

Agenda Including Addeds

Strategic Priorities and Policy Committee

8th Meeting of the Strategic Priorities and Policy Committee

April 16, 2024

1:00 PM

Council Chambers - Please check the City website for additional meeting detail information. Meetings can be viewed via live-streaming on YouTube and the City Website.

The City of London is situated on the traditional lands of the Anishinaabek (AUh-nish-in-ah-bek), Haudenosaunee (Ho-den-no-show-nee), Lūnaapéewak (Len-ah-pay-wuk) and Attawandaron (Add-a-won-da-run).

We honour and respect the history, languages and culture of the diverse Indigenous people who call this territory home. The City of London is currently home to many First Nations, Métis and Inuit today.

As representatives of the people of the City of London, we are grateful to have the opportunity to work and live in this territory.

Members

Councillors S. Lewis (Chair), H. McAlister, P. Cuddy, S. Stevenson, J. Pribil, S. Trosow, C. Rahman, S. Lehman, A. Hopkins, P. Van Meerbergen, S. Franke, E. Pelosa, D. Ferreira, S. Hillier, Mayor J. Morgan

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6. **Confidential**

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Report to Strategic Priorities and Policy Committee

To: Chair and Members, Strategic Priorities and Policy Committee
From: Kevin Dickins, Deputy City Manager, Social and Health Development
Subject: Whole of Community System Response – Quarterly Report
Date: April 16, 2024

Recommendation

That, on the recommendation of the Deputy City Manager, Social and Health Development, that the following actions BE TAKEN regarding Whole of Community System Response – Quarterly Report, **BE RECEIVED** for information.

Executive Summary

The purpose of this report is to provide a quarterly update on the work of the Whole of Community System Response. At tabling of the last report in December, a motion was passed that the Whole of Community System Response reporting format would move from monthly updates to quarterly updates. Quarterly updates will provide status updates and mirror the 2024 Deliverables work plan that has been endorsed by the Strategy and Accountability Table and is attached as Appendix A to this report. The 2024 Deliverables work plan is an ever-evolving working document which includes key deliverables for each table, action steps and timelines. Civic administration will update Committee and Council quarterly on progress towards those deliverables and as well any new additions to the deliverables as the year progresses.

Since the December 2023 monthly report, the Whole of Community System Response has made major strides forward with Council's approval of the Highly Supportive Housing Plan and Evaluation Framework, additional highly supportive housing projects approved bringing the total number of units to 130, with two Hubs operational and a continued relationship building happening within the sector.

Linkage to the Corporate Strategic Plan

This report aligns with the strategic areas of focus in the 2023-2027 [City of London Strategic Plan](#). The City of London Strategic Plan (2023-2027) identifies housing and homelessness as a key area of focus, and housing and homelessness work is identified throughout the Strategic Plan, impacting all areas of life for Londoners.

Housing and Homelessness

- Increased access to a range of quality, affordable, and supportive housing options that meet the unique needs of Londoners.
- Decreased number of Londoners at risk of or experiencing homelessness
- Improved safety in London's shelters system

Wellbeing and Safety

- Londoners have safe access to public spaces, services, and supports that increase wellbeing and quality of life
- Housing in London is affordable and attainable

Analysis

- **1.0 Previous Reports Related to this Matter**
 - London's Health & Homelessness Whole of Community System Response Proposed Highly Supportive Housing Plan (SPPC, March 26, 2024)

- Evaluation Framework – Health & Homelessness Whole of Community System Response (SPPC, March 26, 2024)
- December Progress Update – Health & Homelessness Whole of Community System Response (SPPC, December 12, 2023)
- November Progress Update – Health & Homelessness Whole of Community System Response (SPPC, November 21, 2023)
- October Progress Update – Health & Homelessness Whole of Community System Response (SPPC, October 31, 2023)
- September Progress Update – Health & Homelessness Whole of Community System Response (SPPC, September 25, 2023)
- August Progress Update – Health & Homelessness Whole of Community System Response (SPPC, August 16, 2023)
- July Progress Update – Health & Homelessness Whole of Community System Response (SPPC; July 24, 2023)
- June Progress Update – Health & Homelessness Whole of Community System Response (SPPC; June 20, 2023)
- May Progress Update – Health & Homelessness Whole of Community System Response (SPPC; May 09, 2023)
- Update – Whole of Community System Response Implementation (SPPC: April 18, 2023)
- Health and Homelessness Summits – Proposed Whole of Community System Response (SPPC: February 28, 2023)

2.0 Background Information

2.1 Health and Homelessness Whole of Community System Response:

Health & Homelessness Whole of Community System Response (the Plan) process has been a targeted effort to address the health and homelessness crisis in London as the number of individuals experiencing homelessness and housing deprivation has grown at significant rates, along with the complexity or acuity of needs amongst those that are most marginalized in the community. The Plan has stated consistently that there are key pillars that will be the focal point of the work, that includes the creation of 24/7 Hubs, Highly Supportive Housing, and ensuring there is a robust evaluation framework in place.

Council has endorsed the Hubs Plan in 2023 and two hubs have been operating. Council received the Housing Plan in March 2024 which is in addition to a growing number of highly supportive housing units in operation and in the planning stages. This report and the framework attached as Appendix A enclosed within, signifies another deliverable under the Whole of Community System Response Plan to ensure measurement efforts are in place. The complex health challenges associated with the effects of living unsheltered have also led to far too many preventable deaths. There have also been impacts on the social, economic, and cultural health and wellbeing of the city of London as a result of this crisis.

Through the collaborative work of more than 200 individuals across 70 organizations from a diversity of sectors a strategic roadmap for a transformative system response was created – the Whole of Community System Response. The response is a people-centred, housing-centric system that meets people where they are, without judgment, offering culturally safe, low barrier, inclusive care that is violence and trauma informed, built on an anti-oppression and anti-racism framework, and underpinned by a consistent harm reduction approach. This approach also instills a belief that housing is healthcare and a fundamental human right. The highest priority is placed on providing direct connections to the right housing and housing with supports for every individual and ensuring the integration of service functions in multiple locations to provide the necessary supports a person needs in a timely way.

This response is a single, holistic, “all doors lead here” system of care, anchored by two foundational elements – hubs and housing. There will be multiple locations throughout the community built to serve the most marginalized community members with a range of care and service from 24/7 safe spaces and access to basic needs, to health care, harm reduction and addiction treatment services, and housing supports. The system will support the highest acuity people to move safely inside, help them stabilize, wrap around them with supports and connect them to the right type of housing and help them stay successfully housed.

3.0 Outcomes Update

Strategy and Accountability Table

In December 2023, the Strategy and Accountability co-chairs co-designed the 2024 Deliverables as attached as Appendix A for the Whole of Community System Response in partnership with the other health and homelessness tables’ co-chairs. These deliverables, which outlined objectives and estimated timelines, were presented and supported by the Strategy and Accountability Table in March 2024. This work plan will provide the basis for each tables’ quarterly updates, and will be updated accordingly to stay flexible with the work.

The Strategy and Accountability Table will be reviewing the existing method of engagement, around gathering information with lived and living experience feedback and determining next steps in that process, as well as supporting the Housing Stability Plan updates coming in 2024.

Encampment Strategy Implementation Table

The priority 2024 outcome from the Encampment Strategy Implementation Table is currently in progress. The Strategic Priorities and Policy Committee will receive a Basic Needs service provision update in May, and the completed Encampment Strategy will be coming to Committee and Council in June 2024. This strategy will encompass an all-year, all-weather Encampment Strategy to ensure more sustainable service offerings meeting people’s basic human-rights are in place to avoid the extent possible of one-off supports and seasonal fluctuations. Inevitably, by nature of addressing unique needs at specific times of year, some services will scale up and down accordingly and the use of higher order Government will be prioritized, including the use of one-time funding when available. As with all strategies, the focus is to reduce the reliance and the number of encampments and individuals sleeping unsheltered with the purpose of transitioning individuals inside to more supportive accommodations.

Highly Supportive Housing Implementation Table

Since the start of 2024, the major outcome of the Highly Supportive Housing Implementation Table is the Highly Supportive Housing Plan – endorsed by Council on April 2, 2024. This plan will influence current and future highly supportive housing projects.

Regarding the path to 600 highly supportive housing units, Council approved London Cares and the House of Hope partner London Health Sciences Centre (LHSC) to add 24 new fully furnished apartments for people experiencing homelessness to a highly supportive housing building. The funds will allow the House of Hope to nearly double its number of highly supportive housing units for people in need. Residents of existing highly supportive housing units at the House of Hope have experienced significant health improvements, including a 74% reduction in emergency department visits in the first three months compared to the same period in 2022. Additionally, two residents have gained employment, and no evictions have occurred.

These additional units mean that since the Whole of Community System Response framework was approved by Council in March 2023, there will now be 93 units of highly supportive housing units open or opening this spring within a year of the plan being approved. These units build upon the project between LHSC and London Care Homeless Response Services, which opened 25 Highly Supportive Housing units at 362 Dundas Street, plus the 44 units at Indwell and the City partnered on at 403 Thompson Road.

Future Highly Supportive Housing outcomes between the Auburn Group, Drewlo Holdings, Sifton Properties, Tricar Group, and Indwell will bring the number of Highly Supportive Housing units to approximately 130 at this time. These units are an exciting step forward toward more housing projects within the community as organizations collectively aim to bring online 600 Highly Supportive Housing units over the next three years.

The Highly Supportive Housing Table's next steps will be exploring the establishment of a leads and partners table for highly supportive housing projects – similar to the one that has been set up for the lead agencies of Hubs.

Hubs Implementation Table

In 2023, the Hubs Implementation Table added the Integrated Lead Agencies and Partners Table under their portfolio to specifically support the establishment of the two Council-approved Hubs: Youth Opportunities Unlimited (Y.O.U.) and Atlohsa Family Healing Services. As of March 2024, both Hubs are operational. Y.O.U. has seen their six respite beds full consistently, with 25 total youth accessing those beds. Also as of March 2024, two of those youth who accessed the Hub have now found permanent housing through the Hub's support. Atlohsa Family Healing Services is also seeing their 10 respite beds being consistently utilized, as well as their drop-in services.

