

TO:	CHAIR AND MEMBERS COMMUNITY and PROTECTIVE SERVICES COMMITTEE MEETING ON NOVEMBER 15, 2016
FROM:	LYNNE LIVINGSTONE MANAGING DIRECTOR NEIGHBOURHOOD, CHILDREN AND FIRE SERVICES and SANDRA DATARS BERE MANAGING DIRECTOR HOUSING, SOCIAL SERVICES AND DEARNESS HOME
SUBJECT:	LONDON FOR ALL UPDATE: FIRST 12 MONTH RECOMMENDATIONS AND DEVELOPMENT OF THE IMPLEMENTATION BODY

RECOMMENDATION

That, on the recommendation of the Managing Director of Neighbourhood, Children and Fire Services and the Managing Director of Housing, Social Services and Dearness Home, the following report **BE RECEIVED** for information.

PREVIOUS REPORTS PERTINENT TO THIS MATTER
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- London for All: A Roadmap to End Poverty (April 18th, 2016)

BACKGROUND

At the Municipal Council meeting on April 19, 2016, Council resolved that:

- *the report "London for All: A Roadmap to End poverty" BE RECEIVED and the contribution of the report towards the goal of reducing poverty and its effects in the City of London BE ACKNOWLEDGED;*
- *the Civic Administration BE DIRECTED to undertake the approach to the implementation of the report as set out in the section entitled "Approach to Developing an Implementation Body" (on page 26 of the report) with the understanding that recommendations requiring action by the City of London will be brought forward for approval by City Council, where necessary;*
- *the Civic Administration BE DIRECTED to provide support, as necessary, to assist the Implementation Body in bringing forward recommendations to the various stakeholders.*

The purpose of this report is to:

- Highlight the progress being made towards the year one recommendations outlined in *London for All* thus far; and,
- Provide an update on the next steps to develop an implementation body that will coordinate the implementation of the recommendations in *London for All: A Roadmap to End Poverty*.

London for All: Year One Progress

London for All is a community report that outlines 112 recommendations, both short and long term, with the goal of ending poverty in London in one generation. Over 1,000 Londoners across our community participated in conversations to develop this report and provided solutions to end poverty in our community. This report is truly reflective of a community effort, and like its development, the successful implementation of *London for All* will require the ongoing support, resources and shared learnings of the London community. Poverty is a complex, whole-of-community problem and to effectively work toward ending poverty in our community, we need a whole-of-community response.

To that end, Civic Administration hosted a community meeting in October, 2016, six months into implementation of *London for All*, and invited Londoners, specifically those with lived experience in poverty and representatives from agencies working to reduce poverty in our community to participate. The discussion focused on the work that is happening in London in relation to the first 12 month recommendations from the report.

Progress being made in the first six months of implementation are divided into the eight sections outlined in *London for All: A Roadmap to End Poverty* (see Appendix A for further details from the community meeting). Highlighted below is a snapshot of the progress made towards the year one recommendations:

Changing Mindsets

Grow existing awareness and engagement initiatives: City Council approved \$520,000 annually for four years for the Bridges out of Poverty and Circles programs.

Increase the number of organizations providing Cultural Competency training: The Indigenous Culture Card was developed to learn more about our community's First Nations, Métis, and Inuit cultures and local communities. This serves as a first step towards cultural competence and to help service providers learn more about how to work competently and sensitively with our Indigenous communities. Southwest Ontario Aboriginal Health Access Centre is the distributor of the card on behalf of the community and will help organizations connect to a variety of learning opportunities available in the community.

Income and Employment

Use London's Community Economic Roadmap to accelerate skills training programs that meet local labour market needs: Post-secondary institutions and both school boards are using labour market data to provide guidance to students on viable future jobs in London.

Establish the Living Wage figure for London: The Living Wage for London was calculated by the London Poverty Research Centre to be \$15.53 per hour. This was announced on May 13, 2016.

Health

Create a coordinated local mental health and addictions strategy: The Middlesex London Health Unit initiated a Community Drug & Alcohol Steering Committee in the spring of 2016. In addition CMHA implemented a coordinated crisis line "Reach Out". City Council also approved funding totaling \$200,000 for the development of a coordinated mental health and addictions strategy.

