

# Agenda Including Addeds

## Strategic Priorities and Policy Committee

9th Meeting of the Strategic Priorities and Policy Committee

February 7, 2023

4:00 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, Metis and Inuit people 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

Mayor J. Morgan (Chair), Councillors H. McAlister, S. Lewis, 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

The City of London is committed to making every effort to provide alternate formats and communication supports for meetings upon request. To make a request specific to this meeting, please contact [SPPC@london.ca](mailto:SPPC@london.ca) or 519-661-2489 ext. 2425.

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**5. Deferred Matters/Additional Business**

**6. Adjournment**



imagine  
design  
develop

THE FUTURE OF HEALTH CARE

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# Our unique role in the system

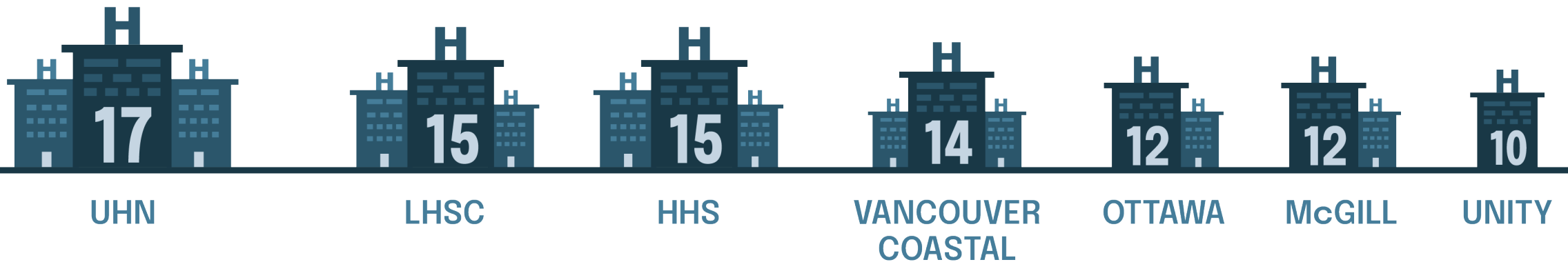
We are **London's community hospital + one of Canada's largest research-intensive acute care teaching hospitals**, providing care to our region and province.

Our team provides:

- Primary care
- Secondary care
- Tertiary care
- Quaternary care



# London's largest employer



*Comparable hospitals by staff size, 000s*

A unique

**MOMENT IN TIME**

# COVID-19 Pandemic

## Lasting impacts on LHSC and the larger system

- Infection prevention and control
- Virtual care
- Health human resources
- Capacity challenges



# System transformation

## An evolving Ontario health system





# Organizational transformation

Supporting the communities we serve through:

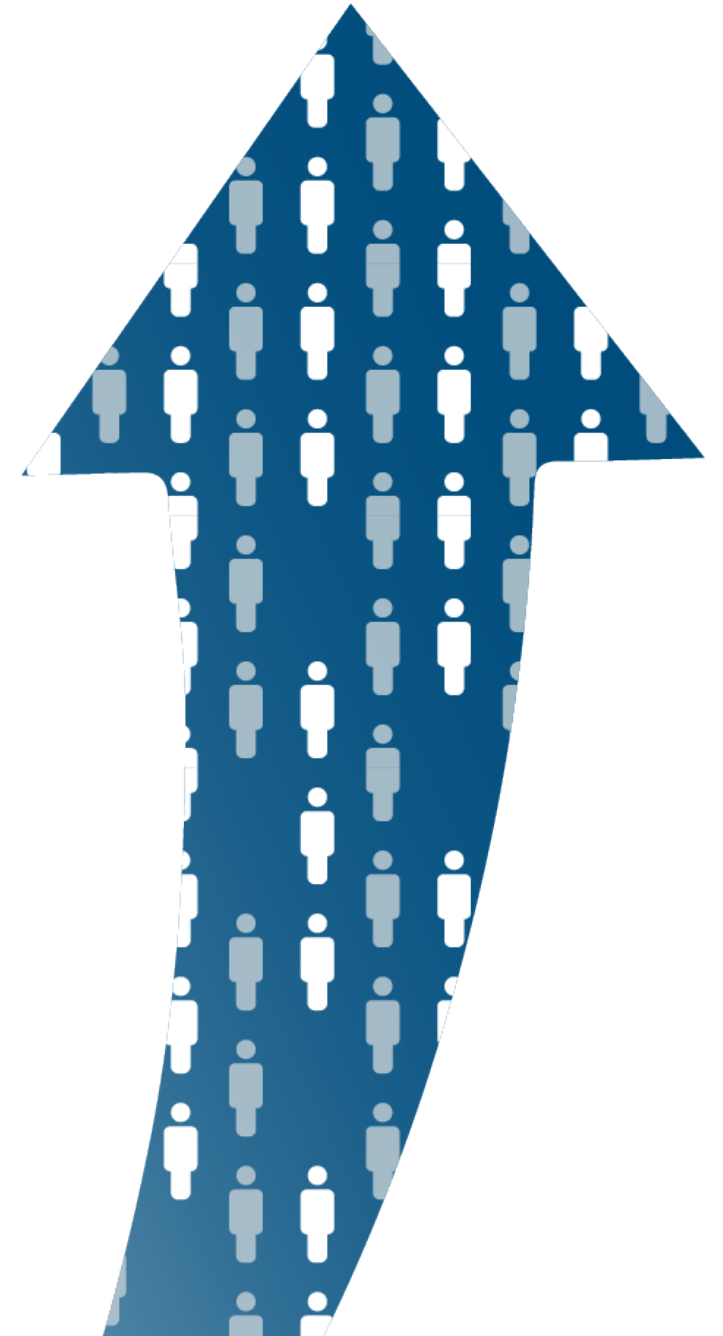
- New organizational structure
- Strategic Planning
- New ways of partnering and collaborating
- Advancing health equity, inclusion and social accountability

# Population changes

London is the fastest growing city in the province.

The number of seniors (aged 75+) is expected to double within next 20 years.

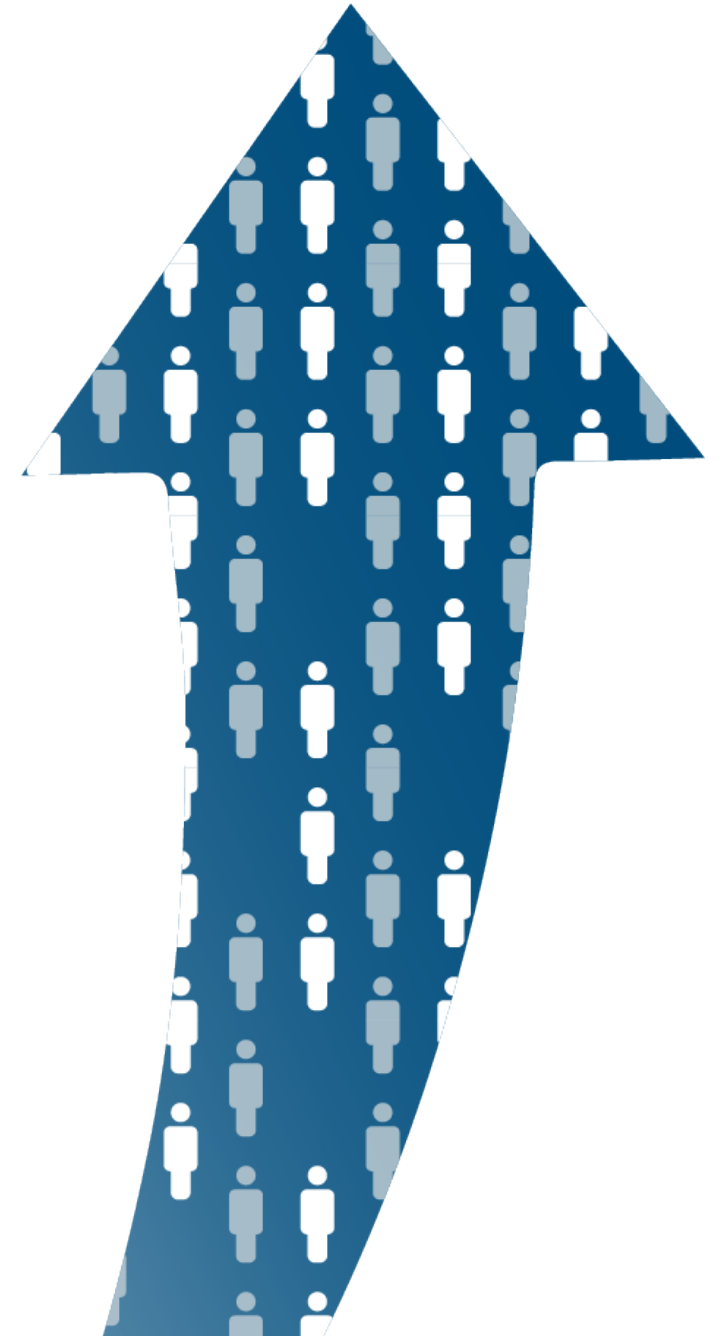
The need for hospital care of someone aged 85+ is **18 times higher** than an average adult who is between the ages of 18 and 59.



# Volume projections

## Anticipated growth by 2039/40:

- Inpatient beds = 60% increase
- Day surgeries = 20% increase
- Inpatient surgeries = 25% increase
- ED visits = 25% increase
- Ambulatory care visits = 30% increase



We require

**REDEVELOPMENT**

# Redevelopment of Ontario hospitals

- Hospital redevelopment is a multi-year process requiring an approved Master Plan from Ontario Health and the Ministry of Health
- It requires robust engagement



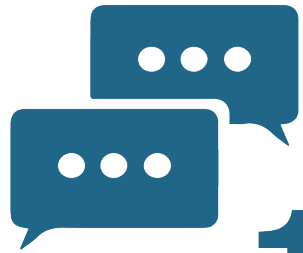
# Aligning to London's Climate Emergency Action Plan (CEAP)

- We have already begun discussions with the City of London on how we can align to London's CEAP, including Area of Focus #3: Transforming Buildings and Development
- This has been a key topic of discussion in our planning conversations



**Planetary Health**

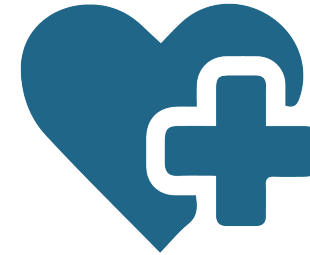
# Results of early engagement



Facilitated **15** interviews  
with health care, academic  
and community leaders

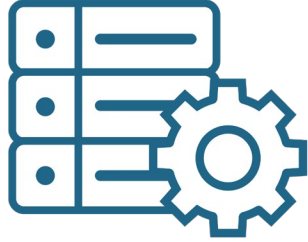


**500** pieces  
of input on social media



Connected with **36**  
partners and community  
organizations

# Key themes emerging from engagement



**System Integration and  
Communication**



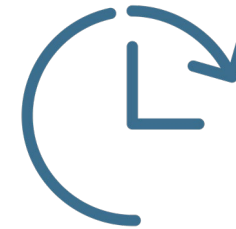
**Enhancing Accessibility  
and Inclusivity within the  
Hospital Network**



**Wait Times and  
Staffing Shortages**



**Mental Health and  
Reducing Stigma**



**Proactively Preparing for  
Future Health Needs**



# 3 KEY INNOVATIONS



**Grouping of  
services**



**Strengthening  
partnerships**



**Integrating research  
and teaching**

Our redevelopment  
**JOURNEY**  
is only beginning.

# The Master Planning process

01

## Early Planning

**Stage 1.1**  
Pre-Capital Submission

12 – 18 months

**Stage 1.2**  
Proposal Development

12 months

**Stage 1.3**  
Functional Program

02

## Detailed Planning

**Stage 2.1**  
Design 1 (Block Schematics)

16 – 20 months

**Stage 2.2**  
Design 2 (Sketch Plan)

12 – 14 months

**Stage 2.3**  
Contract Documents

03

## Construction

**Stage 3.1**  
Award of (Construction) Contract

**Stage 3.2**  
Construction

**Stage 3.3**  
Settlement

~2 – 3.5+ years

04

## Post Occupancy

3 – 5 months  
(after substantial  
completion)

Together, we are supporting the  
**BEST CARE FOR  
LONDONERS.**

# Questions



## Report to Strategic Priorities and Policy Committee

**To:** Chair and Members  
**Strategic Priorities and Policy Committee**  
**From:** Scott Mathers, Deputy City Manager, Planning and Economic Development  
**Subject:** London's Housing Pledge: A Path to 47,000 units by 2031  
**Date:** February 7, 2023

## Recommendation

That, on the recommendation of the Director, Planning and Development, the following actions **BE TAKEN** with respect to the City of London Municipal Housing Target:

- (a) This staff report **BE RECEIVED** for information;
- (b) A pledge to accelerate the housing supply of 47,000 units in our community by 2031 **BE ADOPTED** in response to the Minister of Municipal Affairs letter dated October 25, 2022;
- (c) The Mayor **BE DIRECTED** to complete a letter in response to the Minister of Municipal Affairs, by March 1, 2023, highlighting Council's pledge and the strategies and actions that the City will take to accelerate the supply of new housing;
- (d) Civic Administration **BE DIRECTED** to develop a Housing Supply Action Plan working with the Housing Supply Reference Group described in Appendix 'B' Housing Supply and Affordability Framework; and
- (e) Civic Administration **BE DIRECTED** to establish an Affordable Housing Reference Group described in Appendix 'B' Housing Supply and Affordability Framework to support the ongoing Roadmap to 3000 Affordable Units.

## Executive Summary

On October 25, 2022 the Minister of Municipal Affairs and Housing sent a letter to the City of London assigning a housing target of 47,000 units by 2031. The letter also included a request that the City of London develop a Housing Pledge that includes necessary strategies and actions to facilitate the construction of the targeted housing units. This report includes the strategies and actions that the City will take to ensure housing development can be supported for up to 47,000 units by 2031.

London's Housing Pledge consists of developing a Housing Supply Action Plan that will be based on three pillars, each including specific actions designed to accelerate housing development. The three pillars are:

1. Financial Supports – Our Development Charges Background Study process, regular financial monitoring reports to Council, and the Growth Management Implementation Process will be implemented to ensure that financing is in place for required infrastructure necessary to support development.
2. Enterprise-Wide Resources – Many divisions and staff are involved in bringing development from the proposal stage to being occupied by new residents. Monitoring of workloads and capacity will be ongoing, with regular opportunities
3. Shared Accountability – We must recognise that many stakeholders play a role in achieving London's housing target, and that the City does not build the majority of housing that comes to the market. Efforts will be made to support and encourage development of housing units that have planning approvals and access to services in place. A Housing Supply Reference Group and Affordable

Housing Reference Group will be established to facilitate collaboration between partners in housing development.

The City of London is committed to accelerating housing supply and taking necessary steps to facilitate 47,000 new homes by 2031. The strategies and actions described in this report constitute London's Housing Pledge and will be delivered to the Minister, Municipal Affairs and Housing prior to the deadline of March 1, 2023.

## Linkage to the Corporate Strategic Plan

London's Housing Pledge will contribute to the Strategic Plan areas of focus including "building a sustainable city" and "strengthening our community." Housing development will also form a central goal of the new Strategic Plan currently in development.

## Analysis

### 1.0 Background Information

In May, 2019 the government of Ontario released *More Homes, More Choice, Ontario's Housing Supply Action Plan*, which identified that Ontario was in the midst of a housing crisis and included strategies to increase supply, in the hopes that doing so would allow all Ontarians to find a home that meets their needs and their budget.

Objectives of the Action Plan were to:

- "Cut red tape to make it easier to build the right types of housing in the right places,
- Make housing more affordable, and
- Help taxpayers keep more of their hard-earned dollars"

To achieve these objectives numerous changes to legislation were introduced, particularly to the *Planning Act* and *Development Charges Act*.

In 2022 the government found that additional actions had to be taken to address the housing supply shortage and so it prepared *More Homes Built Faster: Ontario's Housing Supply Action Plan 2022-2023* to support housing development. Along with the Action Plan a new suite of legislation changes was passed in Bill 23. The new Action Plan includes a goal of building 1.5 million homes across the province within 10 years, and to achieve the goal each municipality is assigned a Municipal Housing Target and asked to demonstrate its commitment to accelerating housing supply by developing a Municipal Housing Pledge. London's assigned housing target is 47,000 units.

This report, if endorsed by City Council, constitutes London's housing pledge. It describes necessary steps to facilitate an increase in housing supply and includes City-led strategies and actions to accelerate housing development as well as key partnerships to accelerate housing development.

### 1.1 Recent Legislation Changes

On October 25, 2022, the Government of Ontario introduced Bill 23, the *More Homes, Built Faster Act*, which includes substantive changes to legislation that will impact planning and development, with the primary goal to increase the supply of new homes through more clarity of requirements and reducing process and financial barriers for the development industry. Bill 23 is only the most recent of a series of changes to Provincial legislation under the broad objective of increasing housing supply.

A report detailing the proposed legislative changes and resulting impacts of Bill 23, *More Homes Built Faster Act* was presented to SPPC on November 22, 2022. Bill 23 received Royal Assent on November 28, 2022.

The focus of Bill 23 and other recent legislation changes has been to reduce charges and remove regulations, in order to make housing development quicker and more affordable. The impacts of Bill 23 on Planning processes has been factored into the strategies and actions that make up London's Housing Pledge.

## **1.2 Ontario Housing Goal and London's Municipal Housing Target**

To support the action plan, on October 25, 2022, the Minister of Municipal Affairs and Housing assigned the City of London a municipal housing target of 47,000 new homes by 2031 and requested that a municipal housing pledge be prepared and submitted to the Minister by March 1, 2023. The Municipal Housing Target includes homes of all unit types and tenures. The intent of the pledge is to demonstrate the City's commitment to accelerating housing supply and to identify the strategies and actions that the City is taking, or plans to undertake, to facilitate housing construction.

The housing pledge is not intended to be a planning document or a growth forecast. It is a recognition of the need for faster housing development and an exercise in removing barriers that may suppress the rate of growth. While amendments to the London Plan and Zoning By-law are discussed below, any amendments would still be subject to a full public process and appeal rights (though limited in certain circumstances by Bill 23).

The housing pledge is not just for City Council or staff to achieve, it will require actions from all stakeholders in the development process including public sector agencies and private businesses that build housing. The City's role in housing development is to provide growth opportunities through planning and major infrastructure investments and facilitating approvals. The City of London Housing Pledge identifies actions and strategies that the City will take and the role of key partners in the development industry to build new houses.