The Hubs Implementation Table has also completed their first draft of a commitment to collaboration document between the Hubs and are continuing conversations with potential partners on the development of the One Number.

Workforce Development Table

In December 2023, frontline worker representation as well as Civic Administration, representatives from CRHESI, London Police Services (LPS) and Emergency Medical Services (EMS) sat down for the first discussion around better understanding what good interactions look like between the sector's frontline staff and first responders. This was a topic that was raised in the fall of 2023 at the Workforce Development Table, and out of that initial discussion, outcomes were established such as a resource book to support first responders in further education around services in the sector; connections to educational institutions to grow awareness with students in training to be first responders; and feedback from frontline staff on what first responders can do differently in interactions.

All these outcomes have seen movement forward. A draft of the resource book for first responders is in progress. Connections have been made with the Fanshawe College School of Safety to find opportunities for frontline staff to be involved in curriculum development, guest lectures, etc. for students. Finally, a first round of feedback from frontline staff has been shared with first responders (Paramedic Services and London Police Services), and these conversations will continue. There has also been a commitment made by first responders to connect with Hubs lead agencies for walk-throughs and relationship-building, outside of when incidents occur. Frontline workers continue to be a critical component of the Whole of Community System Response and these topics are approached with sensitivity and care, as we continue to determine ways to support this sector. Additional work continues to unfold with the sector and sector

partners to establish a process for a labour market survey, and to create and deliver the components of a Workforce Wellbeing Plan.

Reference Tables

The Whole of Community System Response now has four reference tables: Business Reference Table, Developers Reference Table, Funders Reference Table and the Indigenous Reference Table.

The Business Reference Table's outcome is quarterly meetings through this calendar year, which they are in the process of setting up. This table will also be consulted on regarding the Encampment Strategy.

The Developer's Reference Table continues to support its primary outcome – which is provide guidance and expertise on properties, project management and general land development questions.

The Funders Reference Table will be determining the best process to be the main conduit for funding requests for the Whole of Community System Response, to then bring them to SAT and then committee and Council.

Please see Indigenous Led Response for more information on the Indigenous Reference Table.

Indigenous Led Response

In January 2024, it was agreed upon at the Strategy and Accountability Table that an Indigenous Reference Table be established this year. The Reference Table's major outcome will be developing its own framework around health and homelessness, which will inform updated iterations of current deliverables such as the Hubs Implementation Plan, the Highly Supportive Housing Implementation Plan and the Evaluation Framework.

Backbone Supports

System Foundations Table

The System Foundations Table has achieved three major outcomes thus far in 2024: (1) successfully hiring two Research Managers to coordinate research and evaluation efforts through our arms-length research partner, the Centre for Research on Healthy Equity and Social Inclusion (CRHESI); (2) securing funding for those roles and continued Evaluation Framework work from St. Joseph's Hospital Foundation (Finch Mental Health Fund), LHSC and Western University; (3) and having the Evaluation Framework (including roles and responsibilities, topics to be measured and examples of questions to be researched) endorsed by Council on April 2, 2024. Next, this table will be diving into policies and processes to support Hubs and Highly Supportive Housing projects, as well as setting up research teams to contribute to the Evaluation Framework.

Backbone Team

Civic Administration continues to provide logistical and administrative support for all of the tables, as well as regular communication tools to keep involved organizations and the community up to date on the work. Civic Administration also established regular co-chair connections so there is regular reporting back on the 2024 deliverables and collaboration on the work of each table. Civic Administration will be continuing work on updating foundational documents for the Whole of Community System Response such as the terms of reference for the tables.

4.0 Conclusion

Each aspect of the Whole of Community System Response continues to move forward. The momentum will continue as the work aims to bring more people inside and towards housing, which is further supported through the federal government's recent announcement on April 2, 2024, of more money towards housing in Canada.

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

Cc:
Scott Mathers, Deputy City Manager, Planning & Economic Development
Kelly Scherr, Deputy City Manager, Environment, and Infrastructure
Anna Lisa Barbon, Deputy City Manager, Finance Supports
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Cheryl Smith, Deputy City Manager, Neighbourhood and Community-Wide Services
John Paradis, Deputy City Manager, Enterprise Supports

Appendix A

Health and Homelessness Whole of Community System Response

2024 Implementation Approach and Deliverables

The Whole of Community System Response to Health and Homelessness (“the System Response”) model outlines how participants will implement our collective response. Over time, the model is expected to change based on evolving priorities and emerging understanding of how best to deliver on our shared commitments to build a supportive system of mutual respect and care.

Our Intent

We aim to create a unified health and homelessness system that has no wrong door and multiple locations to meet people where they are. Every entry point will offer a range of common functions in an integrated, multi-agency model designed to meet the unique demographic and care needs of individuals and ensure timely, direct pathways to housing.

Our Approach

We believe that housing is healthcare and a fundamental human right. We place the highest priority on providing direct connections to the right housing and housing supports for every individual based on their individual experience, and on building a sense of belonging for all.

Our people-centred, housing-centric system meets people where they are, without judgment, offering culturally safe, low barrier, inclusive choices for care that are violence- and trauma-informed, built on an anti-racism and anti-oppression framework, and underpinned by a consistent harm reduction approach. We are committed to prevention and collective advocacy to reduce the likelihood of individuals experiencing homelessness and to reduce demands on the System Response.

Our approach centres the voices and experiences of individuals with lived and living experience and is co-designed with community to create shared accountability and transparency.

Collective Impact

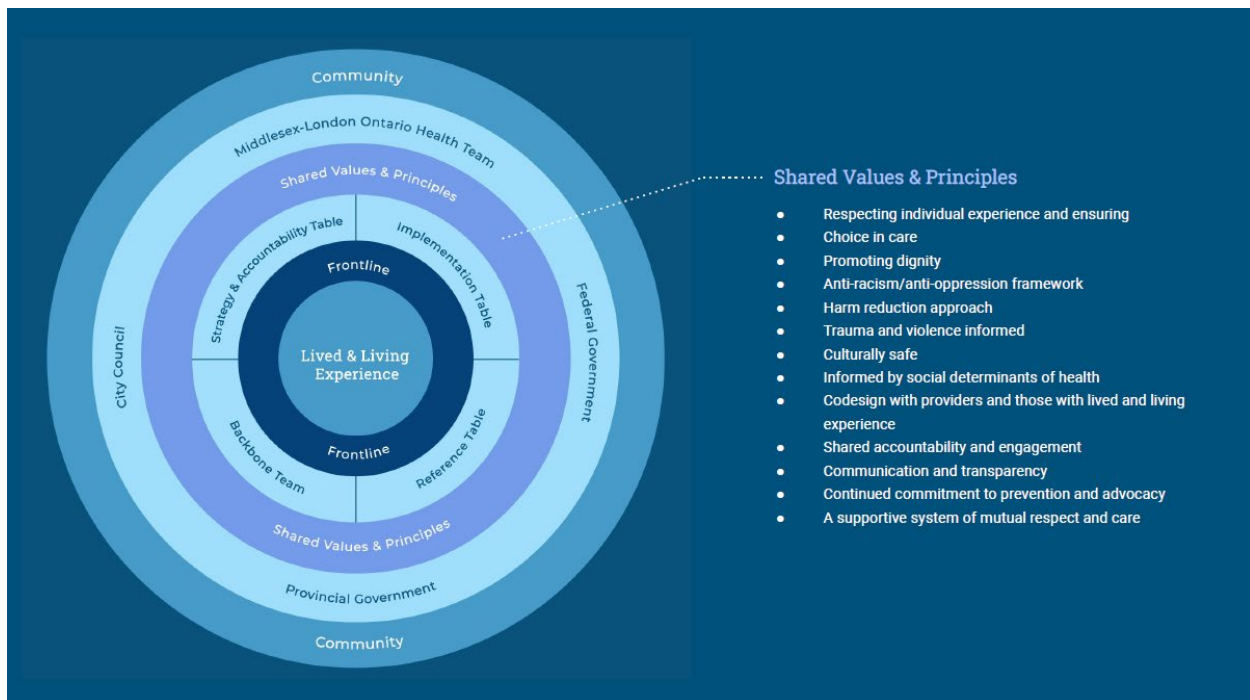
Collective impact is the commitment of a group of individuals and organizations from different sectors to a common agenda for solving a complex social problem. To create lasting solutions to social problems on a large-scale, organizations from all sectors must coordinate their efforts and work together around a clearly defined goal. There are five conditions that, together, lead to meaningful results from collective impact:

- 1. Common Agenda:** All participants share a vision for change that includes a common understanding of the problem and a joint approach to solving it.

2. **Shared Measurement:** All participants agree on how success will be measured and reported, with a short list of common indicators identified and used for learning and improvement.
3. **Mutually Reinforcing Activities:** A diverse set of participants, typically across sectors, coordinate activities through a mutually reinforcing plan of action.
4. **Continuous Communication:** All participants engage in frequent and structured open communication to build trust, assure mutual objectives, and create common motivation.
5. **Backbone Support:** An independent function dedicated to the initiative provides ongoing administrative and logistic support to the initiative.

Implementation Framework

The whole of community implementation framework provides a people-centric model for how the System Response will organize its efforts.



Indigenous-Led Response

This work includes a commitment to supporting an Indigenous-led system response, recognizing the definition of Indigenous homelessness as separate and distinct from the common colonialist definition of homelessness and respecting the deep knowledge and consultation already inherent in the Giwetashkad Strategy.

While following the lead of Indigenous colleagues in that distinct response, there is a commitment to ensure Indigenous representation in overall system governance and implementation co-design. Discussions are currently underway to help determine a process in support of an Indigenous-led framework. As those move forward, the Health and Homelessness work and approach will adjust.

Lived and living experience

A person-centred, housing-centric system means intentionally and authentically building a “nothing about us, without us” approach. Participants will regularly and meaningfully engage people with lived and living experience in decisions that affect them, including: setting system strategy; identifying priorities for investment, establishing accountability; and designing system elements, such as services hubs, the housing continuum, and addressing the needs of people living in encampments.

The System Response includes the establishment of a Lived and Living Experience Advisory Council that will:

- Advise on strategy and priorities to ensure they align with the needs of people accessing services
- Advise on program & service design, evaluation, and research
- Participate in ongoing environmental scans to identify emerging issues

It is anticipated this Council will be in place by the end of 2024. As it is being established, participants will create meaningful opportunities for people with lived and living experience to participate in co-design of hubs, the housing continuum, and services that support encampments.

