

Report to Strategic Priorities and Policy Committee

To: Chair and Members
Strategic Priorities and Policy Committee
From: Sandra Datars Bere, City Manager
Subject: London Transit Commission Review Recommended Approach
Date: January 14, 2025

Recommendation

That, on the recommendation of the City Manager and with the concurrence of the Deputy City Managers of Finance Supports, Legal Services, Neighbourhood and Community-Wide Services, and Environment and Infrastructure, this report dated January 14, 2025 **BE RECEIVED**.

Executive Summary

At its meeting on July 25, 2023, Council resolved that Civic Administration review the current London Transit Commission (LTC) by-law and report back with any recommended changes to reflect the necessary collaboration between LTC and the City of London in delivering on Council's 2023 to 2027 Strategic Plan.

At its meeting on April 2, 2024, Council further resolved that Civic Administration undertake a Request for Proposals for an external auditor to initiate a comprehensive operations and performance audit of LTC. The additional direction included a review of current routes relative to best practices, the structure of the organization, passes and contracted services, and other key performance indicators. It also included an evaluation of LTC's readiness to operate and integrate with the rapid transit service currently under construction. Further, the audit would identify, evaluate, and recommend alternate service delivery models for transit, including but not limited to the municipality delivering the service directly.

Work has begun to review the governance and by-laws of the LTC as described in the July 2023 motion, as well as on three initial reviews identified in the April 2, 2024 motion. The initial three reviews relate to rapid transit operational readiness, transit passes and subsidies, and route planning and management practices.

This report provides the first of a planned series of updates related to the LTC reviews.

Linkage to the Corporate Strategic Plan

This report supports the 2023-2027 Corporate Strategic Plan by contributing to the following outcomes:

- Mobility and Transportation:
 - Londoners of all identities, abilities and means can move throughout the city safely and efficiently.
- Climate Action and Sustainable Growth:
 - London's infrastructure and systems are built, maintained, and operated to meet the long-term needs of the community.

Analysis

1.0 Background Information

1.1 Council Direction

At its meeting held on July 25, 2023, Council resolved that LTC be requested to:

- develop a detailed 2023 to 2027 work plan providing clear information on how LTC will implement Council's 2023 to 2027 Strategic Plan, with particular focus on the Mobility and Transportation Strategic Area of Focus and its Outcomes, Expected Results and Strategies, but also on other Strategic Areas of Focus that are associated with LTC and its operations;
- report back to the Strategic Priorities and Policy Committee with the detailed workplan at its meeting on October 31, 2023; and,
- provide, at minimum, semi-annual reports to the Strategic Priorities and Policy Committee starting in January 2024 and through the term of the Strategic Plan to allow for continued consultation with Municipal Council on local transportation system policy and on general administration and affairs in relation to general municipal policy as per the current by-law.

Council also directed Civic Administration to review the current by-law and report back with any recommended changes to reflect the necessary collaboration between LTC and the City of London in delivering on Council's 2023 to 2027 Strategic Plan.

On April 2, 2024, Council further resolved that the following actions be taken with respect to the London Transit Commission:

- the Civic Administration BE DIRECTED to undertake a Request for Proposals for an external auditor to initiate a comprehensive operations and performance audit of the London Transit Commission, with the following audit scope:
 - inclusion of current routing of service in regard to best practices in major municipalities, structure of the organization, financial structuring of various passes and contracts, operational preparedness and readiness to integrate with future Rapid Transit corridors, and to other KPIs to identify strengths and weaknesses;
 - identification of alternate service delivery model considerations and associated savings/cost implications, including but not limited to the municipality delivering the service directly; and
 - provision of recommendations to Municipal Council at the completion of the audit with a copy of the full public report provided to the London Transit Commission.
- the Civic Administration BE DIRECTED to identify an appropriate source of financing.

1.2 Current Transit Governance

Through a number of pieces of successive provincial and municipal legislation dating back to 1951 and currently regulated under By-law No. A.-6377-206 A By-law to continue the London Transit Commission, LTC is a local board of the Corporation of the City of London and a body corporate under provincial legislation.

