provide the training. ii) Schedule and administer official training for each of the City Hall CSRs. iii) Have the CSRs practice using the kiosk. 			
Operational Benefits/Efficiencies		Barriers/Limitations		
<ul style="list-style-type: none"> • Ensures that the benefits from the City’s investment in this technology solution are maximized. • Improves the efficiency and effectiveness of customer service as CSRs would be able to support customers to streamline the process and improve the customer experience. 		<ul style="list-style-type: none"> • Customers that are frustrated may feel neglected and that CSRs are trying to offload their complaints to a computer. Some customers just want to speak to a live person • Not everyone can use technology to resolve their complaints 		
Required Resources	Cost Savings	KPIs	Implementation Benefit	Implementation Complexity
Staff time: Medium <ul style="list-style-type: none"> • Parking Services and CSRs at City Hall • Time spent developing training and training the CSRs Investment (\$): Low <ul style="list-style-type: none"> • Cost of implementing training – would be an addition to existing training programs 	N/A <ul style="list-style-type: none"> • Ensures that the benefits from the City’s investment in this technology solution are maximized. 	<ul style="list-style-type: none"> • Kiosk sessions per day / regular counter visits per day pre-kiosk 	Medium	Low
Ability to Improve the Customer Service Criterion*				
Improve the efficiency of customer service	✔	Improve the accessibility of customer service	✘	Optimize the use of technology
Improve the effectiveness of customer service delivery	✔	Reduce the cost of counter service	✔	

*Does not include Ease of Implementation as this is addressed in the Benefit/Complexity Matrix

Recommendation 3: Leverage existing technology more effectively.

3.A. Investigate technology to automate and integrate the intake form process for screening and hearing review requests and to provide an alternative way to submit complaints and inquiries.

Description	Customers would be able to go to a web portal to fill out their screening or hearing review request form, and submit complaints or inquiries. Customers would be able to access information about the decision of the screening and/or hearing review.			
Activities	<ul style="list-style-type: none"> i) Submit a request through the Technology Investment Strategy project for review by TIS and collaborate with Service London and ITS. ii) Investigate and identify the technology solution that would work best (e.g. CRM module or Gtechna module) iii) Convert the current screening and hearing review forms to an online, fillable form. iv) Develop a customer-facing web portal through for Parking Services to support the following. Note: if the web portal is to go through Service London portal, a redesign is occurring in 2022 and this would need to be submitted as part of an Enhancements Project. <ul style="list-style-type: none"> o An automated intake process for screening and hearing review request forms; o An alternative way to submit complaints; and, o An alternative way to submit inquiries. v) Integrate the technology solution with Command Centre so data is automatically uploaded to Command Centre, and information from Command Centre (i.e. screening/hearing review decisions) are automatically uploaded to the web portal. vi) If Recommendation 2.C is implemented, include the customer-facing web portal as an option for customers to access on the customer service kiosk. 			
Operational Benefits/Efficiencies		Barriers/Limitations		
<ul style="list-style-type: none"> • More efficient customer service process as data does not have to be re-entered. • Reduces the cost of customer service with less manual data entry by optimizing the use of technology. 		<ul style="list-style-type: none"> • Not all customers will be able to navigate digital platform to complete forms. • Need to determine where the source of truth is (i.e. where the client files will live). • CRM may not have integration capabilities with Command Centre – if this is the case, it would be more advantageous to investigate the Gtechna solution. 		
Required Resources	Cost Savings	KPIs	Implementation Benefit	Implementation Complexity
Staff time: Medium <ul style="list-style-type: none"> • ITS, Service London, Parking Services Investment (\$): Medium \$25,000- \$40,000 <ul style="list-style-type: none"> • Cost of establishing the data model in Dynamics and building the web portal. 	Medium: \$28,600 <ul style="list-style-type: none"> • Eliminates manual data entry. Assuming 10 minutes to input data for ~5,400 screening requests and ~15 hearing requests per year. • 10 minutes multiplied by 5,415 documents equals 129 work days (7 hour day) of data entry. This is ~52% of a Screening Officers job, or \$28,600. 	N/A	High	Low
Ability to Improve the Customer Service Criterion*				
Improve the efficiency of customer service	✔	Improve the accessibility of customer service	✘	Optimize the use of technology
Improve the effectiveness of customer service delivery	✘	Reduce the cost of counter service	✔	

*Does not include Ease of Implementation as this is addressed in the Benefit/Complexity Matrix

Recommendation 3: Leverage existing technology more effectively

3.B. Drive customers to use the online services identified in these recommendations by developing communications that educate the public of the online services available.

Description	There are a number of recommendations presented in this report that would modernize customer service delivery for Parking Services, in addition to online services that already exist. To drive customers to use the online services identified in these recommendations, in addition to increasing the use of current online services, London should develop communications that educate the public of the online services that are available to customers. Additionally, these communications should outline how and where users can access these services.			
Activities	<ul style="list-style-type: none"> i) Identify where the City could publish communications about the new services (i.e. City website, newspaper, online news, etc.). ii) Determine the key technology changes to highlight in the communications. iii) Develop the communications to education the public of the online services available. iv) Publish the communications. 			
Operational Benefits/Efficiencies		Barriers/Limitations		
<ul style="list-style-type: none"> • Would reduce the volume of customers who will call an inquire about the new online services. • Drives more customers to use the online services • Ensures that the efforts to implement the recommendations in this report and modernize customer service for Parking Services results in fewer people handling customer service over the phone and in-person. 		<ul style="list-style-type: none"> • Some of the technological changes (i.e. the customer service kiosk) are intended to service citizens who may experience barriers to accessing internet or technology. It could be challenging to find ways to communicate changes to this demographic – hanging posters in community centres and recreational centres could mitigate this. 		
Required Resources	Cost Savings	KPIs	Implementation Benefit	Implementation Complexity
Staff time: Low <ul style="list-style-type: none"> • Parking Services Investment (\$): N/A	N/A <ul style="list-style-type: none"> • Ensures that time and money invested implementing the other recommendations results in cost savings. 	<ul style="list-style-type: none"> • % of online vs phone customer service • Volume of phone calls inquiring about technology changes 	Medium	Low
Ability to Improve the Customer Service Criterion*				
Improve the efficiency of customer service	✔	Improve the accessibility of customer service	✔	Optimize the use of technology
Improve the effectiveness of customer service delivery	✘	Reduce the cost of counter service	✘	

*Does not include Ease of Implementation as this is addressed in the Benefit/Complexity Matrix

Recommendation 3: Leverage existing technology more effectively (Continued)



London
CANADA

3.C. Include general information and online services from other departments in the customer service kiosk tablet that was identified in Recommendation 2.B. to expand the range of services a customer can access.

Description	The customer service kiosk that was identified in Recommendation 2.B would provide great benefits for Parking Services' customer service. The City could leverage this technology solution by including modules for general information and online services from other departments to support the bundling of service offerings.
Activities	<ul style="list-style-type: none"> i) Identify key information and online services that could be added to the customer service kiosk. ii) Submit a request through the Technology Investment Strategy project for review by TIS and collaborate with Service London and ITS. iii) Coordinate with Service London and ITS to support this implementation. iv) Coordinate implementation with the activities listed in Recommendation 2.B. v) Consider any feedback from the Immigration Portal iPad kiosk pilot in City Hall lobby (i.e. who owns it, who puts it away at night, security, etc.).

Operational Benefits/Efficiencies	Barriers/Limitations
<ul style="list-style-type: none"> • Supports the bundling of service offerings. • Having additional services available at the kiosk would reduce the volume of in-person and phone customer inquiries which improves the efficiency of customer service and indirectly reduces the cost of counter service. • Provides a broader range of service offerings for customers to access in one location which should improve the customer service experience. 	<ul style="list-style-type: none"> • Dependent on the implementation of Recommendation 2.B. • Subject to ITS capacity and existing ITS projects. • Should be submitted to TIS as a single project with Recommendation 2.B. • By expanding the kiosk tablets to include more services, more tablets/kiosk setups may be required.

Required Resources	Cost Savings	KPIs	Implementation Benefit	Implementation Complexity
Staff time: Medium <ul style="list-style-type: none"> • ITS, Service London, and Parking Services Investment (\$): Low <ul style="list-style-type: none"> • Already invested in the kiosk so this would be a small addition unless purchasing more tablet kiosks. 	Low <ul style="list-style-type: none"> • Indirect cost savings associated with more customers accessing online services rather than in person. • Would provide cost savings for other departments counter services. 	N/A	High	Low

Ability to Improve the Customer Service Criterion*				
Improve the efficiency of customer service	✓	Improve the accessibility of customer service	✓	Optimize the use of technology
Improve the effectiveness of customer service delivery	✓	Reduce the cost of counter service	✓	

*Does not include Ease of Implementation as this is addressed in the Benefit/Complexity Matrix

Additional Recommendation Considerations

Create an initiative to provide management and oversight to the implementation of Recommendations 1, 2, and 3 using internal or external resources.

Description	These changes are strategically-important enough that they should not be deployed as a “side project”. A project manager should be hired/assigned to manage a project team that has been identified to have the knowledge-base and operational bandwidth to implement the recommendation(s). Additionally, change management will be key to support the implementation of these recommendations.		
Activities	<ul style="list-style-type: none"> i) Create a project charter that includes objectives, timelines, investment requirements (operational and capital), and change management considerations. ii) Consider whether project team and project manager would be resourced from within the City or contracted out. iii) Establish a project team to provide oversight and assign a project manager. iv) Monitor and track performance of the initiative. 		
Operational Benefits/Efficiencies	Barriers/Limitations	Required Resources	
<ul style="list-style-type: none"> • Ensuring that the recommendations are going to be implemented as efficiently and effectively as possible so the City maximizes the value it gets out of its investment. 	<ul style="list-style-type: none"> • There is a potential staffing concern – current staff may not have capacity to take this on given current workload. • Staff could be resistant to change – an effective change management plan will be necessary in insuring the City maximizes the value out of its investment. 	<ul style="list-style-type: none"> • Project sponsor • Project manager • Project analyst • Change management expertise 	

Leverage these recommendations and the implementation process to rollout the modernization of customer services for other departments across the City.

Description	If the rollout of new initiatives is successful in achieving the goals set out for Parking Services improvement, then these same recommendations may be valuable to apply to other departments at the City of London. The new instance of Parking Services may serve as a model for other departments on improvements that can be made city-wide.		
Activities	<ul style="list-style-type: none"> i) Schedule a 6 and 12 month review of the implemented recommendations and evaluate success of new initiatives & applicability to other departments. ii) Prepare a Lessons Learned report and an Integration Playbook to outline best-practices for service upgrades that other departments may use if/when upgrading their own service lines. iii) Use the Playbook as a guide for rolling-out changes that have been identified as potential value-creators for other departments. 		
Operational Benefits/Efficiencies	Barriers/Limitations	Required Resources	
<ul style="list-style-type: none"> • Best practices may be employed in further implementation across other departments to result in each iteration learning from and improving upon the previous 	<ul style="list-style-type: none"> • Full value and best practices may not be clear within a 6–12-month timeline • Departments may be too dissimilar to apply same practices and expect same results 	<ul style="list-style-type: none"> • Lessons Learned report • Integration Playbook 	

*Does not include Ease of Implementation as this is addressed in the Benefit/Complexity Matrix

Additional Recommendation Considerations (Continued)

Investigate and consider the using AMPS to process camera-based offences when the Province provides the appropriate guidelines.

Description	Currently, AMPS is not an option for processing camera-based charges however, the Province is committed to building a regulatory framework for Highway traffic Act (HTA) offences, including camera-based offences such as automated speed enforcement (ASE) and red light cameras (RLC), to be administered under AMPS. The Province has committed to developing this regulatory framework by mid-2022. If allowed, London could use an AMPS process to administer its current RLC and ASE offences.		
Activities	<ul style="list-style-type: none"> i) Monitor Provincial AMPS regulations for changes that enable the use of AMPS for camera-based HTA offences. ii) Consider the use of automated speed enforcement to improve road safety. iii) Consider transitioning red light camera offences and automated speed enforcement offences under the AMPS regime. iv) Develop a business case to determine the benefits and capacity requirements of processing these offences with AMPS. 		
Operational Benefits/Efficiencies	Barriers/Limitations	Required Resources	
<ul style="list-style-type: none"> • Improved road safety as more ASE and RLC offences could be processed ensuring more vehicles are compliant of traffic laws. • AMPS is a far more efficient process than POA courts. 	<ul style="list-style-type: none"> • Provincial government providing enabling regulations. 	<ul style="list-style-type: none"> • Council • Parking Services 	

Consider appointing the Parking CSR as a Screening Officer to provide an additional backfill option for Screening Reviews.