Frontline workers

A person-centred, housing-centric system means a focus on those the system is trying to help and those who are doing the critical work on the frontlines. Frontline workers will be co-designers and full participants on implementation tables. In particular, frontline workers will be meaningfully and regularly engaged regarding workforce development issues, including wellness, training, compensation, and engagement.

To support the participation of frontline workers for agencies where service will be negatively impacted, funding can be provided to allow them to backfill with relief staff to ensure their frontline workers are paid to participate.

Strategy and Accountability Table

The purpose of the Strategy and Accountability Table is to guide the overall implementation of the System Response. Specifically, the Strategy and Accountability Table will:

- Establish the Lived and Living Experience Council and receive guidance on strategy and priorities to ensure they align with the needs of people accessing services
- Establish and support all implementation and reference tables
- Establish annual implementation plans for the whole of community system response and provide updates on progress at the monthly meetings
- Review and approve all implementation plans, framework etc
- Prioritize funding requests to support implementation
- Problem solve and provide direction on implementation
- Establish an evaluation framework
- Provide direction on emerging issues
- Coordinate communication and community engagement
- Support advocacy efforts with other levels of government

Membership will include service organizations committed to the System Response.

Decision-making is consensus-driven, in which all members work together to develop solutions that meet the needs of the community, wherever possible. In the event the group is unable to reach consensus after discussion, a majority vote will be called, with one vote per organization. The priority is consensus-driven decision making, and it is expected that votes will be infrequent.

Membership is through self-selection and is expected to include leaders of all organizations engaged in the whole of community system response, the co-chairs of implementation and reference tables, Indigenous health, wellness and social service leaders and elders, and experts as needed.

Implementation Tables

The System Response has four Implementation Tables to guide the initial work of the System Response focused on the following priorities:

- Developing a system of service delivery hubs
- Building out the housing continuum
- Developing an encampment strategy and system of supports
- Workforce development

The purpose of the Implementation Tables is to co-design models and develop the associated implementation plans and funding requests for consideration, feedback and approval by the Strategy and Accountability Table.

Membership is through self-selection and is expected to include people with lived and living experience, frontline workers, administrators, and other experts as needed.

Decision-making is consensus-driven, in which all members work together to develop solutions that meet the needs of the community, wherever possible. Where there is no consensus, Implementation Table co-chairs will encourage participants to refine ideas to arrive at consensus and align with the whole-of-community principle of the System Response.

Indigenous Reference Table

This work includes a commitment to supporting an Indigenous-led system response, recognizing the definition of Indigenous homelessness as separate and distinct from the common colonialist definition of homelessness and respecting the deep knowledge and consultation already inherent in the Giwetashkad Strategy.

While following the lead of Indigenous colleagues in that distinct response, there is a commitment to ensure Indigenous representation in overall system governance and implementation co-design. Discussions are currently underway to help determine a process in support of an Indigenous-led response. As those move forward, the Health and Homelessness work and approach will adjust.

Reference Tables

The purpose of the Reference Tables is to provide expert advice for the Implementation Tables and the Strategy and Accountability Table as required. Initial Reference Tables include:

- Funders
- Building and Development Industry
- Businesses and Business Improvement Associations (BIAs)

Membership at these tables is comprised of those individuals and organizations with subject matter expertise in the relevant area.

The Backbone Support

The backbone is the support infrastructure for a collective impact initiative. There are six essential functions for backbone support:

- Guiding vision and strategy – ensuring the common agenda and implementation plan is updated and implemented
- Mobilizing resources – mobilize and align public/private resources to support the initiative
- Establishing shared measurement practices
- Advancing policy
- Supporting meeting planning, logistics and support for aligned activities

- Cultivating community engagement and ownership

In our collective impact model there are many components to the Backbone Structure as we evolve and mature our collective work and the implementation of the 2024 deliverables. Outlined below are the roles and responsibilities for each key aspect of the Backbone Support:

SAT, Implementation Table and Reference Table co-chairs

- Guiding vision and strategy to ensure we are aligning the work with the shared vision and purpose of the whole of community system response
- Mobilize resources

Systems Foundations Table

- Establish shared measurement practices including the evaluation framework, dissemination and reporting framework
- Advance policy – particularly aligning policies, practices and guidelines

Backbone Team

- Meeting planning and logistics
- Support and for continuous communication and engagement, both within the System Response and to the broader community
- Support aligned activities including recruiting and convening partners and key stakeholders, seeing opportunities to align with other efforts, ensure implementation tables are data driven
- Other administrative functions and processes to support the efforts of participants

The backbone team is initially comprised of dedicated staff from the City of London; the backbone team will require involvement of other organizations and individuals to support strong System Response processes.

Funding and Resourcing

Funding requests to support implementation of the System Response will be prioritized by the Strategy and Accountability Table and directed to the appropriate organization or level of government. Funders will have accountability requirements that must be met through agreements, reporting, and other accountability mechanisms.

Participants in the System Response recognize the need for additional resources to meet community needs. At the same time, building a new system response – one in which we work together differently – compels us to look at how we organize our existing efforts and consider different approaches that optimize the impact of our work through coordination and collaboration.

Health and Homelessness Whole of Community System Response – 2024 Deliverables

Table	Deliverable	Key Action Steps	Timeline
Strategy and Accountability Table	Updating the Housing Stability Plan	<ul style="list-style-type: none"> • Establish a project team and framework/process for review and update. Goal is to create a single plan/framework that brings together all components of addressing health and homelessness in our community (whole of community system response, sustainability, low, mid and high acuity etc) • Engagement of sectors and regular updates to Council through quarterly reports • Community engagement • Review with Implementation and Reference Tables • Approval by SAT • Submission to City Council for approval • Submission to the Province 	<p>Q1</p> <p>Ongoing</p> <p>Q2</p> <p>Q2/Q3</p> <p>Q4</p> <p>Q4</p> <p>Q4</p>
	Establishment of the Lived and Living Experience Council	<ul style="list-style-type: none"> • Undertake initial review of current method of engagement and seek feedback from agencies. • Review purpose and scope – is this still what is needed and the best mechanism to achieve the purpose? • Engage people with lived and living experience regarding purpose and scope • Based on the outcome, develop implementation steps with goal to have the result in place by year end 	<p>Q2</p> <p>Q2</p> <p>Q2</p> <p>Q3</p>
	Capacity of Health and Substance Use System	<ul style="list-style-type: none"> • Similar to the sustainability of the sector discussion, undertake a review of the capacity of the health and substance use system to determine what is required to support the implementation of the whole of community system response and the relationship with the updated Housing Stability Plan 	<p>Q2</p>

Table	Deliverable	Key Action Steps	Timeline
		<ul style="list-style-type: none"> Results of this review may lead to an independent action plan or it is integrated into the Housing Stability Plan update 	
	Summit 2024	<ul style="list-style-type: none"> Plan and hold a Summit 2024 that serves as an update on progress, check in, celebration, etc. 	Q2
Hub Implementation Table	Interim Intake Process	<ul style="list-style-type: none"> Finalize interim intake process for people moving from hubs into housing Bring to SAT for approval. Update Council through April quarterly report 	Q1 Q1 April
	One Number	<ul style="list-style-type: none"> Establish lead and project team Confirm purpose of one number and develop implementation plan to achieve that purpose i.e community facing and relationship with 911 Seek initial support from SAT regarding purpose and implementation plan Seek funding source through Funders Table Confirm direction and funding source with SAT to proceed to implementation Implementation 	Immediate Q2 Q2/Q3 Q3 Q3 Q4
	Lead Agency and Partners Table	<ul style="list-style-type: none"> Development of consistent approach to community engagement for initial and future hubs with a recommendation to SAT Development of standard MOU/Commitment to Collaboration for lead agencies and partners in hub operation (this MOU could also be used for highly supportive housing leads and partners). Reference tables to be consulted and then final draft brought to SAT for support 	Immediate Q2

Table	Deliverable	Key Action Steps	Timeline
		<ul style="list-style-type: none"> Quality Improvement Planning re: achieving service standards 	
	Bringing on additional hubs	<ul style="list-style-type: none"> Development of strategy for readiness/scaling up and determination of the total number of hubs required and populations to be served – this could be integrated into the update of the Housing Stability plan Bring forward readiness plan to SAT for support Support to potential lead agencies in terms of proposal development, locations etc Process for bringing additional hubs forward will be either through unsolicited proposal to the City OR RFP pending additional provincial funds 	<p>Q2</p> <p>Q2</p> <p>Ongoing</p> <p>Ongoing</p>
Housing Implementation Table	Housing Implementation Plan	<ul style="list-style-type: none"> Revise plan and provide update to SAT for approval Submit to Council for endorsement 	<p>March 7 SAT</p> <p>March 26 SPPC</p>
	Leads and Partners Table	<ul style="list-style-type: none"> Consider the establishment of a leads and partners table for highly supportive housing projects – similar to the one for HUBs. 	Q1
	Intake Process	<ul style="list-style-type: none"> Finalize standard intake process to ensure consistency and transparency for highly supportive housing units (this will be tied to Hubs to Housing transition process and Coordinated Access”) 	Q2
	Process for Projects Coming forward	<ul style="list-style-type: none"> Identify a process for supporting projects coming forward to ensure adherence to the plan 	Q2

Table	Deliverable	Key Action Steps	Timeline
	Process for accessing funding including municipal, OHT, the Fund etc.	<ul style="list-style-type: none"> • Development of a funding map/formula • Need clear linkages with capacity of health system work 	Immediate
Encampment Implementation Table	Encampment Strategy	<ul style="list-style-type: none"> • Disseminate literature review to EIT • Draft terms of reference, workplan, literature review • Review draft consultant's report and provide feedback • Develop consultant's report recommendations • Finalize report • Review/Modify encampment strategy and update SAT • Seek feedback from reference tables and Community consultations • Finalize encampment strategy and implementation plan • Present to SAT • Revise if necessary and present to City Council 	March March April April May May May June June SPPC June 18
Workforce Development Table	Labour Market Study	<ul style="list-style-type: none"> • Subsequent to SAT support on next steps, provide an overview to Funders Table to identify potential funder and process to initiate the study • Pending source of funding identified develop project lead and plan for study to proceed and be completed in 2024 	March Q2 – Q4
	Workforce wellbeing plan	<ul style="list-style-type: none"> • Identify partner to coordinate/host/promote events 	Q1
	Working together – front line and first responders	<ul style="list-style-type: none"> • Develop EMS/LPS guidelines to support positive interactions between front line and first responders 	Q2-Q3