The By-law, attached in Appendix A, establishes a number of rights and responsibilities for both the LTC and the City of London, important aspects of which include:

- LTC has the exclusive right to manage and operate the bus system that picks up and discharges passengers over the streets and public places in the City of London. This includes responsibility for a wide variety of actions related to transit planning, real estate, operations, labour relations, finances, etc.
- LTC's existing right to manage and operate the public transit system fully extends to the rapid transit routes currently under construction.
- LTC and Council are to consult regularly on transportation system policy. Where there is a difference of opinion, Council may resolve to give LTC specific direction on the matter, which is applicable for a specified period of time, and the Commission shall comply with the directive.
- The Commission shall have seven members, all appointed by Council. Either two or three members must be City Councillors.

2.0 Discussion and Considerations

Based on the motions approved by Council on July 25, 2023 and April 2, 2024, City of London staff have begun the work to complete both a Governance Model Review of the LTC, as well as three initial reviews of various aspects of the LTC's operations.

2.1 Scope of Work

Cities across the country use a variety of commission and direct-delivery models for transit services effectively. Even within a given model, for example in cities that have transit commissions, there are variations in how commissions are structured, populated and take direction from and report back to the municipality or municipalities. Cities with transit commissions or public transit authorities include Toronto, Montreal, Vancouver, Ottawa, Calgary, Edmonton and Winnipeg. Cities that provide transit services as a direct municipal operation include Hamilton, Halifax, Saskatoon, Regina, and Victoria.

Completing a governance model and by-law review as per the July 25, 2023 motion provides Council with the opportunity to consider changes to the composition of the Commission, how it takes direction from City Council, how it works with City staff and other stakeholders and, ultimately, how it is accountable to the City of London.

The scope of work for this phase includes a review of the commission structure and by-laws, based on best practices. Interviews with all Council members and select City and LTC staff will help define what aspects of the current model could be enhanced to ensure both organizations are working together in an optimal manner to achieve Council's transit goals. The consultant will be tasked with identifying enhancements to the Commission composition and by-law needed to advance Council's transit-related goals and identifying if these cannot be achieved within an adjusted version of the current governance model that retains the transit commission. The consultant will be required to develop an implementation plan for any recommended changes approved by Council.

In addition to the Governance Review described above, the following three initial audits or reviews are commencing shortly:

- **Rapid Transit Operational Readiness Review:** This work will consider LTC's plans to operate the rapid transit system currently under construction relative to best practices for similar systems in other jurisdictions. Route integration, back-of house, on-bus/on-street operations, and all associated policies and procedures will be considered as part of this work.

- **Transit Passes and Subsidized Transit Programs:** For some users, transit service in London is associated with pass/subsidized transit programs. In the case of the two post-secondary institutions, there is a student pass program funded by student fees. Other groups receive a reduced cost (youth 13 to 17 years of age, individuals 65 years of age and over, and income-related for those 18 years of age and over) or free access to public transit (children 12 years of age and under and individuals who are visually impaired). All transit pass and subsidized transit programs will be reviewed as part of this work to ensure that they are meeting their program objectives and that those objectives remain appropriate relative to Council's transit goals and best practices.
- **Route Planning and Management:** This review will consider LTC's procedures for planning new transit routes and modifying or discontinuing existing ones relative to industry standards. A focus on how transit planning is integrated into London's rapid growth, both residential and industrial, will be part of this scope of work.

2.2 Schedule and Project Management Approach

The recommended scope of work can be managed with existing staff resources, as long as sufficient time is available for this work to occur in the context of their other responsibilities. Staff are expecting that a schedule of twelve months is needed from the time that appropriate consultants have been retained.

A steering committee consisting of the Deputy City Managers of Finance Supports, Legal Services, Neighbourhood and Community-Wide Services, and Environment and Infrastructure and the General Manager of the London Transit Commission has been established. Project managers and project teams are in place for the three operational reviews, along with shared project resources with specific expertise in financial, legal, and municipal governance matters. LTC staff will be an important part of the project team as well.

Subject to the requirements of By-Law Number A.-6151(ak)-213 Procurement of Goods and Services Policy, consultants will be retained shortly and the work will start in earnest.

Periodic updates will be provided to this committee as required.

3.0 Financial Impact/Considerations

Based on the scope of work defined in the previous section of this report, it is expected that the reviews will require up to \$300,000 in consulting fees, but no additional staffing costs are anticipated.

On the advice of the Deputy City Manager, Finance Supports, funding for this work is available from the Efficiency, Effectiveness, and Economy (EEE) Reserve.

