

# POVERTY IS A COMMUNITY ISSUE

More than  
**62,000**  
Londoners  
live in poverty.  
That's **1 in 7** of us.



London urgently needs to address poverty. Too many people in our community lack the resources they need to live with dignity and it's holding us all back.

**London for All** is our city's roadmap to end poverty. As lead agency, United Way convenes community partners to facilitate long-term solutions and systems change. Together, we're creating pathways out of poverty so that all Londoners can participate and thrive.

London for All is:

**60+** stakeholder organizations coming together to ignite change

**38** individuals identifying with lived or living experience who are involved as key decision-makers

**160+** volunteers from diverse backgrounds

## LONDON FOR ALL IN ACTION

### Engage people with lived experience in democratic processes and institutions

People with lived or living experience deeply understand the realities of poverty. The expertise of these individuals adds strength and resiliency to poverty reduction work. Their first-hand knowledge of systemic barriers is invaluable in co-creating innovative solutions.

38 individuals identifying with lived or living experience in poverty are involved as key decision-makers in London for All. All individuals are eligible for compensation for their time, travel, and expenses.

**"London for All has helped me to find my voice and to empower others to know that they are not alone."**

– Member, LFA Leadership Table

### Work with farmers to provide more fresh food to people who need it most

The London Good Food Box is a neighbourhood-based program that provides vegetables and fruits at an affordable price through collective purchasing.

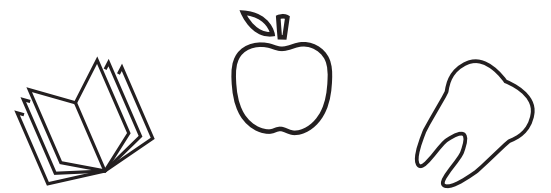
The Good Food Box Program has grown to 12 host sites and distributes over 350 boxes of food monthly.

### Expand local no-cost dental programs for Londoners living with low income

**SOAHAC Dental Clinic** provides free dental care to Indigenous children, youth and adults who are covered for services under social assistance and Children's Aid Society programs.

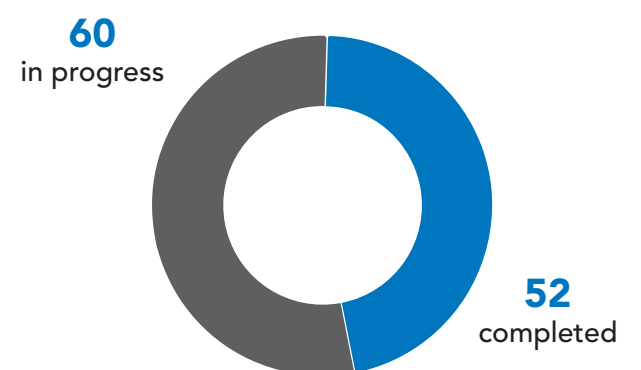
**Parkwood Hospital Dental Clinic** provides services to individuals in care at Parkwood Institute and after discharge.

**Dental Outreach Community Services** hosts clinics at Western University and in the community for low income Londoners.



### 112 Recommendations addressing:

- Income & Employment
- Food Security
- Health
- Transportation
- Early Learning & Education
- Changing Mindsets
- Systems Change
- Homelessness Prevention & Housing



[unitedwayem.ca/london-for-all](http://unitedwayem.ca/london-for-all)



United Way  
Elgin Middlesex

## LONDON FOR ALL

A ROADMAP TO END POVERTY

Year 2 • May 2019



London  
CANADA

# LONDON FOR ALL VOLUNTEERS

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Paul Seale  
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Stanislav Rajic  
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Jim Swan  
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Amanda Stratton  
Mel Sheehan

## Changing Mindsets

Circles Guiding Coalition  
Jessica Justrabo  
Trevor Johnson  
Vito Mendonca  
Tracy Smith Carrier  
Colleen Amatruda  
Bev Kobe  
Shane Clarke  
Katherine Krakowski  
Susan Gowan  
Joanne Girvan

Pat Matthews  
Meagen Pyper  
Darryl H  
Mary Ellen Lawrence  
Chris Blain  
Mel Sheehan  
Deana Ruston  
Marg Richings  
Sheila Simpson  
Lore Wainwright  
Michele Manocchi  
Andree Ribout  
Saleha Khan  
Chief Jessica Hill  
Chief Myeengun Henry  
Jens Stickling  
Raymond Deleary  
Jennifer Whiteye  
Al Day  
Cherilyn Hill  
Chanda Kennedy  
Evelyn Young  
Luke Nicholas  
Southern First Nations  
Secretariat  
London District Chiefs  
Council  
Circles Groups  
Andre Vashist  
James Shelley  
Tina Lightfoot  
Eric Todd  
Jessica Bugorski  
Wendy Lau  
Skylar Franke  
Kristen Loblaw  
Jason Mandlowitz  
Murray Hamilton  
Joe Bezzina  
Bonnie Smith  
Nicole Kovacs  
Mike Courey  
Luis Patricio



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# LONDON FOR ALL






A ROADMAP TO END POVERTY




London  
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## Summary Report

London for All: A Roadmap to End Poverty

Expected Results	Strategy	Target End Date	Accomplishments	Variance
 Changing Mindsets	 1.1 Develop a campaign to educate and engage the community on poverty that	5/31/20		
	 1.2 Grow existing awareness and engagement initiatives	5/31/20		
	 1.3 Increase the number of organizations providing Indigenous Cultural Safety training	5/31/20		
	 1.4 Increase the number of organizations providing Cultural Competency training	5/31/18	<p>London Cross Cultural Learners Centre (CCLC) resumed its provision of Intercultural Education Services in January 2017, focused on Cultural Competency training.</p> <p>A variety of training modules have been developed to meet the needs of the community. Intensive training is available for specialized audiences: workshops focusing on practical implications in specific areas of competence are available, and Train-the-Trainer courses are available for those who want to become certified trainers and provide training to their organization(s) and/or clientele.</p> <p>In 2017, Cultural Competency training was provided at 22 organizations in the City of London. 1,200 participants took part in these training sessions, delivered by CCLC. Twenty individuals received their Certified Trainers certification through the Train-the-Trainer program and then provided training to 350 people in their respective workplaces.</p>	
	 1.5 Collaborate with school boards to build on existing resources that help students understand the impacts of poverty and to reduce stigma.	5/31/20		

Expected Results	Strategy	Target End Date	Accomplishments	Variance
	<ul style="list-style-type: none"> <li>■ 1.6 Strengthen relationships and increase partnerships between municipal leaders, Indigenous peoples and community partners to create an Indigenous poverty strategy</li> </ul>	5/31/20		
	<ul style="list-style-type: none"> <li>■ 1.7 Create a “Made in London” campaign that encourages residents to think and buy local in order to support the local economy and increase local employment</li> </ul>	5/31/20		
	<ul style="list-style-type: none"> <li>■ 1.8 Publicly acknowledge support for the Truth and Reconciliation Commission of Canada: Calls to Action’s recommendations and use the findings to educate Londoners and address systemic racism and discrimination</li> </ul>	5/31/20		
	<ul style="list-style-type: none"> <li>■ 1.9 Strengthen programs to counteract violence against women and support National Inquiry into Missing and Murdered Indigenous Women and Girls</li> </ul>	5/31/20		
<ul style="list-style-type: none"> <li>■ Income &amp; Employment</li> </ul>	<ul style="list-style-type: none"> <li>■ 2.1 Use London’s Community Economic Roadmap to accelerate skills training programs that meet local labour market needs</li> </ul>	5/31/20		

Expected Results	Strategy	Target End Date	Accomplishments	Variance
	<p> 2.2 Become a Basic Income Guarantee pilot site</p>	5/31/18	<p>The Ontario Basic Income pilot project was launched in 2017. The City of London was not successful as a host city.</p> <p>The pilot project was implemented in Hamilton, Brantford, Brant County, Lindsay and ThunderBay and the surrounding area to test whether a basic income can better support vulnerable workers, improve health and education outcomes for people on low incomes, and help ensure that everyone shares in Ontario's economic growth.</p> <p>On July 31, 2018, Minister MacLeod announced that the three-year \$150 million pilot project would be cancelled despite campaign assurances that it would continue if Premiere Ford was elected. The Basic Income project concluded on March 31, 2019.</p>	
			<p>Community Diversity &amp; Inclusion Strategy: City Council's 2015-2019 Strategic Plan identified the need to develop a Community Diversity &amp; Inclusion Strategy (CDIS) as a way to "build a diverse, inclusive and welcoming community" by "supporting all Londoners to feel engaged and involved in our community".</p> <p>In November 2016, the City of London asked Londoners to step forward to help build this Strategy. 200 Londoners came forward to be CDIS Champions, committing to meet three times from January to March and engage their community networks between meetings. A Steering Committee, including representatives from the Diversity Inclusion and Anti-Oppression Advisory Committee (DIAAC) and other CDIS Champions, provided oversight over the entire process.</p>	



Expected Results	Strategy	Target End Date	Accomplishments	Variance
	<p data-bbox="485 824 810 889">  2.3 Develop and implement hiring practices aimed at increased diversity </p>	<p data-bbox="869 837 947 862">5/31/18</p>	<p data-bbox="1255 94 1619 199">Londoners and community stakeholders were also provided with several opportunities to provide input.</p> <p data-bbox="1255 207 1619 394">On August 1, 2018 the Steering Committee presented the draft document to Community and Protective Services Committee for endorsement. The strategy then went to City Council for final approval on August 22.</p> <p data-bbox="1255 427 1619 1008">The CDIS is an aspirational document. It reflects a collective effort and interest in building a more inclusive city. It captures the insights of a group of Londoners at a specific point in time. It is not exhaustive, nor is it complete, nor is it perfect. Diversity and inclusion are complex, challenging, ever changing and often highly personal topics. The CDIS does not pretend to reflect every perspective, or include every possible action that the London community could and should take to become more inclusive. Some of the strategies in the CDIS will be easier to implement than others, as some are specific initiatives while others may never be “complete” but instead will require ongoing effort from the entire community.</p> <p data-bbox="1255 1016 1619 1170">The CDIS must be a living document which is reviewed and revised on regular basis, as the very act of having deliberate discussions with Londoners about inclusion is critical to making progress.</p> <p data-bbox="1255 1179 1619 1317">The CDIS represents a step in the right direction, while appreciating that there will always be steps ahead to make London a truly inclusive community.</p> <p data-bbox="1255 1349 1619 1503"> <b>“All Are Welcome Here” Campaign</b>            “All are welcome here” is a campaign to fight back against the recent rise of anti-immigrant sentiment in the city.            It is a product of the London         </p>	

Expected Results	Strategy	Target End Date	Accomplishments	Variance
			<p>Middlesex Local Immigration Partnership with various partners including the City of London. The purpose of the campaign is to end racism and religious and ethnic discrimination in the city.</p> <p>1,000 Acts of Welcome Campaign The LMLIP 1,000 Acts of Welcome Challenge is a local campaign to end racial, religious and ethnic prejudice and discrimination in London by engaging residents in creating a welcoming community - one welcoming act at a time! The key campaign message is #AllAreWelcomeHere. The campaign encourages residents of London to engage in acts of welcome and share those acts through the campaign social media. It encourages schools to take concrete steps aimed at creating a more welcoming school community. It initially invited every resident, to get involved and complete 1000 Acts of Welcome by March 21, 2018, a deadline that has now been extended indefinitely.</p>	
	<p>2.4 Implement social procurement policies at public institutions</p>	5/31/20		
	<p>✓ 2.5 Establish the Living Wage figure for London</p>	5/31/18	<p>Great work done by the London Poverty Research Centre at King's University College and the Middlesex London Health Unit.</p> <p>When determining a Living Wage for a given community, it is necessary to consider a wide range of local factors and conditions that can affect how earners are able to meet their basic needs. A Living Wage is specific to the community for which it is calculated.</p> <p>The Living Wage for London, Ontario is \$15.53 per hour; however, where the employer provides an employee medical insurance plan, the Living Wage drops to \$14.57 per hour.</p>	