## **1.3 London's Housing Supply Opportunities**

The City's main role in facilitating housing supply includes undertaking long-term planning work, undertaking the capital work to provide major servicing infrastructure, and facilitating the approvals process and building permitting process. A key aspect of the City's function in delivering on the Housing Pledge is to ensure sufficient lands are available and serviced to accommodate the targeted growth of 47,000 new units to 2031.

Bringing forward new housing either in a greenfield or intensification areas is a complex process. In greenfield areas, even when done efficiently, it can take 10-15 years for un-serviced land to be serviced and land permissions be determined through the planning processes outlined in the Ontario *Planning Act*. The planning process undertaken for the much of the housing being built today began over a decade ago. That is why is it essential to always be looking forward many years to ensure that there is a future supply of new opportunities for housing.

The City's land base that is currently designated for urban uses is more than capable of responding to a range of future trends, including achieving 47,000 new units by 2031. Furthermore, London has recently updated its growth forecast and identified a demand of 82,360 new units to 2046. An update to The London Plan is currently underway to incorporate the growth forecast and ensure there is enough land to accommodate the expected housing demand. This process will more than satisfy the City's responsibility to provide designated land able to accommodate the housing target. Key to assessing these land needs is The London Plan's policy that a minimum 45% of new residential development will be achieved through intensification.

In order to meet this ambitious target, it is recommended that a Housing Supply Action Plan be developed to achieve the 47,000-unit goal. The creation and accountability for this plan would be determined through a joint effort between the City, development, and



building communities. The three pillars to supporting this plan and proposed framework for delivering this plan are outlined in the following sections.

## **2.0 London's Housing Supply Action Plan**

There will be three pillars to achieving the housing supply targets that will be highlighted in the Housing Supply Action Plan: financial supports, enterprise-wide resources, and shared accountability.

### **2.1 Pillar #1 Financial Supports**

In order to move forward critical major infrastructure required for new development, a system of robust financial supports must be in place. This system is based on the principle that the cost of growth infrastructure does not have an adverse impact on existing residents. This system must maintain strong financial monitoring processes to respond to changes in development revenue and provides an appropriate level of funding to support key major servicing infrastructure. London has a long history of robust financial supports including our Development Charges Background Study process, regular financial monitoring reports to Council, and the Growth Management Implementation Process. These financial supports will be key to the development of a financially sustainable Housing Supply Action Plan.

### **2.2 Pillar #2 Enterprise-wide Resources**

Although providing timely approvals in the public interest is the core function of the Planning and Development and Building areas of the City, many service areas contribute to the servicing of new homes and the development process. Staffing and consulting resources to support an enterprise system of increased approval capacity is required to meet the 47,000 unit targets.

There are many areas of the City that support development and will need additional capacity. The Environment and Infrastructure area is responsible for the capital growth-funded infrastructure projects that provide major servicing for new development in greenfield and intensification area. Environment and Infrastructure staff also provide technical reviews of new subdivision developments and major site plans. Resources within the various service areas that support development activities including and not limited to legal, realty, financial, people services staff. The services provided by all these groups are required to support the Housing Supply Action Plan.

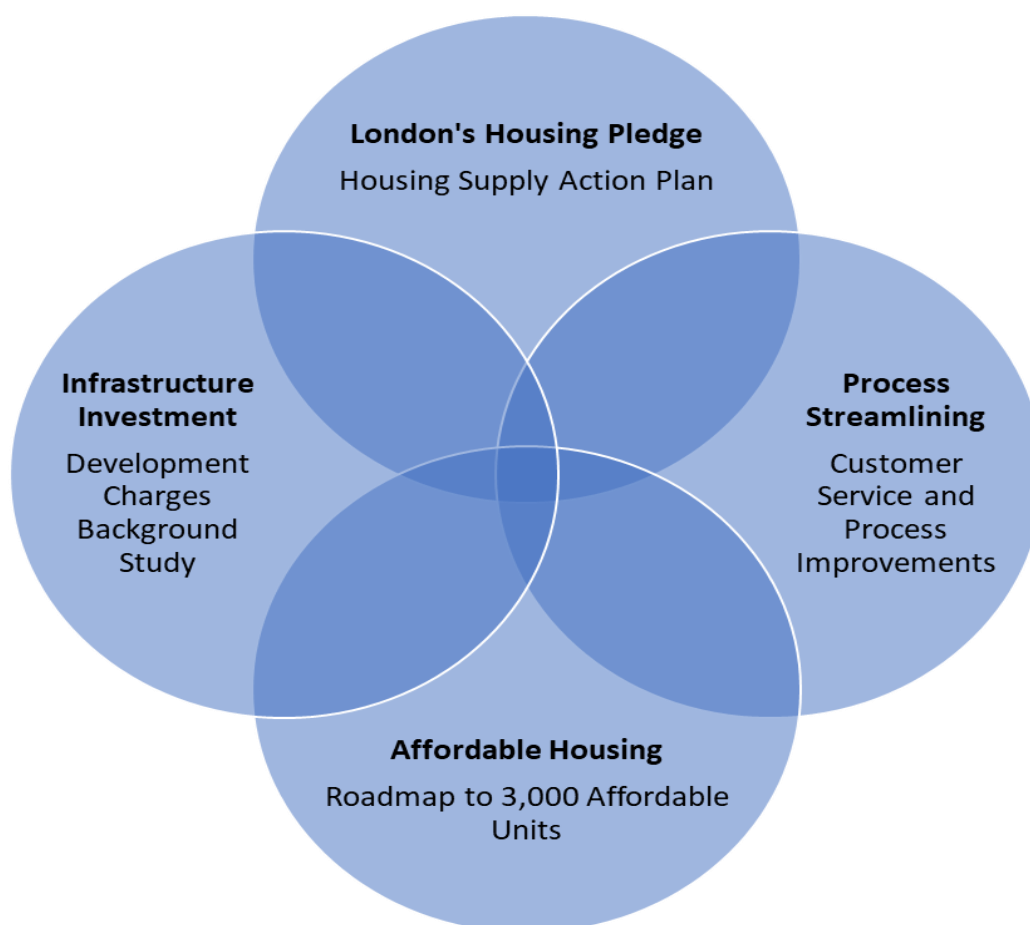
Within the Planning Development and Building areas additional capacity will be required to support the increased numbers of application and timely approvals. Additional drawing reviewers, building inspectors, customer service staff will handle the increased numbers of building permits. Planning resources to support the increased need for long-term planning and to support the increased capacity to process applications will also be required. A full assessment of resources will be developed as part of the Housing Supply Action Plan for consideration during the multi-year budget process.

### **2.3 Pillar #3 Shared Accountability**

The final key pillar to the Housing Supply Action Plan will be the development of a model of shared accountability. As noted above the City, development industry, and home building partners all play a critical role in the construction of new homes. The Housing Supply Action Plan will set out clear metrics for each of the key partners that will be monitored and reported to Council. The goal will be to ensure that everyone is accountable for their role in building new homes for Londoners.

## 2.4 Creating London's Housing Supply Action Plan

As the proposed Housing Supply Action Plan will be a shared approach for achieving 47,000 units, the development of the plan will be completed through consultation within a new framework being proposed to support the increase of housing supply and affordability in London. The proposed Housing Supply and Affordability Framework would align the efforts of existing internal teams and external stakeholder engagement groups in the overall goal to provide more housing to all Londoners.



**Figure 1** – London's Housing Supply and Affordability Framework

Each of the major initiatives above would be supported by an internal team and external stakeholder reference group. Appendix 'B' Housing Supply and Affordability Framework provides further details on the purpose and proposed membership of these groups. The groups tasked with the development of the Housing Supply Action Plan Housing Supply Action Team and the Housing Supply Reference Group. The Housing Supply Action Team will be made up of city staff from across the organization tasked with developing a draft plan. The Housing Supply Reference Group will include city staff and industry stakeholders and will provide critical input and feedback on the plan. Once the plan has been developed it will be brought back to Council for consideration and adoption.

## 3.0 Strategies and Actions to be included in the Housing Supply Action Plan

The following sections will highlight several key areas that will be further formalized and implemented as part of the Housing Supply Action Plan.

### 3.1 Developing Areas Primed for Residential Development

To achieve our housing target, it is essential that lands where the substantial cost of servicing has already been invested should be prioritized for development. If land is development-ready but remains vacant or underutilized, it will undermine the logical pattern of growth and hamper our ability to build more housing.

The following table identifies that the City has a supply of over 18,000 units (as of the end of 2022) that have advanced through or are in the latter stages of *Planning Act* processes and are available for development over the short-term. These include units on vacant lands in registered plans and reference plans, approved or open site plans, and registered or draft-approved condominium units. A focus on moving these opportunities forward to housing units will provide a head-start towards achieving the housing target.

**Table 1** – Current units in approved or open subdivisions, site plans, and condominiums.

Category	Low Density Units	Medium Density Units	High Density Units	Total units
Registered and Reference Plans (Subdivisions)	1,301	2,271	1,844	5,416
Site Plans	0	2,577	8,992	11,569
Condominiums	0	1,528	0	1,528
<b>Total</b>	<b>1,301</b>	<b>6,376</b>	<b>10,836</b>	<b>18,513</b>

This short-term amount does not include units that have advanced to the draft-approved subdivision stage or are located on lands outside of registered plans that have approved zoning in place but have not proceeded to submitting a site plan application. Also not included are lands where owners have not yet advanced an application despite being provided with access to external servicing through GMIS infrastructure investments.

A better understanding of any obstacles to developing these lands will be an early focus of the Housing Supply Action Plan.

### 3.2 Promoting Gentle Intensification in Neighborhoods

One of the key strategies and areas of focus in the Province's housing plan is the concept of gentle intensification – meaning that small scale redevelopments or renovations should be permitted that modestly increase the number of dwelling units. Bill 23 introduces as-of-right permission for three residential units on serviced land that is zoned for residential use. This concept is already included in The London Plan's approach to neighbourhood planning, but actions will be taken to accelerate the implementation of this policy.

#### Short-Term Actions – Amendments to Zoning By-law No. Z.-1

In the short-term we will revise The London Plan policy and related zoning regulations to reflect the legislative change permitting additional residential units "as-of-right." Currently, additional residential units are permitted in association with a single detached, semi-detached, or street townhouse dwelling. Up to two additional units are permitted on a lot including one in the main building and one in an accessory structure. Existing additional limitations will also be reviewed including the maximum size of additional units relative to the main unit and the requirement that building character remains that of the main permitted dwelling. A review of existing policies to ensure compliance with Bill 23 has already begun and is expected to be complete in the second quarter of 2023.

#### Longer Term Actions – Rethink Zoning

London is preparing a new zoning by-law to implement the policies of The London Plan and replace the current Zoning By-law No. Z-1. Key considerations for the new by-law include more additional opportunities for gentle intensification in neighbourhoods that consider the permitted use, intensity, and form of development. Additional as-of-right permissions will streamline or remove the need for some planning applications to

increase the number of residential units permitted within neighbourhoods while identifying only the key elements that need to be considered to fit within established neighbourhoods.

### **3.3 Facilitating Intensification in Priority Areas and Across the City**

Identifying and promoting the development of priority intensification areas is another key element of the Province's Action Plan, and one of the changes to the *Planning Act* through Bill 23 was to require that zoning be approved to implement Protected Major Transit Station Area Policies within one year. The London Plan identifies the Downtown, Transit Village, and Rapid Transit Corridor Place Types as Protected Major Transit Station Areas and work is underway through Rethink Zoning to apply zoning regulations that promote intensification and allow a significant level of intensity in these key areas for growth.

### **3.4 Improving Application Processes**

Planning Application process improvements are a one opportunity to facilitate housing development by reducing the time and cost of development. Efforts to streamline approvals has been ongoing, while recent legislation changes made through Bill 109 have also necessitated updates to the Zoning By-law Amendment process.

#### *Streamlining Approvals Project*

Through the Province's \$1.7 million grant to the City of London in February 2022, under the Streamline Development Approval funding, a comprehensive review of every *Planning Act* application process is underway and recommendations for streamlining the current workflow are being actioned through a series of rapid improvement initiatives. By systematically reviewing and improving current workflows, City staff can identify key project milestones that will form the backbone of the future tracking system. Some near-term process improvements will be made, including the creation of checklists to scope requirements for a complete application and templates to provide clear, actionable comments to keep files moving.

Using this funding, Planning and Development is also working towards a software solution that will, in part, address many of the industry's tracking recommendations. This is aligned with Strategic Business Case #11 (a) in the 2019-2023 Multi-year Budget through the Digital Planning Application Tracker project. The business planning work is well underway and has been enhanced by the streamlining activities.

Ultimately, re-aligning the current processes and workflow to provide repeatable, standardized approach to all applications will include developing a single source of truth for tracking the various reports and studies that a software solution would rely upon. While work is progressing on the Digital Planning Application Tracker project, an external-facing self-serve software solution is not attainable by July 2023 as recommended in *London: A Place to Call Home*. Incremental process changes will be shared and tested with stakeholder groups beginning in early 2023.

#### *Planning Application Process Changes (in response to Bill 109)*

In April 2022, the Province passed Bill 109, the *More Homes for Everyone Act*, to implement some of the recommendations of the Ontario Housing Affordability Task Force. Among the amendments included in Bill 109 was a change to the *Planning Act* that requires municipalities to refund application fees on a graduated basis over time if they fail to meet the statutory timelines for decisions on applications. Zoning By-law Amendments and Site Plan approval applications that are received on or after January 1, 2023, are subject to the mandatory refunds. It is noted that, as of the writing of this report, the Minister of Municipal Affairs and Housing has committed to extending this timeline to July 1<sup>st</sup>, 2023, to provide a transition period for implementing refunds, and an amendment to the legislation is forthcoming.

Planning application fees are established based on a cost recovery model, and the intent of the legislation is to ensure municipalities in Ontario make decisions within the required timeframe. Therefore, changes to the planning application review process are required that will be implemented on any application received after January 1, 2023 (or July, 1, 2023). Some key changes include:

- Pre-Application Consultation will be emphasized and will be where most discussions between City staff and the applicant take place. Any issues identified with an application need to be resolved before an application is submitted.
- The Record of Pre-Application Consultation will include specific issues that need to be addressed within required reports and studies for an application to be accepted as complete.
- Some application requirements, such as community information meetings or review by the Urban Design Peer Review Panel will be moved to the pre-application phase of the project.
- Once an application is received there will be no opportunity for major changes requiring recirculation.
- All applications will be brought to Council for decision within the legislated timelines.
- If refusal is being recommended by staff, the reasons for refusal will identify issues that could be addressed in a subsequent application.

The above changes will streamline the processing of applications by providing more certainty and transparency as to the major issues identified and the ability for staff to support development proposals.

### 3.5 Growth Management

One of the most tangible ways the City can support development is by designating and zoning land to accommodate new residential development. The City is undertaking a comprehensive review of The London Plan to ensure that sufficient opportunities exist to accommodate residential growth over the next 20-25 years.

Growth forecasts were recently approved by Council and set the context for the comprehensive review. London Plan policies provide for a planning horizon of up to 20 years. Due to changes to the Provincial Policy Statement, 2020, Council may consider increasing the planning horizon to a maximum of 25 years. Using 2021 as the baseline, London’s housing demand is forecasted to grow by 66,290 units to 2041, and 82,350 to 2046. While the forecasted rate of growth is below the target of 47,000 units, the planning horizon of The London Plan will ensure that there is potential for more than enough housing units. The recently approved housing forecast is summarized in the table below.

**Table 2 – London’s Forecasted Housing Units**

Year	Total Number of Housing Units	New Housing Units in 5-year Period	Total New Housing Units After 2021
2021	174,660	21,510	N/A
2026	192,350	17,690	17,690
2031	208,640	16,290	33,980
2036	224,830	16,190	50,170
2041	240,950	16,120	66,290
2046	257,010	16,060	82,350

The next step in a comprehensive review process is to complete a Land Needs Assessment. This exercise takes the housing demand that is determined through the forecast and applies it to the existing supply. Supply will be determined by considering opportunities for housing units to be created either through intensification within the existing built-up area or through development on greenfield sites identified in The

London Plan for urban uses. If through this review it is determined that the land supply is not sufficient to meet demand then additional supply will be considered through increasing opportunities for intensification or an urban growth boundary expansion.

A report identifying any land supply shortfall will be provided by the end of 2023. A review of alternative directions to accommodate any shortfall can then be considered with recommendations on possible amendments to the urban growth boundary and The London Plan in 2024.

### **3.6 Development Charges and Servicing**

To achieve the housing target, the City already has a process in place to make servicing available to support growth. Through servicing strategies, municipal services necessary to accommodate growth are identified as projects that are then incorporated into each Development Charges (DC) Background Study. The timing and cost of these projects form the basis for the development charge rate calculation – which once approved becomes the charge for new development that is used to recover the costs to construct growth infrastructure. The DC-funded projects, their timing and the funding sources are then incorporated in the City's capital budget.

The next DC Study is scheduled for Council approval in 2024 with a By-law effective date of January 2025. However, the timing of the next DC Study is being re-evaluated due to several factors, such as the anticipated completion date of the comprehensive review and Bill 23 implementation, noting that regulations that would provide required clarification on several Bill 23 changes that impact DC's are still outstanding. Administration will be bringing forward a report in March 2023 that will provide an update on Bill 23, including the timing of the next DC Study.

Infrastructure timing identified in the DC Study is informed by the Council-endorsed growth projections and the allocation of residential and non-residential growth to locations throughout the city. Should annual growth monitoring reveal that increased levels of development are occurring, the receipt of additional DC revenues can mean that project timing can be accelerated, if needed and warranted. The City also has the ability to enter into servicing agreements with developers should there be the need to use this tool to support further development. It should be noted that the City has invested significantly in growth infrastructure in the past 10 years, which provides beneficial conditions to support the housing target.

The Growth Management Implementation Strategy (GMIS) is the tool that provides flexibility to allow for timing adjustments of DC-funded projects between DC studies. The GMIS is updated annually to ensure project timing continues to align with growth and responds to market conditions while ensuring financial sustainability. The GMIS considers the pace of development, the status of DC reserve funds, and the desires of developers to progress development applications in areas designated for growth.

The GMIS has been a very effective tool since its introduction in 2008. In response to Development Charges Act changes, a review of the GMIS is necessary to ensure it continues to act as a robust implementation tool that provides in a financially sustainable manner the infrastructure needed to facilitate growth. The review is planned over 2023 as the DC Act legislative changes are implemented, and their implications are better understood.