Table	Deliverable	Key Action Steps	Timeline
	Workforce Training Plan	<ul style="list-style-type: none"> Finalize draft workforce training plan Provide to relevant reference tables for review and feedback Bring final draft to SAT for review and feedback Finalize plan 	Q2-QQ3 Q2-Q3 Summer 2024
Indigenous Reference Table		<ul style="list-style-type: none"> Discussions underway to determine next steps Supports and resources to be identified to support the development of an Indigenous-led framework 	Immediate
Business Reference Table		<ul style="list-style-type: none"> Quarterly meetings 	Ongoing
Developers Reference Table		<ul style="list-style-type: none"> Support to hub and housing implementation tables Provide feedback to key planning and implementation documents Provide development and construction advice and expertise on specific site and buildings 	Ongoing
Funders Reference Table		<ul style="list-style-type: none"> Develop guiding principles for collaboration with funders. Identify opportunities to support implementation Respond to specific requests 	Feb Ongoing
Backbone Supports	System Foundation: Evaluation Framework	<ul style="list-style-type: none"> Confirm evaluation framework with SAT to submission to Council Develop data collection and reporting strategy for year over year reporting beginning every July Align this reporting with the quarterly CoL reporting 	Mar Q2 Q2
	System Foundation: Policies, procedures and guidelines	<ul style="list-style-type: none"> Undertake review of the fundamental policies, procedures and guidelines that need to be in place to support hubs and highly supportive housing (driven by implementation plans) and make recommendations for changes, updates or new 	Q3

Table	Deliverable	Key Action Steps	Timeline
	System Foundation: Alignment with local health systems planning	<ul style="list-style-type: none"> Develop a process to align the work of Health and Homelessness with health system planning occurring at the Ontario Health Team and Ontario Health - West 	Q2
	Community Engagement	<ul style="list-style-type: none"> Develop and implement ongoing community engagement strategy regarding the work, progress and updates for whole of community system response and specific initiatives e.g.: housing stability plan update, new hubs, new highly supportive housing initiatives etc. 	Immediate
	Communication	<ul style="list-style-type: none"> Review and update communication tools for keeping all tables and involved organizations up to date on the work and next steps e.g. quarterly bulletins, etc. Develop communication strategy for the community on progress etc 	Q1 Q1
	Administrative	<ul style="list-style-type: none"> Update the letter of commitment Update terms of reference for all tables Put in place leadership succession plans Update assignment of supports to each table Develop standard reporting tools that link to the communication Formally establish the Co-chair table with the responsibility for oversight of the 2024 deliverables, the day-to-day management of agendas and work of each table, etc. 	Q2 Immediate

Governance Working Group

Report

9th Meeting of the Governance Working Group
March 25, 2024

PRESENT: Councillors S. Lewis (Chair), H. McAlister, P. Cuddy, S. Stevenson, J. Pribil, S. Trosow, C. Rahman, A. Hopkins, S. Franke, D. Ferreira

ABSENT: S. Hillier

ALSO PRESENT: M. Butlin, K. Huckabone, E. Hunt, M. Schulthess, E. Skalski

Remote Attendance: Councillor E. Pelozza; A. Barbon, A. Bush, I. Collins, W. Jeffery.

The meeting is called to order at 10:02 AM; it being noted that Councillors C. Rahman and S. Franke were in remote attendance.

1. Call to Order

1.1 Disclosures of Pecuniary Interest

That it BE NOTED that no pecuniary interests were disclosed.

2. Consent Items

None.

3. Items for Discussion

3.1 Council Members' Expense Account Policy - Further Updates

Moved by: D. Ferreira

Seconded by: S. Stevenson

That the following actions be taken with respect to the staff report dated March 25, 2024 related to Council Members' Expense Account Policy - Further Updates.

a) the Civic Administration BE DIRECTED to bring forward a business case to the 2026 Multi-year Budget Update to fund Travel Option #4 only;

b) the Civic Administration BE DIRECTED to maintain Ward Option #1 as the status quo; and

c) the staff report dated March 25, 2024 related to Council Members' Expense Account Policy - Further Updates BE RECEIVED.

Motion Passed

ADDITIONAL VOTES:

Moved by: H. McAlister

Seconded by: S. Stevenson

That the motion BE AMENDED to refer Travel Option #4 to the 2026 Multi-year Budget Update.

Motion Passed

Moved by: S. Stevenson
Seconded by: H. McAlister

That the Civic Administration BE DIRECTED to maintain Ward Option #1 as the status quo, and the staff report dated March 25, 2024 related to Council Members' Expense Account Policy - Further Updates BE RECEIVED.

Motion Passed

3.2 General Policy for Advisory Committees - Update

Moved by: S. Stevenson
Seconded by: S. Trosow

That the following actions be taken with respect to the report dated March 25, 2024 related to the General Policy for Community Advisory Committees:

- a) the updated General Policy for Community Advisory Committees BE REFERRED to a future meeting of the Governance Working Group;
- b) the Civic Administration BE DIRECTED to amend the following sections of the proposed policy;
 - i) section 4.3 with regard to reasonable timelines for advertising a mid-term vacancy on a Community Advisory Committee;
 - ii) section 4.5 to schedule the presentation of applications for appointment to Community Advisory Committees at the end of Q1 after a new term of Council takes office;
 - iii) section 4.19 to provide the City Clerk discretion with respect to placing a Community Advisory Committee agenda item(s) on an alternate Standing Committee agenda;
 - iv) section 4.23 to provide for an alternate mechanism to process, resolve, and report complaints about members of Community Advisory Committees;
 - v) include language to clarify that Community Advisory Committees are permitted to invite members of the public to observe or participate as a guest speaker at Community Advisory Committee meetings; and
 - vi) include language to state that where the General Policy for Community Advisory Committees or the proposed Simplified Procedures for Community Advisory Committees is silent, questions of procedure be deferred to the Council Procedure By-law.
- c) the Civic Administration BE DIRECTED to conduct an environmental scan and report back to the Governance Working Group with respect to the utilization of working groups and/or task forces; and
- d) the Civic Administration BE DIRECTED to report back to the Governance Working Group with attendance metrics for the City of London's Community Advisory Committee meetings.

Motion Passed

4. Deferred Matters/Additional Business

4.1 2024 GWG Deferred Matters List, as at March 18, 2024

Moved by: S. Trosow
Seconded by: D. Ferreira

That the Deferred Matters List dated March 18, 2024 BE RECEIVED.

Motion Passed

5. Adjournment

Moved by: P. Cuddy

Seconded by: D. Ferreira

That the meeting BE ADJOURNED

Motion Passed

The meeting adjourned at 11:49 AM.

**Ministry of Natural Resources
and Forestry**

Office of the Minister

99 Wellesley Street West
Room 6630, Whitney Block
Toronto ON M7A 1W3
Tel: 416-314-2301

**Ministère des Richesses
naturelles et des Forêts**

Bureau du ministre

99, rue Wellesley Ouest
Bureau 6630, Édifice Whitney
Toronto ON M7A 1W3
Tél.: 416 314-2301



April 5, 2024

Mayor Josh Morgan
Barb Westlake-Power, Deputy City Clerk
c/o Heather Woolsey, Administrative Assistant II
hwoolsey@London.ca

Dear Mayor Morgan and Ms. Westlake-Power:

Thank you for your application on behalf of the City of London seeking a Minister's exception under the *Conservation Authorities Act* (CAA) from the requirement in subsection 14 (1.1) for at least 70 percent of municipal appointments to a conservation authority to be selected from among members of municipal council.

After carefully considering your application regarding the appointment of one non-elected member to the Kettle Creek Conservation Authority (KCCA), I am granting the City of London an exception to the 70 percent municipal council appointment requirement in subsection 14 (1.1) of the CAA pursuant to my authority under subsection 14 (1.2).

This exception allows the City of London to appoint one citizen member to the KCCA for the current term. If there are questions about this exception, please feel welcome to reach out to the Conservation Authority Office at ca.office@ontario.ca.

I note that the intent of subsection 14 (1.1) of the CAA is to ensure greater elected council representation in conservation authorities. I encourage the City of London to take this into account when considering future appointments of authority members.

Please share this correspondence with municipal council.

Sincerely,

A handwritten signature in black ink, appearing to read "Graydon Smith". The signature is stylized and cursive.

The Honourable Graydon Smith
Minister of Natural Resources and Forestry

c: Elizabeth VanHooren, General Manager/Secretary Treasurer, Kettle Creek
Conservation Authority
Jennifer Keyes, Director, Resources Planning and Development Policy Branch
Conservation Authority Office (via ca.office@ontario.ca)

Report to Planning and Environment Committee

To: Chair and Members
Strategic Priorities and Policy Committee

From: Scott Mathers, MPA, P.Eng.
Deputy City Manager, Planning and Economic Development

Subject: Targeted Actions to Increase London's Housing Supply:
Supporting Council's Pledge for 47,000 Units by 2031

Date: April 16, 2024

Recommendation

That, on the recommendation of the Director, Planning and Development, the following actions **BE TAKEN** with respect to the Targeted Actions to Increase London's Housing Supply:

- a) That the "Targeted Actions to Increase London's Housing Supply: Supporting Council's Pledge for 47,000 Units by 2031" report attached hereto as Appendix "A" **BE APPROVED** by Municipal Council; and,
- b) That this staff report **BE RECEIVED**.

Executive Summary

The purpose of this report is to seek Municipal Council approval of the Targeted Actions to Increase London's Housing Supply ("Targeted Actions") report, which is in support of the Municipal Housing Pledge of 47,000 new housing units and Council's February 2023 direction to develop an action plan for housing supply. The Targeted Actions are the result of twelve (12) Housing Supply Reference Group meetings between the City and development industry partners. The Targeted Actions document identifies the actions, timelines, development tracking and reporting methods associated with different categories of housing units across various development application processes. The Targeted Actions document also includes goals, tracking of the housing supply pipeline, the responsibilities and advocacy with the private sector development industry, as well as alignment of these actions with the private sector development industry's priorities for increasing housing supply.