Expected Results	Strategy	Target End Date	Accomplishments	Variance
	<p>2.6 Support the implementation of the Brighter Prospects: Transforming Social Assistance in Ontario</p> <p>✓ recommendations, including linking social assistance rates to inflation and allowing individuals to retain more of their assets before accessing social assistance</p>	5/31/20	<p>Brighter Prospects: Transforming Social Assistance in Ontario</p> <p>Increased limits for assets for recipients of ODSP and Ontario Works so that individuals and families can build financial resilience and better weather daily cost pressures and unexpected financial needs.</p> <p>Effective September 2017 the following changes were implemented:</p> <p>Ontario Works asset limits increased from:</p> <p>\$2,500 to \$10,000 for single individuals \$5,000 to \$15,000 for couples</p> <p>ODSP asset limits increased from:</p> <p>\$5,000 to \$40,000 for single individuals \$7,500 to \$50,000 for couples</p>	
	<p>2.7 Advocate for adequate, liveable rates for people accessing Ontario Works and Ontario Disability Support Program</p> <p>✓</p>	5/31/20	<p>Along with a submission on the Income Security roadmap from the Ontario Municipal Social Services Association (OMSSA) for which the City of London is one of the 47 Representatives, a proposal was prepared by the London Community Advocates Network and sent on behalf of LFA to the Honourable Charles Sousa, Minister of Finance. Additionally the Income Security roadmap was attached to the submission.</p> <p>The Roadmap for Change is a comprehensive plan that will help break the cycle of poverty in Ontario. The recommendations contained in the report will significantly improve the income security system in Ontario.</p>	



Expected Results	Strategy	Target End Date	Accomplishments	Variance
	<p>✓ 2.8 Advocate for adequate, liveable rates for older adults accessing social assistance and pension programs, including: • Canadian Pension Plan • Guaranteed Income Supplement • Old Age Security • Guaranteed Annual Income System</p>	5/31/20	<p>Along with a submission on the Income Security roadmap from the Ontario Municipal Social Services Association (OMSSA) for which the City of London is one of the 47 Representatives, a proposal was prepared by the London Community Advocates Network and sent on behalf of LFA to the Honourable Charles Sousa, Minister of Finance. Additionally the Income Security roadmap was attached to the submission.</p> <p>The Roadmap for Change is a comprehensive plan that will help break the cycle of poverty in Ontario. The recommendations contained in the report will significantly improve the income security system in Ontario.</p>	
	<p>■ 2.9 Evaluate provincial minimum wage levels in the context of the Low Income Measure and use as a tool to address poverty where appropriate</p>	5/31/20		
	<p>■ 2.10 Promote the business case for employers to pay a Living Wage and acknowledge those who are already doing so</p>	5/31/20		
	<p>✓ 2.11 Urge Federal and Provincial partners to create more employment training programs using an equity lens to target specific demographics with increased barriers to work (e.g. persons with disabilities, persons with mental health or addictions challenges, etc.)</p>	5/31/20	<p>Along with a submission on the Income Security roadmap from the Ontario Municipal Social Services Association (OMSSA) for which the City of London is one of the 47 Representatives, a proposal was prepared by City of London staff and sent on behalf of the CYN.</p> <p>Additionally the Income Security roadmap was attached to the submission, specifically pages 117-123 which focus on employment, and pages 103-123 which cover supporting persons with disabilities.</p>	

Expected Results	Strategy	Target End Date	Accomplishments	Variance
	<p>2.12 Support provincial efforts to enhance legislation to support workers in maintaining employment, such as provincial Bill 177, which provides survivors of sexual or domestic violence with up to 10 days of paid leave to deal with the harm they experienced</p> 	5/31/20	<p>DOMESTIC OR SEXUAL VIOLENCE LEAVE - rolled into Bill 148 - came into effect January 1, 2018 and provides a new stand-alone leave specifically for victims of domestic or sexual violence. The leave entitles and employee who has been employed for at least 13 consecutive weeks to a leave of absence when that employee, or the employee's child, is the victim of domestic or sexual violence or experiences the threat of sexual or domestic violence. Employees are entitled to claim 10 days of Domestic or Sexual Violence Leave and/or up to a potential maximum of 15 weeks of leave.</p>	
	<p>2.13 Encourage employers to consider skills and knowledge in the absence of credentials (e.g. diplomas and degrees)</p> 	5/31/20		


Expected Results	Strategy	Target End Date	Accomplishments	Variance
	<p>✓ 2.14 Work with employers to increase flexibility in workplace for those with family responsibilities including basic benefits and sick time</p>	5/31/20	<p>New leave protections came into effect on January 1, 2018 through Bill 148, representing an important step forward to ensure that workers are better able to take care of their health and that of their families.</p> <p>On October 23, 2018, the Ontario government introduced Bill 47, Making Ontario Open for Business Act, 2018, to repeal numerous provisions of the previous Bill 148. The government indicated that the proposed amendments are designed to "remove the worst burdens that prevent Ontario businesses from creating jobs while expanding opportunities for workers".</p> <p>Current personal emergency leave entitlements would be replaced with a package of annual leave days for workers employed for at least 2 consecutive weeks, comprised of up to 3 days of personal illness, 2 days for bereavement and 3 days for family responsibilities. Employers would be permitted to require evidence of entitlement to leave that is reasonable in the circumstances, including asking employees to provide a medical note from a qualified health practitioner.</p>	
	<p>■ 2.15 Collaborate with employers to close the wage gap for Indigenous peoples, women, LGBTQ, differently abled, and racialized communities</p>	5/31/20		
	<p>■ 2.16 Support initiatives aimed at increasing employment opportunities for newcomers in London, such as:</p>	5/31/20		

Expected Results	Strategy	Target End Date	Accomplishments	Variance
	<p>✓ 2.17 Advocate for the elimination of the cost of applying to have a criminal record expunged to remove a financial barrier for people looking to find work</p>	5/31/20	<p>In partnership with the OW/ODSP Advocates group, letters were sent to The Honorable Ralph Goodale, Minister of Public Safety Canada; and the Honorable Jody Wilson-Raybould, Minister of Justice and Attorney General of Canada regarding eliminating fees to obtain pardons and having a criminal record expunged.</p> <p>As well, the OW/ODSP Advocates group prepared a memorandum outlining the step by step process to have a criminal record expunged. This document has been shared with the Income &amp; Employment group, Ontario Works / ODSP, Circles, and the information can also be found on the John Howard Society of Ontario website.</p>	
			<p><b>Impact Loan Program – Goodwill Industries</b></p> <p>Impact Loan is a program delivered by Goodwill Industries with the help of the Small Business Centre and Libro Credit Union. Together, they assist entrepreneurs so that they can create financial stability for themselves and their families. The Impact Loan program includes coaching, planning, connecting, networking and other supports.</p> <p><b>VERGE Capital – Pillar Nonprofit Network</b></p> <p>VERGE Capital helps social enterprises (non-profit, for-profit and cooperatives) bring their business ideas to fruition through two social finance loan funds. VERGE provides capital to both new and established enterprises across Southwestern Ontario.</p> <p>VERGE Capital leverages its growing entrepreneurship ecosystem to create wraparound supports before, during and after financing. The VERGE</p>	


Expected Results	Strategy	Target End Date	Accomplishments	Variance
	<p>✓ 2.18 Promote and invest in opportunities for entrepreneurs living with low income, such as microloans</p>	5/31/20	<p>team works closely with other social enterprise supports provided by Pillar Nonprofit Network, to provide expertise on legal structure, business planning, impact measurement, and market knowledge.</p> <p><b>Social Impact Fund - London Community Foundation</b>  The Social Impact Fund is a social investment program that turns donations into capital loans for both non-profits and for-profits. A re-brand and expansion of the London Community Foundation's Social Loan Fund, it focuses on supporting affordable housing and social enterprise opportunities in the London and Middlesex area. While the priority of the fund continues to be the creation of local affordable housing, the Social Impact Fund will now also have an allocation to provide financing or investment in all types of social enterprise projects and organizations that are looking to improve the community, and can demonstrate a social return or value.</p> <p><b>Small Business Centre</b>  The London Small Business Centre is a not-for-profit organization that provides training and support to starting and growing businesses. From concept, through start-up and early growth stages, the Centre is a one-stop source for information, guidance and professional advice on starting and running a successful business.</p> <p>The London Small Business Centre provides easy access to programs, services, resources and support for all aspects of a business.</p>	
			<p><b>Pillar Nonprofit Network - Social Enterprise Coaching</b>  Social enterprises are non-profit, for-profit &amp; cooperative organizations using business strategies to achieve positive social and environmental impact. Pillar provides access to</p>	



Expected Results	Strategy	Target End Date	Accomplishments	Variance
	<p>✓ 2.19 Create more supports for Londoners looking to develop new social enterprises</p>	5/31/20	<p>support and expert knowledge to social enterprises at all stages of business development, from idea to growth.</p> <p>Pillar's Social Enterprise Team helps guide individuals on their social enterprise journey. From ideas to growing social enterprise, Pillar provides guidance and the following resources:</p> <ol style="list-style-type: none"> <li>1. VERGE Capital helps social enterprises (non-profit, for-profit and cooperatives) bring their business ideas to fruition through two social finance loan funds. <ul style="list-style-type: none"> <li>• The VERGE Capital Startup Fund provides loans to local early-stage enterprises with both a solid business case and a strong community impact model.</li> <li>• The VERGE Breakthrough Fund is Southwestern Ontario's first impact investing fund providing growth capital to social and environmental enterprises.</li> </ul> </li> <li>2. Socialpreneur Chats - An opportunity to meet other social innovators and entrepreneurs. A drop-in program held the last Friday morning of each month at Innovation Works. Facilitated by a Social Enterprise Coach, this is an opportunity to meet the Pillar team and other social entrepreneurs and share ideas and challenges.</li> <li>3. Social Enterprise Incubator - Sponsored by Libro Credit Union, the Social Enterprise Incubator provides budding entrepreneurs a front seat into the world of social enterprise. Participants are engaged for 6 months and work with Pillar staff, Libro Credit Union staff, volunteer Business Advisors and the Innovation Works community.</li> </ol> <p><b>LEAP Junction (Entrepreneurial Services)</b></p> <p>LEAP Junction is an exciting initiative mandated to seek out, support and promote student entrepreneurial</p>	

Expected Results	Strategy	Target End Date	Accomplishments	Variance
			<p>enterprise located on the Fanshawe College campus. Leap Junction is part of the London Campus Linked Accelerator, a joint initiative with Western University funded by the Government of Ontario under the Youth Jobs Strategy.</p> <p><b>Futurpreneur Canada</b> Futurpreneur Canada is the only national, non-profit organization that provides financing, mentoring and support tools to aspiring business owners aged 18-39. Their internationally recognized mentoring program hand matches young entrepreneurs with a business expert from a network of more than 2,800 volunteer mentors.</p> <p><b>London Small Business Centre</b> London Small Business Centre (SBC) is local, non-profit and open to anyone looking for information and guidance to develop their business. The SBC Counsellors advise individuals about turning a concept into a business plan and on to actual business start-up. Most services are free.</p> <p><b>Tech Alliance</b> When entrepreneurs need help starting or growing a tech-based business, they turn to TechAlliance. As the regional innovation centre for London and surrounding areas as part of the Ontario network of entrepreneurs, TechAlliance is the ultimate resource for tech companies at any stage of their growth.</p>	
	<p>2.20 Provide supports to address bad credit by collaborating with the financial sector to provide banking alternatives and credit counseling, eliminating the need for predatory lending</p>	5/31/20		
			<p><b>City of London Social Services</b> moved from the food voucher system to giving grocery store gift cards instead. The benefits to doing this are:</p> <ul style="list-style-type: none"> <li>• Dignity of the client – gift cards</li> </ul>	