### **3.7 Using Community Improvement Plans to Incentivise Affordable Housing Development**

Through the approved Community Improvement Plans (CIP) and their Financial Incentives programs, the City aims to incentivize residential development, among other types of private sector investment. CIPs are the legal avenue for municipalities to provide grants and loans to businesses and property owners. There are city-wide and

area-specific Financial Incentive programs aimed at incentivizing residential development by helping to offset the costs associated with development. The Affordable Housing CIP offers two loans that are available city-wide to encourage developing affordable housing: Affordable Housing Loan and Additional Residential Unit Loan. The loans are 0% interest and paid back over a 10-year period. Likewise, the City offers area-specific grants to builders to encourage development in areas that would otherwise receive less private sector investment. The Rehabilitation and Development Tax Grant provides back to developers a proportion of their post-redevelopment property tax increase, over a 10-year period. It is available in Downtown, Old East Village, and SoHo. The Residential Development Charge Grant provides developers the money they paid in DC grants back to them, over 10-years, for creating residential developments. It is available in Downtown and Old East Village.

A 5-year review of all the Community Improvement Plans and Financial Incentives programs is currently underway. The purpose of the review is to ensure the CIPs and Financial Incentive programs are working well and are still required to encourage private sector investment that would not occur without municipal help. One of the major considerations of the review is how to better incentivize affordable housing, reduce vacancies, and to promote additional housing stock. On May 24, 2022 Council received the first report that outlined the review process, stakeholder engagement, and the project timelines. The outcome of this review will be a list of recommendations that, if passed, would amend the Financial Incentive programs and identify amendments required to better incentivize the development desired to achieve community improvement aims. These recommendations are scheduled for Council's consideration in Q2 of 2023. Any required subsequent bylaw amendments for the Financial Incentives will be presented to Council later in 2023. Any changes that are approved by Council to the Financial Incentives programs would be in force starting January 1st, 2024 for the 2024-2027 budget.

The proposed CIP amendments will be implemented past 2023. The Community Improvement Plans and Financial Incentive programs undergo major reviews every 5 years to ensure that they are meeting the needs of the City. Likewise, many of the metrics that have been put in place to measure the success of the CIPs and Financial Incentives programs are collected and analyzed bi-annually for tracking purposes.

### **3.8 Reusing Vacant Commercial and Office Spaces in the Core Area**

London's Core Area continues to experience the effects of commercial retail and office space vacancies. Municipal Council at its meeting held on July 6, 2021 directed staff to report back on a proposed strategy that sets out potential tools that may assist in reducing Core Area land and building vacancy. On December 7, 2021 Council approved the Terms of Reference to address this work and on June 14 2022 results the results of Phase 1 work. This consists of an inventory undertaken across City service areas indicating 35 Current Actions being undertaken by City staff to help to address the causes and/or consequences of these vacancies. Two-thirds of those actions were regarded as having an indirect impact.

The first part of Phase 2 work is well advanced, being a Core Area Vacancy Study to gather London-specific Core Area vacancy data. This information is necessary for establishing a 2022 baseline condition from which to measure the nature and extent of vacancies to help order priorities of possible interventions to address them, be they extensions of existing City actions, proposed new initiatives, or collaborative partnerships with the work being done by others. This work includes participation from an independent expert in real estate market trends, conditions and prospects will be engaged to verify how London's situation in these areas is consistent with or contrasts national trends. Working with City staff to collect, document, and analyze various quantitative and qualitative data regarding land and buildings located in the City's Core

Area, landlords and major employers were contacted regarding their return to in-person work plans and schedules to understand what actions may support their transition.

The second and final part, a Core Area Land and Buildings Vacancy Reduction Strategy has begun. Using research gathered from City service areas and the consultant, it will contain recommendations aimed at increasing commercial occupancies and options for conversions of space for residential units. The Strategy is expected to establish achievable targets for improved commercial occupancy rates, strategies to promote residential conversions, land ready for development, and buildings available to be repurposed in the aftermath of the COVID-19 pandemic. The development of the proposed Strategy is occurring in coordination with the preparation of a Core Area Strategy forming part of the City's next Strategic Plan, and will be detailed in a Q2 2023 report for the consideration of Council in 2023.

### **3.9 Municipal Affordable Housing Development**

Earlier actions taken by the City to respond to the housing affordability crisis have included a "Roadmap to 3,000 affordable units for the City of London" within 5 years. These units will contribute to the overall goal of 47,000 homes and provide greater affordability than the homes built and sold or rented at market rates. Detailed information is available on the City's progress through various reports that have been prepared, most recently to the Community and Protective Services Committee on January 10, 2023.

At a high level the road map includes strategies to:

- Locate non-traditional property that can be used for housing.
- Establish a land acquisition and servicing strategy for non-traditional lands.
- Identify City-owned property that are candidates for intensification.
- Ensure adequate servicing is available (or will be) to permit intensification.
- Initiate a zoning amendment process to enable such intensification projects.
- Provide an expedited approvals process.
- Facilitate partnerships among property owners and non-profit and for-profit developers to build new affordable housing projects.

## **4.0 Key Partnerships to Accelerate Housing Development**

### **4.1 Housing Supply Reference Group**

The Housing Supply Reference Group will provide a forum to discuss opportunities to increase housing supply collaboratively with stakeholders internal and external to City Hall. The group will identify bottlenecks and brainstorm opportunities to accelerate review process. This group will also provide a venue to discuss the specific sites that have not been built despite having municipal approvals in place and services available.

### **4.2 Affordable Housing Reference Group**

In addition to the Housing Supply Reference Group a separate taskforce, comprising external stakeholders, is recommended to address the growing need for affordable housing. Affordable housing is defined in The London Plan as including housing that does not exceed 30% of the gross income of low or moderate income households, or housing that is below the average market rent. As housing prices have increased it has become impossible to find homes meeting this definition for many London households.

An Affordable Housing Reference Group would support the development of Affordable Housing units while also contributing to the overall housing supply, thereby helping to meet the target of 47,000 units. This group would be made up of external members supported by staff and the membership of the group would be comprised of various industry stakeholders, an organization representing people in need of affordable



housing, and those with lived experience. By bringing together stakeholders and experts in affordable housing development we can identify and remove barriers to affordable housing development and work together towards finding the funding sources and necessary partnerships to encourage new affordable units to be built. If this approach is approved by Council, a request for participation will be made to organizations interested in supporting this group.

Appendix B: Housing Supply and Affordability Framework provides further details on the proposed groups including their purpose and proposed membership.

### **4.3 Public Engagement and Communications**

As the housing affordability crisis has deepened, the level of public interest in finding solutions has also grown. Achieving the housing target in London will require investment and buy-in from many stakeholders and should also be communicated to the public.

Some changes to planning processes may be required to expedite intensification projects and these priorities will be included in the way planning reports are prepared and applications are described to the public. Public notices and reports prepared by City Planning & Development staff will clearly identify where the creation of housing units is being prioritized. Similarly, development of the City's new Zoning By-law through Rethink Zoning will consider how to limit the need for planning amendments and increase as-of-right planning permissions to facilitate housing development.

Progress will be communicated through the Annual Development Report, which is presented to the Planning & Environment Committee in the first quarter of the year to describe development trends from the previous year (the 2022 report is expected to be presented on February 21, 2023).

Engagement with landowners of development-ready lots will also be targeted in an effort to identify opportunities and make the most of past infrastructure investments. These meetings will seek to identify obstacles to development and attempt to provide necessary information so that development can begin where the services and regulations support growth.

## **5.0 Next Steps**

Section 1 of this report describes the creation of London's Housing Supply Action Plan to facilitate the development of 47,000 units in London. If this approach is approved by Council, this work would commence immediately. The following sections describes the immediate steps that can be taken in furtherance of this goal. Some actions and strategies will require more ongoing effort that will be developed more fully in subsequent reports, this section describes new initiatives to be implemented in the short term.

### **5.1 Completing the Comprehensive Review of The London Plan**

The comprehensive review is a key policy review that will ensure sufficient land is designated and a review of key policies that could be amended to expedite housing development. Terms of Reference will be presented to the Planning & Environment Committee on February 21, 2023 and will describe the process to complete an analysis of land needs in 2023, with consideration of alternate directions for a potential expansion to the urban growth boundary to be completed in 2024. Specific tasks that will be included in the comprehensive review are:

- Apply the growth forecast to alternative development patterns to identify the land needed to accommodate a 20-year supply of residential growth
- Consider the Employment land supply and possible conversion of existing industrial lands for possible residential uses

- Review all policies for conformity with current Provincial policies and legislation that may have changed since the Plan was approved in 2016
- Consider other policy changes that could affect the land needs, such as the intensification target currently set at 45%
- If an urban growth boundary expansion is necessary, develop criteria for alternate directions for growth and bring forward London Plan amendments to expand the settlement area boundary

In order to keep this ambitious work plan moving towards completion in 2024, staff resources will be identified, particularly as it relates to growth management and data tracking within the Long-Range Planning team. Growing this team will be imperative to keep moving the Comprehensive Review process forward while also working on other strategic initiatives related to growth management.

## **5.2 Advancing Rethink Zoning towards a New Zoning By-law**

Rethink Zoning is already underway and will recommend a new zoning by-law that will replace the current Zoning By-law no. Z.-1 and implement The London Plan. The new zoning by-law will be a key tool in achieving The London Plan's vision, including the increasing opportunities to grow inward and upward, and reducing the need for amendments to build what should be permitted as-of-right.

While the project has already begun and includes hiring planning consultants to develop the new by-law, additional resources would benefit the project and help deliver a high-quality product in a shortened amount of time.

Additional resources dedicated to the project are being assigned to expedite the completion of this critical project. The following measures have been taken to ensure the first version of the bylaw is available for public review as soon as possible:

- A dedicated staff team has been reassigned from regular duties to focus on the intensive review of the first draft of the By-law. While the consultants should deliver a high-quality product it is expected that the level of institutional and local knowledge possessed by City staff focusing on the planning, building, enforcement, and engineering aspects of planning processes.
- External planning support has been procured to review and provide comments on the first draft of the report.
- Planning models of possible development scenarios have been developed under the draft regulations to ensure a desirable built form will be possible, and prevent undesirable forms of development.
- Stakeholder groups will be activated early in the review process in order to provide meaningful input into the process as early as possible.

## **5.3 Monitoring Housing Development and Supporting Construction**

Improving the monitoring of land supply, housing construction and servicing trends is critical to having the information available to better understand gaps and bottlenecks. Phases of the development process to be considered for improved monitoring include:

- Planning Application (ZBA, Site Plan approval)
- Infrastructure availability
- Building Permit
- Project Planning and Financing
- Construction
- Sales and occupancy

## **5.5 Ensuring a Strong Growth Financing Framework to Support Growth**

It is essential that housing strategies be supported by robust infrastructure investment plans. The City relies on DC revenue being received in order to fund future projects. Investments, however, must be managed – it is vital that the City matches construction projects with the timing of when development occurs to avoid pre-mature servicing. This ensures that assets can realize their full lifecycle, that the DC reserve funds remain healthy, and that future homebuyers are not faced with higher-than-necessary DC rates. Actions to ensure a strong growth financing framework include:

- Review growth infrastructure project costs and timing through the Multi-Year Budget.
- Continue DC rate monitoring, examining revenue actuals and variances from project cost estimates.
- Update the Annual Growth Management Implementation Strategy (GMIS) in response to DC Act changes with a focus on maintaining the health of the DC reserve funds in the provision of infrastructure projects to support growth.
- Update the Development Charges Background Study to update growth-related infrastructure projects, timing and costs.

## **5.6 Customer Service and Process Improvements**

Application process improvements and streamlining have been implemented already and resulted in significant progress towards a more effective application review process. Additional initiatives that may be considered include:

- Establishing a new Customer and Process Improvement Team to lead the development and implementation of new customer service improvements to support the faster and more effective increase in housing supply. This team will be an internal team focused on enterprise-wide strategies to support development processes.
- Repurpose the existing Building and Development Liaison Forum as the Customer and Process Improvements Reference Group to improve collaboration with development industry partners focusing on continuously improve our processes.

## **5.7 Strategic Plan and Multi Year Budget Process**

The Enterprise-wide resources pillar of this Housing Pledge recognizes that the actions and increased capacity necessary for long-range planning, development review and servicing to meet the 47,000 unit target will require additional staff resources.

The priorities identified in this Housing Pledge report will be translated into draft strategies, metrics, and actions that will be provided to Council as part of the City's 2023-2027 strategic planning process currently underway. The strategic plan will then set the basis for the multi-year budget process.

Any future business case through the multi-year budget process will consider the need for enterprise-wide resources to support the work ahead. Business cases will be developed that are scalable with identifiable triggers that are responsive to changes in the housing marketplace.

Short-term resources to support the additional capacity needed to develop and sustain the Housing Supply Plan and other key initiatives listed above will be funded through the Efficiency, Effectiveness, and Economy Reserve Fund. In addition, a review of the Building Permit Stabilization Reserve Fund will be undertaken in order to assess whether further Building Division staff can be funded to provide additional capacity in 2023.

## Conclusion

London's Housing Pledge consists of developing a Housing Supply Action Plan that will be based on three pillars, each including specific actions designed to accelerate housing development. This report includes the strategies and actions that the City will take to ensure housing development can be supported for up to 47,000 units by 2031. The three pillars in London's Housing Supply Action Plan are:

1. Financial Supports
2. Enterprise-Wide Resources
3. Shared Accountability

Specific actions that will be taken as part of London's Housing Supply Action Plan are:

1. Developing Areas Primed for Residential Development
2. Promoting Gentle Intensification in Neighborhoods
3. Facilitating Intensification in Priority Areas and Across the City
4. Improving Application Processes
5. Growth Management
6. Development Charges and Servicing
7. Using Community Improvement Plans to Incentivise Affordable Housing Development
8. Reusing Vacant Commercial and Office Spaces in the Core Area
9. Municipal Affordable Housing Development

The City of London is committed to accelerating housing supply and taking necessary steps to facilitate 47,000 new homes by 2031. The strategies and actions described in this report constitute London's Housing Pledge and will be delivered to the Minister, Municipal Affairs and Housing prior to the deadline of March 1, 2023.

**Prepared by:** Justin Adema, MCIP, RPP  
Manager, Long Range Planning & Research

**Reviewed by:** Kevin Edwards, MCIP, RPP  
Manager, Long Range Planning, Research, and Ecology

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

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

## Appendix A: Letter from the Minister, Municipal Affairs and Housing

Ministry of  
Municipal Affairs  
and Housing

Office of the Minister

777 Bay Street, 17<sup>th</sup> Floor  
Toronto ON M7A 2J3  
Tel.: 416 585-7000

Ministère des  
Affaires municipales  
et du Logement

Bureau du ministre

777, rue Bay, 17<sup>e</sup> étage  
Toronto ON M7A 2J3  
Tél. : 416 585-7000



234-2022-4625

October 25, 2022

City Clerk  
City of London  
P.O. Box 5035  
300 Dufferin Avenue  
London Ontario N6A 4L9

**Subject: Municipal Housing Targets and Municipal Housing Pledges  
City of London: 47,000**

Dear Michael Schulthess,

Our government is taking bold and transformative action to get 1.5 million homes built over the next 10 years.

To help fulfill this commitment, we have announced and are implementing More Homes Built Faster: Ontario's Housing Supply Action Plan 2022-23. This plan includes a suite of legislative and non-legislative changes across government that will help unlock more housing, streamline development approvals, remove barriers, accelerate planning, and further protect homebuyers and owners.

To support the new action plan, we have introduced the **More Homes Built Faster Act, 2022**, which, if passed, would ensure that cities, towns, and rural communities grow with a mix of ownership and rental housing types that meet the needs of all Ontarians.

To achieve the goal of building 1.5 million homes, large and fast-growing municipalities, including yours, are being assigned a **Municipal Housing Target**. While municipalities have taken significant steps in increasing their housing supply, Ontario needs an unprecedented amount of housing to meet current demand and that of generations to come. Our government requires a commitment from our municipal partners to do their part in providing housing for future population growth.

To implement the 1.5 million homes target I am asking the City of London to demonstrate its commitment to accelerating housing supply by developing a **Municipal Housing Pledge** and take the necessary steps to facilitate the construction of 47,000 new homes in your community by 2031. I ask that you bring this letter to the attention of your Head of Council so that your municipality is positioned to deliver its pledge to me, the Minister of Municipal Affairs and Housing, by the March 1, 2023, deadline. See the

info sheet attached to this letter for information and considerations in developing a Municipal Housing Pledge.

Pledges will provide important information that showcase the strategies and actions that municipalities choose to adopt in order to prioritize and accelerate housing. Our government intends to use your pledges to monitor and track progress so we can continue to play a role in supporting municipalities and removing barriers to housing development.

Our government recognizes the key role that municipalities will play in implementing Municipal Housing Targets through their Municipal Housing Pledges and know that you share the desire to bring more housing to the people of Ontario. We are committed to addressing the policy and implementation barriers you may encounter as you develop your pledges and I encourage you to reach out to Wendy Ren, Executive Lead, Municipal Policy/Program Collaboration, at [Wendy.Ren@ontario.ca](mailto:Wendy.Ren@ontario.ca) or 437-995-7094, if you have any questions, comments, or suggestions.

I look forward to working together to increase housing supply for all Ontarians.

Sincerely,



Steve Clark  
Minister

Encl.

c: The Honourable Michael Parsa, Associate Minister of Housing  
Kate Manson-Smith, Deputy Minister  
Ryan Amato, Chief of Staff, Minister's Office  
Joshua Paul, Assistant Deputy Minister, Housing Division

## **Info Sheet: Considerations in Developing Municipal Housing Pledge**

The pledge is not intended to be a land-use planning document, and its development should not require external technical expertise. The format and language used in the pledge should be accessible to the general public. The pledge is intended to be approved by municipal councils and should help codify Council's commitment to meeting their municipal housing target.

Municipalities can leverage new and existing policy tools as they develop housing pledges and work towards their housing targets.

Below is a non-exhaustive list of potential strategies and actions that municipalities may include in developing their housing pledges. There may be additional opportunities based on local circumstances and the Province is interested in hearing about those ideas and creative solutions.

- Strategies to encourage and promote gentle intensification to enable and expedite additional residential units in existing residential areas
- Outline ways in which funding under provincial programs, such as the Streamline Development Approval Fund (SDAF) or Municipal Modernization Program (MMP), has been used to streamline existing municipal development approval processes
- Information on municipal development approval timelines and whether municipalities are being appealed for non-decisions
- Identify potential measures where current lack of infrastructure capacity (e.g., water/wastewater servicing) may limit future housing development
- Strategies to use municipal surplus lands
- Commitment to plan for, fund, and approve (where applicable) specific critical municipal infrastructure to support growth and new housing (e.g., water, wastewater, transit etc.), which may include expanded capacity as well as fully new facilities/assets
- Priorities for strategic and site-specific planning decisions to expedite housing in priority areas (e.g., around transit stations and in transit-serviced areas)
- Update zoning by-laws to permit a greater range of housing to be built without the need for costly and lengthy rezoning applications
- Municipalities may also consider existing tools such as the Community Infrastructure and Housing Accelerator, [Community Planning Permit System](#), Major Transit Station Areas, and Protected Major Transit Station Areas.