Linkage to the Corporate Strategic Plan

London's Targeted Actions will contribute to achieving the Housing Pledge and will contribute to the Strategic Plan area of focus for Housing and Homelessness:

- The City of London demonstrates leadership and builds partnerships to increase quality, affordable, and supportive housing options that promotes access to a range of quality, affordable, and supportive housing options that meet the unique needs of Londoners.
- A well-planned and growing community that promotes faster/ streamlined approvals and increasing the supply of housing with a focus on achieving intensification targets.

Analysis

1.0 Background

As identified in the October 31, 2023 Housing Pledge Update report to Strategic Priorities and Policy Committee, Civic Administration and development industry partners have been working to develop the Targeted Actions to increase housing supply,

consistent with the February 2023 Council direction. The development of these Targeted Actions has been through the work of the Housing Supply Reference Group.

The Reference Group was established for the purposes of identifying and providing feedback on the roles, responsibilities, actions, and reporting required to facilitate the acceleration of new housing units through the planning and development applications processes. The Targeted Actions are in support of the London’s Housing Pledge of 47,000 new units. The Housing Supply Reference Group has met twelve (12) times since March of 2023.

The results of this group’s collaborative work is the document on Targeted Actions to Increase London’s Housing Supply, attached to this report as Appendix ‘A’. The Targeted Actions document is also summarized below.

2.0 Summary of the Targeted Actions

The following is a summary of the Targeted Actions report.

- The overarching goals of the Targeted Actions are to:
 - Increase the housing supply to support Council’s pledge for 47,000 units or more by 2031.
 - Ensure shared accountability for the municipal and development industry roles in the housing marketplace.
 - Ensure that housing units move forward efficiently through the approval pipeline.
- Through the Reference Group, Industry priorities were also identified. The Targeted Actions report is consistent with those priorities and lists the key industry proprieties to increase housing supply.
- Six (6) categories of housing units are identified, based on their status within the planning and development application process (also called the development “pipeline”). The categories are:

1	Unserviced Lands	Units on lands that require major water, sewer, stormwater or road servicing.
2	Serviced Lands	Units on lands with major servicing provided.
3	Council Approved Units	Units Council has approved through Zoning By-law Amendments and Draft Plans of Subdivision.
4	Approved Lots and Blocks	Units in registered subdivisions as individual building lots or multi-unit blocks.
5	Open Site Plans and Condominiums	Units in open site plan and open condominium applications.
6	Permits and Inspections	Units in building permit applications submitted to the City’s building division.

- Methods and timing of reporting for each category of unit in the pipeline are identified. These include reporting through the Growth Management Implementation Strategy (GMIS); Vacant Land Inventory updates; Building and Development Reports to Council; and through reporting on related City initiatives.
- Shared Housing Advocacy based on housing policy issues is also identified. The shared responsibility for advocacy is between the development industry and City in working with partners in other levels of government.
- The Targeted Actions report includes a graphic showing the Unit Pledge Supply of units in each of the six (6) “buckets” of development category. This is as a baseline, with number of units as of December 31, 2023. Ongoing reporting and monitoring

will update Council on the tracking of supply of units in the various development application processes in the pipeline.

- Then, for each category of units there is a separate list of the policy, incentive, or continuous improvement actions to be taken. For each action a timeline is also identified.

3.0 Next Steps

The Targeted Actions report concludes with a list of Next Steps to continue monitoring of development tracking and to facilitate the actions. These next steps include:

- Undertaking the various actions and initiatives highlighted in the document.
- Implement the business plans approved in the Multi-Year Budget and resource the actions and initiatives.
- Undertake regular reporting on outcomes and supply.
- Review actions as part of annual work plan updates and industry partner consultations (Targeted Actions as a flexible and responsive “living document”).
- Continue ongoing monitoring and reporting of units in the development applications process and land available to meet market demand for new units.
- Monitor macro-economic conditions and housing market trends.
- Continue ongoing consultation with development industry and community partners, including through established Reference Groups, GMIS Update consultations and Land Needs consultations.

4.0 Aligning Priorities

4.1 Affordable Housing and Amenities

The Targeted Actions report identifies the actions and initiatives to be undertaken in support of achieving the housing supply pledge of 47,000 or more new units. While affordable housing units are included within this 47,000 unit pledge, the Targeted Actions are not specific to creation of affordable housing. The Roadmap to 3,000 Affordable Units report provides more detail on the City’s approach and initiatives that are specific to affordable housing development.

4.2 Community Amenities

The Targeted Actions of this report are to support creation of new housing units. Other municipal investments, such as in neighbourhood amenities and community facilities, will be needed in support of the increased housing units in order to create complete communities. Future budgeting, work plan, and City resource allocations will be required in association with developing these neighbourhood amenities. Future Development Charges studies will undertake an evaluation of the public amenities and facilities needed to support new growth.

4.3 Climate Emergency Action Plan

The London Plan was also developed with climate action in mind. Strategic Direction #4 of The London Plan calls for the city to “become one of the greenest cities in Canada”, supported by various actions. The policies of The London Plan include practicing and promoting sustainable forms of development, implementing green infrastructure and low impact development strategies, and directing development through a city structure and growth framework that focuses on infill and intensification as means to support the creation of complete communities.

The *Targeted Actions to Increase London's Housing Supply* includes various policy initiatives and process improvements to support achievement of the 47,000 unit target. The City will include a Climate Emergency lens in its implementation of the various Targeted Actions. For example, this will include evaluation of increased infill (height and density) opportunities through a London Plan policy review, evaluation of approach to servicing in a review of the Growth Management Implementation Strategy, and a land needs assessment which examines alternative directions for growth.

5.0 Recognition

Finally, it is important to recognize the hard work and commitment of the members of the reference group. The group members provided important and meaningful input that was incorporated throughout the final housing supply actions document. The group was a significant time commitment including 24 hours of meetings and many more hours reviewing materials and providing comments. The members of the Reference Group included:

- Adam Carapella, Tricar Developments
- Ali Soufan, York Developments
- Carrie O'Brien, Drewlo Holdings
- Dr. Jason Gilliland, University of Western Ontario
- Jared Zaifman, London Home Builders Association
- Jim Bujouves, Farhi Holdings Corporation
- Julian Novick, Wastell Homes
- Marco Palumbo, Palumbo Homes
- Michael Frijia, Southside Group
- Mike Wallace, London Development Institute
- Phil Masschelein, Sifton Properties
- Stephen Stapleton, Auburn Developments
- Britt O'Hagan, City of London
- David Turvey, City of London
- Heather McNeely, City of London
- Justin Adema, City of London
- Kyle Wylding, City of London
- Peter Kavcic, City of London
- Scott Mathers, City of London
- Travis Macbeth, City of London

Conclusion

The purpose of this report is to seek Council endorsement for the Targeted Actions report, which identifies the various actions and initiatives to be undertaken to facilitate the acceleration of new housing unit construction in support of the Housing Target of 47,000 new units. These actions work in parallel to the Housing Accelerator Fund initiatives being undertaken by the City to advance housing supply.

The report was developed through the work of the Housing Supply Reference Group, comprised of City staff and development industry partners.

The Targeted Actions report is intended to be a living document. Based on changes to the housing market, funding opportunities, or housing or planning policies, the Targeted Actions report may be updated to modify actions or timelines in response. The report also identifies several key considerations and assumptions, which may also be subject to updates based on changing conditions or changing housing needs of the London community.

Budget, work plan, and resource allocations for the individual actions and initiatives identified in the report will be confirmed through the multi-year budget process.

Prepared by: Travis Macbeth, MCIP, RPP
Manager, Planning Policy (Growth Management)

Reviewed by: Justin Adema, MCIP, RPP
Manager, Long Range Planning

Recommended by: Heather McNeely, MCIP, RPP
Director, Planning and Development

Submitted by: Scott Mathers, MPA, P. Eng.
Deputy City Manager, Planning and Economic
Development

TM/tm

Appendix 'A': Targeted Actions to Increase London's Housing Supply

Appendix 'A': Targeted Actions to Increase London's Housing Supply

Targeted Actions to Increase London's Housing Supply: Supporting Council's Pledge for 47,000 Units by 2031



Prepared By: Housing Supply Reference Group



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1. Background

In response to housing supply issues, in October 2022, the Province assigned London a Municipal Housing Target of 47,000 new units to be built in 10 years. The City of London Council endorsed a Municipal Housing Pledge to demonstrate commitment to act in support of achieving the Provincial Target.

A Housing Supply Reference Group, Customer Service and Process Improvement Reference Group, and an Affordable Housing Reference Group was established to facilitate collaboration between partners in housing development. The Housing Supply Reference Group has been tasked with identifying priorities and actions to improve housing supply in London. One of the key discussion points during these meetings has centered on the need to ensure a sufficient supply of developable lands is available to meet the long-term housing demands.

The City's new "Housing Open Data Initiative" was initiated through these discussions. London will be the first city to provide detailed GIS data related to housing, approved development lands, and vacant developable lands. This data is being made available in the spirit of accountability and collaboration. The data will be hosted on the City's Open Data platform. The hope is that this data will be used by industry, academic, and community partners to drive further innovation in the field of housing.

Housing Supply Goals

The overarching goal of these Targeted Actions is to demonstrate community leadership in addressing the housing affordability and supply crisis that is facing the London community. Through these Targeted Actions the objectives are to:

- Increase the housing supply to support Council's pledge for 47,000 units or more by 2031.
- Ensure shared accountability for our roles in the housing marketplace.
- Ensure that housing units move forward efficiently through the approval pipeline.

1.1. Background: Purpose

The purpose of this document is to provide targeted actions to support every phase of the housing pipeline. These actions were developed given the following considerations:

- To highlight the most important targeted actions. Further actions or changes to these actions will be made to reflect changing market conditions or new legislation.
- Actions, resources, and shared accountabilities will continue to be reviewed to ensure they reflect changes in policy and the needs of the community.
- The Planning and Development and Building Services Division work plans will be updated to support these changes and initiatives.