Expected Results	Strategy	Target End Date	Accomplishments	Variance
	<p data-bbox="485 695 814 829">  2.21 Reorganize individual social assistance funds, subsidies and vouchers to make it easier for people to access resources </p>	<p data-bbox="869 748 947 773">5/31/20</p>	<p data-bbox="1253 90 1591 134">keep their social assistance status private.</p> <ul data-bbox="1253 147 1619 561" style="list-style-type: none"> <li>• Individuals can use the card to purchase whatever they need at the grocery store where the food voucher was somewhat prescriptive.</li> <li>• Individuals can use the gift card over multiple occurrences and have full access to all the funds on the card. With the food voucher, they had to spend all the money in one occurrence and if didn't spend it all, were not provided change (or only a minimal amount of change ... i.e. maximum of \$3) – even though the full value of the food voucher was deducted from their next cheque.</li> </ul> <p data-bbox="1253 578 1566 602"><b>Employment Related Expenses (ERE)</b> can be tailored to the needs of clients.</p> <ul data-bbox="1253 662 1619 1523" style="list-style-type: none"> <li>• Funds are used to purchase clothing (including Clothing Works for interviews and first days on the job), employment related funds.</li> <li>• Efforts over the last 1 ½ years to promote ERE flexibility has resulted in increased spending on individuals on a case-by-case basis</li> <li>• Employment resources are focussed on providing services based on the individual's participation agreement – somewhat specific to the needs of the individual. Ongoing work with community agencies such as WIL, YOU, Leads for example to address specific populations supports. Continue to work with College Boreal, and Nokeekwe. Limited to provincial guidelines</li> <li>• RFP has highlighted utilizing community agencies as part of the employment framework so that access to community resources and knowledge of available resources are more easily accessed</li> <li>• RFP (and community consultations) has organized employment assistance into 3 streams (entry, re-entry and rapid re-entry) and proponents have added individualized services so that the</li> </ul>	




Expected Results	Strategy	Target End Date	Accomplishments	Variance
	 <p data-bbox="537 334 846 412">2.22 Reduce clawbacks for people moving from social assistance to paid employment</p>	5/31/20	<p data-bbox="1253 92 1619 170">agencies can be more responsive to individual needs. (providing more 1:1 supports where needed)</p> <p data-bbox="1253 183 1619 540">Effective January 2017, child support payments are fully exempt from social assistance benefit calculations, thereby increasing incomes for families receiving both social assistance and child support. Prior to this change, child support payments were treated as income and deducted dollar-for-dollar from benefits. Clients are no longer required to pursue child support as a condition of eligibility for social assistance.</p>	

Expected Results	Strategy	Target End Date	Accomplishments	Variance
	<p>2.23 Bring service providers together to develop a plan that coordinates supports for people transitioning from social assistance to work or school</p> 	5/31/20	<p>Purchase of Service (POS) Agencies (and non-POS agencies) meet at least quarterly to review processes, referrals, new programming, and updates to support agencies supporting people into employment and school</p> <ul style="list-style-type: none"> <li>• The recent RFP process included community consultations with service providers 1 – with community agencies and 2 – with POS agencies</li> <li>• Employment Sector Council meets monthly to advocate for employment and helping people through the transition stage</li> <li>• The City of London supports London &amp; Area Works – a project of London Employment Planning Council (LEPC) and London Economic Development Corporation (LEDC) with annual job fairs which bring employers, service providers and potential employees together</li> <li>• Local Employment Planning Council (LEPC) brought together members of the Central Planning Table to discuss integrated planning at the Workforce Planning Summit held in May 2018</li> <li>• LEPC has delivered the Learning4Life tool that helps people navigate through school and employment options in London and area</li> <li>• LEPC has the following sub-committees that work with transitions to employment and school / training: Intergovernmental working group; Central Planning table; and the Apprenticeship table</li> </ul>	
	<p>2.24 Review job creation strategies in all sectors to ensure a focus on full-time, permanent work with adequate pay</p> 	5/31/20		

Expected Results	Strategy	Target End Date	Accomplishments	Variance
	<p>✓ 2.25 Advocate for increased enforcement of child support payments</p>	5/31/20	<p>In partnership with the OW/ODSP Advocates group the following letters were sent to The Honorable Lisa McLeod, Minister of Children, Community and Social Services regarding increasing enforcement of child support orders. (Letters can be found on the LFA website).</p>	
<p>Health</p>	<p>✓ 3.1 Develop and implement a coordinated local mental health and addictions strategy, collaborating with Southwest Local Health Integration Network and other key stakeholders.</p>	5/31/18	<p><b>City of London -</b></p> <p>The City of London 2015-2019 Strategic Plan called for the development of a Community Mental Health and Addiction Strategy as part of the Plan's key focus on Strengthening our Community; caring and compassionate services and the elimination of "barriers for individuals facing poverty, mental health and addictions and help them find pathways to be successful." An Advisory Council, consisting of representatives of key local service providers and agencies was formed in July 2017.</p> <p><b>SW-LHIN (South West Local Health Integration Network)</b></p> <p>The SW-LHIN has been working with its mental health and addictions partners to increase capacity as well as to standardize and coordinate mental health and addiction services across London. This work has been driven by and continues to align to Ontario's Comprehensive Mental Health and Addictions Strategy: Open Minds, Healthy Minds.</p> <p><b>Re: Working to Improve Mental Health and Addictions Services</b></p> <p>May 1, 2019 a communication was sent out to Health system partners announcing the decision of four community mental health and addictions agencies in Thames Valley to explore how a potential</p>	

Expected Results	Strategy	Target End Date	Accomplishments	Variance
			<p>Integrating can improve mental health and addictions services for clients and families.</p> <p>Addiction Services of Thames Valley</p> <p>Canadian Mental Health Association, Elgin</p> <p>Canadian Mental Health Association, Middlesex</p> <p>Canadian Mental Health Association, Oxford</p> <p>South West Local Health Integration Network</p>	
			<p>Mental Illness and addiction awareness campaigns:</p> <p><b>Bell Let's Talk</b> campaign is an annual awareness campaign and Day (January) driving the national conversation to confront stigma around mental illness.</p> <p><b>Breakfast of Champions</b> is presented by St Joseph's Health Care Foundation in partnership with the Canadian Mental Health Association (CMHA) Middlesex. The event raises awareness and funds to support mental health programs.</p> <p><b>CMHA Mental Health Week</b> is an annual campaign (May) to raise awareness to end stigma associated with mental illness.</p> <p><b>Mental Illness Awareness Week</b> is an annual campaign to educate and increase awareness about mental illness. It takes place every year during the first full week of October.</p> <p><b>National Addictions Awareness Week</b> is an annual campaign held every November by the Canadian Centre on Substance Abuse in partnership with addiction prevention, treatment and recovery organizations across the country.</p> <p><b>Recovery Week</b> is held during the month of September, Canadians in recovery from addiction join in events/activities that build</p>	


Expected Results	Strategy	Target End Date	Awareness and challenge societal stigma. Accomplishments	Variance
	<p data-bbox="485 1003 835 1166">  3.2 Reduce the stigma associated with mental illness and addiction and create a campaign to support connecting people with appropriate services. </p>	<p data-bbox="869 1068 936 1092">6/1/20</p>	<p data-bbox="1253 201 1602 250">Connecting people with appropriate services:</p> <p data-bbox="1253 269 1614 487"><b>Reach Out</b> - is a 24/7 bilingual information, support and crisis service for those living in London, Middlesex, Oxford and Elgin counties. This service is for people living with mental health and addictions needs – as well as their families, caregivers and health care providers.</p> <p data-bbox="1253 505 1617 638">The number is 519-433-2023. The toll free number is 1-866-933-2023. The website is <a href="http://www.reachout247.ca">www.reachout247.ca</a>. You can also web chat with a professional.</p> <p data-bbox="1253 656 1598 954">Reach Out is an example of the commitment of local mental health and addictions agencies to faster, more coordinated access to services. It is a partnership project of Addiction Services of Thames Valley and the Canadian Mental Health Associations of Middlesex, Elgin and Oxford. Reach Out is funded by the South West Local Health Integration Network.</p> <p data-bbox="1253 972 1619 1385">All calls are answered by trained information and referral specialists, backed by a robust database of local service information. The needs of the caller drive the outcome of the call. A triage process starts the interaction. Callers in crisis are sent a mobile response team. Callers needing supportive listening are transferred to a trained volunteer. Callers requiring service or treatment are connected with an appropriate agency. The responsibility is then on the agency, not the caller, to call the individual back within 48 hours.</p> <p data-bbox="1253 1403 1591 1507">The development of Reach Out is motivated by the desire to provide individuals with mental health and addictions needs with timely,</p>	

Expected Results	Strategy	Target End Date	Accomplishments seamless access to appropriate services.	Variance
			<p><b>Why connect with Reach Out?</b></p> <p>There are many reasons why you might call Reach Out. Some of these reasons are:</p> <ul style="list-style-type: none"> <li>● Crisis intervention including access to a mobile crisis team</li> <li>● Emotional trauma, distress or relapse</li> <li>● Thoughts of suicide or harming self or others</li> <li>● Access to community supports and addiction treatment</li> <li>● Substance use, gaming, Internet disorder and problem gambling</li> <li>● General information about mental health and addictions</li> <li>● All calls are answered by trained information and referral specialists, backed by a robust database of local and provincial service information.</li> </ul> <p>You can expect a supportive, caring professional who is very knowledgeable about mental health and addictions concerns to answer the phone. This person knows what services are available and how to connect you with them. With a single phone call, you can receive crisis support, a supportive listener, information and education, or access to a mental health or addictions professional.</p> <p><b>211 Ontario</b> – is an award winning helpline and website that provides information on and referrals to Ontario’s community, social, health-related and government services.</p> <p><b>Help Yourself Through Hard Times</b> – is a guide to basic needs services for London and Middlesex County. It lists services that provide assistance to individuals and families on limited incomes during times of financial hardship. The booklet is updated</p>	


Expected Results	Strategy	Target End Date	Accomplishments	Variance
			once a year, and is available for download, or in print form from the <a href="#">City of London</a> or at many social service locations in London.	
	<p>3.3 Advocate for extended health and dental benefit programs, including Ontario Drug Benefit and Non-Insured Health Benefit, for a longer period of time for those transitioning off social assistance</p>	5/31/20		
	<p>3.4 Expand local no-cost dental programs for Londoners living with low income</p>	5/31/20		
	<p>3.5 Connect primary care providers accepting patients with Londoners who need care and live with low income including primary care</p>	5/31/20	<p><b>Primary Care Services - London Intercommunity Health Centre</b></p> <p>Primary care services are provided, within a Health Promotion framework, by a team that includes registered nurses, registered practical nurses, a community dietitian, physiotherapists, nurse practitioners, and physicians.</p> <p>The Health Centre provides treatment and support for illnesses as well as chronic health and social problems. The Health Centre's goal is to keep each client as healthy as possible through primary care, health teaching, and goal setting.</p> <p>The Health Centre has experience working with people who face barriers to accessing care who have complex health care needs. The clients might be experiencing homelessness, beginning their journey to discover their gender identity, living with mental health and addictions challenges, or starting a new life in Canada, etc.</p> <p>The Health Centre offers a warm, safe and welcoming experience for everyone.</p>	