Below are some of the potential components of a municipal housing pledge. Municipalities are free to choose, alter, or add any new components that seem reasonable. Pledges can be represented in the form of plain text, tables, charts, maps, or a combination of them.

- Municipal Housing Target

- Planned and proposed Municipal Initiatives
- Initiative Owner and Additional Stakeholders
- Context and Description of How Initiative Accelerates Housing
- Number of units per initiative and housing type
- Considerations (Barriers, Implementation, Risks, etc.)
- Potential Mitigation Strategies and Proposal to Accelerate Housing
- Potential Reporting and Monitoring Measures

The deadline for municipalities to submit housing pledges to the Minister of Municipal Affairs and Housing is March 1, 2023.

Municipal housing pledges are intended to be public documents and it's anticipated that municipalities will post them online.

Municipalities can contact Ministry staff with any questions and for clarification.



**47,000 Unit Housing Supply Action Plan**

***Housing Supply Action Team***

**Purpose:**

Leads the development and implementation of the 47000 Housing Supply Action Plan.

**Membership:**

Chair: DCM Planning and Economic Development

Includes staff representatives from the following areas:

- Planning and Development
- Building
- Legal
- Finance Supports
- Municipal Housing Development

***Housing Supply Reference Group***

***Purpose:***

Provides information and advice to Civic Administration on the development and implementation of the 47000 Housing Supply Action Plan.

**Membership:**

Chair: DCM Planning and Economic Development

Stakeholders:

- London Development Institute,
- Non-London Development Institute Representatives, and
- London Home Builders Association.

Includes staff representatives from the following areas:

- Planning and Development
- Building
- Legal
- Finance Supports
- Municipal Housing Development

### **Development Charges Study Update**

#### ***Development Charges Internal Team***

**Purpose:**

Leads the development and implementation of the next Development Charges Study.

**Membership:**

Chair: DCM Finance Supports

Includes staff representatives from the following areas:

- Capital Assets and Projects
- Finance Supports
- Planning and Development
- Building
- Legal Services
- Water, Wastewater and Stormwater
- Transportation and Mobility
- Legal Services
- Subject matter experts as required

#### ***DC External Stakeholder Reference Group***

**Purpose:**

Provides information and advice to Civic Administration on matters related to the next Development Charges Study

**Membership:**

Chair: DCM Finance Supports

Stakeholders:

- Community Representatives
- London Development Institute Representative
- London Home Builders Association Representative

Includes staff representatives from the following areas:

- Capital Assets and Projects
- Legal Services
- Finance Supports
- Planning and Development
- Building
- Water, Wastewater and Stormwater
- Transportation and Mobility
- Legal Services
- Subject matter experts as required

### **Customer and Process Improvements**

#### ***Customer and Process Improvements Team***

**Purpose:**

Leads the development and implementation customer and process improvements to support the faster and more effective increase in housing supply and affordable housing

**Membership:**

Chair: DCM Planning and Economic Development

Includes staff representatives from the following areas:

- Planning and Development
- Building
- Strategy and Innovation
- Subject matter experts as required

#### ***Customer and Process Improvements Reference Group***

**Purpose:**

Collaborates on initiatives to strengthen relations, enhance customer service experiences, and improve the efficiency and effectiveness of building and development in London.

**Membership:**

Chair: DCM Planning and Economic Development

Stakeholders:

- London Home Builders' Association
- London District Construction Association
- London Development Institute
- London Area Planning Consultants
- Association of Consulting Engineering Companies
- Thames Valley District School Board
- London District Catholic School Board
- London Association of Architects
- Real Estate Sector

Includes staff representatives from the following areas:

- Planning and Development
- Building
- Strategy and Innovation
- Subject matter experts as required

### **Roadmap to 3,000 Affordable Units**

#### ***Affordable Housing Enterprise Action Team***

**Purpose:**

Leads implementation of the 3000 Affordable Housing Units Action Plan

**Membership:**

Chair: Director, Municipal Housing Development

Includes staff representatives from the following areas:

- Municipal Housing Development
- Building Services
- Planning and Development
- Economic Services and Supports
- Social and Health Development
- Finance Supports
- City Manager's Office
- Legal Services
- Subject matter experts as required

#### ***Affordable Housing Reference Group***

**Purpose:**

Provides information and advice to Civic Administration on the implementation of the 3000 Affordable Housing Units Action Plan.

**Membership:**

Chair: Director, Municipal Housing Development

Stakeholders:

- London Middlesex Community Housing
- Organization representing those in need of affordable Housing
- Individuals with lived experience
- London Community Foundation
- London Home Builders' Association
- London Development Institute
- Not-for-profit Housing Providers

Includes staff representatives from the following areas:

- Municipal Housing Development Support Staff
- Social and Health Development Support Staff
- Subject matter experts as required

**From:** londondev

**Sent:** Wednesday, February 1, 2023 2:47 PM

**To:** SPPC <sppc@london.ca>

**Subject:** [EXTERNAL] Request for Delegation status Item 4.1 London Housing Pledge

Hello Clerk

I would like to request delegation status for agenda item #4.1 London's Housing Pledge under Items for Direction.

I will be appearing in person.

Thank you.

Mike

Mike Wallace

Executive Director

London Development Institute (LDI)



## Report to Strategic Priorities and Policy Committee

**To:** Chair and Members  
Strategic Priorities and Policy Committee

**From:** Lynne Livingstone, City Manager

**Subject:** Developing the 2023-2027 Strategic Plan: Continuing to Set Key Elements of the Strategic Plan

**Date:** February 7, 2023

## Recommendation

That, on the recommendation of the City Manager, the following actions be taken with respect to developing the 2023-2027 Strategic Plan:

- a) the report, entitled “Developing the 2023-2027 Strategic Plan: Continuing to Set Key Elements of the Strategic Plan” BE RECEIVED for information; and,
- b) Municipal Council BE REQUESTED to provide the Civic Administration with direction to set the vision, mission, values, strategic areas of focus, outcomes, and expected results for the 2023-2027 Strategic Plan.

## Executive Summary

The City of London’s Strategic Plan identifies a shared vision, mission, values, and strategic areas of focus to guide the work of Council and Administration for the next four years and identifies the strategic direction that will drive financial and business decisions through the Multi-Year Budget and Technology Investment Strategy.

At the February 7, 2023, meeting of the Strategic Priorities and Policy Committee, Council will continue to deliberate on key elements of the 2023-2027 Strategic Plan. This will include providing direction to set the vision, mission, values, strategic areas of focus, outcomes, and expected results. As well, at this meeting, the draft strategies will be tabled.

Following this meeting, the City’s engagement platform, Get Involved, will be updated to reflect progress made by Council. This will also kick off the third phase of community engagement on Council’s Strategic Plan. This phase will see community engagement on all draft elements of the Plan and will conclude with a Public Participation Meeting on March 8, 2023. Feedback gathered during this phase will be themed and provided to Council.

## Linkage to the Corporate Strategic Plan

Council’s Strategic Plan is a foundational document that guides the work of Council and Administration over the next four years. It identifies the strategic direction over a four-year period and drives financial and business decisions through the Multi-Year Budget and Technology Investment Strategy.

## Analysis

### 1.0 Background Information

#### 1.1 Previous Reports Related to this Matter

##### 2019-2023 Strategic Plan:

Strategic Priorities and Policy Committee (SPPC): December 17, 2018, January 14, 2019, January 25, 2019, March 4, 2019, April 1, 2019, November 25, 2019, June 23,

2020, October 20, 2020, November 17, 2020, July 28, 2021, November 30, 2021, June 22, 2022, December 12, 2022.

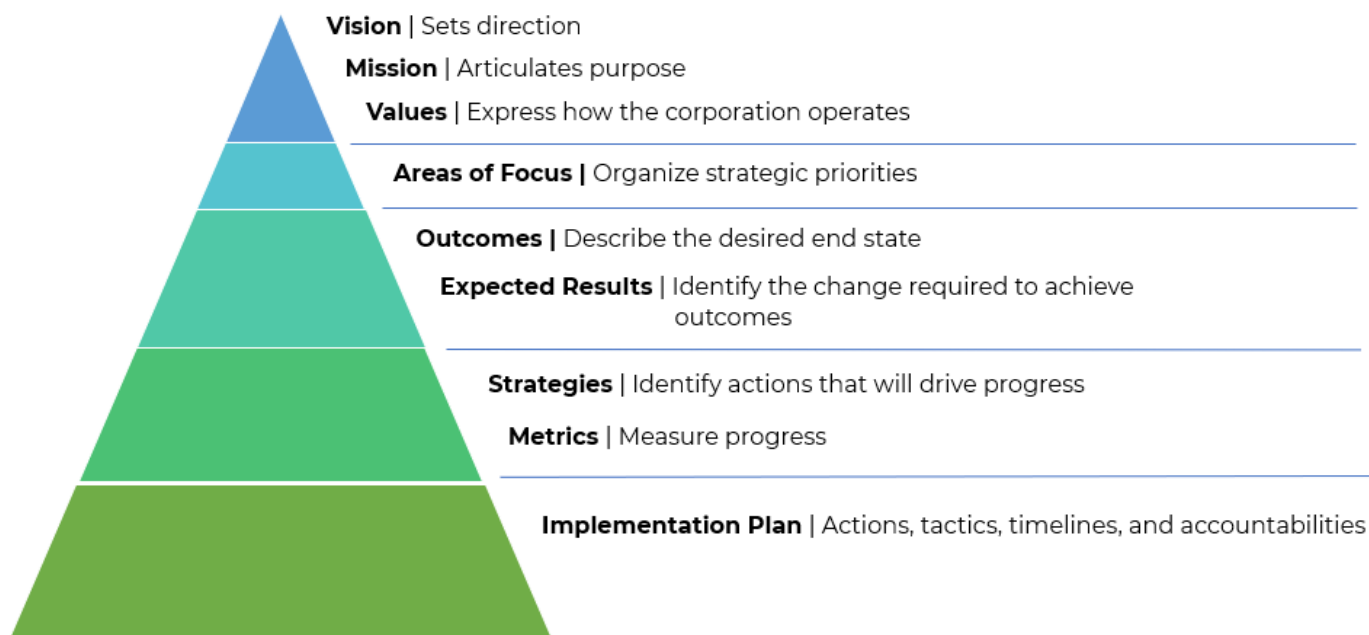
**2023-2027 Strategic Plan:**

Strategic Priorities and Policy Committee (SPPC): December 12, 2022; January 11, 2023; January 23, 2023.

**1.2 Overview: 2023-2027 Strategic Plan Development Process**

**Structure of Council’s 2023-2027 Strategic Plan**

The 2023-2027 Strategic Plan will be prepared using the following structure:



The approval of the 2023-2027 Strategic Plan will be immediately followed by the kick-off of the 2024-2027 Multi-Year Budget. Civic Administration will also work to build an Implementation Plan which identifies the key actions, tactics, timelines, and accountabilities required to deliver on the strategies of the Strategic Plan.

It is through the Multi-Year Budget process that Council will determine the allocation of resources that will set the pace of implementation for the Strategic Plan over the next four years. Upon approval of the Multi-Year Budget, the Strategic Plan metrics, targets, and actions may need to be adjusted to reflect the decisions made during the budgeting process.

**Accountability and Transparency**

As part of our commitment to accountability and transparency, there are a number of mechanisms used to report on the implementation of Council’s Strategic Plan.

Once the Implementation Plan has been developed, Council and the community will receive regular updates on the progress being made to advance the actions and tactics through Semi-Annual Progress Reports each May and November. These reports include the areas responsible for each action and tactic, target end dates, and accomplishments and variances in relation to each action action and tactic.

Annual Performance Reports are provided to Council and the community every May, beginning in the year following Council’s approval of the Multi-Year Budget. Performance Reports answer the question, “Did we do what we set out to do?” Performance is tracked by comparing the difference between the actual and target for each metric, as well as qualitative information about successes, challenges, solutions,

and data limitations experienced. It also serves as the foundation for the Impact Assessment.

At the end of the life of the Plan an Impact Assessment will be completed. The Impact Assessment answers the question “How has London changed as a result of the implementation of the Strategic Plan?” It analyzes the performance data across all years, reporting on the change over time and therefore the impact of the Strategic Plan over the life of the Plan.

### **Timelines and Key Deliverables**

A series of meetings have been scheduled to advance the development of Council’s 2023-2027 Strategic Plan. A summary of meeting dates and objectives is below:

- **January 11, 2023: Setting Key Elements of the Strategic Plan**
  - Council begins to set the vision, mission, values, strategic areas of focus, outcomes, and expected results.
- **January 23, 2023: Continuing to Set Key Elements of the Strategic Plan**
  - Council reviews, deliberates, and provides direction on the strategic areas of focus, outcomes, and expected results.
- **February 7, 2023: Continuing to Set Key Elements of the Strategic Plan**
  - Council provides direction to set the vision, mission, values, strategic areas of focus, outcomes, and expected results.
  - The draft proposed strategies will be tabled.
- **February 28, 2023: Revisit Strategies and Review Order of Magnitude Costs**
  - Council debates and provides direction on the strategies.
  - Civic Administration tables draft metrics and order of magnitude costing for the Strategic Plan.
- **March 8, 2023: Public Participation Meeting**
  - Council receives public delegations responding to the proposed Strategic Plan as discussed at the previous meetings.
  - Council provides direction on any additional changes to Strategic Plan.
- **March 28, 2023: Finalizing the 2023-2027 Strategic Plan**
  - Council debates any final changes to the 2023-2027 Strategic Plan.
- **April 4, 2023: Council – 2023-2027 Strategic Plan**
  - Council approves the 2023-2027 Strategic Plan.
- **\*April 17, 2023: Council – 2023-2027 Strategic Plan (If Needed)**
- **May 2023: 2024-2027 Multi-Year Budget Development Process**
- **November 2023: Implementation Plan presented to Council**

### **Community Engagement**

The following provides a summary of planned community engagement through each phase of the strategic planning process:

- **Phase One: December 14, 2022, to January 4, 2023**
  - The first phase of open community engagement on the 2023-2027 Strategic Plan began on December 14, 2022. An update on input received in Phase One was provided at the January 11, 2023, SPPC meeting.



- **Phase Two: January 4 to February 7, 2023**
  - Engagement will continue based on Council’s progress on the vision, mission, values, strategic areas of focus, outcomes, and expected results coming out of the January 11 and January 23, 2023, SPPC meetings.
  - Community engagement gathered through this phase will be presented at the February 7, 2023, SPPC meeting.
- **Phase Three: February 8 to March 8, 2023**
  - The final phase of engagement will continue to seek feedback on the strategic areas of focus, outcomes, expected results, as well as strategies. Past experience has been that Council-led engagement (e.g., ward meetings, townhalls, etc.) has been most valuable during this phase.
  - Launch of community conversation toolkit and engagement with Community Advisory Committees.
  - A Public Participation Meeting (PPM) will be held on March 8, 2023, where Council will receive public delegations responding to the draft Strategic Plan.
  - Community input gathered through this phase will be presented to Council at the February 28 and March 8, 2023, SPPC meetings.

## 2.0 Discussion and Considerations

### 2.1 February 7, 2023, SPPC: Continuing to Set Key Elements of the Strategic Plan

The February 7, 2023, SPPC meeting will build on the work and direction provided at the previous SPPC meetings regarding the Strategic Plan. At this meeting, Council will receive an update on the community engagement feedback results to date and provide direction to set the vision, mission, values, strategic areas of focus, outcomes, and expected results. The draft strategies will also be tabled at this meeting. Council will debate and provide direction on the draft strategies at the February 28 SPPC meeting.

An overview of each of these components is provided below.

### 2.2 Community Engagement Update

At the January 11, 2023, meeting of the SPPC, Council began deliberation on the 2023-2027 Strategic Plan and developed several draft versions of the vision, mission, and values (attached as **Appendix A**).

The draft vision, mission, and values statements were posted for community feedback on the City’s Get Involved site on January 13, 2023. Residents will be able to share their feedback on these draft statements until February 3.

Following the January 23, 2023, SPPC meeting, Get Involved was updated to reflect the progress made by Council on the strategies areas of focus, outcomes, and expected results. Residents will be able to share their feedback on these statements until February 3.

Feedback on these elements will be themed and provided to Council through the Added Agenda on February 6, 2023.

### 2.3 Vision, Mission, and Values

At the January 11, 2023, meeting of the SPPC, Council began deliberation on the 2023-2027 Strategic Plan. The draft versions of the vision, mission, and values are attached as **Appendix A**.

## 2.4 Strategic Areas of Focus, Outcomes, and Expected Results

At the January 23, 2023, meeting of the SPPC, Council began deliberation on the strategic areas of focus, outcomes, and expected results.

The following draft strategic areas of focus were set:

- Reconciliation, Equity, and Inclusion
- Housing and Homelessness
- Wellbeing and Safety
- Safe London for Women, Girls, Gender-Diverse and Trans People
- Economic Growth, Culture, and Prosperity
- Mobility
- Climate Action and Sustainable Growth
- Well-Run City

The draft strategic areas of focus and associated outcomes (desired end state) and expected results (identify the change required to achieve outcomes) are attached as **Appendix B**.

## 2.3 Tabling Draft Strategies

Strategies identify the actions that will drive progress towards achieving the outcomes and expected results identified in the 2023-2027 Strategic Plan.

Draft strategies (to be provided through the Added Agenda on February 6, 2023) have been developed based on the draft strategic areas of focus, outcomes, and expected results set by Council at the January 23, 2023, SPPC meeting.

Strategies are intended to reflect the key actions that will be taken to deliver on Council's 2023-2027 Strategic Plan and specifically achieve the outcomes (desired end state) and expected results (change required to achieve the outcomes) as set out in the draft Plan.

The strategies (actions that will drive progress) are a core component of the third phase of community engagement that will kick-off following the February 7 SPPC meeting. Londoners will have an opportunity to weigh in on these strategies as well as all other components of the draft 2023-2027 Strategic Plan.

Once the Strategic Plan has been set, Civic Administration will develop the Multi-Year Budget that sets the pacing and targets for implementation along with a detailed implementation plan that outlines the actions, tactics, timelines, and accountabilities associated with the delivery of Council's Strategic Plan.