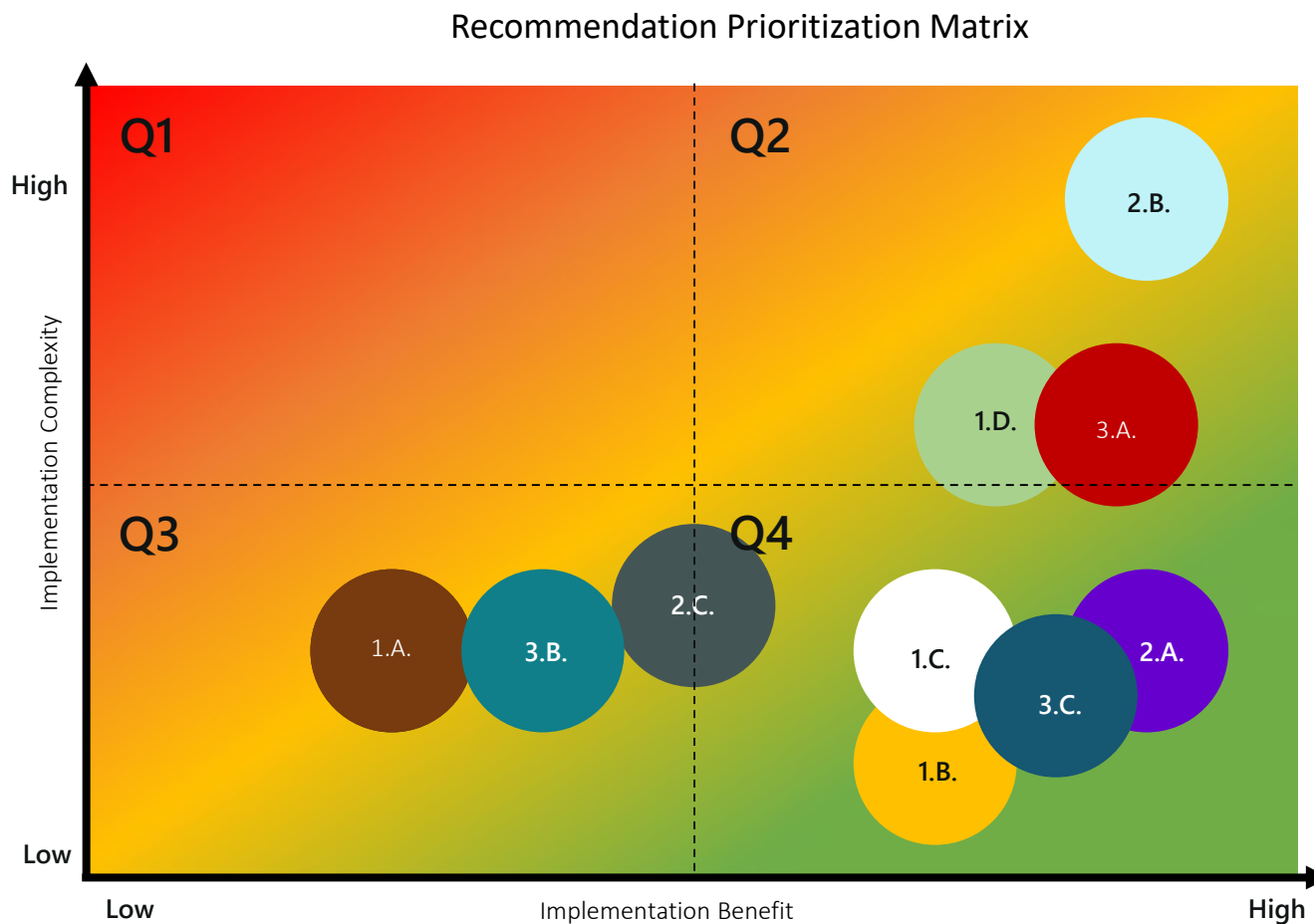
Description	London has a number of individuals appointed as Screening Officers where Screening Reviews are not their main job function. This is to provide backfill opportunities when the main Screening Officers are unavailable. Given that there may be an increase in Screening-workload with bylaws being administered through AMPS and the possibility of ASE and RLC offences being administered through AMPS, London should consider appointing the Parking CSR as a Screening Officer. This would provide an additional backfill opportunity to manage varying workload volumes for the Screening Officers.		
Activities	<ul style="list-style-type: none"> i) Receive approval from individual authorized to appoint Screening Officers. ii) Negotiate with CUPE Local 101 and work with Employee Relations to update job description. iii) Provide the Parking CSR with any additional training that may be required to support these changes. 		
Operational Benefits/Efficiencies	Barriers/Limitations	Required Resources	
<ul style="list-style-type: none"> • Could improve efficiency of Screening Review process as there would be fewer "bottlenecks" with more backfill options 	<ul style="list-style-type: none"> • Collaboration with, and approval from, CUPE Local 101 – would need to provide adequate justification for the change. 	<ul style="list-style-type: none"> • Employee Relations • Parking Services 	

*Does not include Ease of Implementation as this is addressed in the Benefit/Complexity Matrix

Recommendation Summary

Benefit/Complexity Matrix

Below is a benefit/complexity matrix that illustrates the implementation complexity and implementation benefit for each sub-recommendation. The green quadrants indicate an opportunity would be relatively easy to implement and would provide a benefit to the City. As opportunities move closer to the red quadrants, the level of impact decreases and implementation becomes more complex. These scores correlate with the description for each sub-recommendation on the previous pages.



Recommendation Legend	
1.A.	Update and revise the Parking CSR job description which is outdated from 2008.
1.B.	The Screening Officer should not be the first point of contact for customer service phone calls, emails and logging complaints into CRM.
1.C.	The Parking CSR should be the first point of contact for customer service phone calls, emails and logging complaints in CRM, in addition to processing payments.
1.D.	Use generalized customer service job descriptions to be applicable to a broad range of responsibilities to create a revised CSR role.
2.A.	Close the Parking Services payments counter for walk-in customers with the Parking CSR responsible for customer service and processing payments over the phone and email.
2.B.	Implement a customer service kiosk tablet at City Hall where customers could access Parking Services digitally.
2.C.	Train the CSRs in City Hall to be able to direct customers to use the new kiosk tablet.
3.A.	Investigate technology to automate and integrate the intake form process for screening and hearing review requests and to provide an alternative way to submit complaints and inquiries.
3.B.	Drive customers to use the online services identified in these recommendations by developing communications that educate the public of the online services available.
3.C.	Include general information and online services from other departments in the customer service kiosk tablet that was identified in Recommendation 2.B. to expand the range of services a customer can access.

Recommendation Summary (Continued)

Net Cost Efficiencies

The table below summarizes the required investment, the annual costs savings, and the net cost savings for each recommendation. Additionally, key performance indicators (“KPIs”) are provided in the table for each recommendation to monitor performance. Note: the net cost savings was calculated to illustrate the ability of the cost savings to pay for the required investment, however these are annual cost savings.

	Investment	Cost Savings	Net Cost Savings	KPIs
Recommendation 1: Develop a revised CSR role for Parking Services.				
1.A. Update and revise the Parking CSR job description which is outdated from 2008.	\$0	\$0	\$0	N/A
1.B. The Screening Officer should not be the first point of contact for customer service phone calls, emails and logging complaints into CRM.	\$0	\$27,500	\$27,500	- Length of time between customer submitting a request to when the screening review occurs
1.C. The Parking CSR should be the first point of contact for customer service phone calls, emails and logging complaints in CRM, in addition to processing payments.				
1.D. Use generalized customer service job descriptions to be applicable to a broad range of responsibilities to create a revised CSR role.	\$0	\$0	\$0	- Difference in pay from new negotiated job description
Total Recommendation 1	\$0	\$27,500	\$27,500	
Recommendation 2: Reduce the number of in-person counter locations that customers may be required to visit to limit the points of contact.				
2.A. Close the Parking Services payments counter for walk-in customers with the Parking CSR responsible for customer service and processing payments over the phone and email.	\$12,500-\$25,000	\$595	(\$11,905)- (\$24,405)	- % of customers accessing online services vs phone services
2.B. Implement a customer service kiosk tablet at City Hall where customers could access Parking Service digitally.				- Kiosk sessions per day - Fully completed kiosk sessions - Average length of kiosk session
2.C. Train the CSRs in City Hall to be able to direct customers to use the new kiosk tablet.	\$0	\$0	\$0	- Kiosk sessions per day / regular counter visits per day pre-kiosk
Total Recommendation 2	\$12,500-\$25,000	\$595	(\$11,905)- (\$24,405)	
Recommendation 3: Leverage existing technology more efficiently.				
3.A. Investigate technology to automate and integrate the intake form process for screening and hearing review requests and to provide an alternative way to submit complaints and inquiries.	\$25,000-\$40,000	\$28,600	(\$11,400)-\$3,600	N/A
3.B. Drive customers to use the online services identified in these recommendations by developing communications that educate the public of the online services available.	\$0	\$0	\$0	- % of online vs phone customer service - Volume of phone calls inquiring about technology changes
3.C. Include general information and online services from other departments in the customer service kiosk tablet that was identified in Recommendation 2.B to expand the range of services a customer can access.	\$0	\$0	\$0	N/A
Total Recommendation 3	\$25,000-40,000	\$28,600	(\$11,400)-\$3,600	
Grand Total	\$37,500-\$65,000	\$56,695	(\$8,305)-\$19,195	

5.0 Recommended Future State Process Map and Gap Analysis

In the current state assessment, MNP developed current state process maps which can be found in **Appendix E**. MNP used the future state design and recommendations in the previous section to develop future state process maps for London. This section outlines the recommended future state process maps and summarizes the results of a gap analysis that was conducted to identify the major gaps between the current and future state process.

Customer Service Processes

The following slides summarize the future state customer service processes for Parking Services. These process maps were developed based on the recommendations that were described in the previous section. The customer journey follows two processes:

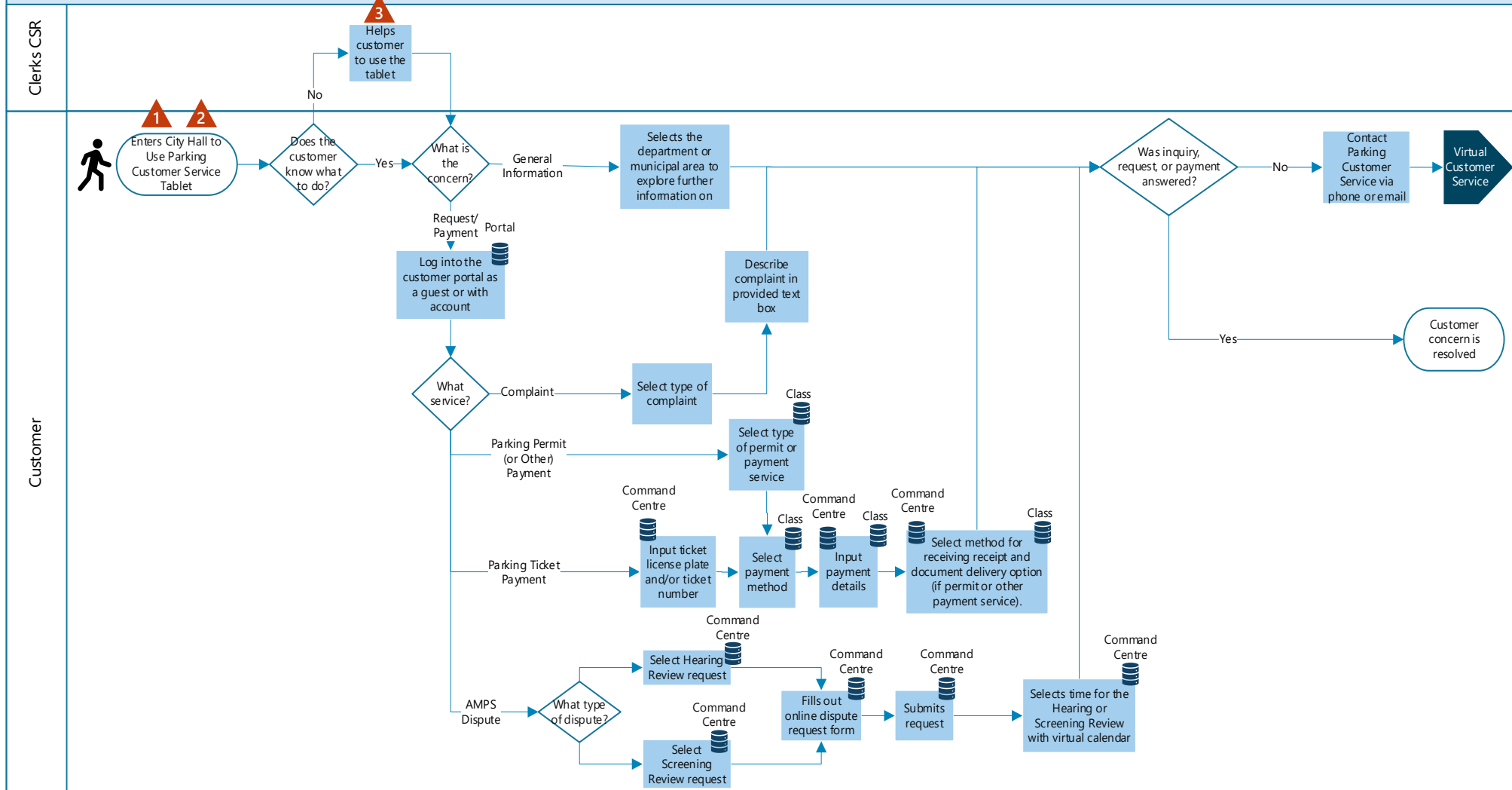
- **In-Person Customer Service**, and
- **Customer Service by Phone and Email**.