Conclusion

At its meeting held on July 25, 2023, Council resolved that Civic Administration review the current London Transit Commission (LTC) by-law and report back with any recommended changes to reflect the necessary collaboration between LTC and the City of London in delivering on Council's 2023 to 2027 Strategic Plan.

At its meeting held on April 2, 2024, Council further resolved that Civic Administration undertake a Request for Proposals for an external auditor to initiate a comprehensive operations and performance audit of LTC.

After creating a project management structure and project plans, staff are preparing to advance the Governance Review detailed in the July 25, 2023 resolution and three operational reviews described in the April 2, 2024 direction.

Recommended by: **Sandra Datars Bere**
 City Manager

Concurred by: **Kelly J. Scherr**
 Deputy City Manager, Environment & Infrastructure

Anna Lisa Barbon
Deputy City Manager, Finance Supports

Tara Pollitt
Deputy City Manager, Legal Services

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

Attachments:

Appendix A: **By-law No. A.-6377-206 A By-law to continue the London
Transit Commission**

OFFICE CONSOLIDATION

Includes Amendment A.-6377(b)-233 (August 29, 2023)

Bill No. 284
2009

By-law No. A.-6377-206

A By-law to continue the London Transit
Commission.

WHEREAS the *City of London Act, 1951 c. 107* authorizes the Council of The Corporation of the City of London to establish by by-law a Commission under the name of the London Transportation Commission;

AND WHEREAS by By-law Number L.T.C.-1-158 passed May 19, 1952 the Council of The Corporation of the City of London established a Commission under the provisions of the *City of London Act, 1951 c. 107* under the name of the London Transportation Commission;

AND WHEREAS The Corporation of the City of London acquired all the outstanding shares of the London Street Railway Company and in accordance with the *City of London Act, 1951 c.107* section 15 was empowered to direct the transfer of all the London Railway Company's assets, both real and personal property and pursuant to an agreement dated May 29, 1952 and authorized by By-law L.T.C.-3-168 enacted June 2, 1952 between The Corporation of the City of London, the London Street Railway Company and the London Transportation Commission directed the transfer of the said assets to the London Transportation Commission;

AND WHEREAS by By-law No. L.R.C.-2(a)-247 enacted May 23, 1967 authorized and confirmed by the *City of London Act, 1968 c. 158 s. 1* the affairs of the London Railway Commission were wound up and the London Railway Commission ceased to exist;

AND WHEREAS the *City of London Act, 1951 c. 107* was amended by *City of London Act, 1952, c. 124, s.4, City of London Act, 1960-61, c.115, s.3, City of London Act, 1971, c.117, s.5, City of London Act, 1972, c.181, s.1, City of London Act, 1973, c.194, s.2, City of London Act, 1974, c.148, s.8, City of London Act, 1977, c.92, s.8, City of London Act, 1978, c.128, s.4 and City of London Act, 1991, c. Pr2, s.1, 3, 4;*

AND WHEREAS pursuant to the *City of London Act, 1977, c.92, s.8, and the City of London Act, 1991, c. Pr2, s.1* the London Transportation Commission was continued as a body corporate under the name of the London Transit Commission;

AND WHEREAS pursuant to the *Municipal Act, 2001 S.O. 2001, c. 25*, as amended, the London Transit Commission is a local board of The Corporation of the City of London;

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

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

AND WHEREAS subsection 10(1) of the *Municipal Act, 2001*, as amended, provides that a municipality may provide any service or thing that the municipality considers necessary or desirable for the public;

AND WHEREAS subsection 10(2) of the *Municipal Act, 2001*, as amended, provides that a municipality may pass by-laws respecting: in paragraph 1, Governance structure of the municipality and its local boards, paragraph 3, Financial management of the municipality and its local boards, paragraph 5, Economic, social and environmental well-being of the municipality and in paragraph 7 services and things that the municipality is authorized to provide under subsection 10(1);

AND WHEREAS subsection 69 of the *Municipal Act, 2001*, as amended, provides that a municipality that has the authority to establish, operate and maintain a type of passenger transportation system may by by-law provide that no person except the municipality shall establish, operate and maintain all or any part of a passenger transportation system of that type within all of the municipality or that area of the municipality designated in the by-law;