## 2.3 Next Steps

Following this meeting Get Involved will be updated to reflect Council's progress and direction on the vision, mission, values, strategic areas of focus, outcomes, expected results, and strategies.

Londoners will have the opportunity to weigh in on all aspects of the draft 2023-2027 Strategic Plan, sharing what resonates with them, what is missing, and any other feedback they wish to provide.

As part of the third phase of engagement, opportunities will continue to be promoted through social media, digital billboard signage, radio ads, and hardcopy materials in community spaces. A community conversation toolkit will be launched that will support community members and organizations to host a conversation on the draft Strategic

Plan and submit their feedback. Other engagement mechanisms during this phase include ward/townhall meetings, and engagement with the City's Community Advisory Committees.

This phase of engagement will conclude with the Public Participation Meeting that will be held on March 8, 2023.

All feedback gathered during this time will be themed and presented to Council at the February 28 and March 8, 2023, SPPC meetings.

## **Conclusion**

The City of London's Strategic Plan defines the vision, mission, values, and priorities that will guide the work of Council and Civic Administration for the next four years. It will drive decision-making through the Multi-Year Budget and Technology Investment Strategy. Most importantly, it is a statement of commitment to the community; a reflection of the priorities of Londoners.

The 2023-2027 Strategic Plan will set London's course for the future, building on progress made through the City's current and past Strategic Plans, while recognizing and adapting to a very different global context.

**Prepared by:** Nick Steinburg, Specialist, Strategy and Innovation

**Submitted by:** Rosanna Wilcox, Director, Strategy and Innovation

**Recommended by:** Lynne Livingstone, City Manager

## Appendix A

### Council's 2023-2027 Strategic Plan Drafts for Consultation from SPPC Meeting January 11, 2023

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The following reflects the draft vision, mission, and values statements that were developed by Council at the January 11, 2023, meeting of the Strategic Priorities and Policy Committee.

#### Vision Statement

**Definition/Purpose:**

The Vision is an aspirational, future-focused statement that sets direction and serves as the foundation for decisions made throughout the life of the plan.

**Vision Statement Drafts for Consideration:****Statement 1:**

London is a sustainable city within a thriving region, committed to innovation and overcoming challenges to provide a safe, affordable, welcoming, and healthy future for today and for the next generation.

**Statement 2:**

London – a welcoming and safe place, home to a thriving, inclusive community that boldly embraces innovation and opportunity for all.

**Statement 3:**

London is a safe, thriving, inclusive community that boldly embraces innovation, where challenges are overcome and opportunities are seized.

#### Mission Statement

**Definition/Purpose:**

The Mission communicates our purpose as an organization – who we are, what we do, and who we do it for.

**Mission Statement Drafts for Consideration:****Statement 1:**

A proactive public service leader that creates conditions for present and future generations to thrive.

**Statement 2:**

Local, collaborative government that builds a strong and vibrant community for people to live, work, and play.

**Statement 3:**

The mission of the City of London is to improve quality of life through bold, proactive, responsive, and accountable public services and administration.

#### Values

**Definition/Purpose:**

Our values are the core principles and ideals that inform everything we do. They set the standards of behaviour, serving as a touchstone against which any decision or action can be assessed.

## **Draft 2023-2027 Values**

### **Values Set 1:**

Inclusive and Respectful  
Accountability and Trust  
Compassion  
Teamwork  
Committed and Driven  
Learning

### **Values Set 2:**

An affordable, prosperous, inclusive and healthy city for all Londoners.  
Sustainable and forward thinking through positive collaborations.  
Open and transparent decision making in the public interest to foster trust.

### **Values Set 3:**

Reconciliation, Equity, and Inclusion  
Sustainability and Affordability  
Collaborative Partnerships  
Accountability and Trust  
Innovative service delivery  
Financial stewardship

## Appendix B

# Draft Strategic Areas of Focus for Consultation

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- Reconciliation, Equity, and Inclusion
- Housing and Homelessness
- Wellbeing and Safety
- Safe London for Women, Girls, Gender-Diverse and Trans People
- Economic Growth, Culture, and Prosperity
- Mobility
- Climate Action and Sustainable Growth
- Well-Run City

## Reconciliation, Equity and Inclusion

### Outcome 1:

The City of London enhances the confidence of Indigenous Peoples by furthering truth and reconciliation efforts.

#### Expected Results:

- a) Establishment of new and strengthening current relationships with local First Nation and urban Indigenous communities and Indigenous-serving organizations.
- b) Enhanced understanding of the Truth and Reconciliation Commission Calls to Action and how to best implement them.

### Outcome 2:

The City of London is a leader in becoming an equitable and inclusive community.

#### Expected Results:

- a) Meaningful relationships and partnerships with equity-denied groups and with organizations led by, for, and with equity-denied communities.
- b) Equity-denied groups come to London and choose to stay in our community.
- c) Our services are informed and delivered by the communities we serve.

### Outcome 3:

All Londoners have opportunities to participate in civic engagement.

#### Expected Results:

- a) Increased access to and participation of equity-denied groups in civic engagement.
- b) Increased participation in City of London internship programs and employment opportunities for equity-denied groups.

## Housing and Homelessness

### Outcome 1:

The City of London demonstrates leadership and builds partnerships to increase quality, affordable, and supportive housing options.

#### Expected Results:

- a) Increased access to a range of quality, affordable, and supportive housing options that meet the unique needs of individuals and families.

### Outcome 2:

London has a robust community system of health, homelessness, and housing stability services, policies, procedures and bylaws in place to support individuals and families at risk of or experiencing homelessness.

#### Expected Results:

- a) Decreased number of individuals and families at risk of or experiencing homelessness.
- b) Improved quality and safety in social housing
- c) Improved safety in shelter system

### Outcome 3:

A well planned and growing community.

#### Expected Results:

- a) London's growth and development is well-planned and considers use, intensity, and form.
- b) The City of London supports faster/streamlined approvals and increasing the supply of housing with a focus on achieving our intensification targets.



## Wellbeing and Safety

### Outcome 1:

London has safe, vibrant, and healthy neighbourhoods and communities.

#### Expected Results:

- a) Londoners feel safe across the city, in the core, and in their neighbourhoods and communities.
- b) Londoners have a strong sense of belonging and sense of place.
- c) Londoners have safe access to public spaces, services, and supports that increase their wellbeing and quality of life.
- d) Improved emergency services response time and reporting
- e) Improved traffic safety, traffic calming
- f) Improved park maintenance and garbage collection
- g) Improved boulevard and bus shelter maintenance and garbage collection
- h) Improved wayfinding and walkability

### Outcome 2:

London is an affordable and supportive community for individuals and families.

#### Expected Results:

- a) Housing in London is affordable and attainable.
- b) Londoners have timely/faster access to quality, affordable services.
- c) Londoners have access to key services and supports to enhance their wellbeing and resilience.

## Safe London for Women, Girls, Gender-Diverse and Trans People

### **Outcome 1:**

The City of London demonstrates leadership by taking meaningful actions to address and eliminate all forms of violence against women and girls, gender-based violence, and sexual violence.

### **Expected Results:**

- a) Increased capacity to recognize, address, and prevent all forms violence against women and girls and gender-based violence.
- b) Increased capacity to recognize, address, and prevent sexual exploitation and trafficking.
- c) London is a safe city where women, girls, nonbinary and trans individuals, and survivors access public spaces and freely participate in public life without fear or experience of sexual violence.

## Economic Growth, Culture, and Prosperity

### Outcome 1:

London encourages economic growth and diversification.

#### Expected Results:

- a) Small and growing businesses and entrepreneurs are supported to be successful.
- b) Increased economic activity from our core and the greater community.
- c) London has a sufficient supply of serviced lands in strategic locations.
- d) London is a regional center that proactively attracts talent, business, and investment.

### Outcome 2:

London is a destination of choice.

#### Expected Results:

- a) London is a UNESCO City of Music and is recognized as a centre for arts, sport, and culture.
- b) Continued growth of London's film industry.

### Outcome 3:

London encourages the growth of local artistic and musical talent.

#### Expected Results:

- a) Londoners have more opportunities to engage in diverse arts and music events.
- b) Increased opportunities for performances or displays.
- c) Increased use of municipal and cultural spaces for local talent.

### Outcome 4:

London's core area is a vibrant neighbourhood and destination of choice.

#### Expected Results:

- a) Increased economic activity from our core
- b) Increased residential occupancy and livability in the core area
- c) Increased commercial occupancy in the core area
- d) More cultural activities and events
- e) Increased safety in the core area

## Mobility

### Outcome 1:

Londoners of all identities, abilities and means can move throughout the city safely and efficiently.

#### Expected Results:

- a) Improved reliability, quality and safety of all modes of mobility.
- b) Increased access to sustainable mobility options.
- c) More equitable access to reliable public transportation options for people with disabilities including paratransit.
- d) Improved ridership and rider satisfaction
- e) Better connected active transportation network serving persons of all ages and abilities
- f) Public transit that better meets the needs of our workforce
- g) Improved intercity transit connections with neighbouring communities

## Climate Action and Sustainable Growth

### Outcome 1:

London has a strong and healthy environment.

#### Expected Results:

- a) London is moving towards a circular economy, including greater waste reduction and diversion.
- b) Waterways, wetlands, watersheds, and natural areas are appropriately protected and enhanced.
- c) Increased tree canopy.

### Outcome 2:

London is a model for climate action and sustainability, in alignment with the Council-declared climate emergency and the Climate Emergency Action Plan.

#### Expected Results:

- a) London is on track to hit our 2027 emission reduction targets, to be a net zero community by 2050.
- b) Improved community capacity and resilience to be ready for current and future changes to the climate and its impacts.

### Outcome 3:

London's infrastructure and systems are built, maintained, and operated to meet the long-term needs of our community.

#### Expected Results:

- a) The infrastructure gap is managed for all assets.
- b) Infrastructure is built, maintained, and secured to support future growth and protect the environment.

## Well-Run City

### Outcome 1:

The City of London is trusted, open, and accountable in service of our community.

#### Expected Results:

- a) Londoners have trust and confidence in their local government.
- b) Londoners are aware of the municipal services available to them
- c) Reduced barriers to public participation in local government.
- d) Improved governance processes

### Outcome 2:

Londoners experience good stewardship, exceptional and valued service.

#### Expected Results:

- a) Resident/business satisfaction with our services is high.
- b) Our services are designed and delivered putting the resident/business at the centre and using innovative approaches and continuously improving to meet the needs of Londoners.
- c) The City of London's regional and community relationships support the delivery of exceptional and valued service.
- d) London's finances are maintained in a transparent, sustainable, and well-planned manner, incorporating intergenerational equity, affordability and environmental, social, and governance considerations.

### Outcome 3:

The City of London is a leader in public service.

#### Expected Results:

- a) The City of London is recognized as an employer of choice.
- b) The City of London is a safe, respectful, and healthy workplace.
- c) The City of London has effective facilities and infrastructure management.

# Council's Strategic Plan 2023-2027

Strategic Priorities and Policy Committee

February 7, 2023



# Outline

1. Review of Purpose, Approach, and Timelines
2. Community Engagement Update
3. Setting Vision, Mission, Values
4. Revisiting Strategic Areas of Focus, Outcomes, and Expected Results
5. Tabling draft Strategies
6. Next Steps





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# Review of Purpose, Approach, and Timelines



# Council's Strategic Plan

- Identifies a **shared vision, mission, and strategic areas of focus** to guide the work of Council and Administration.
- Is **deliberately connected** with the 2024-2027 Multi-Year Budget and Technology Investment Strategy.



# Guiding Principles

- Build from the existing Strategic Plan, with a continuous improvement mindset.
- Reflect all the services the City provides, but specifically identify strategic direction, focus, and priorities for the next four years.
- Uphold commitments to equity and inclusion, fiscal stewardship and sustainability, and evidence informed decision-making.
- Drive decision-making through the Multi-Year Budget and the Technology Investment Strategy.

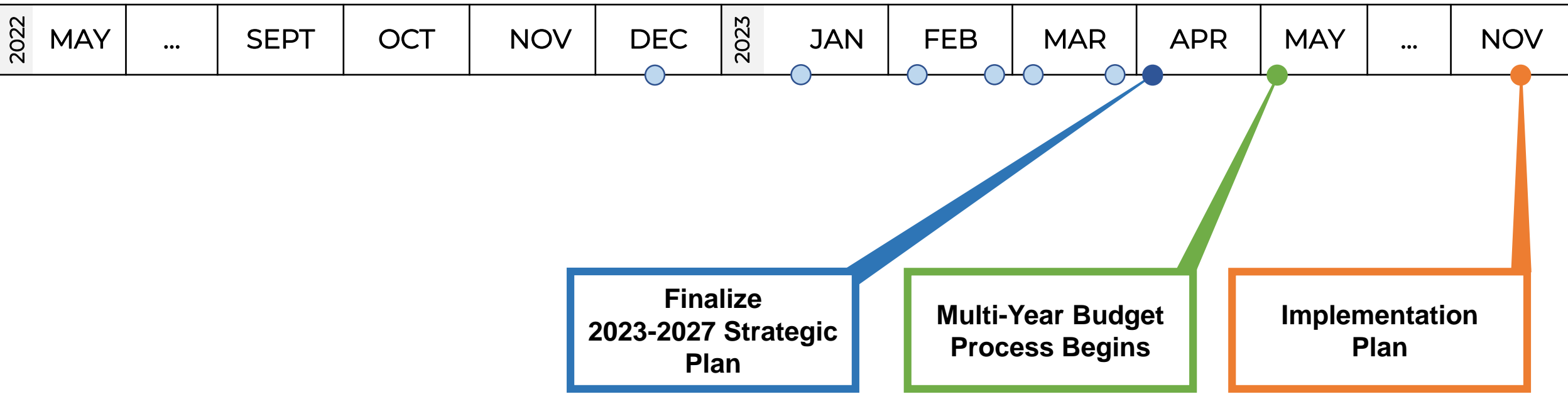


# Strategic Plan Development Timeline

**Municipal Election**

**Open Public Engagement**

**Direct Engagement – ABCs / Community Partners / Service Areas**





# Strategic Plan Development Timeline

## Open Public Engagement

Vision, Mission, Values, Strategic Areas of Focus, Outcomes, Expected Results	Strategies, Metrics	Revisit Plan, PPM	Approval of 2023-2027 Strategic Plan
January	February	March	April
<b>January 11</b>	<b>February 7</b>	<b>March 8</b>	<b>April 4</b>
<b>SPPC</b> Begin setting Vision, Mission, Values	<b>SPPC</b> Set vision, mission, values, areas of focus; Revisit outcomes, expected results; Table Draft Strategies	<b>SPPC</b> Public Participation Meeting Finalize direction on Plan	<b>Council</b> 2023-2027 Strategic Plan Approval
<b>January 23</b>	<b>February 28</b>	<b>March 28</b>	
<b>SPPC</b> Begin setting Strategic Areas of Focus, Outcomes, Expected Results	<b>SPPC</b> Review order of magnitude costing, draft metrics  Further direction re: Strategies	<b>SPPC</b> Final Draft Plan	



# Strategic Plan Engagement Timeline

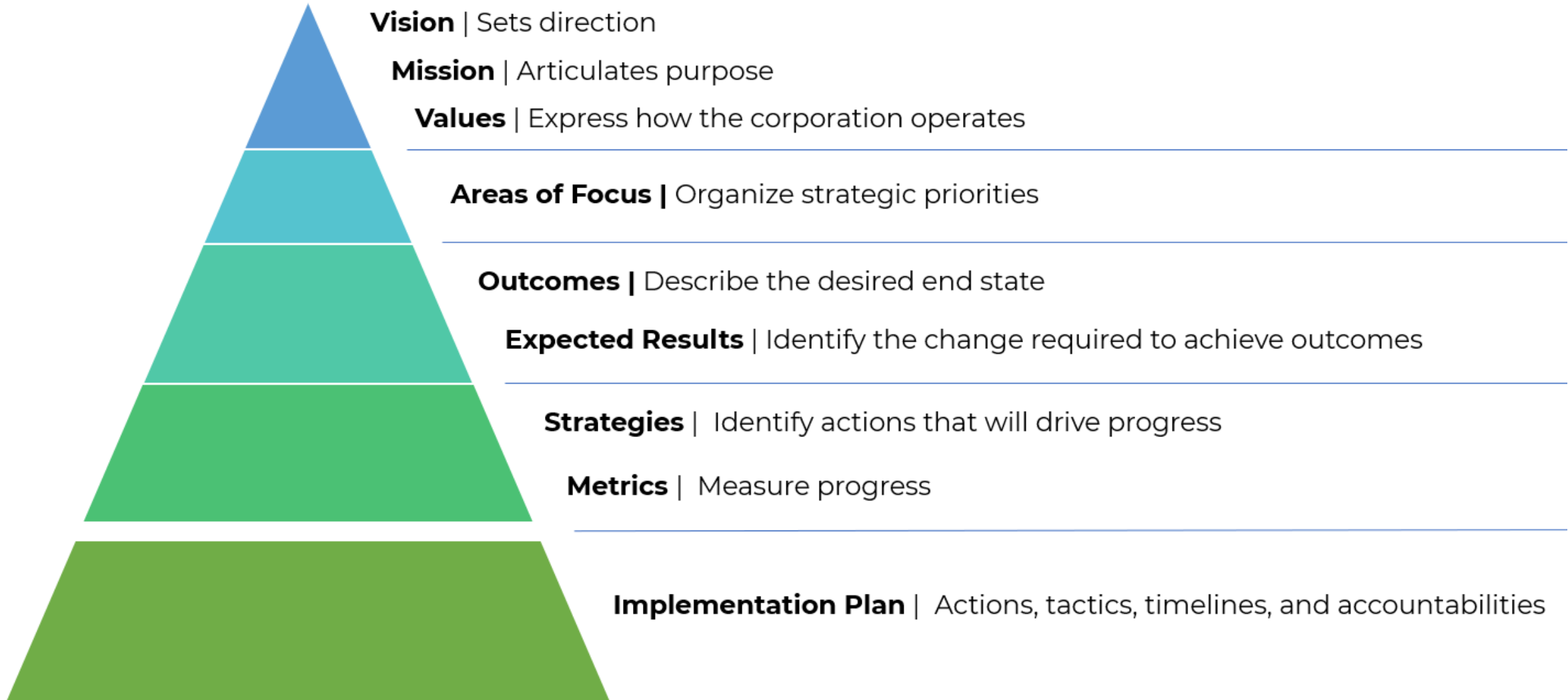
Open Public Engagement			
2019-2023 Vision, Mission, Values; Priorities; Context	Vision, Mission, Values, Strategic Areas of Focus, Outcomes, Expected Results	Strategies, Metrics	Revisit Plan, PPM