A gap analysis was conducted to assess the key differences between the current and future state customer service processes. The gaps are identified on the process maps on the following pages.

Parking Customer Service - Future State Process Map (1/2)

In-Person Customer Service

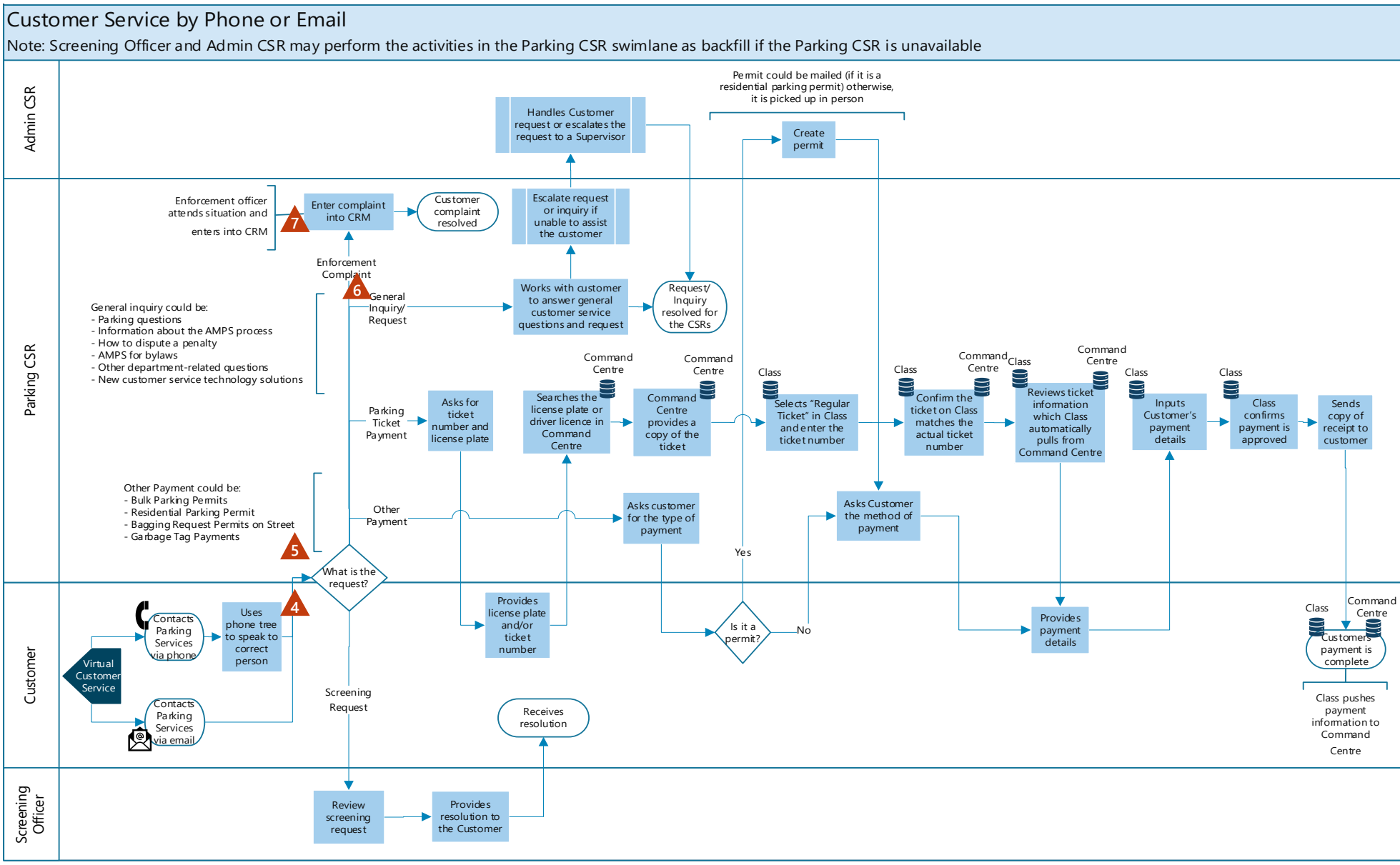
Note: Customers would follow a similar process if they are accessing these services remotely through a computer. In this case, the customer would not be there in person and the Clerks CSR would be removed from the process.



Legend

- Beginning/End of process (Oval)
- Process Activity (Blue rectangle)
- Sub-Process Activity (Blue rectangle with vertical lines)
- Decision (Diamond)
- Off-Page Reference (Dark blue arrow)
- Identified Gap (Red triangle)
- Database (Cylinder icon)

Parking Customer Service - Future State Process Map (2/2)



Legend

- Beginning/End of process (Oval)
- Process Activity (Blue rectangle)
- Sub-Process Activity (Blue rectangle with vertical lines)
- Decision (Diamond)
- Off-Page Reference (Dark blue arrow)
- Identified Gap (Red triangle)
- Database (Cylinder icon)

Parking CSR Daily Activities Processes

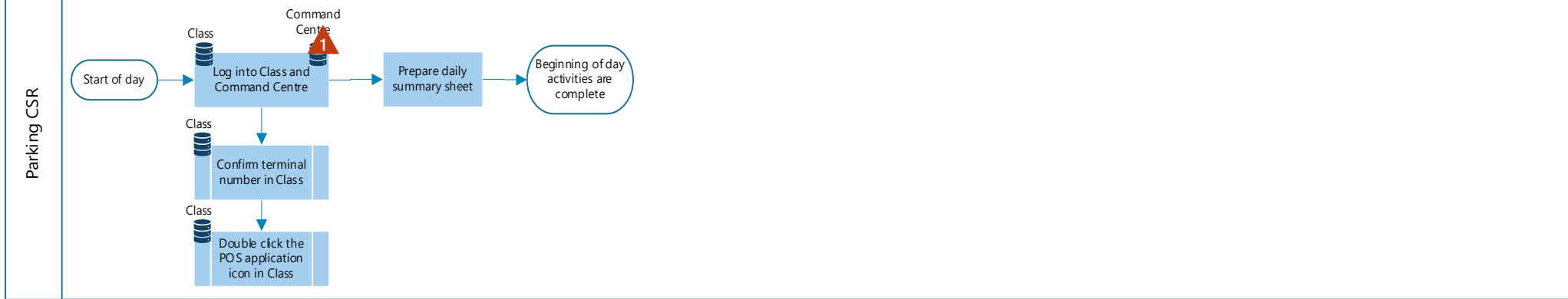
The following slides summarize the future state Parking Services daily activities for the Parking CSR. These process maps were developed based on the recommendations that were described in the previous section to illustrate the daily opening and closing of the customer service desk that is only accessible by phone and email.

A gap analysis was conducted to assess the key differences between the current and future state daily activity processes. The gaps are identified on the process maps on the following pages.

Parking CRS Daily Activities - Future State Process Map

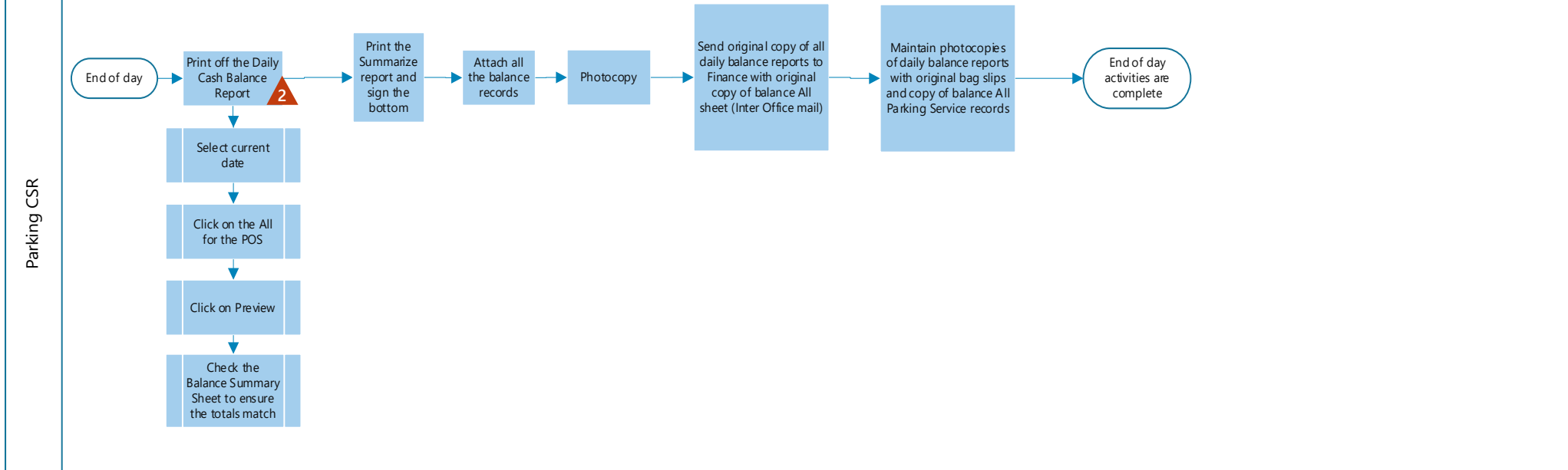
1. Beginning of the Day Activities*

*Refer to the SOP for further details on each step in the process



2. End of Day Activities

*Refer to the SOP for further details on each step in the process and instructions on balancing throughout the day



Legend



Beginning/End of process



Process Activity



Sub-Process Activity



Decision



Off-Page Reference



Identified Gap



Database

Gap Analysis

Parking Customer Service Process

A gap analysis was conducted to assess key differences and changes as London transitions to the desired future state. While, gaps have been identified throughout this report and are imbedded in the recommendations, gaps between the current and future state processes were identified on the previous pages. The gap analysis is summarized below.

▲	Identified Gap	Required Change
1	Customer Service Kiosk Tablet – currently London does not have a customer service kiosk tablet option for customers to access.	Purchasing 1 to 2 tablets with security systems that customers can access. Customer facing web portals will also need to be developed. <i>See Recommendation 2.B.</i>
2	Closure of In-Person Parking Counter – currently customers can access Parking Services in-person at the provincial offences office to pay for parking tickets and parking permits.	The in-person counter will need to be closed to the public. Citizens could access customer service for Parking Services at City Hall using the customer service kiosk tablet. <i>See Recommendation 2.A. Note: Recommendation 2.C. will help to address this identified gap and supports the implementation of Recommendation 2.A.</i>
3	Clerk CSR Supporting Parking Customer Service Process – currently only Parking Service representatives support the Parking customer service process.	The Clerk CSR (or another CSR within City Hall) will be required to support the Parking customer service process in terms of walking customers through how to use the customer service kiosk tablet. These CSRs will have to be trained on the processes to support the customer service kiosk tablet. <i>See Recommendation 2.C.</i>
4	Parking CSR is the First Point of Contact for Customer Service – the Screening Officer is the first point of contact for customers in the current process.	The Parking CSR will be responsible for being the first point of contact for customer service. <i>See Recommendation 1.B and 1.C. Note: Recommendation 1.A. and 1.D. will help to address this identified gap by providing an opportunity to revise job descriptions to enable a broader range of responsibilities.</i>
5	Expanded the Role of Parking CSR – currently the Parking CSR only takes payments in person.	The Parking CSR role will expand to include responsibilities that are effectively aligned with the current Parking Services process and will include customer inquiries, complaints and other requests. <i>See Recommendation 1.A and 1.D.</i>
6	Parking CSR Responsible for General Inquiries – currently the Screening Officers answer general inquiries.	The Parking CSR will be responsible for answering general inquiries to the best of their ability. <i>See Recommendation 1.B and 1.C. Note: Recommendation 1.A. and 1.D. will help to address this identified gap by providing an opportunity to revise job descriptions to enable a broader range of responsibilities.</i>
7	Parking CSR Responsible for Handling Complaints – currently the Screening Officers input complaints into the CRM.	The Parking CSR will be responsible for handling customer complaints and inputting the complaints into CRM. <i>See Recommendation 1.B and 1.C. Note: Recommendation 1.A. and 1.D. will help to address this identified gap by providing an opportunity to revise job descriptions to enable a broader range of responsibilities.</i>

Gap Analysis (Continued)

Parking CSR Daily Activities Processes

A gap analysis was conducted to assess key differences and changes as London transitions to the desired future state. While, gaps have been identified throughout this report and are imbedded in the recommendations, gaps between the current and future state processes were identified on the previous pages. The gap analysis is summarized below.