Expected Results	Strategy	Target End Date	Accomplishments	Variance
	<p>✓ 3.6 Working with the South West Local Health Integration Network, use health equity lens to increase access to care for vulnerable people</p>	5/31/20	<p>In developing the Integrated Health Service Plan 2016-2019, the SWLHIN worked with individuals using the health system, health service provider leaders and governors, networks, municipal leaders and the public to design a plan that reflects the current needs and directions of the health system. Interacting, sharing and gathering information with health service providers, people who use the health care system, volunteers and the public was central to the creation of the Integrated Health Service Plan.</p> <p>In May 2018 the South West Local Health Integration Network (LHIN) announced a \$1.3 million funding boost from the province which will be used to expand the London InterCommunity Health Centre (LIHC). The goal of the expansion is to enhance equitable and timely access to primary care and further strengthen integration of primary care and other services, leading to easier system navigation and improved patient experience.</p>	
			<p>Health and social service partners worked together to improve support and access to services for French-speaking clients through a Regional Francophone Community Health and Social Services Hub effective June 4, 2018. The hub is an access point and source of information to help clients with service navigation as well as awareness of, and participation in culturally-sensitive activities and services. It is a pilot in London-Middlesex with the potential for expansion to other areas.</p> <p>In May 2018 the South West Local Health Integration Network (LHIN) announced a \$1.3 million funding boost from the province which will be used to expand the London InterCommunity Health Centre (LIHC).</p>	












Expected Results	Strategy	Target End Date	Accomplishments	Variance
	 <p data-bbox="537 240 846 318">3.7 Advocate for the expansion of Community Health Centres15</p>	5/31/20	<p data-bbox="1251 94 1617 285">The goal of the expansion is to enhance equitable and timely access to primary care and further strengthen integration of primary care and other services, leading to easier system navigation and improved patient experience. Through this expansion, the London InterCommunity Health Centre's services now include:</p> <ul data-bbox="1251 370 1617 980" style="list-style-type: none"> <li>• A health clinic for Canadian newcomers, which is located at London's Cross-Cultural Learner Centre (CCLC); and</li> <li>• A People in Need of Teams (PINOT) program that helps connect clients who have multiple barriers in receiving healthcare in accessing team-based care with "allied" health professionals, such as social workers, respiratory therapists, footcare nursing, senior supports, systems navigation and physiotherapists.</li> <li>• A new location has been established in East London, as this geographic area has the lowest access to allied healthcare in the City. This location will open in 2019. East Londoners referred by their solo practitioners to this program will also have access to a psychologist, a respiratory therapist, and more.</li> </ul>	
			<p data-bbox="1251 1057 1577 1081"><b>Nurse-Family Partnership (NFP)</b></p> <p data-bbox="1251 1084 1617 1382">Nurse-Family Partnership is a free home visiting program run by the Middlesex London Health Unit (MLHU) where public health nurses visit young, first-time moms during their pregnancy and the first two years of their child's life. This program can help women have a healthy pregnancy; have healthy children; and meet school and/or work goals.</p> <p data-bbox="1251 1401 1598 1425"><b>Outreach Team ("Street Nursing")</b></p> <p data-bbox="1251 1429 1617 1507">The Middlesex-London Health Unit's Outreach Team participates in locating, engaging, educating, and</p>	

Expected Results	Strategy	Target End Date	Accomplishments	Variance
			<p>ultimately linking people to care, treatment and basic needs programs (i.e. housing, London InterCommunity Health Centre, Infectious Diseases Care Program, etc.). The end goal of the team is to help decrease the spread of disease and support clients through their continuum of care. The team creates an environment where clients feel supported enough to reach their treatment goals.</p> <p><b>Substance Abuse Outreach Program</b>  The Substance Abuse Outreach Program run by Addiction Service Thames Valley (ADSTV) meets clients within the community, in a mutually agreed upon location, that is comfortable and easily accessible for the client. SA Outreach counsellors will primarily provide brief solution focused therapy with a goal of minimizing or eliminating a client's barrier(s) to attending services.</p> <p><b>Community Health &amp; Harm Reduction Outreach Program</b>  The Community Health and Harm Reduction program run by the London InterCommunity Health Centre (LIHC) is a relational engagement strategy to connect priority populations with health education, social services and community resources. This program provides outreach, education and support to populations whose health is at risk due to multiple barriers. Activities include street level engagement with target populations, with a focus on community building and establishment of rapport.</p> <p><b>Financial Empowerment</b>  The Health Centre run by the London InterCommunity Health Centre (LIHC) is currently developing a strategy to more intentionally support those living in poverty and on low income to become more financially empowered. The objectives for clients are to increase access to reliable financial information,</p>	


Expected Results	Strategy	Target End Date	Accomplishments	Variance
	<p data-bbox="485 1430 842 1511">  3.8 Support implementation of proven outreach-based family support program </p>	<p data-bbox="867 1458 947 1482">5/31/20</p>	<p data-bbox="1251 94 1614 282"> education, and counselling; to increase uptake of income-boosting benefits and tax credits; to increase savings and asset-building knowledge and opportunities; and to increase access to safe and affordable financial products and services. </p> <p data-bbox="1251 302 1619 963"> <b>Health in Housing Initiative</b>  The Health in Housing Initiative (HiHI) recognizes the need to bring Health Centre programs and services to reach people where they are at in their communities. The Health Centre's services benefit those who might feel isolated, marginalized, and vulnerable due to poverty and other health related factors. HiHI is a weekly program run by the London InterCommunity Health Centre (LIHC) in partnership with housing complexes that focuses on health promotion, health services, and a sense of community belonging. The program goal is to increase overall health and wellness outcomes of residents in select housing complexes. The program vision is that residents will have increased control over, and ability to improve, their health through ongoing access to supports and services. </p> <p data-bbox="1251 982 1619 1529"> <b>Integrated HIV/AIDS (Mycare)/Hepatitis C Care Programs</b>  Registered Nurses, Outreach Workers, and Social Workers provide street level and agency outreach, and onsite nursing/social support to people at risk or living with HIV/AIDS/HCV who are facing barriers to access to treatment and are significantly marginalized by poverty, drug addiction, mental health, and housing instability. This program is run by the London InterCommunity Health Centre (LIHC).  The teams proactively locate clients and meet them in streets, shelters, their homes, detention centres, etc. They provide housing, income, and food security support as well as education regarding their diagnosis </p>	

Expected Results	Strategy	Target End Date	Accomplishments	Variance
			<p>and treatment options. Clients are supported throughout their treatment with case management, care coordination, and networking supports, as appropriate to their circumstances.</p> <p><b>North East London Community Engagement</b> Supported by the Health Centre, the North East London Community Engagement (NELCE) is a resident-based, action-oriented community group focused on strengthening and improving the community of Northeast London. Through this work, they promote and develop a strong sense of community pride and participation, provide opportunities to develop personal growth and leadership within the community, encourage involvement across the diverse community and support community partnership within North East London. NELCE is committed to the values and practices of equity and inclusion within a safe environment to foster leadership.</p> <p><b>Psychology Services</b> Psychologists offer psychometric testing and psychological assessment to people with intellectual/cognitive/adaptive impairment. This is an important class of assessment as many Health Centre clients have some form of complex challenges and may need social assistance. The London Inter-Community Health Centre facilitates seamless access to benefits which eligible clients are entitled to.</p> <p><b>Seniors Wrap-Around Program</b> This program, run by the London InterCommunity Health Centre (LIHC), supports isolated Canadian-born, immigrant, and francophone seniors. Many seniors in the community are living in poverty with mental illnesses and chronic conditions. The Seniors Wrap-Around Facilitators bring together a supportive team of</p>	

Expected Results	Strategy	Target End Date	Accomplishments	Variance
			<p>family members, community members, and professionals to help to ensure a better quality of life and improve overall health of vulnerable seniors in the community. The goal of this program is to keep seniors healthy and living in their own home.</p> <p><b>Social Work Services</b> Social Workers provide services to individuals, couples, families, and groups in the form of instrumental supports, counselling, crisis intervention, therapy, advocacy, and coordination of resources. By working within the framework of health and well-being, tackling the determinants of health, our Social Workers make the necessary links between the physical, social, emotional, and economic impacts of health. The team of Social Workers from the London Inter-Community Health Centre meet clients where they are at: in the street, shelters, their home, and in collaboration with care provided in hospitals.</p> <p><b>System Navigation Services</b> System Navigators offer intake services for new clients and provided a comprehensive assessment of their strengths, capacities and needs across the social and physical determinants of health. They assist clients in navigating the broader health and social systems by providing information and supports to access resources that they need. The System Navigators meet clients at the London Inter-Community Health Centre as well as out in the community.</p> <p><b>Youth Outreach Services</b> In various community settings in North East and East London, the Youth Outreach Workers (YOW) work together with youth, ages 12-21, to build their resiliency and skills. They provide direct support by helping youth access services and resources such as primary care, recreational</p>	

Expected Results	Strategy	Target End Date	Accomplishments	Variance
			activities, income supports, sexual health, legal services, mental health and addictions, education, volunteering, parenting, employment, and basic needs or housing. Workers build trust with youth, families, and the community, and support them to find appropriate programs and services. The YOW team enhances and promotes the development of community based services and leadership opportunities for young people in the community.	
 Homelessness Prevention & Housing	 4.1 Build a culture of practice around effective implementation of the Housing First approach	5/31/18		
	 4.2 Engage landlords in keeping more people housed	5/31/18		
	 4.3 Invest in housing allowances to support flexible, permanent housing stability for individuals and families	5/31/20		
	 4.4 Implement strategies that assist in housing women at risk of or experiencing homelessness	5/31/20		
	 4.5 Implement strategies that support housing youth at risk of or experiencing homelessness	5/31/20		
	 4.6 Leverage funding and invest in the regeneration of existing London and Middlesex Housing Corporation properties	5/31/20	City Council enhanced investments to support the regeneration of social housing to a total of \$750,000. This was approved in the 2016-2019 multi-year budget.	
	 4.7 Continue to implement London's Homeless Prevention and Housing Plan <sup>16</sup> which includes increasing the stock of affordable housing and supportive housing	5/31/20		
	 4.8 Increase physical accessibility in affordable housing	5/31/20		

Expected Results	Strategy	Target End Date	Accomplishments	Variance
	<p>4.9 Support mixed income and intensification housing development policies to avoid creating large areas with low-income housing</p>	5/31/20		
	<p>4.10 Enhance community safety in social housing</p>	5/31/20		
			<p><b>Coordinated Informed Response – City of London</b></p> <p>London’s Coordinated Informed Response works together with multiple service areas and organizations. This caring and compassionate response aims to support individuals who are street involved, sleeping rough and urban camping in finding safe alternative solutions focused on housing.</p> <p><b>London’s Homeless Prevention System</b></p> <p>London’s Homeless Prevention System focuses on: Securing Housing; Housing with Support; Housing Stability; and Shelter Diversion.</p> <p>Housing First - The priority of a Housing First approach is to move individuals and families experiencing homelessness quickly into housing with support and then begin to work on the issues that contributed to their homelessness from the stability and safety of their own home. “A Housing First or Housing with Support approach assists individuals and families by seeking out and supporting the right housing, at the right place, with the right level of support to develop lasting housing stability.”</p> <p><b>Behavioural Response Team – LHSC</b></p> <p>The Behavioural Response Team program is an assessment and consultation service for older adults presenting with responsive behaviours related to dementia,</p>	