December	January	February	March
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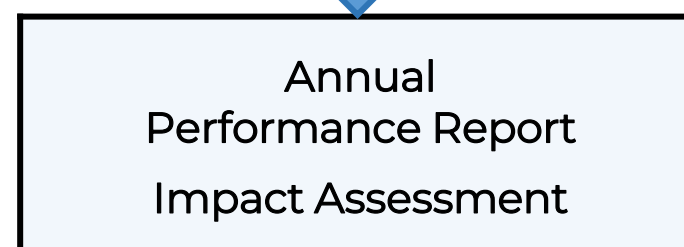
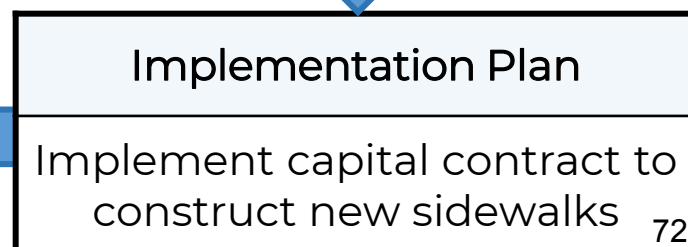
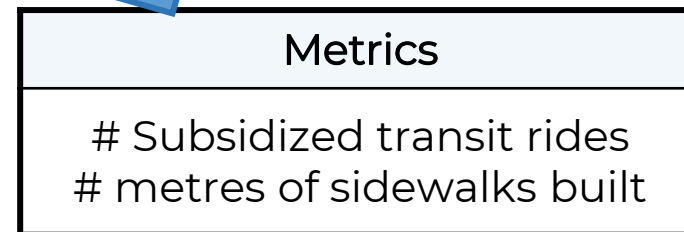
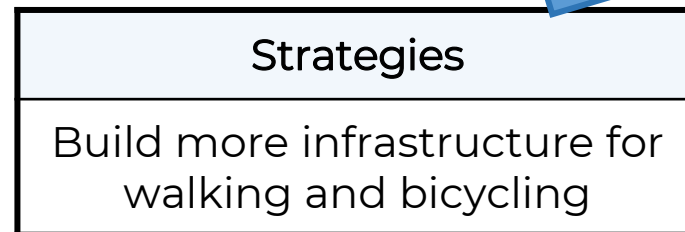
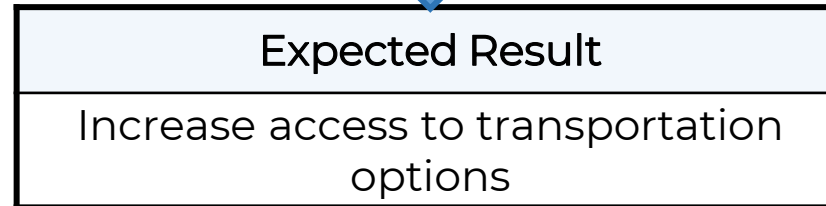
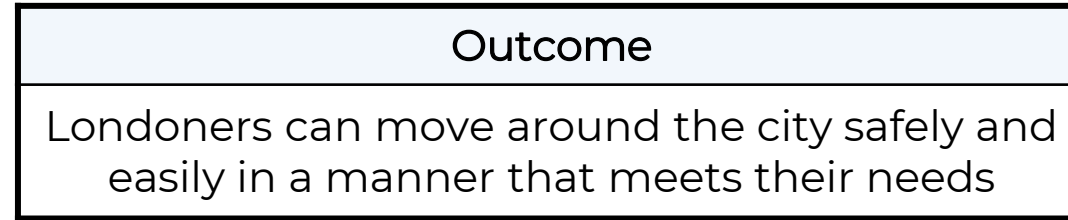
Phase 1: Dec 14 – Jan 4	Phase 2: Jan 4 - Feb 7	Phase 3: Feb 8 - Mar 8
<p>GetInvolved launches; stakeholder meetings continue.</p> <p><u>Feedback focus:</u></p> <ul style="list-style-type: none"> <li>Existing vision, mission, and values.</li> </ul>	<p>GetInvolved site updated; stakeholder meetings continue.</p> <p><u>Feedback focus:</u></p> <ul style="list-style-type: none"> <li>Draft version(s) of 2023-2027 vision, mission, and values (updated following Jan. 11 SPPC meeting).</li> <li>Draft strategic areas of focus, outcomes and expected results.</li> </ul>	<p>GetInvolved site updated; stakeholder meetings continue; Ward meetings; Public Participation Meeting.</p> <p><u>Feedback focus:</u></p> <ul style="list-style-type: none"> <li>All strategic plan elements (vision, mission, values, areas of focus, outcomes, expected results), including strategies.</li> <li>Drafts updated following SPPC meetings.</li> </ul>



# Strategic Plan Structure



# Strategic Plan Structure - Example







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# Community Engagement Update



# Community Engagement Update

- Gathering input from the City's agencies, boards, commissions and other key organizational and community partners has continued.
- Engagement on the 2023-2027 Strategic Plan has continued across various channels (GetInvolved, billboards, radio ads, socials, etc.).
- 152 Londoners shared their thoughts on the draft versions of the vision, mission, and values developed by Council (January 13 – February 3).
- 86 Londoners shared their thoughts on the draft strategic areas of focus, outcomes, and expected results developed by Council (January 24 – February 3).



# Vision Statement

**Tell us which vision statement resonates with you the most by ranking them in order from 1 to 3.**

---

<b>Ranking</b>	<b>Draft Vision Statements</b>
<b>1</b>	London is a sustainable city within a thriving region, committed to innovation and overcoming challenges to provide a safe, affordable, welcoming, and healthy future for today and for the next generation.
<b>2</b>	London – a welcoming and safe place, home to a thriving, inclusive community that boldly embraces innovation and opportunity for all.
<b>3</b>	London is a safe, thriving, inclusive community that boldly embraces innovation, where challenges are overcome and opportunities are seized.



# Vision Statement

## Words or ideas that are missing or require emphasis

- Safe/Safety
- Sustainable
- Inclusive
- Innovative
- Culture
- Accessible
- Affordable
- Reconciliation



# Mission Statement

**Tell us which mission statement resonates with you the most by ranking them in order from 1 to 3.**

<b>Ranking</b>	<b>Draft Mission Statements</b>
<b>1</b>	The mission of the City of London is to improve quality of life through bold, proactive, responsive, and accountable public services and administration.
<b>2</b>	Local, collaborative government that builds a strong and vibrant community for people to live, work, and play.
<b>3</b>	A proactive public service leader that creates conditions for present and future generations to thrive.



# Mission Statement

## **Words or ideas that are missing or require emphasis**

- Proactive
- Accountable
- Safety
- Equity and Inclusion
- Collaborative
- Responsive
- Bold



# Values Statement

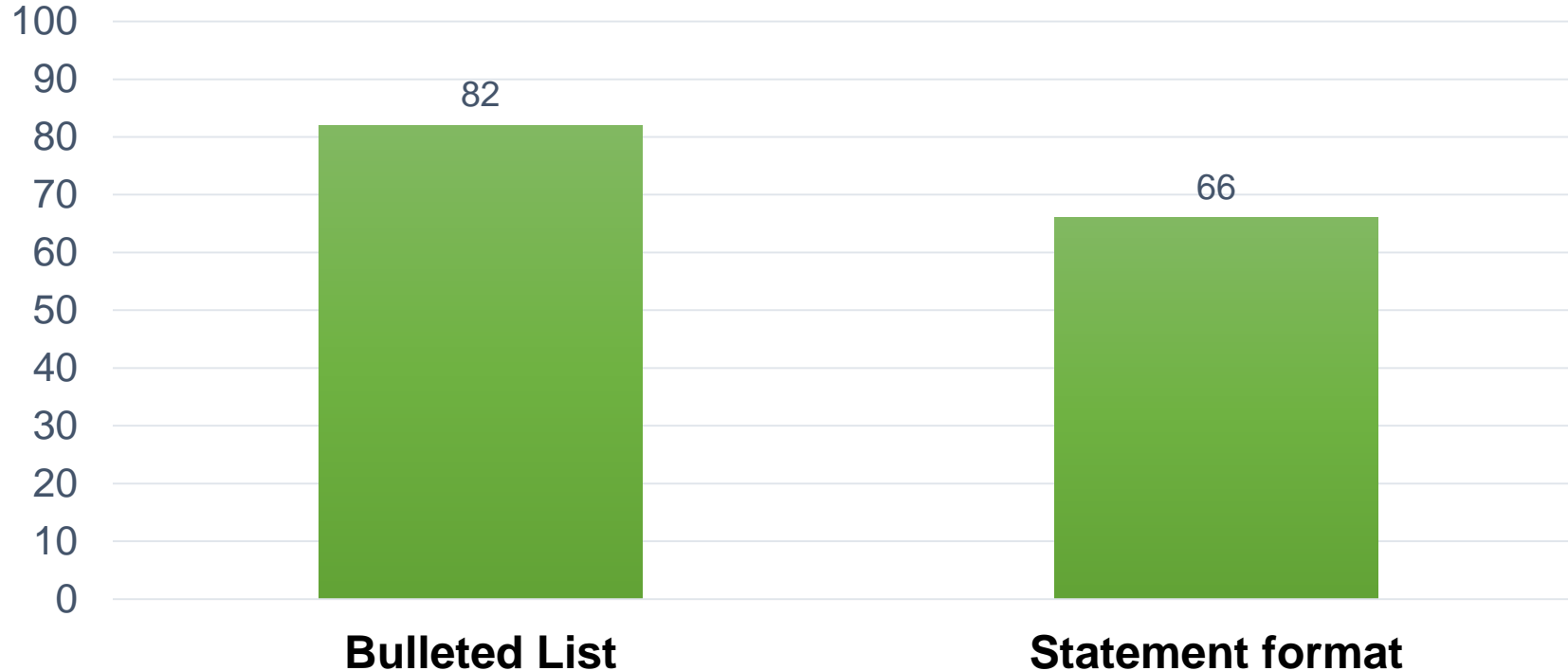
**Tell us which draft set of values resonates with you the most by ranking them in order from 1 to 3.**

Ranking	Statement
1	<ul style="list-style-type: none"><li>• An affordable, prosperous, inclusive and healthy city for all Londoners.</li><li>• Sustainable and forward thinking through positive collaborations.</li><li>• Open and transparent decision making in the public interest to foster trust.</li></ul>
2	<ul style="list-style-type: none"><li>• Inclusive and Respectful</li><li>• Accountability and Trust</li><li>• Compassion</li><li>• Teamwork</li><li>• Committed and Driven</li><li>• Learning</li></ul>
3	<ul style="list-style-type: none"><li>• Reconciliation, Equity, and Inclusion</li><li>• Sustainability and Affordability</li><li>• Collaborative Partnerships</li><li>• Accountability and Trust</li><li>• Innovative service delivery</li><li>• Financial stewardship</li></ul>



# Values Statement

**In your opinion, do you feel the City's values are better expressed as a list of value words or as values statements?**







# Values Statement

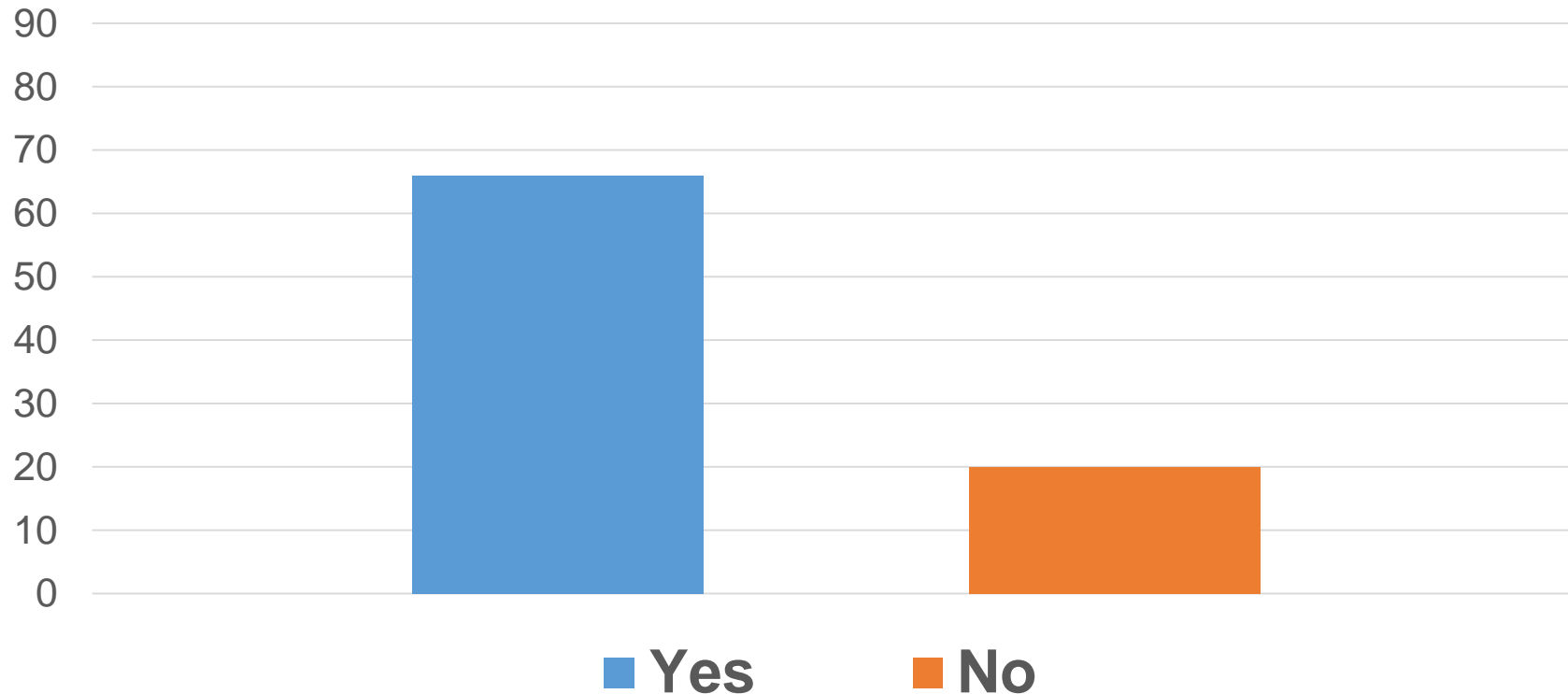
## Words or ideas that are missing or require emphasis

- Safe/Safety
- Climate Action and Sustainability
- Reconciliation, Equity, Inclusion
- Innovation
- Accessible
- Compassion
- Teamwork, Collaboration



# Strategic Areas of Focus

**Do you agree that the following eight Strategic Areas of Focus are where Council should focus their efforts over the next four years?**





# Strategic Areas of Focus

**In what order of importance would you rank the Strategic Areas of Focus for the 2023-2027 Strategic Plan?**

1. Housing and Homelessness
2. Wellbeing and Safety
3. Mobility
4. Economic Growth, Culture and Prosperity
5. Climate Action and Sustainable Growth
6. Safe London for Women, Girls, Gender-Diverse and Trans People
7. Well-Run City
8. Reconciliation, Equity, and Inclusion



# Reconciliation, Equity, and Inclusion

## What is missing or requires emphasis?

- Cultural visibility/appreciation
- Indigenous-led action
- Representative workforce
- Structural change
- Education and training



# Housing and Homelessness

## What is missing or requires emphasis?

- Mental Health and Addictions
- Rental Affordability
- Poverty
- Provincial Advocacy
- Broader housing supply/affordability
- Intensification
- Immediate/Interim Actions on Homelessness



# Wellbeing and Safety

## What is missing or requires emphasis?

- Pedestrian infrastructure (sidewalks, street lighting, etc.)
- Crime prevention
- Affordability
- Active transportation



# Safe London for Women, Girls, Gender-Diverse and Trans People

## What is missing or requires emphasis?

- Other populations
- Accountability/reporting
- Sex Trafficking
- Equity and inclusion lens



# Economic Growth, Culture, Prosperity

## What is missing or requires emphasis?

- Intensification
- Affordability
- Support for small businesses
- Arts and culture
- Crime prevention and safety





# Mobility

## What is missing or requires emphasis?

- Sidewalk safety/repair
- Traffic safety
- Bus system improvements
- Active transportation
- Intercity transportation
- Accessibility



# Climate Action and Sustainable Growth

## What is missing or requires emphasis?

- Waste reduction and diversion
- Protecting natural areas/greenspace
- Sustainable development



# Well-Run City

## **What is missing or requires emphasis?**

- Council conduct/accountability
- Financial accountability
- Talent attraction and retention



# Other / General Comments

## Other feedback received

- Too many areas of focus, and/or the potential to combine different areas of focus
- Need to be more specific
- Use more direct/plain language



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# Developing Council's 2023-2027 Strategic Plan



# Approach for today

- **Providing direction to set Vision, Mission, Values** – full group discussion, deliberation and direction on the vision, mission, values
- **Revisiting Strategic Areas of Focus, Outcomes, Expected Results** – full group discussion, deliberation and direction on each Strategic Area of Focus and the associated draft Outcomes and Expected Results
- **Tabling Draft Strategies** - tabling for Council today; community engagement through to March 3; deliberation and direction at the February 28, SPPC meeting



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# Next Steps



# What is Ahead

## Engagement Activities

- Kick-off phase 3 of engagement (ward/townhall meetings, engagement with Community Advisory Committees, launch of Community Conversation Toolkit, etc.)