▲	Identified Gap	Required Change
1	Elimination of Opening Counter Activities – currently the Parking CSR is required to complete a number of opening counter activities at the start of each work day.	There are a number of opening counter activities that will not be required under the new model including: grabbing the float, changing stamp days, pulling out post-dated cheques, preparing brinks bag, and preparing deposit slips. Since the future state design recommends that the Parking counter be closed to in-person customers, there will be no physical cash or documents collected. <i>See Recommendation 2.A.</i>
2	Elimination of Closing Counter Activities – currently the Parking CSR is required to complete a number of closing counter activities at the end of each work day.	There are a number of closing counter activities that will not be required under the new model including: recording cash and cheques on the ScotiaBank deposit book, removing the top two slips and placing into the brown envelop, placing brown envelopes into the Brinks bag, recording the total slip amount into the Brinks bag, depositing Brinks bag into the Vault, recording key information in the Brinks book, and attaching copies of deposit slips. Since the future state design recommends that the Parking counter be closed to in-person customers, there will be no physical cash collected and therefore no cash or cheques to deposit at the end of the day. <i>See Recommendation 2.A.</i>

6.0 Implementation Roadmap

This section outlines the implementation roadmap for the recommendations included in this report.

Implementation Road Map Elements

The Implementation Road Map for these recommendations consists of the following **four elements** common to a Plan-Do-See-Adjust approach to designing and implementing new business rules and behaviours.



1. Planning Process

A process of management decision-making and performance planning that is integrated into the annual budget process.



2. Execution (DO)

Taking action on the established plan will require specific actions of ownership, performance management, and key representatives cyclically over time.



3. Monitoring & Management Process (Check/Adjust)

Operational data encompassing all key metrics deemed appropriate is regularly collected and consolidated into management reports that are reviewed regularly and shared with members of Parking Services. Where necessary, course corrections can be made and new or revised action steps taken.



4. Communications Process

Excellent communication of targeted key messages, key metrics and success stories are a key contributor to creating long-term buy-in to the recommendations.

Implementation Road Map: Planning



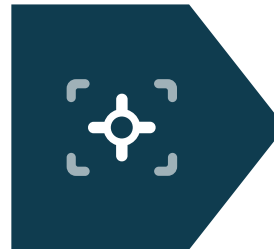
1. Planning Process

A process of management decision making and performance planning that is integrated into the annual budget process.



Key Management Decisions

- **Setting the performance parameters** is key.
- The project manager should determine the key metrics and targets to assess the implemented recommendations on a monthly, quarterly, and/or annual basis.
- The project manager should also **determine the desired outcomes** resulting from the recommendations.



Performance Planning

- **ITS, Parking Services and Service London should work collaboratively** to establish an Implementation Team.
- Determine outcomes and metrics for the team to monitor performance.



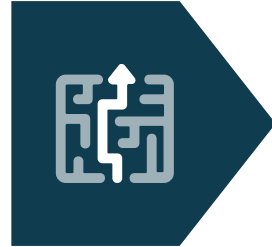
Budget Planning

- The investment and budget for implementing the recommendations should be planned out and pre-determined.
- The Implementation Team should plan for monthly, quarterly, and/or annual budget targets and assessments and track against the KPIs identified in each recommendations.



2. Execution (DO)

Taking action on the established plan will require specific actions of ownership, performance management, and key representatives cyclically over time.



Establish New Business Processes

- **Using the recommended future state process maps, establish new business processes** related to customer service.
- Measure and manage the collection of key metrics and reporting leveraging the KPIs identified in each recommendation.



Clarifying Accountabilities to Monitor Performance

- **Revise role accountabilities within the Implementation Team** to ensure that there is a single accountable individual that can manage the tactical organizational, process, and technological changes occurring.

Implementation Road Map: Monitoring and Management



3. Monitoring & Management Process (Check/Adjust)

Operational data encompassing all key metrics deemed appropriate is regularly collected and consolidated into management reports that are reviewed regularly and shared with members of Parking Services. Where necessary, course corrections can be made and new or revised action steps taken.



Use of Data

- **Defining clear performance metrics and timely collection of data** from different systems is a significant responsibility.
- **Data quality** must be regularly checked and trust in the data is a key to successful implementation of recommendations.



Monthly and Quarterly Management Reporting

- **Development and Circulation of Role and Team-specific reports** to maintain a level of awareness of the progress and performance of the recommendation implementation.



Adjustment or Course Correction

- In a volatile municipal environment, economics and other business conditions can change very quickly with dramatic impacts on profitability and performance.
- Sound management practice involves using the results of regular monitoring to **assess progress against plan and determine if course corrections are required**.

Implementation Road Map: Communications



4. Communications Process

Excellent communication of targeted key messages, key metrics and success stories are a key contributor to creating long-term buy-in to the recommendations.



Development of Key Messages

- **Key messages** are succinct statements that help keep communication clear and focused on the concerns of the sales team.
- They are focused on conveying specific changes, timing of changes, progress on implementation and reinforcing the “We” focus.



Generate Conversations

- **Create the conditions that allow for conversation-driven processes to lead the team to a better understanding the changes.**
- **Authentic conversations** occur most often when a team understands the facts and trusts the results being presented on performance against plan



Maintain Awareness

- Regular messaging and reporting **maintains a level of awareness that performance matters.**

Timeline of Implementation Activities

The image below summarizes the timeline of implementation activities from the implementation roadmap and the recommendations to be included in the execution process. This is a roadmap for consideration and projects with an ITS component will require approval through the technology intake process.

	2022				2023				2024				2025			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
1. Planning																
Key Management Decisions																
Performance Planning																
Budget Planning																
Create initiative to provide management and oversight o to the implementation of recommendations																
2. Execution																
Establish New Business Processes																
1.A. Update and revise the Parking CSR job description which is outdated from 2008.																
1.B. The Screening Officer should not be the first point of contact for customer service phone calls, emails and logging complaints into CRM.																
1.C. The Parking CSR should be the first point of contact for customer service phone calls, emails and logging complaints in CRM, in addition to processing payments.																
1.D. Use generalized customer service job descriptions to be applicable to a broad range of responsibilities to create a revised CSR role.																
2.A. Close the Parking Services payments counter for walk-in customers with the Parking CSR responsible for customer service and processing payments over the phone and email.																
2.B. Implement a customer service kiosk tablet at City Hall where customers could access Parking Services digitally.																
2.C. Train the CSRs in City Hall to be able to direct customers to use the new kiosk tablet.																
3.A. Investigate technology to automate and integrate the intake form process for screening and hearing review requests and to provide an alternative way to submit complaints and inquiries.																
3.B. Drive customers to use the online services identified in these recommendations by developing communications that educate the public of the online services available.																
3.C. Include general information and online services from other departments in the customer service kiosk tablet that was identified in Recommendation 2.B to expand the range of services a customer can access.																
Clarify accountabilities to monitor performance																
3. Monitoring and Management																
4. Communication Process																
Rollout these recommendations to other departments across the City to modernize customer service.																

7.0 Appendices

Appendix A: Project Workplan

Project Workplan



Key Activities		May 2021				June 2021				July 2021				August 2021				September 2021					
Key Milestone	Checkpoint	Project Work																					
Project Planning & Initiation																							
	Draft project plan																						
	Prep for kickoff meeting with Project Committee																						
	Kickoff Meeting with Project Committee																						
	Finalize Project Plan and Schedule																						
	Develop initial project communications for key stakeholders																						
	Initial document collection																						
Current State Review																							
	Document and Data Review																						
	Key interviews (8 @ 1 hr)																						
	Conduct 2 Current State Review Focus Groups with key stakeholders																						
	Develop process maps																						
	Determine current Parking Services capacity to be distributed over other counters																						
	Document available capacity of existing counters to receive Parking Services workload																						
	Summarize current state findings and debrief with Project Committee																						
Future State Review																							
	Conduct 2 future state design working sessions																						
	Develop revised core business process flows																						
	Gap analysis of current state to future state including cost savings estimates																						
	Develop a go forward plan for distribution of Parking Services workload to existing counters																						
	Identify appropriate KPIs to guide ongoing performance monitoring and assessment																						
	Review future state directions with the Project Committee																						
	Develop draft final report and submit for review by Project Committee																						
Final Report and Presentation																							
	Revise final report based on feedback from the Project Committee																						
	Develop a presentation of the Final Report to Council																						
Project Management and QA Oversight																							
	Bi-weekly status meetings with Project Committee																						

Appendix B: Documents Reviewed

Client Submitted Documents Reviewed (1/3)

The following documents were reviewed and for this report:

1. Business Plan Update 2016 - 2019 Parking Services.docx
2. C0699 Customer Service Representative - City Clerk's Office.pdf
3. C0771 Customer Service Representative.pdf
4. C0852 Customer Relations Representative.pdf
5. Cashier Payments and End of Day_SOP.docx
6. Copy of Channel Assessment Tool Package.xls
7. Counter Assessments.zip
8. Counter strategy presentation - 2014.pptx
9. CURRENT Counter Strategy Revised.pptx
10. Downtown Parking Strategy.pptx
11. March 31 15 Counter Strategy.docx
12. Online Payments with amounts by date 2019.pdf
13. Parking 2020-2023.xlsx
14. Payments Online 2020.pdf
15. Payments Over Counter 2020.pdf
16. Planning Economic Development Org Structure - May 4 2021 - Municipal Compliance.pdf
17. Position Management - Customer Service Rep (B Morck).docx
18. Service London Counter Strategy Evaluation Criteria.docx
19. ServiceCounterLocations.pdf
20. Transactions Over the Counter 2019.pdf
21. ~\$PS Schedule Break Out COL.docx
22. 10-Revenue-Disbursement-Lot#21.pdf
23. 20160414 Gtechna Agenda.pdf
24. 4 Municipalities screening.docx
25. AMPS aging triggers.docx
26. AMPs flow chart wording.docx
27. AMPs outstanding items.xlsx
28. AMPS Schedule Break Out COL.docx
29. Asset Management SOW Dec 2015.pdf
30. Banking fees tops.xls
31. DRAFT report.docx
32. Follow up meeting 20180322.docx
33. Gtechna SOW London TOPS with comments.pdf
34. gTechna_OFFICERCC_v6.31_Appealguide.pdf
35. High level Requirements _Parking Replacement Addendum.docx

Client Submitted Documents Reviewed (2/3)

The following documents were reviewed and for this report:

36. HonkMobile PCI.pdf
37. HonkMobile PIC.pdf
38. HonkMobile-City of London-FINAL.pdf
39. HonkMobile-London Draft Agreement (02-09-2016) (003).docx
40. HonkMobile-London Draft Agreement LEGAL.docx
41. INV16089.pdf
42. London letter.pdf
43. Meter Parking Automation.pdf
44. Online Appeal Process quote.pdf
45. Overnight Parking Municipality Comparisons.docx
46. Overnight Parking Wording.docx
47. Parking - Meter Parking Requirements Addendum.doc
48. Parking Sign 1.docx
49. PARKING TICKET INFORMATION signage and phone ideas.docx
50. Purchase Receiver 166661.pdf
51. Quote for AMP Adjudication process.pdf
52. Quote-SN-21102014-London-RFP-V05 1.pdf
53. Quote-SN-21102014-London-RFP-V05.pdf
54. RFP13-08 Shopping Basket Review.docx
55. SOW - Asset and Operations Module.docx
56. TSD Service Request Upgrade.pdf
57. Visitor Pass wording.docx
58. Buy Permit page.PNG
59. LOGIN PORTAL PAGE.PNG
60. Thumbs.db
61. Business Plan Update 2016 - 2019 Parking Services.docx
62. C0699 Customer Service Representative - City Clerk's Office.pdf
63. C0771 Customer Service Representative.pdf
64. C0852 Customer Relations Representative.pdf
65. Cashier Payments and End of Day_SOP.docx
66. Copy of Channel Assessment Tool Package.xls
67. Counter Assessments
68. Counter strategy presentation - 2014.pptx

Client Submitted Documents Reviewed (3/3)

The following documents were reviewed and for this report:

69. CURRENT Counter Strategy Revised.pptx
70. Downtown Parking Strategy.pptx
71. March 31 15 Counter Strategy.docx
72. Online Payments with amounts by date 2019.pdf
73. Parking 2020-2023.xlsx
74. Payments Online 2020.pdf
75. Payments Over Counter 2020.pdf
76. Planning Economic Development Org Structure - May 4 2021 - Municipal Compliance.pdf
77. Position Management - Customer Service Rep (B Morck).docx
78. Service London Counter Strategy Evaluation Criteria.docx
79. ServiceCounterLocations.pdf
80. Transactions Over the Counter 2019.pdf

Appendix C: Key Stakeholders

Key Stakeholder

The following stakeholders participated in **interviews**:

1. John Nolan, Service London
2. Maggie Nelligan, Licensing Area
3. Joanna Carreiro, Parking Services
4. Chantal Maxwell, Building Area
5. Heather Chapman, Municipal Law Enforcement and Animal Services
6. Pat McKellar, Information Technology Services (ITS)
7. Yehia Ibrahim, Information Technology Services (ITS)
8. Mat Daley, Information Technology Services (ITS)
9. Lori Kolodiazny, Information Technology Services (ITS)
10. Moira Barnes, Employee Relations & Recruitment

The following stakeholders participated in a **future state visioning workshop**:

1. John Nolan, Service London
2. Stephen Miller, Parking Services
3. Sean Steenbergen, Parking Services
4. Murzeena Shemsedeen, Parking Services
5. Pat McKellar, Information Technology Services (ITS)

Appendix D: Jurisdictional Review

Jurisdictional Review

	London	Hamilton	Oshawa	Ottawa
Population	404,699	579,200	170,071	994,837
Services Offered at Counters (Q1)	Parking services has its own office (Ontario Court of Justice, Provincial Offenses Court)	Municipal Service Centers handle property taxes, parking ticket payments, traffic ticket payments, blue boxes, animal licensing, composters, PRESTO, taxi scripts, marriage licenses, burn permits, well water test kits etc.	Service Oshawa CSRs may provide information on City services and programs, respond to questions/concerns,	Three service locations are available, ranging from “full service” to “select services”
Accessing Parking Customer Service Virtually (Q2)	May dispute tickets by phone or online	May pay tickets online using Gtechna portal	Service Oshawa offers a phone number, email, and live chat during regular business hours Mon-Fri	Online parking ticket review is available through the city website, and a response is expected within three business days Parking services may also be accessed through 3-1-1 online
Accessing Parking Customer Service In Person (Q3)	May visit POA counters	6 locations to visit (Municipal Service Centres). Typically Mon-Fri, 8:30am-4:30pm	Service Oshawa is located in the Oshawa City Hall	City of Ottawa Client Service Centre services are available in-person by appointment only
Paying Parking Ticket Fines (Q4)	<ol style="list-style-type: none"> 1) Pay online (Gtechna) 2) Pay by mail (cheque or money order) 3) Pay in-person at Parking Services Office (including drop box) 	<ol style="list-style-type: none"> 1) Online (fees of 1.75% ticket cost, max \$1.50) 2) In-person (cheque or money order through drop box, cash, debit, credit in-person) 	<ol style="list-style-type: none"> 1) Paying online through city’s website 2) In-person (cash in envelope, cheque or money order, credit card) at Oshawa City Hall or Service Oshawa 3) By mail 4) By phone (through Service Oshawa) 	<ol style="list-style-type: none"> 1) Paying online 2) Paying by telephone (special number, call 311 for other court-related inquiries) 3) By mail 4) By drop-off box
Purchase Parking Permits (Q5)	Municipal lots: pay at pay-and-display master meter or through HONK	Parking permits may be applied for by mail or email	Occasional use permits can be obtained online or over the phone and monthly parking downtown permits have to be done in person.	All permit types may be found through an online application found on the city’s website. Client Service Centres are currently closed but may be used for residential permits.
Other (Q6)				A Parking Stakeholder Consultation Group exists as a forum for key stakeholders and the city to discuss policy and services administered by the Municipal Parking Management Program

Jurisdictional Review (cont.)

	Barrie	Kitchener	Kingston	Windsor
Population	153,356	242,368	136,685	233,763
Services Offered at Counters (Q1)	Service Barrie desks offer everything from animal control services to business development and water treatment	Pay tickets at City Hall's Revenue Desk or at the City's Bylaw Enforcement Office	Transportation and Public Works department at City Hall handles transit and transportation services	Traffic operations division may be found at the Public Works building
Accessing Parking Customer Service Virtually (Q2)	Services available through email or by phone at Enforcement Services number	City's website allows for virtual dispute and payment of tickets, as well as applying for permits and paying for passes	May call a 211 number to access non-emergency services. Citizens may also submit a request or question using a link found on City website and receive response within two business days	Parking enforcement services are available through Commissionaires of Ottawa-Windsor Division dispatch or through the Parking Enforcement office (by phone, Mon-Fri)
Accessing Parking Customer Service In Person (Q3)	Service Barrie is open for in-person appointments Mon-Fri 8am-5pm	Citizens may visit City Hall to be directed to the appropriate desk, or may visit the bylaw enforcement office	Transportation and public works desk offers service for public works, water treatment, fleet management, engineering services, and solid waste	Parking Enforcement is available at a Public Works office in the city in the Parking Enforcement Office
Paying Parking Ticket Fines (Q4)	<ol style="list-style-type: none"> 1) By mail (cheque or money order) 2) In-person (Service Barrie Office or Enforcement Services Office) 	<ol style="list-style-type: none"> 1) Prompted to pay online first 2) May also pay in-person (cash, cheque, debit) at City Hall's Revenue Desk 3) Cheque drop-off outside of City Hall 4) Mailing a cheque 	<ol style="list-style-type: none"> 1) Pay online 2) By mail 3) Through a 24h collection box 4) In-person (City Hall) 	<ol style="list-style-type: none"> 1) in-person (8am-4:30pm @ PEO) 2) By mail (cheque or money order) 3) Online 4) Through Customer Care Centres
Purchase Parking Permits (Q5)	Passes may be purchased through HotSpot (\$0.20 convenience fee charged, or \$20 annually to avoid this) Two residential parking passes mailed to all residents with no expiration date (for waterfront)	May be applied for through City of Kitchener website Monthly permits/transponders (depending on location) must be picked-up by appointment at City Hall	Permit applications are filled-out through an online application form and then through a service request or email	Must be purchased through the Windsor Public Works office
Other (Q6)		Modern website with an easy-to-access UI	Difficult UI, tricky for users to navigate	

Appendix E: Parking Services Current State Process Maps

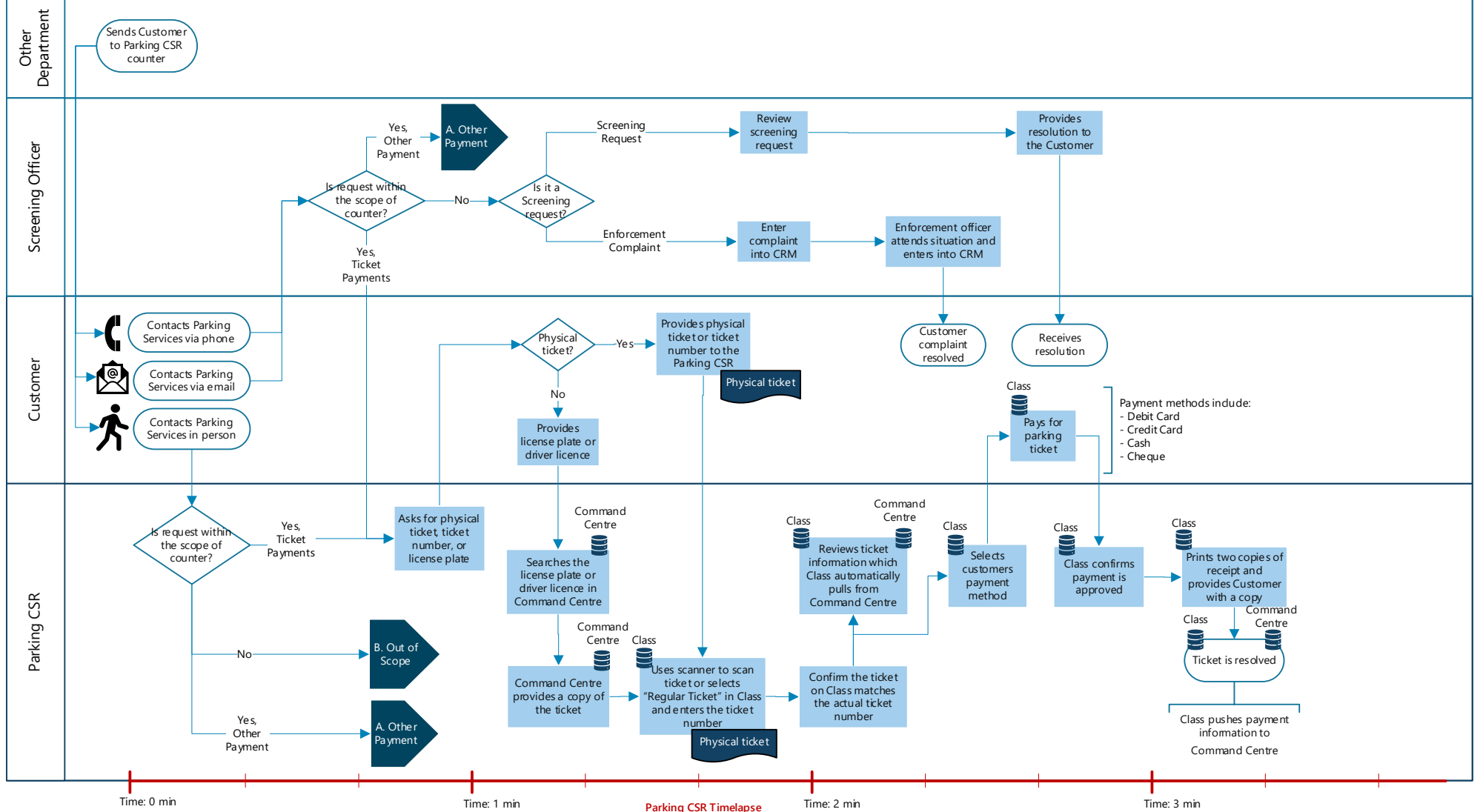
The following section summarizes two current state process maps for the Parking Service Counter:

1. Customer Service Process
2. Daily Activities Process

Customer Service Process (1/3)

Parking Counter Service – Current State Process Map

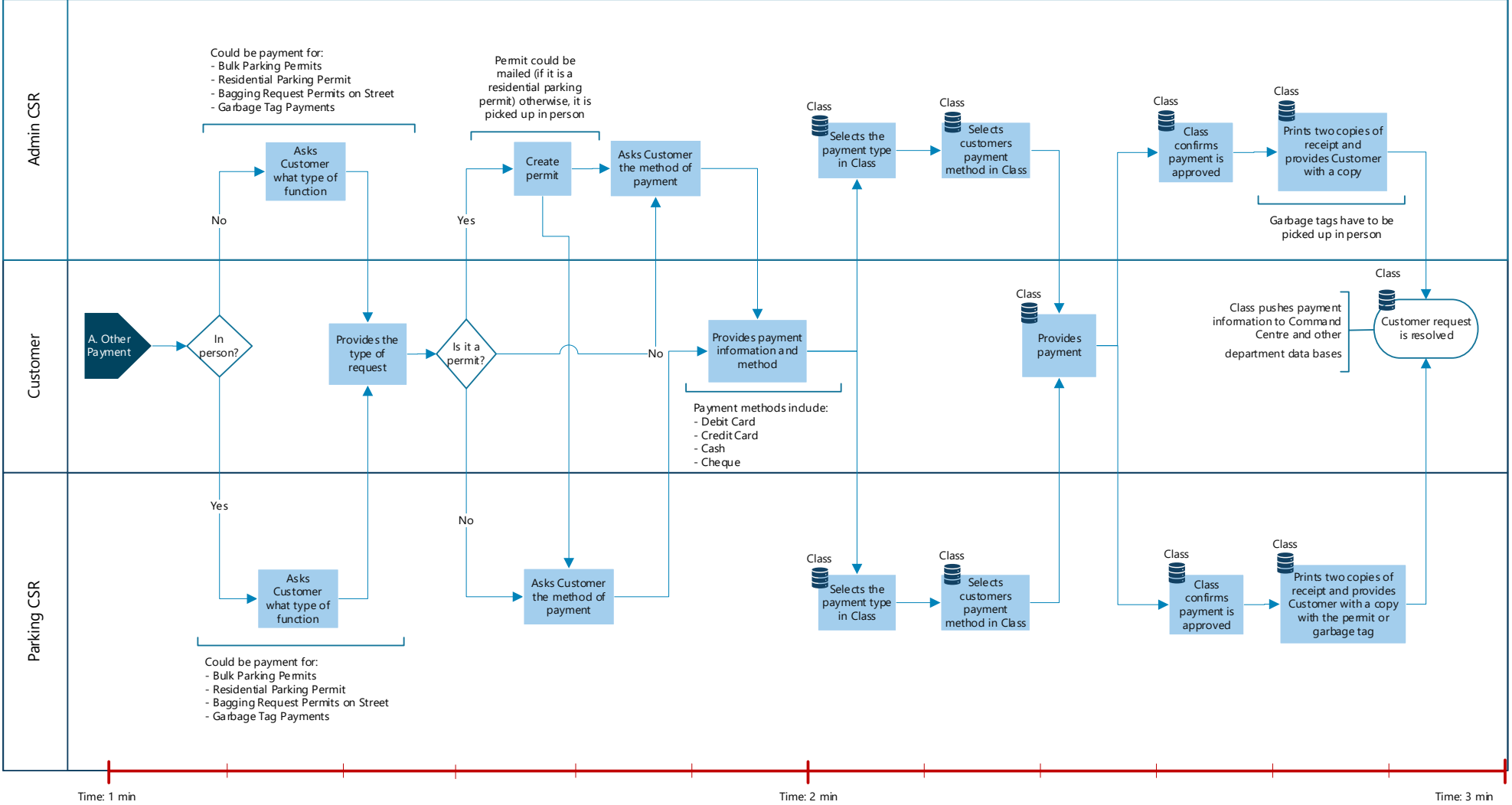
1. Parking Ticket Payments



Customer Service Process (2/3)