Homelessness Prevention & Housing

Invest in housing allowances to support flexible, permanent housing stability for individuals and families: In the 2016-19 multi-year budget, Council enhanced funding for additional housing allowances and supplements. Funding was approved totaling \$1.6 million over the four years. In 2016, \$200,000 of this total funding was allocated.

Implement strategies that assist in housing women at risk of experiencing homelessness: Enhanced funding for the Street Level Women at Risk Collaboration aimed at achieving housing stability with street involved sex workers.

Transportation

Reduce transit-related costs for people with low income: City staff are bringing forward a separate report to Community and Protective Services Committee on November 15, 2016, proposing a new model for subsidized transit based on a person's ability to pay.

Allow children under 12 to ride public transit free: City staff were directed to explore the cost of free transportation for children under 12, and will be coming forward with a separate report to Community and Protective Services Committee on November 15, 2016.

Early Learning & Education

Increase the number of licensed childcare spaces: The number of licensed childcare spaces is increasing in Northeast and Northwest London as part of construction of new public schools by approximately 88 spaces in each location.

Food Security

Support the development of the London & Middlesex Food Policy Council: Over the summer more than 65 community members from London and Middlesex County applied to become a member of the Food Policy Council; the membership is expected to be announced this Fall.

System Change

Bring poverty-focused planning tables together to coordinate, collaborate and streamline efforts: System change will largely be the work of the Implementation Body that will be formed in early 2017.

Engage people with lived experience in democratic processes and institutions: People with lived experience in poverty will be engaged specifically through the Implementation Body.

These are just some of the highlights around the progress made to date toward the year one recommendations. These accomplishments reflect the community's commitment to action. This also demonstrates the need for a coordinated approach. As highlighted in *London for All*, the implementation body would convene diverse stakeholders across London, build relationships and ignite change in a coordinated effort to continue to support the implementation of the 112 recommendations in a planned and effective manner.

Development of the Implementation Body for London for All

London for All outlines 112 recommendations that will help the community achieve the goal of ending poverty in a generation. However, the report also identified that the success for the implementation of these recommendations will require the support of the entire community; this support would be organized through an implementation body which would “carry the conversation forward by bringing partners together, developing and overseeing implementation plans, and ensuring ongoing evaluation and accountability for the work” (*London for All*).

London for All identified eight principles to guide the development of an implementation body, which include:

- People with lived experience with poverty are included as key decision-makers at every level;
- Members are drawn from all areas of the community and appropriately reflect diversity with respect to gender, sexuality, age, ability, culture, and race;
- Rights-based, community-based, and equity-based understandings of poverty are used to oversee the implementation of the recommendations;
- The implementation body “lives” in the community and has autonomy to speak to all levels of government;
- Members hold each other, and the community, mutually accountable for the implementation of the recommendations;
- Members are respectful of Indigenous methodologies of data collection and interpretation;
- Evidence-informed planning and assessment is used in all work; and,
- Members will develop work plans with appropriate measurement that will provide milestones for progress.

Throughout the months of June to August 2016, Civic Administration facilitated conversations with Londoners with lived experience with poverty, service providers, as well as other interested community members. In addition, an online survey was conducted that was open to all Londoners in order to help understand the best approach to implementing the recommendations put forward in *London for All*. Over 100 people provided their input and suggestions through this process and expressed the following:

- Londoners stressed the importance of principles 1 and 4:
 - People with lived experience in poverty are included as key decision makers at every level; and,
 - The implementation body “lives” in the community and has autonomy to speak to all levels of government.
- The City has an important leadership role to play in implementing the recommendations from *London for All*, but the City should **not** be the lead for the implementation body
- There are important qualities of a lead organization to take into consideration: The organization must be:
 - independent;
 - have a deep understanding of poverty; and,
 - be culturally competent.

The community also identified the functions and structure of an implementation body. This information is highlighted below.