This document includes a figure of the Housing Supply Pipeline developed as a simplified representation of a series of technically complex processes. The following notes provide further details regarding this figure.

- The Housing Supply Pipeline figure includes housing unit values as of December 31, 2023.
- Units identified in these categories are a “snapshot in time”, which will be update through ongoing monitoring and reporting.
- Once Council approves subdivision or zoning applications there remains additional processes including site plan approval and the building permit process prior to a housing unit being built.
- Units in development applications are known units within a development application process, or estimates based on approved Zoning permissions. These values are the maximum number of units and the actual values may be lower based on site constraints and constructability.
- Number of units reflect changes based on developers’ applications or Council approvals, as applications move through development processes.
- The Housing Supply Pipeline includes lands and units across the whole development process, which can take several years to move from vacant land to the construction and occupancy of units.
- Building permits are reflective of buildings rather than individual housing units. A permit for a high-density apartment building can represent 200 units or more.

1.2. Background: Industry Partner Priorities

During the Housing Supply Reference Group discussions, the following key priorities were identified by the London development industry partners:

- Increase the supply of land for residential land uses.
- Create a more modern, flexible Zoning By-law law that implements the policy framework of The London Plan.
- Provide programs and incentives to continue redevelopment and growth opportunities.
- Provide opportunities for a variety of housing types and choice to address affordability.
- Enhance performance measurement and development application tracking.
- Reduce approval times and streamline planning and building processes.

The actions presented in the following sections have been developed to address these industry priorities.



2. Housing Supply Updates

Unit Category	Report Type	Timing
Un-serviced Lands	Growth Management Implementation Strategy (GMIS)	Annual Update (Q2)
	Annual Development Report	Annual Update (Q1)
Serviced Lands	GMIS	Annual Update (Q2)
	Annual Development Report	Annual Update (Q1)
Council Approved	Unit Reporting to PEC	PEC Meeting Cycles
	Annual Development Report	Annual Update (Q1)
Approved Lots & Blocks	GMIS	Annual Update (Q2)
	Annual Development Report	Annual Update (Q1)
Open Site Plans & Open Condominiums	Annual Development Report	Annual Update (Q1)
Permits & Inspections	Building Update Reports	Seasonally (Jan, Jun, Sept)
	Annual Development Report	Annual Update (Q1)

Note: Additional reports tracking building and development, which are not listed above may also be provided to Council to inform decision-making.

3. Shared Housing Advocacy

Below are examples of shared advocacy between the City and the Development Industry in working with other levels of Government. Additional advocacy items may arise. The advocacy approach will be based on responses to the policy or issue to be addressed.

Federal

- Review of Stress Test Policy for mortgage qualification:
 - Should be reviewed under current interest rate environment.
 - Industry: allow for greater affordability and ability particularly for first-time buyers to enter the ownership market.
 - City: allow for more movement from the housing rental market to the housing ownership market to provide more opportunity for rental units to become available.
- Removal of HST from new home purchases:
 - Would equalize the HST tax treatment between resale and new homes.
 - Industry: Improve the affordability of a new home purchase and bring fairness to the housing ownership market.
 - City: Improve affordability for new homes including townhouses and high-rise condominium, support intensification and encourage the industry to build more to meet City targets.
- Mortgage amortization length:
 - Would improve affordability in housing ownership market.
 - Industry: Would promote the ownership of housing by improving household cashflow.
 - City: Improve affordability for new homes including townhouse and high-rise condominium, support intensification and encourage the industry to build more to meet City targets.

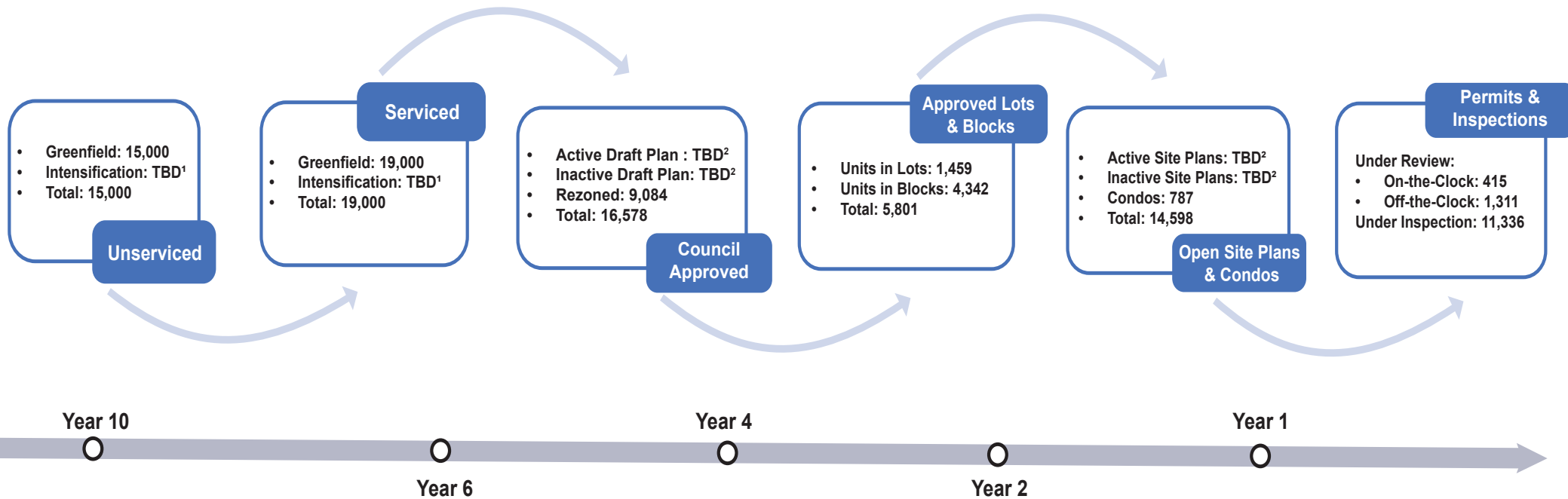
3. Shared Housing Advocacy: Continued

Provincial

- Develop a program to support lost Development Charge (DC) revenue through phase-in and affordable housing discounts and exemptions:
 - Province stated it would make municipalities whole for any lost DC revenue due to provincial legislation.
 - Industry needs to avoid any delay in infrastructure spending based on delayed DC revenue.
 - City needs revenue for infrastructure program funding to meet growth needs and achieve housing targets.
- Pass regulations and any other changes to implement intent of improving Conservation Authorities Act in relation to a Conservation Authority's core responsibilities:
 - Province has introduced changes through legislation but must complete the regulation requirements to implement the changes.
 - Industry highlights Conservation Authorities are still a hurdle to the ability to build homes faster.
 - City needs clarity on the role of the Conservation Authorities to improve the application process review and comment timing.
- Improve funding model for school boards to acquire land in a timely fashion.
- Undertaken Land Transfer Tax review, including a review of housing price thresholds; review of eligibility for rebate; and, provide an exemption for not-for profit housing providers.

4. Development Pipeline

47,000 Unit Pledge: Development Pipeline December 31, 2023



The categories above represent units based on land area and units within development applications. The units based on development applications are the known units within application processes, or assumptions based on Zoning. These categories of units correspond to what is called the development “pipeline”.

¹ Missing data for intensification is being determined as part of the “Intensification Inventory” initiative.

² Missing data for active and inactive categories (Draft Plan and Site Plans) will be determined as part of the “Actively Pursue Approved Areas” initiative.

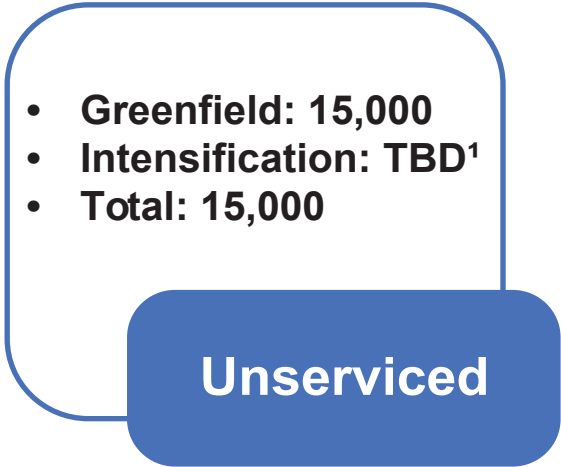
5. Unserviced Lands

Units in lands that require major water, sewer, stormwater, or road servicing.



Housing Units

(2023)



¹ Missing data for intensification is being determined as part of the "Intensification Inventory" initiative



Required to Move Units Forward



Unit Categories

Greenfield Units | 15,000

Includes the number of units in greenfield areas that require provision of major sewer, water, stormwater or road servicing to support the new growth.

Intensification Units | TBD

Includes the lands available for housing redevelopment within the built city that require infrastructure upgrades to provide adequate water, sewer, or stormwater servicing to develop in the short term.

Actions

Update GMIS Process | Ongoing to Q1-2025

The Growth Management Implementation Strategy (GMIS) provides flexibility to allow for timing adjustments of greenfield growth projects and is updated annually. To ensure it continues to act as a robust implementation tool, a review will be completed to ensure it aligns with the goals of the 47,000 unit targets, including consideration of intensification and new targets for serviced housing supply.

Land Needs Review | Ongoing to Q3-2024

The Land Needs study is currently underway and will confirm the supply of developable lands will meet the demand of housing moving forward. This analysis will also include consideration of housing supply contingency to ensure an appropriate supply to is available in the short and long-term.

Housing Supply Review | Every 5 years or less

Moving forward ensure that at the beginning of every 5-year period there is a 25-year supply of land for housing. Previously only a 20-year supply was required. Ongoing monitoring of growth rates will determine if there is a need to complete a review of population projections and an official plan review before the 5-year period.

Intensification Inventory | Ongoing to Q4-2024

Develop an inventory of lands with housing redevelopment possibilities. This inventory would be merged with the current vacant land inventory which currently only includes greenfield areas.