Expected Results	Strategy	Target End Date	Accomplishments	Variance
	<p data-bbox="485 938 842 1044">  4.11 Create a coordinated response with supports and protections for vulnerable people living in the community </p>	<p data-bbox="869 979 947 1000">5/31/20</p>	<p data-bbox="1253 94 1619 199"> mental health or addiction. This service will provide quick assessment and support to individuals in the community or residential care. </p> <p data-bbox="1253 217 1598 293"> <b>London's Community Plan Regarding Street Level Women at Risk</b> </p> <p data-bbox="1253 313 1612 613"> London's Community Plan Regarding Street Level Women at Risk focuses on addressing the housing, exit strategies, health and well-being of women who are involved in street-involved sex work, and/or trading sex for food, drugs or a place to stay. The Community Plan is grounded in the lived experience of street-involved women, and feedback from London service providers. </p> <p data-bbox="1253 631 1612 818"> A "Housing First" approach is the underlying approach of the Plan. A "Housing First" approach shifts the priority to move individuals and families quickly into a home with the supports needed to support their stability. </p> <p data-bbox="1253 836 1604 971"> The Street Level Women at Risk Program is a collaboration of 24 organizations working to provide housing and supports to street-level sex workers. </p> <p data-bbox="1253 989 1581 1036"> <b>London Connectivity Situational Table</b> </p> <p data-bbox="1253 1053 1612 1300"> In 2018 the London Police Service formed the London Connectivity Situational Table which provides a multi-partnership approach to wrap services around individuals at acute risk. Representatives from more than 20 local agencies meet once a week to better assess an individual's needs and provide the best support. </p> <p data-bbox="1253 1318 1608 1505"> The Connectivity Situational Table is a strategic alliance of human services, guided by common principles and processes in order to mitigate risk situations in a timely manner, usually within 24-48 hours. The term "table" highlights that it is </p>	




Expected Results	Strategy	Target End Date	Accomplishments	Variance
			<p>a meeting, which convenes regularly, with police and other human service professionals from a variety of organizations. During a Situation Table, participants work together to review situations of acutely elevated risk (AER) and determine if an individual is at imminent risk of harm and victimization and then coordinate interventions to reduce them. By addressing situations of AER, the table works collaboratively to reduce multiple risk factors that increase the likelihood that someone within a community will experience harm and victimization.</p> <p>Representatives from LPS and local agencies meet once a week to identify people in the community who are “at risk” and acute, finding ways to better support them. The ability to share information while adhering to privacy allows community agencies to better assess someone who is at risk. The group works hard to protect people’s privacy, while making sure they have access to the supports they need.</p> <p>An individual has to be deemed at risk and acute by the agencies involved at the table. This means there has to be more than one element of risk, more than one agency involved. When the table determines that the person meets the criteria, the name is put forward to see which agencies might have already been involved in aiding that individual. From there, an action plan is coordinated and only those few agencies will continue to work on the case.</p> <p>Top 5 risk factors for situation table cases:</p> <ul style="list-style-type: none"> <li>Mental health</li> <li>Physical violence</li> <li>Criminal involvement</li> <li>Housing</li> <li>Drug use</li> </ul> <p>The ultimate goal of the initiative is</p>	





Expected Results	Strategy	Target End Date	Accomplishments	Variance
	<p>4.12 Continue to support the evolution of emergency shelters to improve diversion, rapid housing, and specialization</p>	5/31/20	to streamline services for those who need support, so that they can be stable and productive on their own.	
	<p>4.13 Expand the capacity of the Housing Stability Bank, which provides emergency rental and utility assistance</p>	5/31/20		
	<p>4.14 Expand supportive housing approaches for people with disabilities</p>	5/31/20		
	<p>4.15 Connect with healthcare to work with older adults with complex needs to develop attainable housing strategies responsive to their needs, creating spaces for those who are residing in hospital or do not qualify for long term care</p>	5/31/20		
	<p>4.16 Partner with Indigenous community to create housing plan</p>	5/31/20		
	<p>4.17 Coordinate available supports for people transitioning between housing options</p>	5/31/20		
	<p>4.18 Implement strategies to assist with start-up costs of housing (furniture, moving, household items)</p>	5/31/20		
	<p>4.19 Encourage organizations (e.g. faith organizations, social entrepreneurs) to invest in attainable housing to increase housing supply</p>	5/31/20		
	<p>4.20 Clear the social housing waitlist and reinvest resources in housing that keep the waitlist clear</p>	5/31/20		
	<p>4.21 Encourage private sector to increase supply of attainable rental housing</p>	5/31/20		

Expected Results	Strategy	Target End Date	Accomplishments	Variance
	<p>4.22 Streamline the process by which affordable housing is accessed to help people get housed more quickly</p>	5/31/20		
<p>— Transportation</p>	<p>✓ 5.1 Reduce transit-related costs for people with low income through consideration of pricing and subsidy models</p>	5/31/18	<p>Effective January 1, 2018, a new income related transit program was launched. This program is for Londoners, 18 and over whose income is at or below the low income cut-off (after tax). This is a 2 year pilot project.</p> <p>The cost of a subsidized bus pass for eligible Londoners is \$52.00/month. The application process is available on line and in person through the City of London's Discretionary Benefits Program. Passes may be purchased at the 2 LTC locations and at 7 additional locations across the city.</p>	
	<p>✓ 5.2 Engage all stakeholders, including businesses and London Transit Commission, regarding timing, routes, and accessibility to help connect people to services, supports, and employment opportunities</p>	5/31/18	<p>In partnership with the LTC and the London Economic Development Corporation (LEDC), a Transit Summit "Getting People to Work Using Public Transit: Challenges &amp; Solutions" was held in London on May 15, 2018. Discussion topics included gaps in services; expanding routes into industrial areas; increasing route times on main routes; and identifying need.</p>	

Expected Results	Strategy	Target End Date	Accomplishments	Variance
	<p>✓ 5.3 Allow children under 12 to ride public transit free to help families with transit costs and encourage ridership</p>	5/31/18	<p>This recommendation was implemented on January 1, 2017</p> <p>In May, 2017, fobs were distributed to LTC customers for use for any child between the ages of 5 and 12 wishing to ride the bus to get an accurate picture of ridership for this age category. The fobs are tapped on the smart card readers at the time of boarding, and each fob tap is recorded as a ride.</p> <p>As of January 1, 2018, LTC now has an accurate count of actual ridership. For the first quarter for 2018, child ridership has increased significantly with the introduction of free transit for children 12 and under (approximately 2 ½ fold).</p>	
			<p>Great move forward for accessibility - every LTC bus is accessible. All new LTC buses have variant seating provided at the front of the bus. Some buses have 2 variant seating sections and newer buses have 3 sections - and these sections indicate that they are for persons with disabilities.</p> <p>Once registered at LTC, attendants and support workers are able to ride LTC and paratransit at no cost. This information is now advertised on the LTC website and the information is provided to LTC riders with disabilities. This provision is also included in the Disabilities Act which is coming in spring 2019.</p> <p>“Non-Peak Pass” – this bus pass is available at no cost to paratransit customers to ride LTC conventional transit during off-peak times Monday through Friday and all day Saturday and Sunday.</p> <p>Access to sidewalks is a big issue during the winter months. The City of London policies regarding sidewalk</p>	

Expected Results	Strategy	Target End Date	Accomplishments	Variance
	 <p data-bbox="537 224 810 302">5.4 Increase accessibility of transit for persons with disabilities</p>	5/31/20	<p data-bbox="1255 94 1619 172">and bus stop clearing standards have been debated in council and established as follows:</p> <ul data-bbox="1255 188 1619 1292" style="list-style-type: none"> <li data-bbox="1255 188 1619 516">● The maximum allowable accumulation of fresh snow is 8 cm. Continuous sanding shall not be completed except under conditions of freezing rain or generally slippery conditions. Sidewalks adjacent to major roads and bus routes are ploughed first and then followed by local streets. Ploughing shall be completed 24 hours after the snow fall ends.</li> <li data-bbox="1255 524 1619 1016">● Mechanical clearing of sidewalks is at a disadvantage because of two factors. First, the equipment can seldom 'get ahead of pedestrian traffic' that compacts the snow, and second the plow is set in a float position to ride on the sidewalk. This float position enables the plow to safely ride over expansion joints, minor vertical inconsistencies or elevation changes and distortions on the sidewalk. These factors form the basis for London's 'snow packed' level-of-service standard. Once a path is cleared, subsequent trips by the sidewalk plow are made easier.</li> <li data-bbox="1255 1024 1619 1292">● Students at Kings University College have provided a policy regarding accessibility and snow removal. Through <a href="http://www.SnowProblem.ca">www.SnowProblem.ca</a> students will raise awareness about this issue and will be submitting new policy suggestions to council for budget consideration.</li> </ul>	

Expected Results	Strategy	Target End Date	Accomplishments	Variance
	<p>✓ 5.5 Increase safe, affordable transportation options, such as improved cycling lanes and cycling infrastructure, that serve people who live, work, or seek services in London” at end of sentence</p>	5/31/20	<p>The Cycling Master Plan for the City of London was approved by City Council in September 2016. The final public review period extended into November 2016 and resulted in the submission of more constructive comments. The London ON Bikes Cycling Master Plan provides a series of recommendations to guide London’s cycling programs into the future.</p>	
	<p>✓ 5.6 Explore innovative approaches to transportation, such as rideshare programs</p>	5/31/20	<p>In partnership with the LTC and the London Economic Development Corporation (LEDC), a Transit Summit “Getting People to Work Using Public Transit: Challenges &amp; Solutions” was held in London on May 15, 2018. Discussion topics included encouraging businesses to promote carpooling and rideshare programs.</p>	
	<p>✓ 5.7 Introduce discounted bus pass for youth (13 to 18 years old)</p>	5/31/20	<p>A resolution was passed on October 17, 2017 to review / propose this discounted pass. A business case exploring options was presented to City Council during budget deliberations on November 27, 2017. A budget public participation meeting was held on November 22, 2017.</p> <p>This new program will roll out September 1, 2018 for all youth 13 to 17 years of age. As part of the 2018 budget update, Council endorsed a 22 month pilot identifying the following model/option: Bulk purchase of passes and re-sale to youth (ages 13-17) at \$52/month.</p>	
<p>■ Early Learning &amp; Education</p>	<p>✓ 6.1 Increase the number of licensed childcare spaces</p>	5/31/18	<p>The City of London - Children's Services provided an additional 534 licensed childcare spaces (for ages 0 - 4 years) in 2017 and 176 additional spaces will be provided in 2018/2019.</p>	
	<p>✓ 6.2 Reduce the wait time to receive childcare subsidy</p>	5/31/18	<p>As of May 2019 there is no wait list for childcare subsidy. Applications are processed immediately upon receipt.</p>	

Expected Results	Strategy	Target End Date	Accomplishments	Variance
	<p> 6.3 Demonstrate active use of an equity lens in childcare quality strategies</p>	5/31/18	<p>Strive (formerly Quality Child Care Coordinating Committee) is a collaborative group of Child Care and Early Years Practitioners who support learning and development in order to enhance quality practice.</p> <p>STRIVE incorporates an equity lens and is available to all Child Care providers.</p> <p>Strive promotes a collaborative approach to quality child care and professional learning across all early years and child care programs in our community.</p> <p>Strive is a responsive, community driven organization with an Advisory Committee that is tasked with ensuring that equity indicators are included in the expected practice of licensed Child Care and Family Centre networks and that the strategies and tactics are put into action. Members of the Advisory Committee represent the diversity and complexity of the Child Care and Early Years sector.</p> <p>Strive leverages administrative support from a backbone organization; Childreach.</p>	
	<p> 6.4 Increase capacity of childcare sector to address mental health issues</p>	5/31/20		
	<p> 6.5 Advocate for increased investment by all levels of government in early years education and literacy programming</p>	5/31/20		
	<p> 6.6 Support development of national childcare strategy</p>	5/31/20		