Implementation body functions:

Engagement	The implementation body will engage the community about what is happening and opportunities to get involved. This means that members will be talking with residents with lived experience with poverty, as well as organizations from all sectors. Engagement will focus on diversity and inclusion. Addressing poverty means working with the community – the entire community – every step of the way.
Research	The implementation body will use research and data to help develop work plans and make good decisions about how to implement the recommendations. This includes learning from the knowledge and experience of Londoners with lived experience with poverty.
Planning	The implementation body will work with the community to prioritize the recommendations and develop work plans that outline: <ul style="list-style-type: none"> - how a recommendation is being implemented; - who is doing it; and - when it will happen. Work plans should include clear, public goals that hold people accountable for action.
Coordination	The implementation body is responsible for coordinating the work of all groups working on issues of poverty. This is one of the most important functions of the implementation body. By bringing many groups together under one complete strategy, we can determine how to collaborate to be as effective as possible in our work. Organizations and

	individuals will need to communicate continuously to determine who is responsible for which recommendations. This may mean some groups will decide to shift their focus or merge with other groups to reduce duplication.
Evaluation	All work the implementation body does or oversees must be evaluated and measured to understand whether it is actually making a difference. The implementation body will measure the work using both stories and statistics. The implementation body will not just measure what impact the recommendations are having; it will also measure how well the implementation body itself is working and whether any changes are needed.
Reporting	Reporting to the community will happen quarterly as a way to share stories of progress and to engage residents and organizations in opportunities to be involved. A detailed report will be shared annually and will include overall progress, evaluation, and plans for the next year.
Advocacy	Some changes needed to end poverty cannot be made by local partners alone. As a united voice, the implementation body will advocate to governments at all levels for policy changes that make life better for Londoners living with low income. Because of this role, autonomy from government is important.

Implementation body structure:

Membership	The implementation body will include individuals and organizations from all sectors, and Londoners with lived experience with poverty will be in leadership roles. In addition to the experience and expertise members will have, they will also reflect diversity in all its forms. Members who are unemployed or underemployed may receive support to help offset the costs of participating.
Working groups	Working groups are organized by the eight categories of <i>London for All</i> , except that System Change is included in each working group. Each working group will also include evaluation. The working groups are: <ol style="list-style-type: none"> 1. Changing Mindsets 2. Income & Employment 3. Health 4. Homeless Prevention & Housing 5. Transportation 6. Early Learning & Education 7. Food Security <p>Working groups are where individuals and organizations will come together to plan how they will implement the recommendations in <i>London for All</i>. Working groups will report on progress and evaluation to the Leadership table (see next section). Each working group will have co-chairs who provide leadership; one chair will be a resident with lived experience with poverty and the other will come from a London service provider.</p>
Leadership table and Lead Agency	The Leadership table will use a shared leadership model. It will have 10-15 members, with at least 1/3 of members having lived experience with poverty. Members of the Leadership table will sit on one of more working groups (see previous section). The Leadership table is where the results of the working groups will be shared to see overall progress and identify challenges and opportunities. The Leadership table will also be responsible for reporting to the community and funders, as appropriate. <p>One organization in the Leadership table will act as a Lead Agency. This Lead Agency will be independent, have a deep understanding of poverty and be culturally competent. It will have responsibility for project management, facilitation and administrative support for the implementation body. The Lead Agency is focused on coordination and action – making sure things are happening. In the beginning, the Lead Agency will be responsible for choosing members of the Leadership table using the principles outlined in <i>London for All</i>. It will then work with this group to decide how membership will work in the future.</p>

This approach recognizes that the City of London has an important role to play in supporting implementation, but the implementation body needs a measure of autonomy from all levels of government in order to effectively do its work.

Next Steps

The following steps will be taken to establish an implementation body:

1. Based on the feedback regarding the roles and structure of the implementation body and qualities of the lead agency, an Expression of Interest will be issued immediately to find a lead agency. A review panel, including those with lived experience, will be convened to identify the lead agency.
2. It is anticipated that the lead agency will be in place by early 2017.
3. The goal is to have the entire implementation body established by the end of March or early April, 2017.

FINANCIAL IMPACT

The recommendations in *London for All* are intended for the entire community to take on, together. Council has demonstrated its support for this work through Council resolution, and additional investments totalling more than \$7.6M over four years through the 2016-19 Multi-Year Budget for additional programs and services that address the causes and impacts of poverty in London. These additional programs are directly aligned with the recommendations of *London for All*.