AND WHEREAS subsection 3(1) of *The City of London Act, 1960-61* provides that the London Transit Commission has the exclusive right within the City of London to maintain and operate a bus service that picks up and discharges passengers within the limits of the City, including, without limiting the foregoing, transportation within the limits of the City by charter, contract, special trips or otherwise;

AND WHEREAS section 71 of the *Municipal Act, 2001*, as amended, provides that nothing in subsection 3 (1) of *The City of London Act, 1960-61* or in section 69 affects the right of any person to establish, operate and maintain a bus transportation system within the City of London in accordance with a valid operating licence issued to that person under the *Public Vehicles Act* on or before December 31, 1992;

AND WHEREAS subsection 216(1) of the *Municipal Act, 2001*, as amended, provides that without limiting sections 9 and 10 of the Act, those sections authorize a municipality to pass a by-law to change a local board;

AND WHEREAS subsection 216(2) of the *Municipal Act, 2001*, as amended, provides that in the event of a conflict between a by-law described in subsection 10(1) of the Act and any provision of this or any other Act or in the event of a conflict with a regulation made under any other Act, the by-law prevails;

AND WHEREAS the Council for the City of London considers it necessary to provide a local public transportation system;

AND WHEREAS it is deemed expedient to pass this by-law;

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

1. For the purpose of this by-law,
 - "**Corporation**" means The Corporation of the City of London;
 - "**Commission**" means The London Transit Commission, and "commissioner" means a person holding the office of a member thereof;
 - "**Council**" means the Council of the Corporation;
2. The London Transit Commission is continued as a body corporate with the powers, rights and privileges vested in it by any general or special Act except as modified by this by-law.
3. The Commission shall consist of seven members appointed by the Council of the Corporation as follows:
 - (a) Two or three members of the Commission, as determined by the Council on or before the 15th day of February in the first year of its term, shall be members of the Council and shall hold office during their term of office of the Council.
 - (b) The members of the Commission who are not members of the Council shall be appointed by the Council on or before the 15th day of February in the first year of its term and shall hold office during the term of the Council that appointed them.
 - (c) An accessibility lens shall be used for the selection of at least one of the members who is not a member of Council.
 - (d) No person is eligible to be appointed or to hold office as a member of the Commission unless that person is qualified to be elected or to hold office as a member of the Council of the Corporation.
 - (e) A member of the Commission shall hold office until the member's successor is appointed.
 - (f) If the office of a member of the Commission becomes vacant, the Council shall appoint a person to hold office for the remainder of the term for which the preceding member was appointed.
 - (g) No member shall be appointed for a term that extends beyond the term of the Council that appointed them.
 - (h) A member of the Commission is eligible for reappointment.
4. Four members of the Commission constitute a quorum.

5. The Commission may pass by-laws for the government and control of its affairs, operations and undertakings.
6. The Commission is the agent of the Corporation and shall operate, repair, control and manage the local transportation system of the municipality on behalf of the Corporation.
7. Except as otherwise provided in this by-law, the Commission shall possess and may exercise all the powers, rights, authorities and privileges with respect to the operation, extension, alteration, repair, control and management of the local transportation system of the City of London and all powers now conferred or hereafter conferred upon the Corporation or the Commission with respect thereto. Subject to the provisions aforesaid, such powers, rights, authorities and privileges shall include full power, right, authority and privilege,
 - (a) to manage, operate, establish, equip, alter, extend and maintain a bus system over the streets and public places in the City of London, and, subject to *The Highway Traffic Act* and *The Public Vehicles Act*, upon, along, across and over streets, highways and public places throughout Ontario;
 - (b) to purchase, lease, acquire and use stock, plant, equipment and property, real and personal, for the purposes aforesaid;
 - (c) to take, transport, carry and convey passengers by means of such local transportation system, together with the right, subject to *The Highway Traffic Act* and *The Public Vehicles Act*, to take, transport, carry and convey passengers throughout Ontario whether by chartered trips or otherwise;
 - (d) to appoint, employ, discharge, fix the salaries and wages of, and to pay all employees of the Commission for the purposes aforesaid, and to specify the duties of all persons so employed, and enter into agreements with such persons, classes of persons, unions and bargaining units; provided no contract of employment shall be made for any term or length of service exceeding four years, and no contract may be made which may not be terminated at any time for cause;
 - (e) to agree from time to time with any chartered bank or trust company for temporary advances to meet with expense of operating and maintaining such transportation system; provided the total amount so borrowed from all sources shall not at any time exceed the sum of \$100,000, or such greater amount as may from time to time be authorized by by-law of the Council;
 - (f) to enter into agreements with the Corporation for all or any of the following: the payment to it annually of such sums as may be agreed upon in lieu of payment of taxes upon the lands used in connection with the transportation system or upon the business thereof, the performance of services by the Commission to the Corporation, the maintenance or contribution to the maintenance of highways whether by fixed sums or upon a mileage basis, and the care of highways including sweeping, snow removal and sanding, which agreements the Corporation is hereby empowered to make.
8.
 - (a) The Commission has the exclusive right within the City of London to maintain and operate a bus service that picks up and discharges passengers within the limits of the City, including, without limiting the foregoing, transportation within the limits of the City by charter, contract, special trips or otherwise.
 - (b) The Corporation is empowered to pass by-laws imposing such penalties as are provided for contravention of by-laws under *The Municipal Act 2001*, as amended, upon any other person or corporation who carries on such service within the limits of the City.
 - (c) Section 8(a) does not apply in respect of:
 - (i) rickshaws;
 - (ii) pedicabs;
 - (iii) railways incorporated under federal or provincial statutes;
 - (iv) taxis;
 - (v) limousines;
 - (vi) vehicles used for providing sightseeing tours;
 - (vii) vehicles exclusively chartered to transport a group of persons for a specified trip within the City, for a group fee;
 - (viii) buses owned and operated by a board of education, school board or private school, or operated under a contract with such a board or school;
 - (ix) buses owned and operated by not for profit organizations solely for their own purposes, without charging a fee for transportation;