## February 28 SPPC Meeting

- Community engagement update
- Order of Magnitude costing
- Deliberate and provide direction on the draft Strategies
- Review draft metrics (how we will measure progress)





# Strategic Plan Development Timeline

## Open Public Engagement

Vision, Mission, Values, Strategic Areas of Focus, Outcomes, Expected Results

Strategies, Metrics

Revisit Plan, PPM

Approval of 2023-2027 Strategic Plan

January

February

March

April

**January 11**

**SPPC**

Begin setting Vision, Mission, Values

**February 7**

**SPPC**

Set vision, mission, values, areas of focus; Revisit outcomes, expected results; Table Draft Strategies

**March 8**

**SPPC**

Public Participation Meeting  
Finalize direction on Plan

**April 4**

**Council**

2023-2027 Strategic Plan Approval

**January 23**

**SPPC**

Begin setting Strategic Areas of Focus, Outcomes, Expected Results

**February 28**

**SPPC**

Review order of magnitude costing, draft metrics

Further direction re: Strategies 97

**March 28**

**SPPC**

Final Draft Plan



# Strategic Plan Engagement Timeline

Open Public Engagement			
2019-2023 Vision, Mission, Values; Priorities; Context	Vision, Mission, Values, Strategic Areas of Focus, Outcomes, Expected Results	Strategies, Metrics	Revisit Plan, PPM

December	January	February	March
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Phase 1: Dec 14 – Jan 4	Phase 2: Jan 4 - Feb 7	Phase 3: Feb 8 - Mar 8
<p>GetInvolved launches; stakeholder meetings continue.</p> <p><u>Feedback focus:</u></p> <ul style="list-style-type: none"> <li>Existing vision, mission, and values.</li> </ul>	<p>GetInvolved site updated; stakeholder meetings continue.</p> <p><u>Feedback focus:</u></p> <ul style="list-style-type: none"> <li>Draft version(s) of 2023-2027 vision, mission, and values (updated following Jan. 11 SPPC meeting).</li> <li>Draft strategic areas of focus, outcomes and expected results.</li> </ul>	<p>GetInvolved site updated; stakeholder meetings continue; Ward meetings; Public Participation Meeting.</p> <p><u>Feedback focus:</u></p> <ul style="list-style-type: none"> <li>All strategic plan elements (vision, mission, values, areas of focus, outcomes, expected results), including strategies.</li> <li>Drafts updated following SPPC meetings.</li> </ul>



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# Thank You



January 31, 2023

Strategic Priorities and Policy Committee

Re: Delegation Status at February 7, 2023 SPPC Meeting

Our names are Jessie Rodger and Jennifer Dunn. Jessie is the Executive Director of Anova: A Future Without Violence and Jennifer is the Executive Director of the London Abused Women's Centre.

In 2019, Anova and the London Abused Women's Centre came together with the London Coordinating Committee to End Woman Abuse to recommend ways that the City of London could create a safe London for women and girls. As a result of this work and thanks to some incredible championing from city council at the time, London Ontario was the first municipality in all of Canada to create a stand-alone, strategic area of focus around creating a safe London for women and girls in its strategic plan.

For those that may not know, Anova is a gender-based violence organization that operates two violence against women shelters in London. Anova is also the London-Middlesex area's sexual assault centre that offers services to survivors. The London Abused Women's Centre is a feminist organization that supports and advocates for personal, social and systemic changed directed at ending male violence against women and girls. The London Abused Women's Centre is non-residential and provides women and girls over the age of 12 who have been abused, assaulted, exploited, and trafficked with immediate access to long-term, trauma-informed, woman-centred counselling, advocacy and support.

In 2022, Anova served over 350 women and children in shelter and answered over 8,500 crisis calls on our 24-hour crisis line. The London Abused Women's Centre had over 11,000 service interactions.

In Canada, sexual assault is the only violent crime that is not on a decline. Sexual violence is rooted in gender inequality and injustice.

The City of London needs to continue to recognize and understand the severity of violence against women and gender-based violence. Women, girls, and gender-diverse people deserve to live free from violence. Therefore, we would like to request delegation status to appear before the City of London's Strategic Priorities and Policy Committee on February 7<sup>th</sup>, 2023.

Ending violence against women is a responsibility of everyone. Addressing violence needs to happen at every level of community and government. We believe the City of London needs to continue to work collaboratively, alongside community-based organizations, leaders, and women with lived experience to design a community approach to address, prevent, and raise awareness of violence against women and gender-based violence.

We look forward to hearing from you.

Thank you,

Jessie Rodger  
Executive Director, Anova

Jennifer Dunn  
Executive Director, London Abused Women's Centre

## Report to Strategic Priorities and Policy Committee

**To:** Chair and Members  
Strategic Priorities and Policy Committee

**From:** Lynne Livingstone, City Manager

**Subject:** Developing Council's 2023-2027 Strategic Plan: Community Engagement Update

**Date:** February 7, 2023

## Recommendation

That, on the recommendation of the City Manager, the following actions be taken with respect to developing the 2023-2027 Strategic Plan:

- a) the report, entitled "Developing the 2023-2027 Strategic Plan: Community Engagement Update" BE RECEIVED for information.

## Executive Summary

The City of London's Strategic Plan identifies a shared vision, mission, values, and strategic areas of focus to guide the work of Council and Administration for the next four years and identifies the strategic direction that will drive financial and business decisions through the Multi-Year Budget and Technology Investment Strategy.

At the February 7, 2023, meeting of the Strategic Priorities and Policy Committee, Council will continue to deliberate on key elements of the 2023-2027 Strategic Plan. This will include providing direction to set the vision, mission, values, strategic areas of focus, outcomes, and expected results. As well, at this meeting, the draft strategies will be tabled.

This report provides a summary of themes identified through the community engagement that has taken place between January 13 and February 3, 2023.

## Linkage to the Corporate Strategic Plan

Council's Strategic Plan is a foundational document that guides the work of Council and Administration over the next four years. It identifies the strategic direction over a four-year period and drives financial and business decisions through the Multi-Year Budget and Technology Investment Strategy.

## Analysis

### 1.0 Background Information

#### 1.1 Previous Reports Related to this Matter

##### **2019-2023 Strategic Plan:**

Strategic Priorities and Policy Committee (SPPC): December 17, 2018, January 14, 2019, January 25, 2019, March 4, 2019, April 1, 2019, November 25, 2019, June 23, 2020, October 20, 2020, November 17, 2020, July 28, 2021, November 30, 2021, June 22, 2022, December 12, 2022.

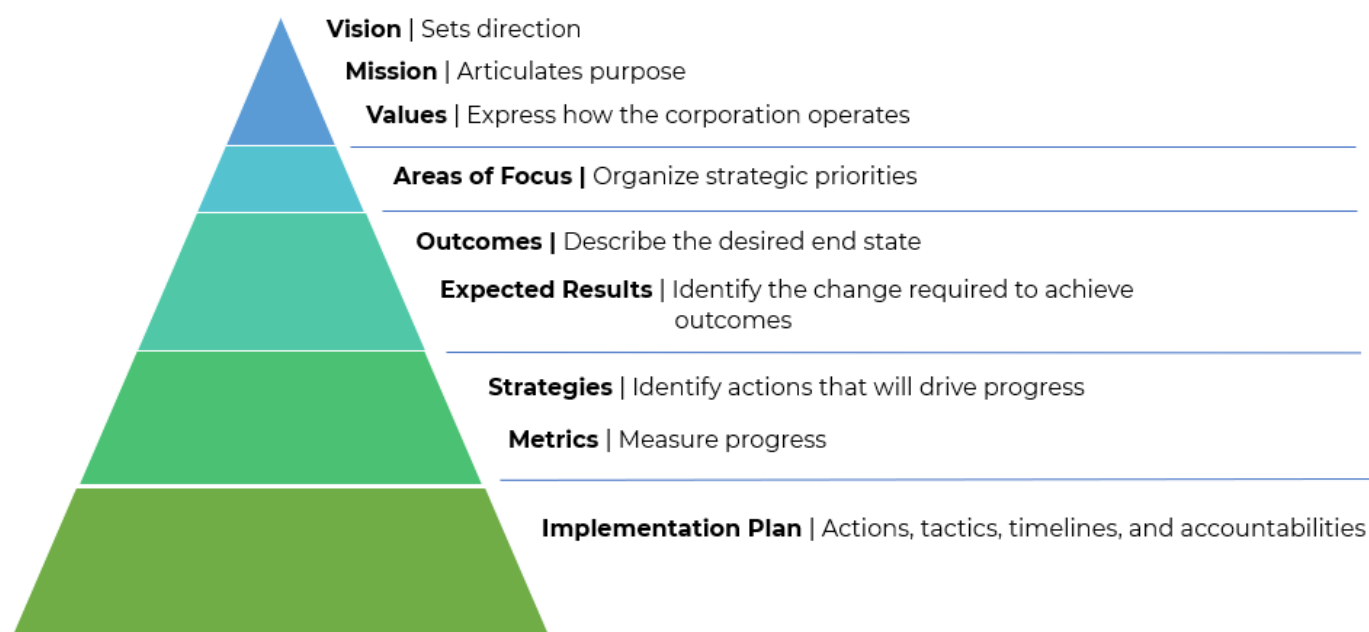
##### **2023-2027 Strategic Plan:**

Strategic Priorities and Policy Committee (SPPC): December 12, 2022; January 11, 2023; January 23, 2023.

## 1.2 Overview: 2023-2027 Strategic Plan Development Process

### Structure of Council's 2023-2027 Strategic Plan

The 2023-2027 Strategic Plan will be prepared using the following structure:



### Community Engagement

The following provides a summary of planned community engagement through each phase of the strategic planning process:

- **Phase One: December 14, 2022, to January 4, 2023**
  - The first phase of open community engagement on the 2023-2027 Strategic Plan began on December 14, 2022. An update on input received in Phase One was provided at the January 11, 2023, SPPC meeting.
- **Phase Two: January 4 to February 7, 2023**
  - Engagement will continue based on Council's progress on the vision, mission, values, strategic areas of focus, outcomes, and expected results coming out of the January 11 and January 23, 2023, SPPC meetings.
  - Community engagement gathered through this phase will be presented at the February 7, 2023, SPPC meeting.
- **Phase Three: February 8 to March 8, 2023**
  - The final phase of engagement will continue to seek feedback on the strategic areas of focus, outcomes, expected results, as well as strategies. Past experience has been that Council-led engagement (e.g., ward meetings, townhalls, etc.) has been most valuable during this phase.
  - Launch of community conversation toolkit and engagement with Community Advisory Committees.
  - A Public Participation Meeting (PPM) will be held on March 8, 2023, where Council will receive public delegations responding to the draft Strategic Plan.
  - Community input gathered through this phase will be presented to Council at the February 28 and March 8, 2023, SPPC meetings.

## 2.0 Discussion and Considerations

### 2.1 February 7, 2023, SPPC: Continuing to Set Key Elements of the Strategic Plan

The February 7, 2023, SPPC meeting will build on the work and direction provided at the previous SPPC meetings regarding the Strategic Plan. At this meeting, Council will receive an update on the community engagement feedback results to date and provide direction to set the vision, mission, values, strategic areas of focus, outcomes, and expected results. The draft strategies will also be tabled at this meeting. Council will debate and provide direction on the draft strategies at the February 28 SPPC meeting.

### 2.2 Community Engagement Update

At the January 11, 2023, meeting of the SPPC, Council began deliberation on the 2023-2027 Strategic Plan and developed several draft versions of the vision, mission, and values.

The draft vision, mission, and values statements were posted for community feedback on the City's [Get Involved](#) site on January 13, 2023. Community feedback on the draft versions of the vision, mission, and values has been themed and is attached as **Appendix A**.

Following the January 23, 2023, SPPC meeting, [Get Involved](#) was updated to reflect the progress made by Council on the strategies areas of focus, outcomes, and expected results. Community feedback on the draft strategic areas of focus, outcomes, and expected results is attached as **Appendix B**.

### 2.3 Next Steps

This will kick-off the third phase of engagement on Council's 2023-2027 Strategic Plan. Londoners will have the opportunity to weigh in on all aspects of the draft 2023-2027 Strategic Plan, sharing what resonates with them, what is missing, and any other feedback they wish to provide.

Engagement opportunities will continue to be promoted through social media, digital billboard signage, radio ads, and hardcopy materials in community spaces. A community conversation toolkit will be launched that will support community members and organizations to host a conversation on the draft Strategic Plan and submit their feedback. Other engagement mechanisms during this phase include ward/townhall meetings, and engagement with the City's Community Advisory Committees.

This phase of engagement will conclude with the Public Participation Meeting that will be held on March 8, 2023.

All feedback gathered during this time will be themed and presented to Council at the February 28 and March 8, 2023, SPPC meetings.

## Conclusion

The City of London's Strategic Plan defines the vision, mission, values, and priorities that will guide the work of Council and Civic Administration for the next four years. It will drive decision-making through the Multi-Year Budget and Technology Investment Strategy. Most importantly, it is a statement of commitment to the community; a reflection of the priorities of Londoners.

The 2023-2027 Strategic Plan will set London's course for the future, building on progress made through the City's current and past Strategic Plans, while recognizing and adapting to a very different global context.

**Prepared by:** Nick Steinburg, Specialist, Strategy and Innovation  
**Submitted by:** Rosanna Wilcox, Director, Strategy and Innovation  
**Recommended by:** Lynne Livingstone, City Manager



## Community Feedback on Vision, Mission, and Values

This appendix contains feedback gathered from the community about the draft versions of the Vision, Mission, and Values that were set by Council at the January 11, 2023, meeting of the Strategic Priorities and Policy Committee. This includes community engagement results from January 13 to February 3, 2023.

### 1. Vision

Londoners were asked to tell us which Vision statement resonated with them the most by ranking the statements in order from one to three. The results are noted below. Rankings reflect the overall preference of survey respondents where a ranking of ‘1’ represents the statement that was most often ranked first.

Ranking	Draft Vision Statements
1	London is a sustainable city within a thriving region, committed to innovation and overcoming challenges to provide a safe, affordable, welcoming, and healthy future for today and for the next generation.
2	London – a welcoming and safe place, home to a thriving, inclusive community that boldly embraces innovation and opportunity for all.
3	London is a safe, thriving, inclusive community that boldly embraces innovation, where challenges are overcome and opportunities are seized.

Londoners were also asked to indicate if there are any words or ideas that are important to them that were not captured. A thematic analysis of all feedback gathered was conducted. In many cases, Londoners also noted what they would like to see emphasized. This has also been included in the results.

#### What words or ideas are missing or require emphasis?

- Safe/Safety
- Sustainable
- Inclusive
- Innovative
- Culture
- Accessible
- Affordable
- Reconciliation

### 2. Mission

Londoners were asked to tell us which Mission statement resonated with them the most by ranking the statements in order from one to three. The results are noted below. Rankings reflect the overall preference of survey respondents where a ranking of ‘1’ represents the statement that was most often ranked first.

Ranking	Draft Mission Statements
1	The mission of the City of London is to improve quality of life through bold, proactive, responsive, and accountable public services and administration.
2	Local, collaborative government that builds a strong and vibrant community for people to live, work, and play.
3	A proactive public service leader that creates conditions for present and future generations to thrive.

Londoners were also asked to indicate if there are any words or ideas that are important to them that were not captured. A thematic analysis of all feedback gathered was conducted. In many cases, Londoners also noted what they would like to see emphasized. This has also been included in the results.

**What words or ideas are missing or require emphasis?**

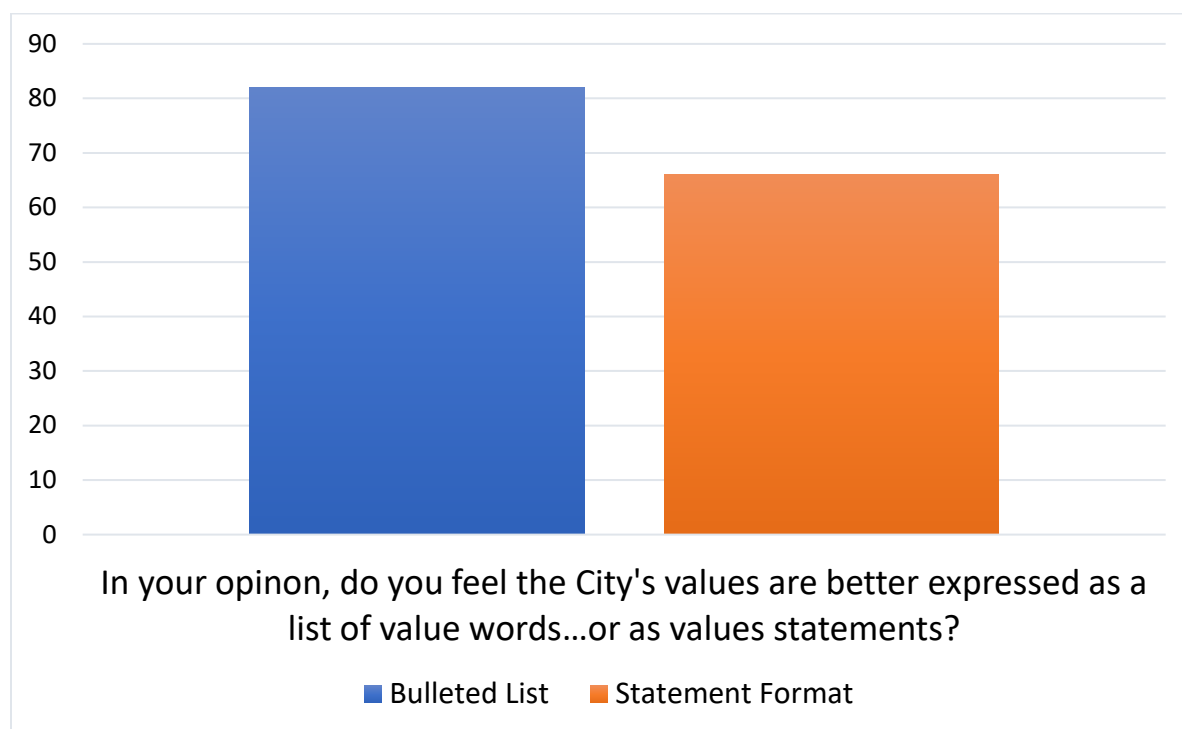
- Proactive
- Accountable
- Safety
- Equity and inclusion
- Collaborative
- Responsive
- Bold

**3. Values**

Londoners were asked to tell us which set of Values statements resonated with them the most by ranking the statements in order from one to three. The results are noted below. Rankings reflect the overall preference of survey respondents where a ranking of '1' represents the statement that was most often ranked first.

Ranking	Draft Values Statements
1	<ul style="list-style-type: none"> <li>• An affordable, prosperous, inclusive and healthy city for all Londoners.</li> <li>• Sustainable and forward thinking through positive collaborations.</li> <li>• Open and transparent decision making in the public interest to foster trust.</li> </ul>
2	<ul style="list-style-type: none"> <li>• Inclusive and Respectful</li> <li>• Accountability and Trust</li> <li>• Compassion</li> <li>• Teamwork</li> <li>• Committed and Driven</li> <li>• Learning</li> </ul>
3	<ul style="list-style-type: none"> <li>• Reconciliation, Equity, and Inclusion</li> <li>• Sustainability and Affordability</li> <li>• Collaborative Partnerships</li> <li>• Accountability and Trust</li> <li>• Innovative service delivery</li> <li>• Financial stewardship</li> </ul>

In relation to the draft Values statements, Londoners were asked if the City's values are better expressed as a list of value words or as values statements. The chart below shows the results.



Londoners were also asked to indicate if there are any words or ideas that are important to them that were not captured. A thematic analysis of all feedback gathered was conducted. In many cases, Londoners also noted what they would like to see emphasized. This has also been included in the results.