Expected Results	Strategy	Target End Date	Accomplishments	Variance
	6.7 Advocate for increases to childcare fee subsidy for low income families	5/31/20		
	6.8 Expand elementary school initiatives that increase awareness of all post-secondary options	5/31/20		
	6.9 Advocate for improved quality of parental leave benefits, including exploration of flexible leave times	5/31/20		
	6.10 Expand mentorship and support programs for new parents	5/31/20		
	6.11 Expand matched savings programs to help families save for education	5/31/20		
	6.12 Create flexible childcare spaces outside of daytime working hours	5/31/20		
	6.13 Develop a community strategy to eliminate financial barriers for school-based extra-curricular activities	5/31/20		
	6.14 Implement coordinated approach to education, building on proven projects in London and other communities, to increase high school graduation rates	5/31/20		
	6.15 Develop a community strategy to eliminate financial barriers to achieving GED (General Educational Development)	5/31/20		
	6.16 Collaborate with post-secondary institutions to identify ways to support students living in poverty	5/31/20		
	6.17 Increase availability of financial literacy and "basic life skills" training for all Londoners, including children and youth	5/31/20		



Expected Results	Strategy	Target End Date	Accomplishments	Variance
<p>■ Food Security</p>	<p>✓ 7.1 Support development of the London &amp; Middlesex Food Policy Council</p>	<p>5/31/18</p>	<p>The collaborative team of London Community Foundation, Middlesex-London Health Unit, City of London and Middlesex County, announced the development of the Middlesex-London Food Policy Council in June 2016.</p> <p>The goal of the Middlesex London Food Policy Council is to facilitate and support a safe, healthy and accessible local food system that is socially, economically, and environmentally sustainable.</p>	
			<p>Campaigns that promote healthy local food include:</p> <p><b>London Food Bank</b> - In May 2018, the London Food Bank, in partnership with the City of London and the Middlesex-London Food Policy Council, along with participating stores, launched Community Refresh to formalize and ramp up the efforts that have been underway for over a decade. The rapid increase in these efforts helped to bring the London Food Bank to the 50% total.</p> <p><b>Healthy Kids Community Challenge (HKCC)</b> - London is one of 45 municipalities receiving HKCC funding and uses the funds to enhance the impact of London's Child and Youth Network (CYN), whose goals and aims closely align with the objectives of HKCC. The CYN addresses Ministry mandated themes which change every nine months.</p> <p><b>London Training Centre</b> - Combining 30 years of food skills training, advocacy for careers in foodservice and a commitment to a local, sustainable food system, London Training Centre offers programs to gain real skills and work with real food in a state of the art commercial kitchen.</p> <p><b>Food Families - Child and Youth</b></p>	

Expected Results	Strategy	Target End Date	Network / CYN Accomplishments	Variance
	<p>✓ 7.2 Support campaigns that promote healthy, local food</p>	5/31/20	<p><b>Network / CYN</b> - Food Families is a dynamic program in which a group of neighbourhood families come together on a regular basis to form a network that supports, encourages, and mentors one another using food – purchasing, growing, sharing, learning, and celebrating – as a galvanizing focus.</p> <p><b>Adaptive Cooking London</b> - Adaptive cooking classes are specifically developed for adults with physical, mental or learning disabilities. The emphasis of the program is on healthy eating while living successfully on a modest budget</p> <p><b>Good Food Box Program</b> - The London Good Food Box is a neighbourhood-based food distribution system that provides a variety of seasonal delicious and nutritious vegetables and fruits at an affordable price.</p> <p><b>Let's Get Cooking / Smart Start for Babies</b> - Smart Start for Babies is a free prenatal education and nutrition program for pregnant women and teens and their support persons who face barriers to accessing healthy food. Sessions are offered at different locations in London and Strathroy, which are led by Public Health Nurses and Registered Dietitians.</p> <p><b>Western Fair Market</b> - Effective October 2018, the famers' market at Western Fair expanded to Sunday openings. Market-goers can buy high-quality; farm-fresh goods directly from the person who produced them.</p> <p><b>Harvest Bucks</b> - Harvest Bucks are vouchers used to buy fresh vegetables and fruit at participating locations in London. Individuals, businesses and organizations my purchase Harvest Bucks and eligible community food programs may apply for funded Harvest Bucks.</p> <p><b>Urban Roots</b> - Urban Roots is a non-profit organization that revitalizes</p>	

Expected Results	Strategy	Target End Date	Accomplishments	Variance
			<p>underused land in the City of London for agriculture.</p> <p><b>Nutrition Ignition</b> - Nutrition Ignition is a comprehensive school-based nutrition and physical education program for school-aged children and their families.</p> <p><b>Growing Chefs</b> - Growing Chefs! Ontario is a registered charity based in London that unites chefs, growers, educators and community members in children's food education projects.</p> <p><b>Neighbourhood Resource Centres</b> - Programs promoting healthy, local food are offered through the London Neighbourhood Resource Centres to build the capacity of neighbourhoods to develop local and sustainable food systems. Programs include healthy eating, food budgeting and preparation of healthy, affordable meals.</p> <p><b>Middlesex London Food Policy Council (MLFPC)</b> - The Middlesex London Food Policy Council is compiling a directory of local food literacy programming in the city. This directory will enhance networking and the sharing of information about food skills and food literacy programming and resources.</p>	
			<p><b>London Food Bank</b> - In May 2018, the London Food Bank, in partnership with the City of London and the Middlesex-London Food Policy Council, along with participating stores, launched Community Refresh to formalize and ramp up the efforts that have been underway for over a decade. The rapid increase in these efforts helped to bring the London Food Bank to the 50% total. In August 2018, the London Food Bank reached an important goal. For the first time in its 32-year history, 50% of the food it received was perishable.</p>	

Expected Results	Strategy	Target End Date	Accomplishments	Variance
	<p>7.3 Until emergency food sources are no longer required, ensure fresh, high quality food is easily available (convenient locations and hours) to those who need it</p>	5/31/20	<p><b>Meals on Wheels</b> - London provides service to adults with disabilities and seniors (55+) in need of nutritional support. Meals on Wheels assists those who need short term (caregiver relief, recuperation, seasonal) or long term assistance.</p> <p><b>London Food Coalition</b> - The London Food Coalition is a group of more than 20 organizations that work with members of our community who are at risk of poverty and food insecurity. The Coalition is a coordinated food alliance that rescues high-quality fresh food and redistributes it to Londoners in need.</p> <p><b>Good Food Box Program</b> - The London Good Food Box is a neighbourhood-based food distribution system that provides a variety of seasonal delicious and nutritious vegetables and fruits at an affordable price.</p> <p><b>Harvest Bucks</b> - Harvest Bucks are vouchers used to buy fresh vegetables and fruit at participating locations in London.</p> <p><b>"All About Food"</b> - Neighbourhood Mapping Through the Child and Youth Network (CYN) 6 neighbourhoods were identified in 2018 for neighbourhood mapping for low or not cost food sources such as food cupboards; community gardens; and community kitchens.</p> <p><b>Salvation Army</b> -The Salvation Army operates a food bank that services over 1,000 households with emergency food assistance.</p> <p><b>Hydroponic Growing Towers</b> - In partnership with United Way Elgin Middlesex, the London Police Association and the Child and Youth Network (CYN) 17 Hydroponic Growing Towers were provided to the following agencies in our community.</p> <p><b>Food Families</b> - Food Families is a dynamic program in which a group of neighbourhood families come</p>	

Expected Results	Strategy	Target End Date	Accomplishments	Variance
			<p>together on a regular basis to form a network that supports, encourages and mentors one another using food – purchasing, growing, sharing, learning, and celebrating – as a galvanizing focus. The goal of Food Families is to build skills that increase families’ buying power and increase the sharing of practical and affordable ways to eat well.</p> <p>In addition to these goals, Food Families seeks to increase families’ social connections with other neighbourhood residents and organizations. Participating families are supported by community organizations and stakeholders who work together to provide opportunities and remove barriers for participants. Opportunities include providing families with:</p> <ul style="list-style-type: none"> <li>• The technical ‘know-how’ of couponing, bulk buying, and collectively preparing larger quantities of food;</li> <li>• Opportunities to work with other community partners in order to access larger quantities of fresh fruits and vegetables (e.g., sharing transportation to local markets and collective purchasing options); and</li> <li>• Community space to gather, learn from one another, and build relationships.</li> </ul> <p>Food Families has had a significant impact on families. A formal evaluation was completed and identified a number of exciting results, including:</p> <ul style="list-style-type: none"> <li>• Families have learned new ways to save money- saving an average of \$127 a month on groceries</li> <li>• Families are saving money on groceries and have more options when they purchase food</li> <li>• Families have increased their ability to prepare and cook their own food</li> <li>• Families are eating nutritious, well-balanced meals when possible</li> <li>• Families have greater connectivity</li> </ul>	

Expected Results	Strategy	Target End Date	Accomplishments	Variance
	<p>✓ 7.4 Expand programs that support residents shopping and cooking together to save money, such as collective kitchens</p>	5/31/20	<p><b>Collective Kitchens</b> - Collective Kitchen is an opportunity for individuals in our community to pool their resources with others and collectively plan, shop and prepare home cooked meals to take home. Individuals come together in a centralized kitchen to prepare a nutritious meal, which they can then share with friends on-site and have plenty left over to take home. Programming includes educational sessions around meal planning, wholesome and nutritious grocery shopping, budgeting and other healthy lifestyle practices.</p> <p><b>Good Food Box Program</b> - The London Good Food Box is a neighbourhood-based food distribution system that provides a variety of seasonal delicious and nutritious vegetables and fruits at an affordable price. The London Good Food Box is committed to creating socially and economically sustainable neighbourhoods by offering affordable, fresh vegetables and fruits through collective purchasing and making them available throughout London. The Good Food Box Program has grown from 2 to 12 host sites and now distributes over 350 boxes of food monthly.</p> <p><b>Growing Chefs</b> - Growing Chefs! Ontario is a registered charity based in London that unites chefs, growers, educators and community members in children's food education projects. Cooking develops and encourages many important skills. Understanding how and where food grows, how food interacts with our senses, the history of different foods and techniques, the names we give to food, and how food relates to our own lifestyles and cultures are all important to child</p>	

Expected Results	Strategy	Target End Date	Accomplishments	Variance
			<p>development. Growing Chefs! Ontario offers a variety of food education projects to get kids and communities excited about healthy, wholesome food.</p> <p><b>Supports available:</b>  <b>Equipment lending program</b>  The Neighbourhood Basic Needs working group through the CYN Ending Poverty priority table established the equipment lending program in 2018. The program is currently coordinated out of the Glen Cairn Community Resource Centre and it supports organizations and service providers offering Food Families training. The equipment lending program allows organizations to run food programming when they would not typically have basic kitchen supplies to offer the program.</p> <p><b>Safe Food Handler Training - London Training Centre</b>  The London Training Centre is pleased to provide Safe Food Handler training and certification in partnership with Middlesex/London Health Unit and County of Lambton Community Health Services Department.  This certificate meets mandatory provincial food safety training requirements and is recognized by all health units in Ontario.</p>	
			<p><b>London Good Food Box</b>  Priority neighbourhoods have been identified as having minimal access to fresh produce, yet an increased access to less healthy food, such as junk food. Due to these neighbourhoods historically being considered food deserts, both adults and children may have negative attitudes towards fruit and vegetables and may be reluctant to try new produce items. There is a need to better inform residents about the health benefits of</p>	