Monitoring



Committee Reporting
Annually (GMIS)
Open Data Portal (VLI)



4
Actions



Own
Rental
Affordable

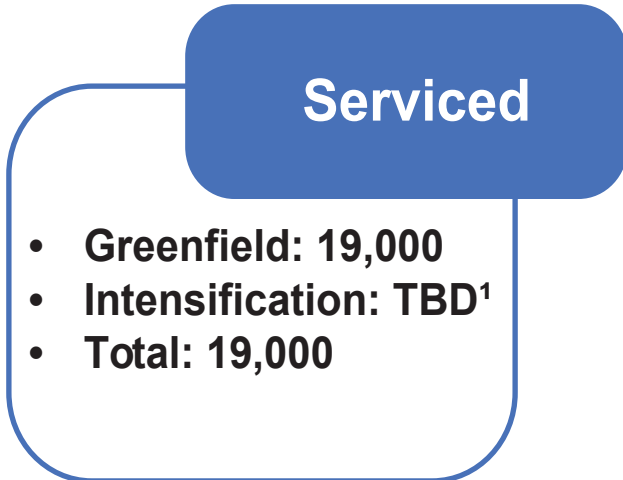
6. Serviced Lands

Units in lands with major water, sewer, stormwater, and road servicing provided.



Housing Units

(2023)



¹ Missing data for intensification is being determined as part of the "Intensification Inventory" initiative



6 Years to Home Construction

Required to Move Units Forward



Unit Categories

Greenfield Units | 19,000

Includes the number of units in greenfield areas that have the required major sewer, water, stormwater or road servicing.

Intensification Units | TBD

Includes the lands available in priority areas for housing redevelopment within the built city that have the required water, sewer, or stormwater servicing to develop in the short term.

Actions

Continuous Improvement & Innovation | Ongoing

Seek opportunities to advance serviced lands (greenfield and intensification sites) into development applications processes. Consult with development industry on opportunities. Remove redundant processes whenever possible (for example, review of draft plan conditions, and review of holding provisions).

Explore Incentive and Disincentive Opportunities | Q2-2024 to Q2-2025

Explore regulatory, financial, and policy opportunities that promote bringing serviced lands forward for development.

Intensification Inventory | Ongoing to Q4-2024

Develop an inventory of lands with housing infill, intensification, and redevelopment possibilities. This inventory would be merged with the current vacant land inventory which currently shows primarily greenfield areas.

ReThink Zoning | Ongoing to Q4-2024

Accelerate major changes that support the City's Housing Accelerator Program and identify common issues with current zoning by-law resulting in minor variance or zoning by-law amendment applications and removing unnecessary regulations where possible.

Escalation Protocol | Q2-2024 to Q3-2024

An escalation protocol will be developed to ensure that applications do not become stalled during periods in the housing supply pipeline not governed by mandatory statutory timelines.

Monitoring



Committee Reporting
 Annually (GMIS)
 Quarterly (ReThink)
 Open Data Portal (VLI)



5
 Actions



Own
 Rental
 Affordable

7. Council Approved

Units Council has approved through Zoning By-law Amendment applications and Draft Plans of Subdivision.



Housing Units

(2023)

- Active Draft Plan: TBD²
- Inactive Draft Plan: TBD²
- Rezoned: 9,084
- Total: 16,578

**Council
Approved**

² Missing data for active and inactive categories (Draft Plan and Site Plans) will be determined as part of the "Actively Pursue Approved Areas" initiative



4 Years to Home Construction

Required to Move Units Forward



Unit Categories

Rezoned | 9,084

Includes the number of units approved by Council through the approval of Zoning By-law Amendment applications.

Active and Inactive Draft Plans | TBD

Includes draft approved plans of subdivisions. Once Council approval is achieved, the applicant leads the move toward site plan application or subdivision registration processes. Inactive category identifies applications with no advancement. Defining "active" and "inactive" will be in consultation with the Development Industry.

Actions

ReThink Zoning | Ongoing to Q4-2024

Preparation of new zones in key intensification areas that incentivize redevelopment through as-of-right zoning for high-density developments. Permitted heights of The London Plan are also to be reviewed in support of the City's Housing Accelerator Program.

Reporting to Council | Every PEC Cycle

Reporting number of new units in Zoning and Draft Plan of Subdivisions approved by Council and being considered/recommended for approval, as part of each Planning and Environment Committee meeting.

Actively Pursue Approved Areas | Q2-2024 - Beyond

City to actively pursue applications with approved units that meet the definition of "inactive" which have not proceeded to the next stage of the development application process for over two years.

CIP Incentives Review | Ongoing to Q3-2024

Review of Community Improvement Plans for new incentive programs or amendment to existing incentive programs, that encourage new Affordable Housing units and units in close proximity to the planned Rapid Transit system.

Monitoring



Committee Reporting
Quarterly (PEC Meetings)
Part of VLI, Pledge, HAF



4
Actions



Own
Rental
Affordable

8. Approved Lots & Blocks

Units now in registered subdivisions as individual building lots or multi-unit blocks.



Housing Units

(2023)

Approved Lots & Blocks

- Units in Lots: 1,459
- Units in Blocks: 4,342
- Total: 5,801

Unit Categories

Units in Lots | 1,459

Includes the number of units that have already been approved by Council and are now in registered subdivisions as an individual building lot.

Units in Blocks | 4,342

Includes the number of units that have already been approved by Council and are now in registered subdivisions as a multi-unit block. Unit counts for blocks based on Zoning.

Actions

Monitoring and Awareness | Ongoing

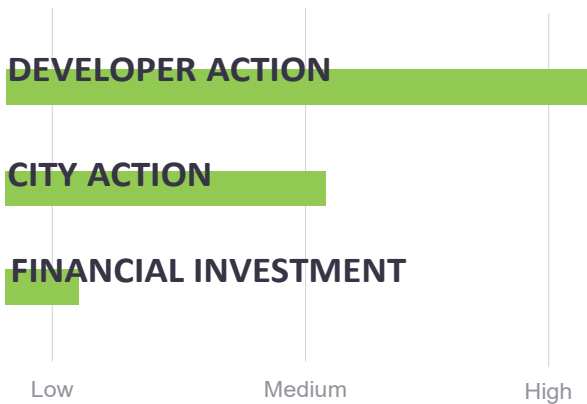
The number of approved lots and blocks in registered plans are monitored by the City of London through the Vacant Land Inventory (VLI). Through public reporting, encourage public awareness of City's housing monitoring and the VLI, including the information on this category of approved units.

Continuous Improvement & Innovation | Ongoing

Seek opportunities to advance serviced lands (greenfield and intensification sites) into development applications processes. Consult with development industry on opportunities. Remove redundant processes whenever possible.



Required to Move Units Forward



Monitoring



Committee Reporting
 Annually (GMIS)
 Open Data Portal (VLI)



2
 Actions



Own
 Rental
 Affordable

9. Open Site Plans & Condominiums



Units in open Site Plan applications and Condominium applications

Housing Units

(2023)

- **Active Site Plans: TBD²**
- **Inactive Site Plans: TBD²**
- **Condos: 787**
- **Total: 14,598**

Open Site Plans & Condos

² Missing data for active and inactive categories (Draft Plan and Site Plans) will be determined as part of the "Actively Pursue Approved Areas" initiative

Unit Categories

Active and Inactive Site Plans | TBD

Includes the number of units in open site plan applications. Site Plan is required for developments greater than 10 units. The Inactive Site Plans category identifies open site plan applications with no advancement in activity. Defining "inactive" will be in consultation with the Development Industry.

Condominiums | 787

Includes the number of open Condominium applications.

Actions

Continuous Improvement & Innovation | Ongoing

Seek opportunities to advance serviced lands (greenfield and intensification sites) into development applications processes. Consult with development industry on opportunities. Remove redundant processes whenever possible.

Monitoring and Awareness | Ongoing

Through public reporting, encourage public awareness of the supply of units in the category of open site plans and condominiums, including active and inactive applications.

Explore Incentive and Disincentive Opportunities | Q2-2024 to Q4-2024

Explore regulatory, financial, and policy opportunities that promote bringing serviced lands forward for development.



Required to Move Units Forward



Monitoring



Committee Reporting
Open Data Portal (VLI)



3
Actions



Own
Rental
Affordable

10. Permits & Inspections

Units in Building Permit Applications submitted to the City's Building Services Division



Housing Units

(2023)

Permits & Inspections

Under Review:

- **On-the-Clock: 415**
- **Off-the-Clock: 1,311**

Under Inspection: 11,336

Unit Categories

On-The-Clock | 415

Off-The-Clock | 1,311

Includes units in building permit applications submitted to the City's Building Services Division. Units are divided into "On-The-Clock" and "Off-The-Clock" categories.

Actions

Process Mapping and Review | Q4-2024

Undertake a building and housing process mapping and review project. This review will provide the baseline for future continuous improvement work.

Continuous Improvement & Streamlining | Ongoing

Building Services Division enhancements to increase capacity, staffing, improve processes, and create hub to enhance customer service. Ongoing work with the Customer Service and Process Improvement Reference Group to identify and prioritize process improvements.

Off-The-Clock Permit Focus | Q3-2024

Review of the off-the-clock permits: provide a report to Council with recommendations and actions made to reduce the number of off-the-clock permits. Report off-the-clock permits as part of regular Building reporting.

Reporting Metrics and Targets | Q3-2024

Simplifying and updating the monthly metrics and targets of building permits issued and building and plumbing inspections conducted. Future reporting on strategies to reduce the number of off-the-clock permits.

Escalation Protocol | Q2-2024 to Q4-2024

An escalation protocol will be developed to ensure that permits do not become stalled during periods not governed by mandatory statutory timelines.



Required to Move Units Forward



Monitoring



Committee Reporting

Seasonal (Building Metrics Reporting)



5

Actions



Own

Rental

Affordable

11. Next Steps

- Recommend Council approval of the *Targeted Actions to Increase London's Housing Supply*.
- Undertake the various actions and initiatives highlighted throughout this document.
- Implement the business plans approved in the Multi-Year Budget and resource the actions and initiatives highlighted in this document.
- Undertake regular reporting on outcomes and supply.
- Review actions as part of annual work plan updates and industry partner consultations maintaining the *Targeted Actions to Increase London's Housing Supply* as a flexible and responsive “living document”.
- Continue ongoing monitoring and reporting of units in the development application process, and the land available to meet market demand for new units.
- Monitor macro-economic conditions and housing market trends leveraging Canada Mortgage and Housing Corporation and local industry knowledge.
- Continue ongoing consultation with development industry and community partners, including:
 - Customer Service and Process Improvement Reference Group
 - Affordable Housing Reference Group
 - DC Study Community Reference Group
 - GMIS Update Community Consultations; and
 - Consultation on Land Needs Assessment of The London Plan.