Parking Counter Service – Current State Process Map

2. Other Payments



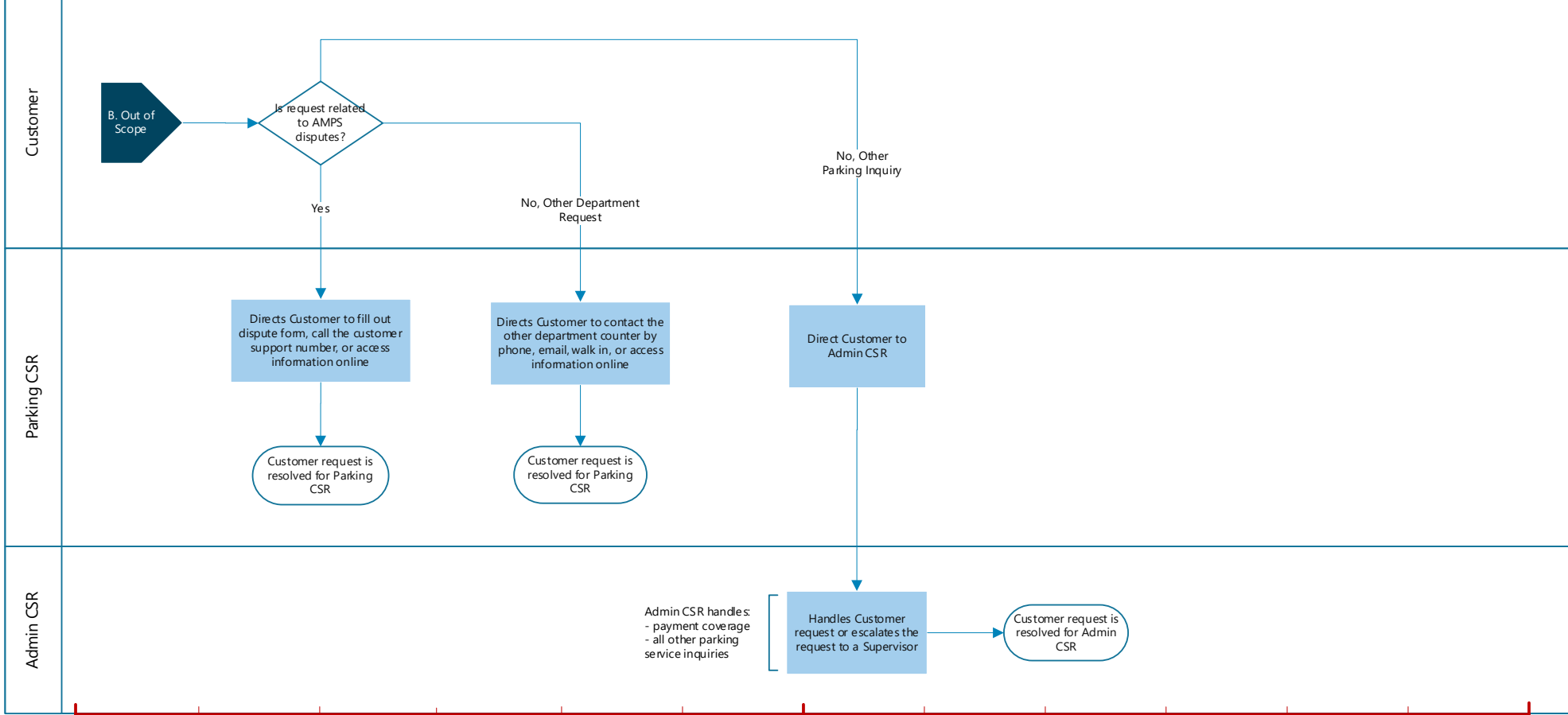
Parking CSR Timelapse



Customer Service Process (3/3)

Parking Counter Service – Current State Process Map

3. Out of Scope Request

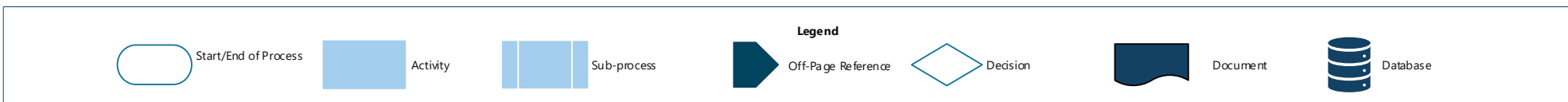


Time: 1 min

Time: 2 min

Time: 3 min

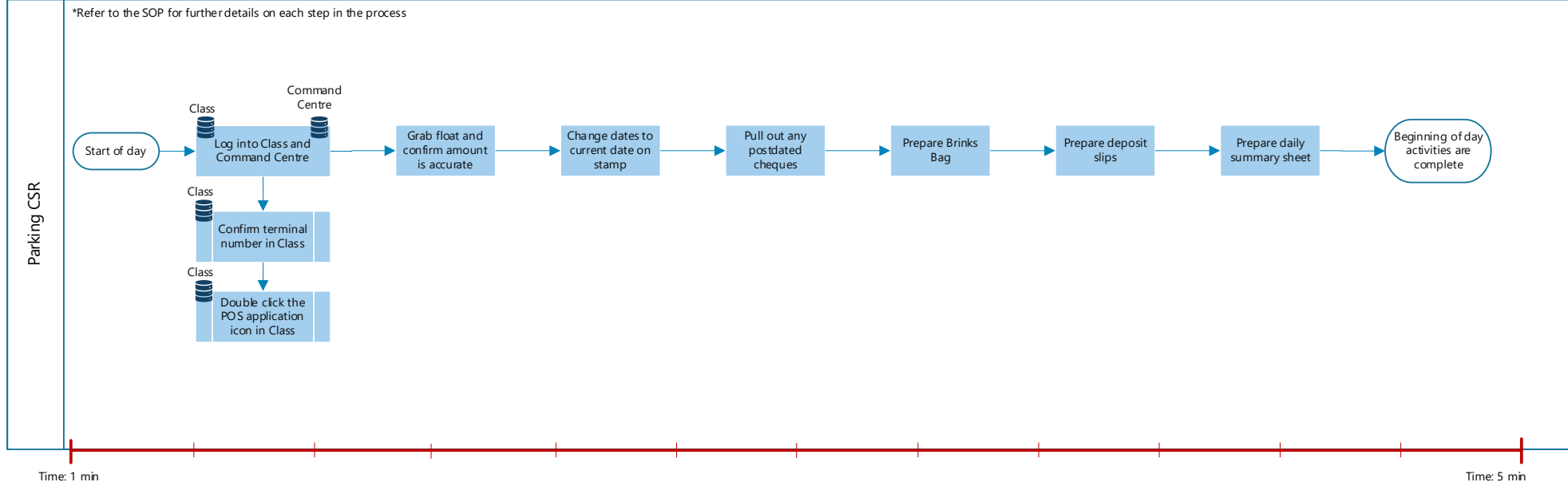
Parking CSR Timelapse



Daily Activities Process (1/2)

Parking Counter Service – Current State Process Map

1. Beginning of the Day Activities*

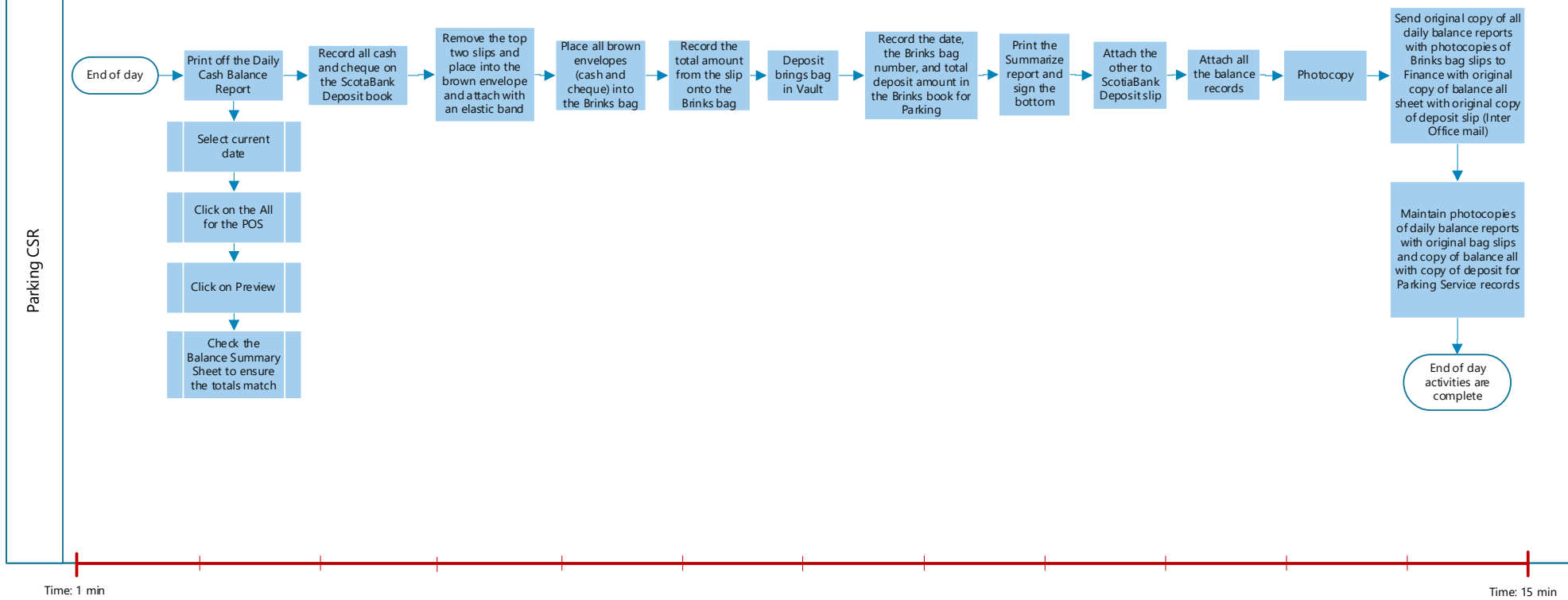


Daily Activities Process (2/2)

Parking Counter Service – Current State Process Map

2. End of Day Activities

*Refer to the SOP for further details on each step in the process and instructions on balancing throughout the day



Appendix F: Emerging Opportunities from the Current State Review

Emerging Opportunities from the Current State Review

The opportunities presented on this page represent emerging ideas and areas to explore in the next stage of this project. MNP will assess and evaluate the emerging opportunities throughout the development of future state process flows and the gap analysis to identify a go forward strategy for Parking Customer Service. Please note, these are initial opportunities discovered in the Current State Analysis however, these opportunities may be updated, revised, removed, and/or additional opportunities may be added as further information is gathered in the Future State Analysis phase.

A Harmonize CSR Job Descriptions

With consistent and harmonized CSR job descriptions, it would enable greater opportunities for bundling of customer service.

B Offer Parking Ticket Payments at Other Departments

Stakeholders identified that there are capabilities within the City to accept parking ticket payments at other department's counters.