Expected Results	Strategy	Target End Date	Accomplishments	Variance
			<p>vegetables and fruit, as universal encouragement of vegetables and fruit consumption normalizes positive behaviours. Individuals and families in low-income neighbourhoods, as low-income populations have higher rates of obesity and consume less vegetables and fruit. There is a knowledge gap about available programs to influence healthy eating behaviors with children and their families.</p> <p>Therefore, an opportunity exists through promotion of, and participation in Food Box programs. There are financial barriers for residents of low-income neighbourhoods that impact buying fresh vegetables and fruit. However, neighbourhood Food Box programs can collectively purchase and deliver fresh produce to neighbourhood depots through collaborative purchasing. Through community initiatives, neighbourhoods can organize and participate fully in Food Box programs.</p> <p>In 2018, the London Good Food Box expanded from 2 host sites to 11 across the City of London. An average of 350 boxes are ordered every month and participants are receiving about \$15-\$20 worth of fresh produce for only \$10. Preliminary evaluation results show that this program is providing the opportunity for families to purchase fresh fruits and vegetables that were seen as too expensive before.</p> <p><b>Hydroponic Garden Towers</b> Hydroponics is a method of gardening that doesn't use soil, but rather a rich nutrient solution that cycles through from a reservoir. Using this system, the plant receives nutrients through the roots, but they are not in soil. These automated soilless growing systems increase efficiency, maximize space, leading to higher yields, and potentially better quality produce. Community benefits</p>	





Expected Results	Strategy	Target End Date	Accomplishments	Variance
	<p>7.5 Expand local food literacy programs for all ages to increase knowledge of affordable, healthy food options</p>	5/31/20	<p>include:</p> <ul style="list-style-type: none"> <li>Increased access to healthy, nutrient dense produce all year</li> <li>Increased opportunities for enhancement of food literacy skills among individuals, children, youth and families (learning, watching and participating in growing food for the benefit of all community members)</li> <li>Fully accessible: wheelchair accessible, portable and can be placed anywhere.</li> <li>Environmentally sustainable- hydroponic gardens use less water and other resources than traditional soil based gardens</li> <li>Innovative: London would be the first city to embrace garden towers as a fundamental part of community life: centring around food education and access</li> </ul> <p>Currently, 17 hydroponic garden towers have been distributed to priority neighbourhoods across London and are located in Family Centres, Community Centres, and Libraries.</p> <p><b>Growing Chefs</b>  Growing Chefs! Ontario is a registered charity based in London that unites chefs, growers, educators and community members in children's food education projects. Cooking develops and encourages many important skills. Understanding how and where food grows, how food interacts with our senses, the history of different foods and techniques, the names we give to food, and how food relates to our own lifestyles and cultures are all important to child development. Growing Chefs! Ontario offers a variety of food education projects to get kids and communities excited about healthy, wholesome food.</p> <p><b>Middlesex London Food Policy Council (MLFPC)</b>  The Middlesex London Food Policy Council is compiling a directory of local food literacy programming in</p>	

Expected Results	Strategy	Target End Date	Accomplishments	Variance
			<p>the city. This directory will enhance networking and the sharing of information about food skills and food literacy programming and resources.</p> <p><b>Supports available:</b>  <b>Equipment lending program</b>  The Neighbourhood Basic Needs working group through the CYN Ending Poverty priority table established the equipment lending program in 2018. The program is currently coordinated out of the Glen Cairn Community Resource Centre and it supports organizations and service providers offering Food Families training. The equipment lending program allows organizations to run food programming when they would not typically have basic kitchen supplies to offer the program.</p> <p><b>Food Literacy best practices</b> – in development by MLHU</p>	

Expected Results	Strategy	Target End Date	Accomplishments	Variance
	<p>7.6 Support local policies and strategies that encourage more community gardens and urban farms on public and private land to provide space for residents to come together, volunteer, and grow their own food</p>	5/31/20	<p><b>Urban Agriculture Strategy</b> - The City of London has developed an Urban Agriculture Strategy. The primary goal of the Urban Agriculture Strategy is to direct urban agriculture efforts within the City of London by both the community and the City.</p> <p><b>Friends of Urban Agriculture</b> - Friends of Urban Agriculture is a network of London citizens who are passionate and dedicated to pushing the agenda of urban agriculture forward. They engage and empower Londoners by organizing specific events to raise awareness, facilitating the successful implementation of urban agriculture projects and coordinating a network of organizations and individuals invested in urban agriculture. They are also focused on promoting urban agriculture friendly policy change at City Hall.</p> <p><b>Community Gardens Strategy</b> - London is home to 17 community gardens located on municipally owned land. Over 450 gardeners are active within the gardens, which are located on green space in neighbourhoods across the city.</p>	

Expected Results	Strategy	Target End Date	Accomplishments	Variance
	<p>✓ 7.7 Work with farmers to provide more fresh food to people who need it most</p>	5/31/20	<p><b>London Food Bank</b> – Community Harvest Program In August 2018, the London Food Bank reached an important goal. For the first time in its 32-year history, 50% of the food it received was perishable. Eight years ago, the London Food Bank worked with the OAFB to start a province-wide pilot program with area farmers and growers called <i>Community Harvest</i>. Hundreds of thousands of pounds of food have come to the food bank through their efforts. Special thanks to the Western Fair Association for their help in reaching out to these growers.</p> <p><b>Good Food Box Program</b> - The London Good Food Box is a neighbourhood-based food distribution system that provides a variety of seasonal delicious and nutritious vegetables and fruits at an affordable price. The Good Food Box Program has grown from 2 to 12 host sites and now distributes over 350 boxes of food monthly.</p> <p><b>London Food Coalition</b> - The London Food Coalition is a group of more than 20 organizations that work with members of our community who are at risk of poverty and food insecurity. The Coalition is a coordinated food alliance that rescues high-quality fresh food and redistributes it to Londoners in need.</p> <p><b>Urban Roots London</b> - Urban Roots is a non-profit organization that revitalizes underused land in the City of London for agriculture.</p> <p><b>FoodFund</b> - FoodFund believes that all food deserves plates and all plates deserve food. This is why they source recovered fruit and vegetables from local farmers and deliver it to your doorstep.</p>	


Expected Results	Strategy	Target End Date	Accomplishments	Variance
	<p data-bbox="485 643 831 748">  7.8 Reclaim quality, usable food from grocery stores and restaurants in a cost-effective way </p>	<p data-bbox="869 683 947 708">5/31/20</p>	<p data-bbox="1255 147 1619 781"> <b>London Food Coalition / Second Harvest</b> - The London Food Coalition is dedicated to creating food prosperity initiatives that assert fresh food as a fundamental right. Fresh food is integral to many different community programs in the city. This initiative provides essential resources for family cooking programs, nutritional and educational programming, camp programs, and healthy meals for children and families. Furthermore, this coalition reduces the costs of food for London organizations. Over the span of its first year, the coalition has rescued close to 130,000 pounds of fresh food and distributed it to over 20 member agencies. The London Food Coalition rescues the fresh food and distributes it to over 20 member partners, mainly agencies and church groups. </p> <p data-bbox="1255 802 1612 1211"> <b>London Food Bank / Community Harvest Program</b> - Since the Community Harvest program's inception in 2010, nearly 1.7 million pounds (771 tonnes) of produce has been rescued, with about 38% of those donations being shared with other agencies in the London region and across Ontario. Not only has this rescued food gone to families in need of assistance, it has also avoided nearly 1,500 tonnes of greenhouse gas emissions (CO2-e) by diverting perfectly edible food from becoming landfill. </p>	

Expected Results	Strategy	Target End Date	Accomplishments	Variance
	<p data-bbox="485 402 842 537">  7.9 Increase availability of gift cards, food cards, coupons, price-matching, and fresh food vouchers that provide healthy, culturally appropriate food </p>	<p data-bbox="869 456 947 480">5/31/20</p>	<p data-bbox="1255 159 1612 375"> <b>Harvest Bucks</b> - Harvest Bucks are vouchers used to buy fresh vegetables and fruit at participating locations in London. Individuals, businesses and organizations may purchase Harvest Bucks and eligible community food programs may apply for funded Harvest Bucks. </p> <p data-bbox="1255 394 1612 667"> <b>Food Families – Child and Youth Network (CYN)</b> - Food Families is a dynamic program in which a group of neighbourhood families come together on a regular basis to form a network that supports, encourages, and mentors one another using food – purchasing, growing, sharing, learning, and celebrating – as a galvanizing focus. </p> <p data-bbox="1255 686 1612 789"> <b>Food voucher system</b> - City of London Social Services moved from the food voucher system to giving grocery store gift cards instead. </p>	

Expected Results	Strategy	Target End Date	Accomplishments	Variance
	<p>✓ 7.10 Work with local growers and service providers to distribute seeds and soil during growing season, paired with education on growing food</p>	5/31/20	<p><b>Seedy Saturday</b> - In partnership with the City of London, the London Middlesex Master Gardeners host “Seedy Saturday” every spring. Seedy Saturday is a fun, inexpensive event where you can swap and exchange seeds, get exciting varieties that other seed savers are sharing (as well as the stories that come with them), attend workshops and talks, meet vendors and obtain seeds from seed companies.</p> <p><b>Friends of Urban Agriculture</b> - Friends of Urban Agriculture is a network of London citizens who are passionate and dedicated to pushing the agenda of urban agriculture forward. They engage and empower Londoners by organizing specific events to raise awareness, facilitating the successful implementation of urban agriculture projects and coordinating a network of organizations and individuals invested in urban agriculture.</p> <p><b>Compost Value Day</b> – London Food Bank Compost Value Day offers Londoners an opportunity to help their garden and two local charities at the same time. The compost is produced from the City's leaf and yard waste.</p> <p><b>Hydroponic Garden Towers</b> - Hydroponics is a method of gardening that doesn't use soil, but rather a rich nutrient solution that cycles through from a reservoir. These automated soilless growing systems increase efficiency, maximize space, leading to higher yields, and potentially better quality produce. Currently, 17 hydroponic garden towers have been distributed to priority neighbourhoods across London and are located in Family Centres, Community Centres, and Libraries.</p>	

Expected Results	Strategy	Target End Date	Accomplishments	Variance
	<p>7.11 Build on research on “food deserts” (areas of the city with little or no access to grocery stores) and support business models that address them (e.g. markets, fresh food in convenience stores, etc.)</p>	5/31/20		
<p>■ System Change</p>	<p>8.1 Review supports and services to understand which to scale up and which to stop</p>	5/31/20		
	<p>8.2 Bring poverty-focused planning tables together to coordinate, collaborate, and streamline efforts</p>	5/31/20		
	<p>✓ 8.3 Engage people with lived experience in democratic processes and institutions</p>	5/31/18		
	<p>8.4 Use these recommendations as London's mandate to advocate for policy change from provincial and federal governments</p>	5/31/20		
			<p>In early 2018, London residents attended the Good Neighbourhood Conference to explore the London Strengthening Neighbourhoods Strategy (2017-2020). Residents identified 11 Actions that were to be implemented in 2018. Resident leaders, supported by City staff, have been meeting and implementing the identified actions including:</p> <p>Action 1: Target under or non-represented neighbourhoods with engagement opportunities and support, including communication, events and facilitation.</p> <p>Action 2: Create opportunities to celebrate neighbourhood identities both at the neighbourhood level and city-wide.</p> <p>Action 3: Increase outreach to new neighbourhoods - make it intentional, fun and easy through supporting events such as movie night in the park.</p> <p>Action 4: Identify volunteers within</p>	