From: londondev@rogers.com
Sent: Wednesday, April 10, 2024 3:13 PM
To: SPPC <sppc@london.ca>
Subject: [EXTERNAL] Delegation request for SPPC 4.1

Hello Clerk

I would like to delegate to agenda item 4.1 Targeted Actions to Increase London's Housing Supply.

I will be there live.

If I want to submit a written submission to support my delegation when is due?

Mike

Mike Wallace
Executive Director
London Development Institute (LDI)
519-854-1455
londondev@rogers.com



From: Jared Zaifman
Sent: Friday, April 12, 2024 10:56 AM
To: SPPC <sppc@london.ca>
Subject: [EXTERNAL] RE: sppc item 4.1 delegation request

Good morning,

I am hoping to be able to make a delegation regarding item 4.1 at sppc next week and am hoping my request isn't too late to be added to the agenda.

Thank you very much,

Jared

Jared Zaifman, CEO
London Home Builders' Association
Office: 519-686-0343



Diversity, Inclusion and Anti-Oppression Community Advisory Committee Report

3rd Meeting of the Diversity, Inclusion and Anti-Oppression Community Advisory
Committee
March 14, 2024

Attendance P. Gill (Chair), R. Gill, D. Godwin, B. Hill, R. O'Hagan, M.
Stothers and N. Syed and H. Lysynski (Acting Clerk)

ABSENT: S. Atieh, K-A. Burke, S. Evoy, N. Fahd and L. Ochoa

ALSO PRESENT: B. Somers and J. Tansley

The meeting was called to order at 4:01 PM; it being noted that
P. Gill (Chair), R. Gill, D. Godwin, B. Hill, R. O'Hagan, M.
Stothers and N. Syed were in remote attendance.

1. Call to Order

1.1 Disclosures of Pecuniary Interest

That it BE NOTED that no pecuniary interests were disclosed.

2. Opening Ceremonies

2.1 Acknowledgement of Indigenous Lands

That it BE NOTED that the meeting was opened with an
Acknowledgement of Indigenous Lands by P. Gill.

2.2 Traditional Opening

That it BE NOTED that no Traditional Opening was received.

3. Scheduled Items

None.

4. Consent

4.1 2nd Report of the Diversity, Inclusion and Anti-Oppression Community Advisory Committee

That it BE NOTED that the 2nd Report of the Diversity, Inclusion and Anti-
Oppression Community Advisory Committee, from its meetings held on
February 8, 2024, was received.

5. Sub-Committees and Working Groups

None.

6. Items for Discussion

6.1 Diversity, Inclusion and Anti-Oppression Community Advisory Committee Member Engagement and Contributions

That it BE NOTED that the Diversity, Inclusion and Anti-Oppression
Community Advisory Committee held a general discussion with respect to
members engagement and contributions.

6.2 Applications for Committee Members and Requirements

That the Committee Clerk BE DIRECTED to place the following matters on the next agenda:

- a) application requirements for the Diversity, Inclusion and Anti-Oppression Community Advisory Committee;
- b) potential interviews for top candidates; and,
- c) reviewing the Terms of Reference for the Diversity, Inclusion and Anti-Oppression Community Advisory Committee;

it being noted that the Diversity, Inclusion and Anti-Oppression Community Advisory Committee held a general discussion with respect to the above-noted matters.

7. **Adjournment**

The meeting adjourned at 4:56 PM.



March 28, 2024

Michael Schulthess, City Clerk
City Clerk's Office
The Corporation of the City of London
300 Dufferin Avenue
London, ON N6A 4L9

VIA EMAIL COMMUNICATION

Re: Request for Delegation Status

Dear Mr. Schulthess:

We hereby request delegation status to appear in front of the Strategic Priorities and Policy Committee of The Corporation of the City of London (the "Shareholder"), the sole shareholder of London Hydro Inc. ("London Hydro"), at its meeting on May 28, 2024. London Hydro requests delegation status for the purpose of its Annual General Meeting, including a presentation by the Board of Directors of London Hydro and the consideration and passing of annual resolutions by the Shareholder which includes the reappointment of all Directors to the Board.

We kindly ask that you include this request on the agenda of the Strategic Priorities and Policy Committee for consideration at its next meeting.

Please do not hesitate to contact me if you have any questions or concerns about the above request.

Yours truly,

A handwritten signature in black ink, appearing to read "Connie Graham".

Connie Graham
Chair, Board of Directors
London Hydro Inc.

CC: SPPC Committee – The Corporation of the City of London



300 Dufferin Avenue
P.O. Box 5035
London, ON
N6A 4L9

London
CANADA

April 11, 2024

Dear Colleagues,

As you know, better transit service and mode share shifts are goals on which we all agree, however, we cannot achieve these without willing partners and new approaches.

Over the past year, we have engaged with the TVDSB administration and Trustees to discuss the opportunity and value to shifting secondary school students both those utilizing yellow bus service and those who are being driven around our city both for school and other purposes, to higher transit utilization. This has been successful in other Canadian municipalities including Kingston, Halifax, and Oakville, while a feasibility study is underway in Waterloo. This has also been a focus of FCM and it's Green Municipal Fund in particular.

The TVDSB undertook it's own feasibility study in 2023. Following that, the board debated and passed the following motion in February of this year:

Motion 1. That the Chair write a letter on behalf of the Board of Trustees to engage the City of London council in discussion regarding a Memorandum of Understanding. The Memorandum of Understanding will detail the logistics of a two-year pilot in collaboration with TVDSB and the London Transit Commission to provide students entering grade nine at Clarke Road Secondary School a free bus pass effective 2024 September and grant writing associated to fulfill the cost of the pilot. The letter will be shared on the TVDSB website.

Motion 2. That the Board submit a delegation request to provide public input on the pilot to the City of London and City of St. Thomas City Councils.

Motion 3. That the Chair write a letter on behalf of the Board of Trustees requesting Province of Ontario Education Funding for one or more of the recommended pilot projects to Minister Lecce's office

While we recognize that the recent budget deliberations were difficult and that while LTC received a very substantial budget increase, it did not receive it's full funding request, we believe that council has the opportunity to provide a one-time funding commitment through the Community Investment Reserve Fund or other appropriate sources of one time funding to enable this program. In Kingston, the first city in Ontario to move in this direction, by the time students reached Grade 12, their transit use had increased 3-fold compared to Grade 9, as they became more comfortable and confident in transit use. The opportunity to measure through a pilot project the opportunity for LTC to diversify and grow its future ridership base, particularly in advance of the new permanent Federal Transit funding stream slated to begin in 2026 should be seen as a worthwhile investment by Council. Based on the current cohort projections, this would see 227 students receive transit passes in 2024 and the addition of a second cohort in 2025 increasing this number to approximately 450.

From discussions with TVDSB administration and Trustees, we believe there are benefits to be realized by the school board, by students, and by the city at large. Improved student achievement and lower absence rates, opening up wider community access to before and after school clubs, sports and part-time jobs, lower reliance on parent transportation by car and increased mode shift to transit, among the benefits we anticipate could emerge from this initiative and if successful an expansion to the program to a phased in city wide role out.



300 Dufferin Avenue
P.O. Box 5035
London, ON
N6A 4L9

London
CANADA

Therefore we are asking for your support for the following motion:

That the following actions be taken with respect to establishing a secondary school student transit pass pilot project:

- a) *the Civic Administration in collaboration with the London Transit Commission BE DIRECTED to initiate the development of a Memorandum of Understanding (MOU) with the Thames Valley District School Board (TVDSB), for the purpose of partnering to deliver a pilot project to provide annual transit passes to secondary school students at Clarke Road Secondary School, including the following:*
- i) *the pilot project BE LIMITED to school years beginning September 2024 for all Grade 9 students and September 2025 for all Grade 9 and 10 students attending Clarke Road Secondary School;*
- ii) *the current post-secondary student annual transit pass agreements between the City of London, Western University and Fanshawe College and the current Children Under 12 Ride Free program BE CONSIDERED as templates to establish the framework for this pilot program; and*
- b) *the Civic Administration BE DIRECTED to report back to Council with the MOU, an appropriate source of financing, and metrics reporting for the pilot program;*

It being noted that the TVDSB has written the Minister of Education to ask for consideration for provincial funding support for a bussing pilot. Additionally, continuing the program beyond the pilot project would require a permanent source of ongoing operating funding from a variety of sources, including reallocation of funding or funding from senior levels of government that would need to be investigated.

Sincerely,

Shawn Lewis
Deputy Mayor, Ward 2

Peter Cuddy
Councillor, Ward 3

From: Board Chair <boardchair@tvdsb.ca>
Sent: Friday, April 12, 2024 6:07 PM
To: SPPC <sppc@london.ca>
Subject: [EXTERNAL] Delegation request

Good afternoon.

I am writing on behalf of Thames Valley District School Board (TVDSB) to request a delegation in order to provide public input at the upcoming SPPC meeting scheduled for this coming Tuesday.

TVDSB would like to submit public input on the item Councillors Cuddy and Lewis have on the agenda for direction regarding secondary student transit/pilot proposal.

Trustee Lori-Ann Pizzolato and Superintendent Cathy Lynd are the individuals that would be speaking to this item.

Thank you,

Beth Mai
Chairperson, Thames Valley District School Board
boardchair@tvdsb.ca
tel: 519-452-2000 ext. 20221

From: Dan Hendry
Sent: Saturday, April 13, 2024 2:25 PM
To: SPPC <sppc@london.ca>
Subject: [EXTERNAL] Request to Speak on Tuesday on the secondary school city transit pass

Hi there,

I would like to be included as a virtual speaker for the upcoming SPPC. I will be speaking about Kingston's experience with free transit passes and field trips for local students and the national Get on the Bus movement.

I appreciate your help; please let me know the next steps.

Thank you,

Dan

--

Dan Hendry
Get on the Bus - Co-Founder & Project Director