The implementation conversations make it clear that the community looks to the City of London for its continued support of an implementation body that will drive the recommendations in *London for All* forward. Based on this, Civic Administration has identified resources within existing budgets to support two important areas of implementation: project management and participation for those with lived experience.

It is an expectation of the lead agency that they work to seek additional resources to cover other key implementation functions such as research and evaluation.

CONCLUSION

Undertaking new ways of working together at the scale that is necessary is challenging and complex. Without committed resources to drive this work forward, particularly at the outset, momentum may be lost and progress toward the successful implementation of the recommendations outlined in *London for All* may be slow or halted altogether. The community is already acting and beginning to implement recommendations. However, an implementation body is critical to coordinate community efforts and make change happen effectively.

“It is only by working together that we will more effectively address how we fill gaps, remove barriers and help end the cycle of poverty for future generations of Londoners” (*London for All*).

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APPENDIX A

Highlights from First 12 Month Recommendations

The chart below provides highlights from the October, 2016 community meeting. Participants and city staff highlighted progress made on the first 12 month recommendations from *London for All: A Roadmap to End Poverty*. This is not an exhaustive list, it will continue to grow based on the hard work of Londoners across our community.

Changing Mindsets

Recommendations

1. Develop a campaign that educates and engages the community on poverty.
2. Grow existing awareness and engagement initiatives.
3. Increase the number of organizations providing Indigenous Cultural Safety training.
4. Increase the number of organizations providing Cultural Competency training.
5. Collaborate with school boards to build on existing resources that help students understand the impacts of poverty and to reduce stigma.

Progress Made

- The Child and Youth Network's Ending Poverty Priority Group implemented an awareness campaign in May, 2016, Poverty Over London is designed to increase the understanding of poverty and to get Londoners to take action
- City Council approved additional funding (\$520,000 annually for 2016 to 2019) for the Bridges out of Poverty and Circles programs, which brings together Leaders - people experiencing poverty – and their Allies who build intentional and genuine friendships with Leads to help them build resources and social capital to support a path out of poverty
- The Child and Youth Network's Indigenous Culture Card is a newly launched resource in our community. It was developed to learn more about our community's First Nations, Métis, and Inuit cultures and local communities. This serves as a first step towards cultural competence and to help service providers learn more about how to work competently and sensitively with our Indigenous communities. Southwest Ontario Aboriginal Health Access Centre is the distributor of the card on behalf of the community and will help organizations connect to a variety of learning opportunities available in the community.
- The City of London is developing an intercultural competency training program to be delivered to all city employees in 2017

Income and Employment

Recommendations

1. Use London's Community Economic Roadmap to accelerate skills training programs that meet local labour market needs.
2. Become a Basic Income Guarantee Pilot site.
3. Develop and implement hiring practices aimed at increasing diversity.
4. Implement social procurement policies at public institutions.
5. Establish the Living Wage figure for London.

Progress Made

- Post-secondary institutions and both school boards are using labour market data to provide guidance to students on viable future jobs in London
- The Local Employment Planning Council is improving local labour market conditions by increasing the collection of and distribution of labour market information to drive innovative service delivery and to develop strategies to increase the strength of London's work force and job market
- London Economic Development Corporation held a job fair on October 4, 2016
- The City of London hired a Diversity and Inclusion Specialist to support change and transition towards greater diversity in all work the City does
- The Living Wage for London was calculated by the London Poverty Research Centre to be \$15.53 per hour and was announced on May 13, 2016.

Health

Recommendations

1. Create a coordinated local mental health and addictions strategy.

Progress Made

- To develop a local Mental Health and Addictions Strategy, a Steering Group will be created involving community partners and building on existing strategies. This group will include local partners involved in mental health and addictions programs, provincial and federal governments, and people with lived experience.

