

County/City Liaison Committee

Report

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

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

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

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

1. Call to Order

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

2. Consent

None.

3. Scheduled Items

None.

4. Items for Direction

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

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

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

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

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

4.2 Social Housing Governance Changes

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

4.3 Agri-tours

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

4.4 Municipal Modernization Funding

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

4.5 Core Area Action Plan

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

4.6 Joint Advocacy and Communication Opportunities

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

4.7 Land Ambulance Service

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

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

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

4.8 An Overview of the Public Health Modernization Project Outcome

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

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

4.9 Next Meeting

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

5. Deferred Matters/Additional Business

None.

6. Adjournment

The Meeting adjourned at 4:54 PM.



County/City Liaison Committee Agenda

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

1. Call to Order

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

2. Consent

3. Scheduled Items

4. Items for Direction

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5. Deferred matters/Additional Business

6. Adjournment





Issue Note (Agenda Item 4.1)

May 20, 2020

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

Overview:

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

Desired Outcome On Issue:

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

Background:

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



Issue Note (Agenda Item 4.2)

May 20, 2020

Re: Social Housing Governance Changes

Overview:

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

Desired Outcome On Issue:

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

Background:

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

Current Status:

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



Issue Note (Agenda Item 4.4)

May 20, 2020

Re: Municipal Modernization Funding

Overview:

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

Desired Outcome On Issue:

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

Background:

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

Current Status:

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

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



Issue Note (Agenda Item 4.5)

May 20, 2020

Re: Core Area Action Plan

Overview:

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

Desired Outcome On Issue:

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

Background:

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



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

Current Status:

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

Stabilization Spaces/Supportive Housing:

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



Issue Note (Agenda Item 4.5)

May 20, 2020

Re: Joint Advocacy and Communications Opportunities

Overview

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

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

Desired Outcome On Issue:

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

Background:

Core Area Action Plan

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

COVID-19 Economic Recovery

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



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



Issue Note (Agenda Item 4.7)

May 20, 2020

Re: Land Ambulance Service

Overview:

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

Desired Outcome On Issue:

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

Background:

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



Current Status:

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

Item for Consideration at a Future Meeting:

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



Issue Note (Agenda Item 4.8)

May 20, 2020

Re: Overview of the Public Health Modernization Project Outcome

Overview:

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

Desired Outcome On Issue:

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

Background:

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



Current Status:

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

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London
CANADA

March 3, 2020

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

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

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

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

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

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

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

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

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

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



C. Saunders
City Clerk
/hw

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