C Evaluate and Compare Workloads Across All CSRs

The Screening Officers may have heavier workloads than other CSRs as they conduct screening reviews and manage customer service through answering phones and emails. Depending on AMPS dispute volumes, other municipalities will occasionally have a dedicated customer service support representative to allow Screening Officers to focus on screening reviews. There could be an opportunity to distribute some of the customer service responsibilities (such as answering phone calls and emails) to the Parking CSR to create a hybrid role that processes payments and answers inquiries.

D Align Parking Service to the Broader City IT Strategy

The City is undergoing a number of great initiatives in terms of digital modernization that could support the broader counter service strategy and the Parking Services Counter and it is important to ensure there is alignment between the two areas. Additionally, the Technology Investment strategy Committee is required to review and approve any changes to technology systems in the future.

E Consider Expanding the Use of CRM








CRM is currently being used by the City in some departments and is largely focussed on customer complaints. There could be an opportunity to broaden the use of the CRM to more departments to further build out the knowledge management capabilities. This could enable and support further bundling of customer service offerings and contribute to the broader City-wide strategies.

Appendix G: Opportunity Assessment

Opportunity Assessment A

A Update the Parking CSR job description to reflect the current customer service requirements for the AMPS process.

Parking customer service used to have two counters: one for processing payments and one for answering inquiries. In 2018, the City implemented AMPS for parking infractions. After which, the customer service processes changed significantly, resulting in the closure of the inquiries counter. The current state assessment identified that the Parking CSR's current job description and responsibilities are not reflective of current Parking Services' processes. As a result, there are a number of responsibilities outlined in the job description which are not being performed. There is an opportunity to update the Parking CSR job description to encompass the customer service requirements of the AMPS process for Parking Services.








Evaluation Criteria	Rating Justification	Rating
Improve the efficiency of customer service	The current customer service structure within Parking Services occasionally requires customers to speak to multiple staff. The parking counter could operate more efficiently if the job description is updated because it would streamline the process. The Parking CSR would be able to provide more parking-related customer services and customers may not have to speak with multiple staff to resolve their inquiry.	
Improve the effectiveness of customer service delivery	Updating the Parking CSR job description will improve the effectiveness of customer service delivery as it would enable the Parking CSR to take on additional responsibilities that are reflective of current processes and customer needs. This would improve the customer experience as customers may not have to interact with multiple staff to have their inquiry resolved.	
Improve the accessibility of customer service	This opportunity would not directly improve the accessibility of customer service, however, if the Parking CSR is able to offer customer service that is reflective of the current process, customers would find it easier to access key information.	
Reduce the cost of counter service	This opportunity would likely not provide significant cost reductions in counter service, however, it would ensure that the Parking CSR's time is being use efficiently and effectively which results in more streamlined costs.	
Optimize the use of technology	This opportunity does not reflect any changes in technology.	
Improve connection to, and collaboration with, all counter services	This opportunity is focussed on internal job descriptions for Parking Services, and any changes to reflect the current AMPS process will not impact the connection to or collaboration with other departments. However, the opportunity would align the Parking CSR with the AMPS process and thus would improve the connection to and collaboration with the Screening Officers.	
Ease of Implementation	Clauses exist in the collective agreement that address change in job descriptions due to technological changes. Based on London's relationship with CUPE 101, a proposal of this change would not present hurdles.	



Opportunity Assessment B

B Develop customer service kiosks that allow for broader customer accessibility to Parking Services.

Some citizens may face barriers in accessing online services which drives them to visit the City's customer service counters in person. Installing tablet kiosks for customers to access services and general information as a supplement to physical counter interactions could alleviate this challenge. Citizens would be able to access an online portal that processes payments, provides general information, and displays outstanding tickets. The purpose of the kiosk should be to reduce strain on physical counter services and increase CSR capacity.

Evaluation Criteria	Rating Justification	Rating
Improve the efficiency of customer service	This opportunity should improve the efficiency of customer service as it would drive customers to use the online services rather than speaking to the Parking CSR at the counter. This would free up the Parking CSR's time to focus on other activities and responsibilities.	
Improve the effectiveness of customer service delivery	Tablet kiosk would provide customers with a virtual experience that is tailored to their needs and does not require customers to speak to a person. Additionally, these kiosks could be accessed outside of typical business hours of operation and could provide customers with a positive experience if they are looking to access a broad range of services in one location.	
Improve the accessibility of customer service	Some citizens may face barriers in accessing online services which results in more customers who walk-in to the customer service counter. This opportunity would greatly improve the accessibility of customer service as it would enable access to online services for citizens who face technology barriers. Additionally, if multiple tablet kiosks are installed across the City, more customers would find it easier to access these services without travelling large distances or having to visit multiple City locations.	
Reduce the cost of counter service	This opportunity would likely not provide significant cost savings for counter service. However, it would increase the Parking CSR capacity as less customers would be at the counter. This would free up the Parking CSR's time which results in more streamlined costs.	
Optimize the use of technology	The City has a number of services (including payment portals and general information) offered online. While this opportunity would require purchasing a new technology solution as the physical kiosk, it would also leverage and optimize technology solutions that already exist through the current online service offerings.	
Improve connection to, and collaboration with, all counter services	A customer service kiosk could include services and general inquiry information from other departments and resources across the City. While this opportunity would not improve the connect between all counter services, it would support the bundling of service offerings in one location which would improve collaboration with counter services.	
Ease of Implementation	This opportunity may require some development of a user interface, but the technology is not complicated and integration could happen within a reasonable timeline at a reasonable cost.	



Opportunity Assessment C

C Reassign routine customer service responsibilities from the Screening Officer to the Parking CSR.

Currently, the Parking CSR processes payments for walk-in customers and performs the opening and closing responsibilities of the payment counter. The Screening Officer completes screening reviews and answers customer phone calls and emails, including handling general inquiries, inputting complaints into CRM, and transferring customers to the correct phone line or email if they cannot handle their request. There is an opportunity to reassign these routine customer service responsibilities from the Screening Officer to the Parking CSR. Reassigning customer service responsibilities will compensate for a misalignment in job description that has resulted in the Screening Officer completing routine standard operating procedures that should fall under the responsibilities of a customer service representative.

Evaluation Criteria	Rating Justification	Rating
Improve the efficiency of customer service	This opportunity would improve the efficiency of customer service for Parking Services as it would streamline customer service processes by ensuring that the right people are performing the right tasks for their skillset. Additionally, customers would likely have their concerns addressed in a shorter time frame as the Parking CSR could focus on customer issues and resolving issues in the first occurrence, whereas the Screening Officer's workload is focussed on addressing screening reviews.	●
Improve the effectiveness of customer service delivery	Reassigning customer service responsibilities from the Screening Officer to the parking CSR could improve the effectiveness of customer service delivery as the Parking CSR would be able to handle a broader range of customer inquiries. This would improve the customer experience as customers may not have to interact with multiple staff to pay a parking ticket and have their inquiry resolved.	◐
Improve the accessibility of customer service	This opportunity would not directly improve the accessibility of customer service, however, if the Screening Officers capacity increases as a result, customer's disputes could be heard and resolved in a shorter timeline, which indirectly improves the accessibility of customer service.	◑
Reduce the cost of counter service	Screening Officers are municipal employees who have the authority to cancel or confirm a customers parking infraction penalty, reduce the amount owed or extend payment terms for a parking infraction penalty. These staff require specialized skillsets and training which results in a level 9 pay scale whereas a Parking CSR is a level 7 pay scale. Reassigning customer service responsibilities will provide cost savings by refocussing the Screening Officers job on screening review activities to increase their capacity and enable them to complete more screening reviews each day.	●
Optimize the use of technology	This opportunity does not reflect significant changes in technology however, it could result in the Parking CSR using the CRM tool for customer complaints and possibly a broader use of this tool.	◐
Improve connection to, and collaboration with, all counter services	This opportunity is focussed on internal job responsibilities for Parking Services which would not impact the connection to or collaboration with other departments. However, the opportunity could improve the connection to, and collaboration with the Screening Officers.	◐
Ease of Implementation	Clauses exist in the collective agreement that address change in job descriptions due to technological changes. Based on London's relationship with CUPE 101, a proposal of this change would likely not present major hurdles.	◐



Opportunity Assessment D

D Piggyback off of City-wide technology initiatives (e.g. POS and CRM) that lead to improvements in efficiency of Parking Services.

The City has a number of technology initiatives currently underway and there is an opportunity to leverage these solutions to improve the efficiency of Parking Services. One project currently underway is the Develop Corporate Payment System & Processing Strategy which seeks to update and consolidate the POS system solution for all the departments in the City. Another key initiative is the rollout and expansion of the CRM solution. The CRM currently has limited use with select departments to log and track work orders for complaints, including Parking Services. An opportunity exists to further leverage these initiatives to optimize Parking Services' use of technology to improve the efficiency and effectiveness of service delivery.

Evaluation Criteria	Rating Justification	Rating
Improve the efficiency of customer service	This opportunity would greatly improve the efficiency of customer service as the City-wide technology initiatives could allow for more streamlined processes, greater data insights and information sharing, and more integration capabilities with other departments. This would improve the efficiency of customer service by automating processes and reducing the time it may take to complete tasks.	●
Improve the effectiveness of customer service delivery	This opportunity could improve the effectiveness of customer service delivery if the City-wide technology initiatives are able to provide an improved experience for the customer.	◐
Improve the accessibility of customer service	This opportunity does not directly improve the accessibility of customer service. However, there could be accessibility benefits if the technology initiatives in the City provide new and unique means of accessing customer service.	◑
Reduce the cost of counter service	This opportunity could reduce the cost in the long-run when the efficiencies are realized. Additionally, by piggybacking off of other City-wide technology initiatives, it would result in cost avoidance as Parking Services would not need to go through the hassle and cost of technology solution selection and implementation.	◒
Optimize the use of technology	This opportunity addresses the goal of optimizing the use of technology as its focus is to better leverage the existing technology solutions to improve the efficiency of Parking Services.	●
Improve connection to, and collaboration with, all counter services	By piggybacking off of other City-wide technology initiatives, it ensures there are greater integration capabilities between Parking Services and other departments. When departments technology solutions have integration capabilities, it expands the ability for data and information sharing and allows for greater collaboration between various counter services locations across the City.	◑
Ease of Implementation	This opportunity would likely be easy to implement as Parking Services would piggyback off of technology initiatives that are already underway and already have implementation experience.	◒










Opportunity Assessment E

E

Close the Parking Counter to walk-in customers and only offer customer service via phone and email. Limit in-person customer service experiences to City Hall.

Replace counter services with a remotely-offered service delivery model that includes teleservice and online service through email or website portal. Aim to remove the need for CSRs to be present in-person to deliver services, thus removing the need for administrative tasks relating to the running of an in-person desk (i.e. Opening and closing desk daily, manual filing, cleaning).

Evaluation Criteria	Rating Justification	Rating
Improve the efficiency of customer service	If the customer service counter is closed for in-person inquiries, it could result in more people accessing Parking Services online which would reduce the volume of workload for the Parking CSR and improve the efficiency. However, it may result in more customers calling the counter for inquiries and requests which may be more challenging to resolve over the phone, rather than in person.	
Improve the effectiveness of customer service delivery	Closing the Parking Service counter for in-person customers could improve the effectiveness of customer service delivery for the City. This is because it would reduce the number of customer service locations, and the challenges customers may face when they have to travel between locations to have their request resolved. However, many of the customers who visit the counter, often prefer to have their inquiries and concerns resolved in-person, and this opportunity could reduce the effectiveness of customer service delivery for those individuals.	
Improve the accessibility of customer service	Customers will no longer have to worry about finding the correct counter at the correct address – all services may be accessed online. Additionally, with more customers accessing the services online, it would improve customers awareness in their ability to access services remotely outside of standard working hours. Accessibility may be limited by customers' access to technology, but the use of kiosks or the suggestion of accessing the portal through free computers at public libraries may mitigate this. Services may be more effective for customers overcoming a language barrier (easier access to translation) or for those with physical mobility issues.	
Reduce the cost of counter service	Elimination of costs associated with in-person service offerings by delivering all service remotely. CSRs' time is now 100% utilized for delivery of service while no time is spent on administrative tasks associated with running the brick-and-mortar delivery model.	
Optimize the use of technology	The City already has online and phone customer services options in place for the Parking Service counter. This opportunity aims to optimize the use of technology by leveraging these solutions and requiring customers to use online services rather than the in-person. This ensures that the use of existing technologies are maximized.	
Improve connection to, and collaboration with, all counter services	This opportunity likely would not impact the connection to, and collaboration with, counter services as it focusses on internal processes for Parking Services.	
Ease of Implementation	Although this opportunity would be fairly easy to implement, the City could face some organizational resistance with staff and public resistance from citizens who prefer receiving customer service in-person.	



Opportunity Assessment F

F Automate the intake application form for the Screening Review and Hearing Review process.