Expected Results	Strategy	Target End Date	Accomplishments	Variance
	<p data-bbox="485 337 842 500">  8.5 Build strong, engaged, community-driven neighbourhoods by continuing to implement the London Strengthening Neighbourhoods Strategy<sup>17</sup> </p>	<p data-bbox="869 407 947 428">5/31/20</p>	<p data-bbox="1253 94 1577 172">community associations to act as expert advisors for other associations.</p> <p data-bbox="1253 177 1577 339">Action 5: Create opportunities for residents to regularly share information with City Staff and Councillors, at the neighbourhood level with town hall meetings, monthly exchanges of info, etc.</p> <p data-bbox="1253 344 1612 534">Action 6: Create opportunities for Action 6: City Staff and Councillors to share timely information with neighbourhoods/wards in a variety of ways including email, newsletters, community bulletin boards, web apps, mail.</p> <p data-bbox="1253 539 1612 756">Action 7: City of London, Urban League of London, and neighbourhood associations to hold annual Neighbourhood Conference to share tools, resources, how-to's and expert advice through a variety of workshops and trade fair-style booths.</p> <p data-bbox="1253 761 1612 839">Action 8: Create a "Welcome Wagon" toolkit which connects residents to their neighbourhood</p> <p data-bbox="1253 844 1612 951">Action 9: Develop a funding model with a clear process and guidelines to support the start-up costs of new NA's to support:</p> <ul data-bbox="1253 956 1612 1341" style="list-style-type: none"> <li data-bbox="1253 956 1612 1118">· The start-up costs of new neighbourhood associations to support engagement and communication (such as initial mail out to all residents in an association's boundaries)</li> <li data-bbox="1253 1123 1612 1341">· Ongoing needs of neighbourhood associations, such as: space, technology, accessibility, translation services, communication strategies, signage and neighbourhood activities</li> </ul> <p data-bbox="1253 1346 1612 1424">Action 10: Have neighbourhood associations work together and share common assets.</p> <p data-bbox="1253 1429 1612 1453">Action 11: Partner with community stakeholders to broaden engagement with diverse communities</p>	

Expected Results	Strategy	Target End Date	Accomplishments	Variance
	<ul style="list-style-type: none"> <li>■ 8.6 Promote London's "community hubs" (such as Family Centres, resources centres and libraries) and online resources to help families connect to supports</li> </ul>	5/31/20		
	<ul style="list-style-type: none"> <li>■ 8.7 Develop strategies and services to address unmet needs identified through the review of supports and services</li> </ul>	5/31/20		
	<ul style="list-style-type: none"> <li>■ 8.8 Identify ways to streamline and simplify access to support</li> </ul>	5/31/20		
	<ul style="list-style-type: none"> <li>■ 8.9 Strengthen the culture of collaboration across all organizations and sectors</li> </ul>	5/31/20		
	<ul style="list-style-type: none"> <li>■ 8.10 Research the viability of Neighbourhood Economic Development Corporations that provide community-driven opportunities to access resources that strengthen neighbourhoods and encourage community participation</li> </ul>	5/31/20		
	<ul style="list-style-type: none"> <li>■ 8.11 Promote charitable gift-giving toward programs with sustained, transformative impacts on poverty</li> </ul>	5/31/20		
			<p><b>Family Centre Fox Hollow</b>  Family Centre Fox Hollow opened in December 2017. It is located in the Sir Arthur Currie Public School and is designed to make life easier for all families and residents by offering a single door to many opportunities in their neighbourhood and city. As lead of the Family Centre, Whitehills Childcare Association works together with other service providers to provide coordinated service for families including:</p> <ul style="list-style-type: none"> <li>• Parenting &amp; Early Learning</li> <li>• Early Childhood Education</li> <li>• Public Health and Wellness</li> <li>• Recreation</li> <li>• Sports and Leisure</li> <li>• Youth Services</li> </ul>	

Expected Results	Strategy	Target End Date	Accomplishments	Variance
			<p>• Senior Services • Newcomer Services</p> <ul style="list-style-type: none"> <li>• Referral, Resources, Information and Awareness</li> </ul> <p>This project is generously funded by the Ministry of Education in support of the Early Years Vision and in partnership with Thames Valley District School Board and the City of London.</p> <p>Family Centre Fox Hollow is part of a network of Family Centres being developed in neighbourhoods by London's Child and Youth Network, a collective of over 150 organizations committed to strengthening children, youth and families.</p> <p><b>Bostwick Community Centre, YMCA and Library</b></p> <p>The Bostwick Community Centre opened in September 2018 and was developed in partnership with the City of London, YMCA of Western Ontario, and London Public Library. With a multi-purpose community space, indoor pool and gymnasium, double pad arena, YMCA fitness facility and Library Branch, the Bostwick Community Centre has something for every ability, age and life stage.</p> <p>Amenities include:</p> <ul style="list-style-type: none"> <li>• 2 NHL sized ice rinks</li> <li>• 6 multi-purpose community rooms (for programming and community rentals)</li> <li>• 6-lane, 25 meter indoor pool</li> <li>• Family pool</li> <li>• Community kitchen</li> <li>• Wellness cafe</li> <li>• Child-minding area (for YMCA members only)</li> <li>• Full size gymnasium</li> <li>• Fitness centre</li> <li>• Group fitness studios</li> <li>• Full service library branch</li> <li>• Service London counter</li> <li>• 200m walking loop</li> <li>• Outdoor accessible playground equipment</li> </ul> <p><b>Fanshawe Family Centre</b></p>	

Expected Results	Strategy	Target End Date	Accomplishments	Variance
			<p>Family Centre opened in April 2019 and is designed to make life easier for all families and residents by offering a single door to the many opportunities in your neighbourhood and city. The EarlyON Child and Family Centre is a part of the Fanshawe Family Centre.</p> <p>The Family Centre offers:</p> <ul style="list-style-type: none"> <li>• parenting &amp; early learning</li> <li>• early childhood education</li> <li>• public health and wellness</li> <li>• recreation, sports and leisure</li> <li>• youth services</li> <li>• referral, resources, information, and awareness</li> </ul> <p><b>Family Centre Blessed Sacrament</b> Family Centre Blessed Sacrament will be located in Blessed Sacrament Catholic School and is anticipated to open in fall 2019.</p> <p><b>Dundas Place</b> Dundas Place is London's first flexible street; a space shared by pedestrians, cyclists and motorists. It was identified as a top priority in the Our Move Forward: London's Downtown Plan, as part of the revitalizing downtown strategy. The City of London had a vision to transform Dundas Street in downtown London into Dundas Place, a key public space and cultural hub that will encourage residential intensification in the core, showcase the built heritage of the area and shape downtown London for decades to come. Dundas Place represents an opportunity to build community and make our entire core stronger.</p> <p><b>London Community Gardens Program</b> "Community gardens build and nurture community capacity, which is defined as the sum total of commitment, resources, and skills that a community can mobilize and deploy to address community</p>	

Expected Results	Strategy	Target End Date	Accomplishments	Variance
	<p>8.12 Build more public gathering spaces (e.g. recreation centres, parks) to increase access to space for unstructured recreation and space for community to come together</p>	<p>5/31/20</p>	<p>London is home to 14 gardens (on municipally owned land) encompassing over 400 plots where gardeners grow vegetables, fruit and other plants. The gardens are part of the London Community Gardens Program (LCGP), as they sit on City owned land in various London neighbourhoods.</p> <p><b>Indigenous-led Licensed Child Care and EarlyON Child and Family Centre</b></p> <p>The City of London and the Southwest Ontario Aboriginal Health Access Centre (SOAHAC) have partnered on a new Indigenous-led Licensed Child Care and EarlyON Child and Family Centre. As the first of its kind in London, the Centre will provide culturally relevant early years programming that is based in language and Spirit, serving families in London and Middlesex County.</p> <p>The Indigenous-led Child Care and Family Centre addresses concerns heard during engagement with Indigenous families and service providers in London and Middlesex. Through the engagement process, Indigenous families expressed that access to culturally relevant, quality Indigenous-led programming that supports families is critical. Since inception, this project has been guided and supported by the Journey Together Indigenous Planning Committee, which includes representatives from local Indigenous-led organizations, Indigenous parents and caregivers, and other relevant planning partners. Funding for the project was made possible through The Journey Together: Ontario's Commitment to Reconciliation with Indigenous Peoples. This is possible, in part, as a result of the Province of Ontario and the Government of Canada</p>	

Expected Results	Strategy	Target End Date	Commitments to significant investments to address the Truth and Reconciliation Commission's Calls to Action, and specifically call to action # 12, calling upon the federal, provincial, territorial, and Aboriginal governments to develop culturally appropriate early childhood education programs for Aboriginal families.	Variance
			<p>The Centre will be built at 449 Hill Street, within the shared territory of the Anishinaabe (Ojibwe), Haudenosaunee (Oneida) and Leni-Lenape (Delaware) peoples. Construction of the Centre is expected to be complete in 2020.</p> <p><b>Parks and Recreation Master Plan</b>  The City of London offers high quality parks, recreation programs, sport services, and facilities that engage residents of all ages and abilities. The Parks and Recreation Master Plan provides an overall vision and direction for making decisions. The Master Plan is a living document that is based on public input, participation trends, utilization levels, best practices, demographic changes, and growth forecasts. It guides the City's investment in parks, recreation programs, sport services, and facilities over the next ten years and beyond.</p> <p>A Vision for Parks and Recreation: In London, all residents – regardless of age, ability, culture, gender, income, or where they live – have opportunity to participate and share in meaningful and accessible parks, recreation, and sport experiences. In 2018, the City collected surveys and input from over 2,300 London residents and stakeholders. Based on this input, as well as extensive background research, recommendations were developed. The recommendations were organized into 5 categories which correspond to the Framework for Recreation in Canada:</p>	

Expected Results	Strategy	Target End Date	Accomplishments	Variance
			<p>ACTIVE LIVING INCLUSION AND ACCESS</p> <ul style="list-style-type: none"> <li>• CONNECTING PEOPLE AND NATURE</li> <li>• SUPPORTIVE ENVIRONMENTS</li> <li>• RECREATION CAPACITY</li> </ul> <p>Prior to finalizing the Plan in 2019, the City sought feedback on the proposed recommendations to help finalize the Plan and ensure that their services continue to respond to the community, now and into the future.</p> <p><b>London Environmental Network</b> Many London environmental groups have seen a need for a more organized way of getting their message out to the public in order to make significant progress in the environmental issues facing our community.</p> <p>London Environmental Network (LEN) was officially incorporated as a nonprofit organization in March 2018. The LEN was created to help protect our environment and build a sustainable community by supporting local environmental organizations improve their internal capacity and ability to deliver on their missions. The London Environmental Network provides our member organizations with shared resources, and training, outreach and collaboration opportunities so they can become stronger and work more effectively together. It also connects groups to the London community, recruits volunteers, and promotes environmental events, initiatives and successes.</p> <p>LEN - Green Economy London The Green Economy Hub launched in London in May 2019 to support local businesses to set and achieve sustainability targets, joining 6 other Hubs across Ontario. Green Economy London helps businesses and organizations realize the competitive advantage of becoming environmentally sustainable.</p>	

Expected Results	Strategy	Target End Date	Accomplishments	Variance
	8.13 Recognize Londoners' commitment to volunteerism and a caring community and build upon these efforts	5/31/20		