- (x) the right of a person to maintain and operate buses for the conveyance of passengers within the area annexed to the City on the 1st day of January, 1993 or between that area and the City as it existed on the 31st day of December, 1992, in accordance with a valid operating licence issued to the person under the *Public Vehicles Act* on or before the 31st day of December, 1992.
9. The Commission and the Council shall consult regularly on local transportation system policy and on the general administration and affairs of the Commission in relation to general municipal policy and the administration and affairs of the Corporation.
 10. If, despite the consultations, there emerges a difference of opinion between the Commission and the Council concerning the course of policy to be followed, the Council may by resolution give to the Commission a directive concerning the local transportation system policy of the Commission in specific terms and applicable for a specified period, and the Commission shall comply with the directive.
 11. The Commission shall, in each year on or before such day as Council may prescribe, prepare and submit to the Council for its consideration a budget in such form and detail as may be required by the Corporation consistent with any budget target or direction that may be given by Council of all sums required during the year for the purposes of the Commission. Such budget will be considered by Council and Council may approve the budget with or without modification. The Council may as part of approving any expenditures for the Commission, pass a by-law in accordance with the provisions of the *Municipal Act, 2001*, as amended, for borrowing and may borrow, upon the debentures of the Corporation such sum or sums of money as may be requested for such purposes.
 12. The Commission shall, in each year on or before such day as Council may prescribe, make a report to the Council upon the affairs of the Commission and the local transportation system of the municipality.
 13. With the intent that the transportation system shall be self-sustaining and shall not operate with a deficit, the Commission shall so regulate and fix all tolls and fares for the carriage of passengers that a revenue shall be produced which, together with the application of an appropriate part of any annual approved operating subsidy from the City of London, other operating revenues and funding from reserves and/or senior levels of government shall be in each year sufficient to provide the cost of operating the transportation system and works and equipment used in connection therewith, including interest charges upon moneys raised by the Commission, the cost of repair, the maintenance and upkeep of such system and all buildings and equipment used in connection therewith, the cost of making such renewals and replacements as are properly chargeable to revenue, the cost of insurance against fire, public liability and property damage, the setting up of appropriate operating and capital reserves including those required by federal and/or provincial legislation, such sums as are required to pay such amounts as may be agreed to be paid pursuant to clause (f) of section 7, such sums as are required to pay audit charges and such remuneration of commissioners as may be provided by by-law of the Council. Failure to produce such revenue shall not impose any personal liability upon any commissioner.
 14. Notwithstanding any provisions of this by-law, the Council may by by-law enter into an arrangement with the Commission to provide, either at all times, or within specified times, free transportation or transportation at reduced fares, to any class of residents of the City of London and to provide in such by-law or by-laws for the making of grants to the Commission to cover the cost of providing such transportation.
 15. All moneys expended by the Corporation for the acquisition of or for any of the purposes of the transportation system, including moneys expended in any way for the acquisition of such transportation system and for all steps and formalities preceding such acquisition and incidental to acquiring a transportation system, shall be set up upon the books of the Commission in the amount certified by the Corporation.
 16. The Commission shall report to the Corporation in each year the projected operating surplus or deficit together with its recommendations for the utilization or disposition of such surplus or deficit. The Corporation may or may not approve the recommendations of the Commission and may or may not direct that any surplus or part thereof be paid to the Corporation.
 17. The fiscal year of the Commission shall be the calendar year, and on or before the 1st day of April in each year the Commission shall submit to the Corporation a financial statement of its affairs during the preceding fiscal year, which shall include a statement