- City Council approved funding totaling \$200,000 for the development of a coordinated mental health and addictions strategy.
- The Middlesex London Health Unit initiated a Community Drug & Alcohol Steering Committee in the spring of 2016.
- The Canadian Mental Health Association implemented a coordinated crisis line “Reach Out”.
 - Reach Out is a 24/7 crisis and support line for people living with addictions and mental health needs which will result in faster access to the most appropriate supports (launched in August 2016)

Homelessness Prevention and Housing

Recommendations

1. Build a culture of practice around effective implementation of the Housing First Approach.
2. Engage landlords in keeping more people housed.
3. Invest in housing allowances to support flexible, permanent housing stability for individuals and families.
4. Implement strategies that assist in housing women at risk of or experiencing homelessness.
5. Implement strategies that support housing youth at risk of or experiencing homelessness.
6. Leverage funding and invest in the regeneration of existing London and Middlesex Housing Corporation (LMHC) properties.

Progress Made

- Ongoing Housing First training with front line service providers includes a landlord support component
- Hello Neighbour program designed to help newcomers, mainly Syrians, who have been in London for less than a year, by improving their understanding of Canadian rights and responsibilities of tenants through community activities, programs and services which help to address the factors that contribute to unstable housing and its related consequences - South London Neighbourhood Resource Centre in partnership with LUSO Community Services and Glen Cairn Community Resource Centre
- LUSO Community Services provides cultural sensitivity training and awareness to landlords, building managers, housing stability staff as well as to non-newcomers in buildings that have recently acquired a high number of Syrian newcomers
- Enhanced funding for additional housing allowances and supplements (\$1.6 million for the 2016 to 2019 period and in 2016, \$200,000 of this total funding was allocated)
- Enhanced funding for the Street Level Women at Risk Collaboration aimed at achieving housing stability with street involved sex workers
- Survivors of Domestic Violence Transitional Allowance pilot project was implemented in 2016
- Strategies to support Youth include:
 - Housing First Emergency Shelter for Youth (\$2.2 million approved in the 2016-2019 Multi-Year Budget)
 - Youth defined as a priority population for new rental housing development
 - Youth as a local priority population for new affordable housing
 - Youth Opportunities Unlimited – low income housing for street involved young moms – 40 new units to be created at the new addition
- Enhanced investments to support the regeneration of social housing (\$750,000 approved in the 2016-2019 Multi-Year Budget)
- Housing Development Corporation working with partners to support the creation of new housing units at and below average market rent
- Mission Services of London’s Rotholme Women’s and Family Shelter are now offering housing stability and housing selection to support shelter clients to exit shelter to find housing or to help clients who have moved out of shelter to maintain their housing

Transportation

Recommendations

1. Reduce transit-related costs for people with low income.
2. Engage all stakeholders, including businesses and London Transit Commission, regarding timing, routes and accessibility.
3. Allow children under 12 to ride public transit free.

Progress Made

- City staff are bringing forward a report to CPSC on November 15, 2016 proposing a new model for subsidized transit based on a person’s ability to pay.
- City staff were directed to explore the cost of free transportation for children under 12 and will be coming forward with a report to CPSC on November 15, 2016.

- LTC hosted 12 community meetings to assist them in the development of their 2016 service plan, which was implemented this past September. 2017 consultations with the community will begin this November. Feedback can be provided to the LTC through face to face meetings, phone and email.

Early Learning and Education

Recommendations

1. Increase the number of licensed childcare spaces.
2. Reduce the wait time to receive childcare subsidy.
3. Demonstrate active use of an equity lens in childcare equality spaces.

Progress Made

- The number of licensed childcare spaces is increasing in Northeast and Northwest London as part of construction of new public schools (approximately 88 at each school).

Food Security

Recommendations

1. Support the development of the London & Middlesex Food Policy Council.

Progress Made

- Over the summer more than 65 community members from London and Middlesex County applied to be on the Food Policy Council and the membership is expected to be announced this Fall. 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.

System Change

Recommendations

1. Review supports and services to understand which to scale up and which to stop.
2. Bring poverty-focused planning tables together to coordinate, collaborate and streamline efforts.
3. Engage people with lived experience in democratic processes and institutions.

Progress Made

- System change will be largely the work of the Implementation Body that will begin in early 2017.
- People with lived experience in poverty will be engaged with democratic processes and institutions, specifically through the creation of the Implementation Body.