Currently, customers are directed to fill out screening and hearing request forms and submit them through email or by dropping the form off in person. An opportunity exists to develop an online, fillable form for Screening Reviews and Hearing Reviews to automate this part of the process and eliminate the redundancy of customers filling in their information and London employees manually entering the data into the system.








Evaluation Criteria	Rating Justification	Rating
Improve the efficiency of customer service	Automating the intake application form would greatly improve the efficiency of customer service delivery as it would eliminate the duplicated effort resulting from having to manually re-enter data into systems. Additionally, automating this part of the process would eliminate the need for holding paper copies of themes forms on file, which tend to be inefficient.	●
Improve the effectiveness of customer service delivery	This could improve the effectiveness of customer service delivery as an online, fillable form would be more streamlined as it could be submitted through a portal, rather than customers having to download the file and attach it to an email or drop it off in person.	◐
Improve the accessibility of customer service	Some individuals who are less technologically savvy may not understand the online, fillable form and could still want to drop off their forms in person. While this opportunity could improve the accessibility of customer service for those who are technologically adept, it may not be effective for those who find technology challenging to navigate.	◑
Reduce the cost of counter service	There are costs associated with maintaining paper-copies of documents and with manually entering data into systems. Automating the intake application form for screening and hearing requests could reduce the cost of customer service by eliminating or reducing some of those costly processes.	◐
Optimize the use of technology	This opportunity is focussed on a technological change that would optimize Parking Service's current use of technology. By implementing an online, fillable form – technology is being leveraged to reduce and eliminate manual and repetitive tasks.	●
Improve connection to, and collaboration with, all counter services	Automating the intake application form for screening and hearing requests does not directly impact the other counter services.	○
Ease of Implementation	Creating a form, linking it to internal systems, and posting it online is a simple process that could be live in a very short amount of time.	●



Opportunity Assessment G

G Drive customers to use online services rather than phone or in-person and improve online services.

Online self-service reduces workload for CSRs and allows them to focus more on offering support than receiving information through processes that could otherwise be digitized. There is an opportunity to identify strategies and tools to drive customers to use the online services. Digitization delivers cost-savings and removal of redundancy in work roles.

Evaluation Criteria	Rating Justification	Rating
Improve the efficiency of customer service	Mobile delivery of customer service means that customers will not have to initiate customer service during regular business hours, and may complete some processes through automated portals. This increases efficiency due to higher capacity and lower strain on department resources. Additionally, more online services provides a mechanism for data collection which London could use to support decision making and improving the efficiency of customer service and Parking Services.	
Improve the effectiveness of customer service delivery	Online services can provide a highly transparent customer service process as feedback and key information could be viewable at every step of the customer journey. Customers would be able to select the customer service delivery model that they prefer.	
Improve the accessibility of customer service	Services may be more effective for customers overcoming a language barrier (easier access to translation) or for those with physical mobility issues.	
Reduce the cost of counter service	Counter service still must maintain average staffing hours to accommodate customers that are unable to use technology which suggests that costs may not change significantly. Capacity is increased (possibly eliminating any overtime) but staffing levels remain constant.	
Optimize the use of technology	This opportunity would greatly impact the optimization of technology as more people would be using the existing online services.	
Improve connection to, and collaboration with, all counter services	This opportunity would not have a significant impact on the connection to, and collaboration with, other counter services.	
Ease of Implementation	The City already has a number of online self-service options for customer service however additional technology solutions could modernize Parking Services further to improve the online service offering. This could be challenging to implement as there may be competing priorities with other initiatives. Phone systems are already in place, any work surrounding telephones would involve routing calls to different desks. Improving online services may be a larger task.	



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DEFERRED MATTERS

COMMUNITY AND PROTECTIVE SERVICES COMMITTEE

as of November 16, 2021

File No.	Subject	Request Date	Requested/Expected Reply Date	Person Responsible	Status
1.	<p><u>Proposed Accessible Vehicle for Hire Incentive Program – Update</u> That, on the recommendation of the Managing Director, Development and Compliance Services and Chief Building Official the following actions be taken with respect to the staff report dated September 10, 2019 related to an update on a proposed accessible vehicle for hire incentive program:</p> <p>b) the Civic Administration BE DIRECTED to hold a public participation meeting at a future meeting of the Community and Protective Services Committee with respect to amending the Vehicle for Hire By-law to make the necessary changes to implement an incentive program for accessible vehicles for hire.</p>	September 10, 2019	TBD	Anti Racism, Anti Oppression Service area	
2.	<p><u>Special Events Policies and Procedure Manual</u> That the following actions be taken with respect to the “Special Events Policies and Procedure Manual”:</p> <p>a) the communication dated September 6, 2019 from Councillor A. Kayabaga, with respect to the “Special Events Policies and Procedures Manual” BE RECEIVED; and,</p> <p>b) the Civic Administration BE DIRECTED to review the City’s “Special Events Policies and Procedures Manual” and report back on possible amendment to the Manual to address the following matters:</p> <p>i) the disruption caused by special events being held in the evenings prior to a work and/or school day;</p>	September 10, 2019	June 2022	C. Smith J.P. McGonigle	

File No.	Subject	Request Date	Requested/Expected Reply Date	Person Responsible	Status
	ii) the application of the same rules/restrictions that are in place for Victoria Park to Harris Park; and, iii) increased fines and penalties for special events that contravene the Manual.				
3.	<p><u>Short-Term Accommodations - Proposed Regulations</u></p> <p>That, on the recommendation of the Managing Director, Development and Compliance Services and Chief Building Official, the following actions be taken with respect to the staff report dated February 19, 2020 related to short-term accommodations:</p> <p>a) the Civic Administration BE DIRECTED to amend all necessary by-laws to address short-term accommodations and hold a public participation meeting at a future meeting of the Community and Protective Services Committee;</p> <p>b) the Civic Administration BE DIRECTED to continue consulting with short-term accommodation platforms on the further collection of Municipal Accommodation Tax;</p>	February 19, 2020	Q4 2021/ Q1 2022	G. Kotsifas O. Katolyk	
4.	<p><u>London Community Recovery Network - Ideas for Action by Municipal Council</u></p> <p>That, on the recommendation of the Managing Director, Neighbourhood, Children and Fire Services, the Acting Managing Director, Housing, Social Services and Dearness Home, and the Managing Director, Parks and Recreation, the following actions be taken with respect to the staff report dated February 9, 2021 related to the London Community Recovery Network and ideas for action by Municipal Council:</p> <p>ii) the implementation plan for item #2.3 Downtown Recovery – free transit to the downtown, as it relates to transit initiatives to the downtown, BE REFERRED back to the Civic Administration to continue working with the London Transit Commission on this matter, with a report back to a future meeting of the Community and Protective Services Committee (CPSC) when additional details are available; and,</p>	February 9, 2021	TBD	C. Smith K. Dickins S. Stafford	

File No.	Subject	Request Date	Requested/Expected Reply Date	Person Responsible	Status
	iii) implementation plan for item #2.3 Downtown Recovery – free transit to the downtown, as it relates to parking initiatives in the downtown BE REFERRED back to the Civic Administration with a report back to a future meeting of the CPSC when additional details are available;				
5.	<u>Affordable Housing Units in London</u> That the following actions be taken with respect to the creation of affordable housing units in London: b) the Civic Administration BE DIRECTED to report back to a future meeting of the Community and Protective Services Committee with an implementation plan, inclusive of financial impacts, that sets out the best supports for the development of affordable housing units;	March 30, 2021	TBD	K. Dickins	
6.	<u>Animal By-law PH-3</u> That the communication, dated April 1, 2021, from Councillor M. Cassidy, with respect to By-law PH-3, being "A by-law to provide for the regulation, restriction and prohibition of the keeping of animals in the City of London", BE REFERRED to the Civic Administration for review and a report back at a future meeting of the Community and Protective Services Committee related to revisions or updates that could be made to the by-law; it being noted that a communication from K. and K. Beattie, as appended to the Added Agenda, with respect to this matter, was received.	April 20, 2021	Q4, 2021	G. Kotsifas O. Katolyk	
7.	<u>School Planning</u> That the Civic Administration BE DIRECTED to provide an information report at a future meeting of the Community and Protective Services Committee with respect to the roles and responsibilities of the local school boards and how the City of London interacts with the boards related to the items listed in the communication, as appended to the Agenda, from Councillors S. Lewis and P. Squire; it being noted that the above-noted communication, with respect to this matter, was received.	June 22, 2021	TBD	C. Smith	

File No.	Subject	Request Date	Requested/Expected Reply Date	Person Responsible	Status
8.	<p><u>Recognizing the Impact of Hosting the COVID-19 Assessment Centres at Oakridge Arena and Carling Heights Optimist Community Centre</u></p> <p>That the following actions be taken with respect to the communication, dated July 6, 2021, from Councillors S. Lehman and J. Helmer and Mayor E. Holder, related to Recognizing the Impact of Hosting COVID-19 Assessment Centres at Oakridge Arena and Carling Heights Optimist Community Centre:</p> <p>a) the Civic Administration BE DIRECTED to consult residents, especially those close to the COVID-19 assessment centres, about priorities for new recreational amenities or upgrades to existing recreational amenities in the general area; and,</p> <p>b) the Civic Administration BE DIRECTED to explore potential provincial and federal funding opportunities for recreational infrastructure and to report back with recommended new or upgraded recreational amenities in the general area of both testing centres, along with a recommended source of financing;</p>	July 27, 2021	TBD	C. Smith	
9.	<p><u>Property Standards Matters (March 2021 Council Resolution)</u></p> <p>That the following actions be taken with respect to the staff report dated September 21, 2021, related to Property Standards Matters (March 2021 Council Resolution):</p> <p>a) the Civic Administration BE DIRECTED to report back at a future meeting of the Community and Protective Services Committee on how a RentSafeLondon by-law enforcement program, modelled after the RentSafeTO program, could be implemented, including proposed fees for registration and building audits;</p>	September 21, 2021	TBD	G. Kotsifas	
10.	<p><u>Flyer Deliveries to Residential Properties</u></p> <p>That the draft by-law, as appended to the staff report dated September 21, 2021, with respect to Flyer Deliveries to Residential Properties BE REFERRED back to the Civic Administration for revisions that</p>	November 2, 2021	TBD	G. Kotsifas B. Card	

File No.	Subject	Request Date	Requested/Expected Reply Date	Person Responsible	Status
	include enforcement measures in cases where compliance is not respected;				

Animal Welfare Advisory Committee

Report

10th Meeting of the Animal Welfare Advisory Committee

November 18, 2021

Advisory Committee Virtual Meeting - during the COVID-19 Emergency

Please check the City website for current details of COVID-19 service impacts.

Attendance PRESENT: W. Brown (Chair), M. Blosch, A. Hames, P. Lystar,
and M. Toplack; A. Pascual (Committee Clerk)

ABSENT: None

ALSO PRESENT: O. Katolyk, M. McBride, and S. Stafford

The meeting was called to order at 5:04 PM; it being noted that the following members were in remote attendance: M. Blosch, W. Brown, A. Hames, P. Lystar, and M. Toplack.

1. Call to Order

1.1 Disclosures of Pecuniary Interest

That it BE NOTED that no pecuniary interests were disclosed.

2. Consent

2.1 9th Report of the Animal Welfare Advisory Committee

That it BE NOTED that the 9th Report of the Animal Welfare Advisory Committee, from its meeting held on October 7, 2021, was received.

3. Sub-Committees and Working Groups

3.1 Sub-Committee Update

That it BE NOTED that the verbal presentation from W. Brown, with respect to the Sub-Committee Update, was received.

4. Items for Discussion

4.1 Update on Pet Limits for Approved Foster Organizations - M. McBride, Animal Welfare Coordinator

That it BE NOTED that the verbal presentation from M. McBride, Animal Welfare Coordinator, with respect to an update on Pet Limits for Approved Foster Organizations, was received.

4.2 Budget Request - Coyote Signs on City Parks

That the following actions be taken with respect to the Animal Welfare Advisory Committee (AWAC) Budget request related to Coyote Signs on City Parks:

a) the transfer of \$1,000.00 from the 2021 Animal Welfare Advisory Committee Budget allocation to the Parks Operations Fund BE APPROVED in order to procure new signs related to wild canids to be installed in City parks; and,

b) the communication, as appended to the Added Agenda, with respect to this matter, BE RECEIVED.

4.3 Clear Your Gear Initiative

That the following actions be taken with respect to the Clear Your Gear Initiative:

- a) the Civic Administration BE REQUESTED to explore the best methods to empty and maintain the recycling receptacles to be placed at areas for recreational fishing; and,
- b) the communication, as appended to the Added Agenda, with respect to this matter, BE RECEIVED;

it being noted that the Animal Welfare Advisory Committee will continue to engage with the Civic Administration with respect to the implementation of this initiative.

5. **Adjournment**

The meeting adjourned at 5:46 PM.