of revenue and expenditure, profit and loss and a balance sheet showing the affairs of the Commission. The Commission shall at the same time report to the Corporation upon its operations during the year and give a statement of assets acquired and disposed of during each year. These financial statements will be presented to the Council through the Audit Committee on an annual basis, along with the Commission's consolidated financial statements.

18. The Commission may invest in securities money that it does not require immediately provided any such investment complies with section 418 of the *Municipal Act, 2001*, as amended, and all applicable regulations including without limitation to O. Reg 438/97, as amended, and "The Corporation of the City of London Investment Policy" [Council Policy 8(12) as amended].
19. The Commission shall at all times insure the real property and personal property held and used by the Commission and shall carry public liability and indemnity insurance in connection with all phases of its operation.
20. The auditor of the Corporation shall be the auditor of the Commission and the Commission shall submit all its books, documents, transactions, accounts, vouchers and papers for audit and inspection by such auditor. The said auditor shall report annually to the Council upon the operations of the Commission and from time to time as the Council may request. All monetary transactions of the Commission shall be carried on through and all moneys of the Commission shall be deposited with one or more chartered banks or trust companies.
21. All claims, accounts and demands arising from or relating to the operation, management or control of the transportation system or from the exercise of any of the powers of the Commission shall be made upon and brought against the Commission and not upon or against the Corporation and the Commission may sue and be sued in its own corporate name.
22. If a provision of this by-law conflicts with a provision of another, *the Municipal Act, 2001*, as amended, the *City of London Act, 1951 c. 107* as amended, the *City of London Act, 1960-61 c. 115*, the *City of London Act, 1991 c. Pr2* or any other Act, the provisions of this by-law apply.
23. This by-law comes into force and effect on the day it is passed.

PASSED in Open Council on June 29, 2009.

Anne Marie DeCicco-Best
Mayor

Linda Rowe
Acting City Clerk

First Reading – June 29, 2009
Second Reading – June 29, 2009
Third Reading – June 29, 2009

Dear Council Members,

I am pleased to provide an update regarding the recent service review training sessions conducted by KPMG for representatives of the City's Agencies, Boards, and Commissions (ABCs). These sessions were held on Monday, December 2, and Tuesday, December 3, and were well-attended despite the challenging winter weather conditions.

A total of 35 representatives from various ABCs participated across the two days, with many organizations sending multiple attendees. Participants were engaged and receptive to the tools and techniques shared during the training, which aim to enhance efficiency and effectiveness across our ABCs.

For your reference, the organizations represented and the number of attendees from each are summarized below:

- **Covent Garden Market:** 2 representatives
- **Eldon House:** 1 representative
- **London Hydro:** 1 representative
- **London & Middlesex Community Housing:** 2 representatives
- **London Police Service:** 5 representatives
- **London Public Library:** 6 representatives
- **London Transit Commission:** 2 representatives
- **Middlesex-London Health Unit:** 2 representatives
- **Museum London:** 3 representatives
- **RBC Place London:** 2 representatives
- **Upper Thames River Conservation Authority:** 5 representatives
- **Argyle BIA:** 1 representative
- **Downtown London BIA:** 1 representative
- **Hamilton Road BIA:** 1 representative
- **Hyde Park BIA:** 1 representative

This strong participation highlights the commitment of our ABCs to continuously improve their operations and alignment with City priorities. Should you require additional details or have questions about the training sessions, please do not hesitate to reach out.

Sincerely,



Josh Morgan, Mayor