**What is missing or requires emphasis?**

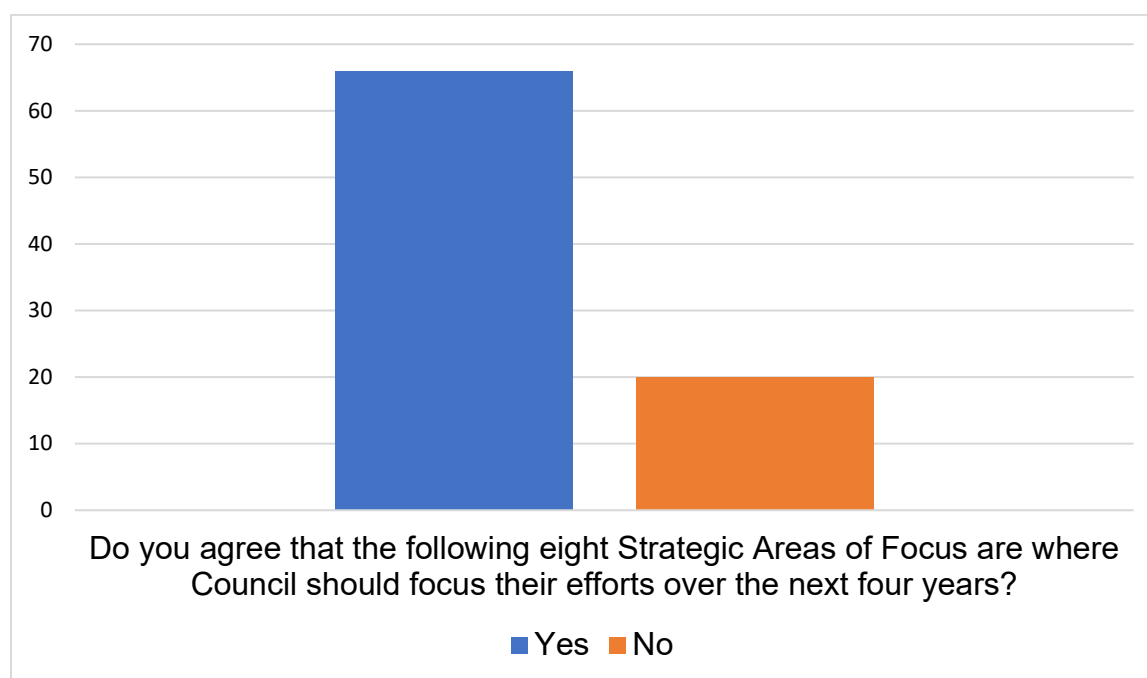
- Safe/Safety
- Climate Action and Sustainability
- Reconciliation, Equity, Inclusion
- Innovation
- Accessible
- Compassion
- Teamwork, Collaboration

## Community Feedback on Strategic Areas of Focus, Outcomes, and Expected Results

This appendix contains early feedback gathered from the community about the draft Strategic Areas of Focus, Outcomes, and Expected Results that were developed by Council at the January 23, 2023, meeting of the Strategic Priorities and Policy Committee. This includes community engagement results from January 24 to February 3, 2023.

### Strategic Areas of Focus

Londoners were asked if the eight Strategic Areas of Focus are where Council should focus their efforts over the next four years. The results are listed below.



Londoners were asked to rank the Strategic Areas of Focus in order of importance for the 2023-2027 Strategic Plan. The results below are listed in descending order, beginning with the Strategic Area of Focus that was most often ranked first.

1. Housing and Homelessness
2. Wellbeing and Safety
3. Mobility
4. Economic Growth, Culture and Prosperity
5. Climate Action and Sustainable Growth
6. Safe London for Women, Girls, Gender-Diverse and Trans People
7. Well-Run City
8. Reconciliation, Equity, and Inclusion

### Strategic Areas of Focus, Outcomes, and Expected Results

In reviewing each Strategic Area of Focus and related Outcomes and Expected Results, Londoners were asked to provide comments if they felt anything was missing.

For the comments that were received about what might be missing from the draft Outcomes and Expected Results, a thematic analysis was conducted, and comments were aligned to common themes. These comments are organized by Strategic Area of Focus. In some cases, Londoners provided feedback on items or theming that should be emphasized. These have also been noted below.

### Reconciliation, Equity and Inclusion

In relation to the Reconciliation, Equity and Inclusion Strategic Area of Focus, Londoners were asked if anything was missing. The results are noted in the chart below.

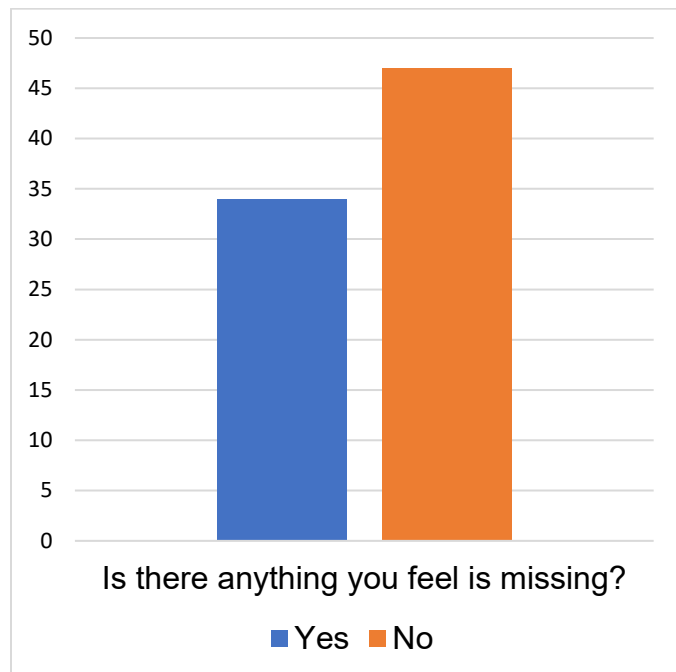


What is missing or requires emphasis?

- Cultural visibility/appreciation
- Indigenous-led action
- Representative workforce
- Structural change
- Education and training

### Housing and Homelessness

In relation to the Housing and Homelessness Strategic Area of Focus, Londoners were asked if anything was missing. The results are noted in the chart below.



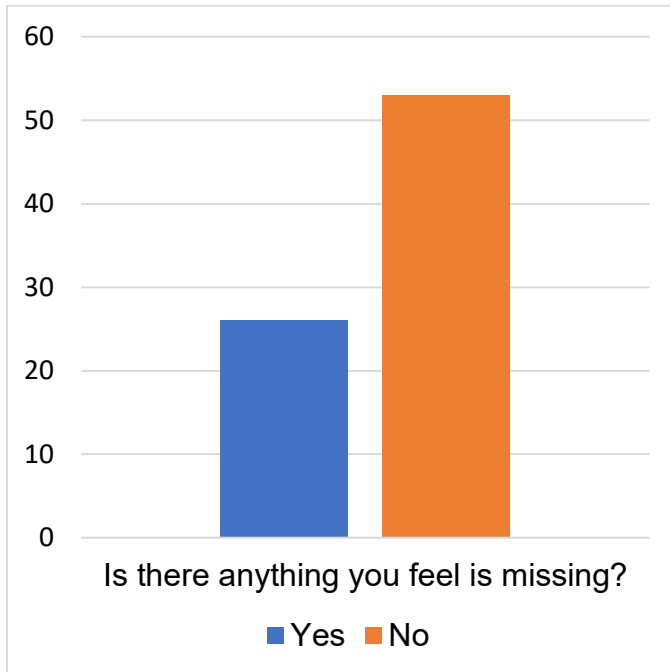
What is missing or requires emphasis?

- Mental Health and Addictions
- Rental Affordability
- Poverty
- Provincial Advocacy
- Broader housing supply/affordability

- Intensification
- Immediate/Interim Actions on Homelessness

### Wellbeing and Safety

In relation to the Wellbeing and Safety Strategic Area of Focus, Londoners were asked if anything was missing. The results are noted in the chart below.

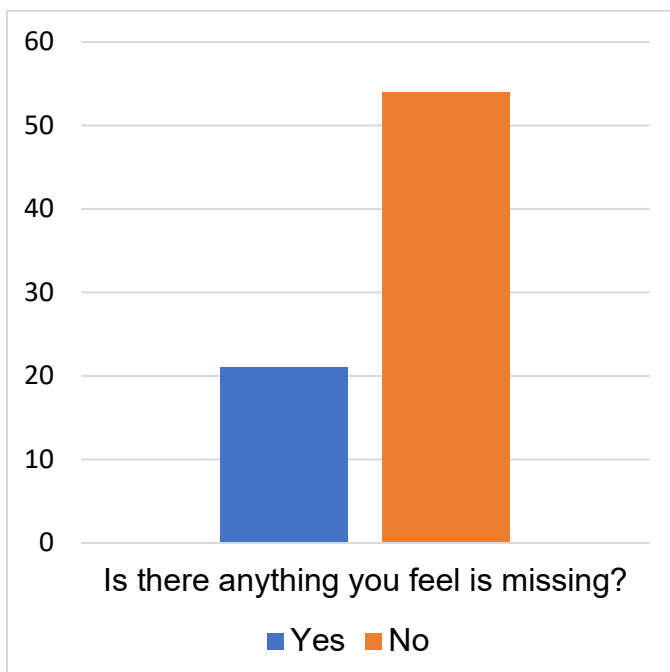


What is missing or requires emphasis?

- Pedestrian infrastructure (sidewalks, street lighting, etc.)
- Crime prevention
- Affordability
- Active transportation

### Safe London for Women, Girls, Gender-Diverse and Trans People

In relation to the Safe London for Women, Girls, Gender-Diverse and Trans People Strategic Area of Focus, Londoners were asked if anything was missing. The results are noted in the chart below.

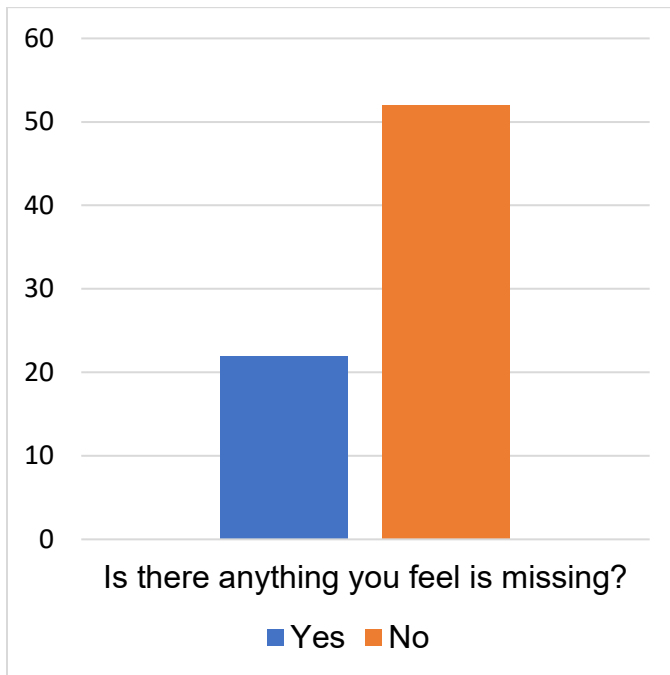


What is missing or requires emphasis?

- Other populations
- Accountability/reporting
- Sex Trafficking
- Equity and inclusion lens

### Economic Growth, Culture and Prosperity

In relation to the Economic Growth, Culture and Prosperity Strategic Area of Focus, Londoners were asked if anything was missing. The results are noted in the chart below.

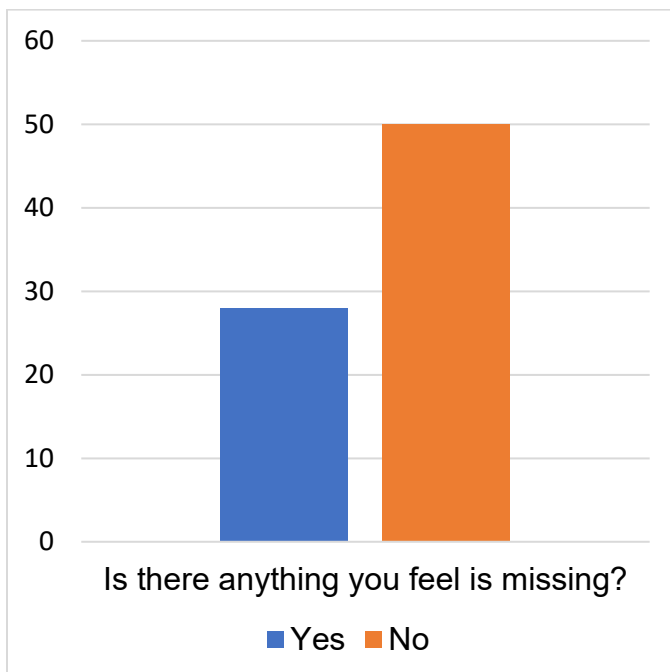


What is missing or requires emphasis?

- Intensification
- Affordability
- Support for small businesses
- Arts and culture
- Crime prevention and safety

### Mobility

In relation to the Mobility Strategic Area of Focus, Londoners were asked if anything was missing. The results are noted in the chart below.



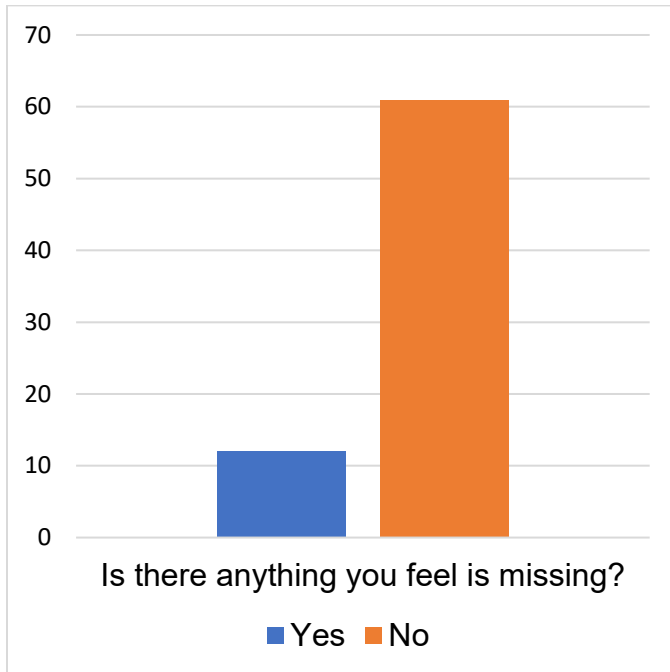
What is missing or requires emphasis?

- Sidewalk safety/repair
- Traffic safety
- Bus system improvements
- Active transportation
- Intercity transportation

- Accessibility

### Climate Action and Sustainable Growth

In relation to the Climate Action and Sustainable Growth Strategic Area of Focus, Londoners were asked if anything was missing. The results are noted in the chart below.

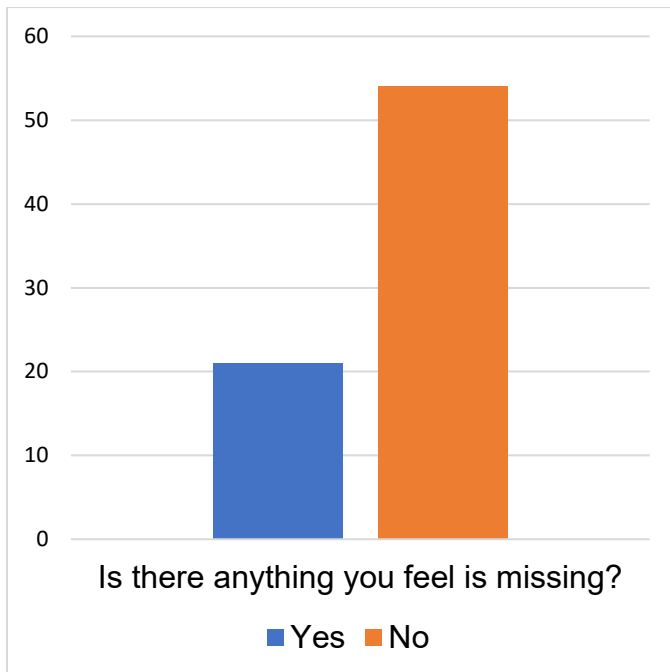


What is missing or requires emphasis?

- Waste reduction and diversion
- Protecting natural areas/greenspace
- Sustainable development

### Well-Run City

In relation to the Well-Run City Strategic Area of Focus, Londoners were asked if anything was missing. The results are noted in the chart below.



What is missing or requires emphasis?

- Council conduct/accountability
- Financial accountability
- Talent attraction and retention



**Other/General Comments**

Londoners also provided more general comments across the plan. The common themes are identified below.

- Too many areas of focus, and/or the potential to combine different areas of focus
- Need to be more specific
- Use more direct/plain language

## Report to Strategic Priorities and Policy Committee

**To:** Chair and Members  
Strategic Priorities and Policy Committee

**From:** Lynne Livingstone, City Manager

**Subject:** Developing Council's 2023-2027 Strategic Plan: Tabling Draft Strategies

**Date:** February 7, 2023

## Recommendation

That, on the recommendation of the City Manager, the following actions be taken with respect to developing the 2023-2027 Strategic Plan:

- a) the report, entitled "Developing the 2023-2027 Strategic Plan: Tabling Draft Strategies" BE RECEIVED for information.

## Executive Summary

The City of London's Strategic Plan identifies a shared vision, mission, values, and strategic areas of focus to guide the work of Council and Administration for the next four years and identifies the strategic direction that will drive financial and business decisions through the Multi-Year Budget and Technology Investment Strategy.

At the February 7, 2023, meeting of the Strategic Priorities and Policy Committee, Council will continue to deliberate on key elements of the 2023-2027 Strategic Plan. This will include providing direction to set the vision, mission, values, strategic areas of focus, outcomes, and expected results. As well, at this meeting, the draft strategies will be tabled.

This report tables the draft strategies (actions that will drive progress) that have been developed based on the strategic areas of focus, outcomes, and expected results established by Council at the January 23 SPPC meeting. Deliberation on the draft strategies will take place on February 28.

## Linkage to the Corporate Strategic Plan

Council's Strategic Plan is a foundational document that guides the work of Council and Administration over the next four years. It identifies the strategic direction over a four-year period and drives financial and business decisions through the Multi-Year Budget and Technology Investment Strategy.

## Analysis

### 1.0 Background Information

#### 1.1 Previous Reports Related to this Matter

##### **2019-2023 Strategic Plan:**

Strategic Priorities and Policy Committee (SPPC): December 17, 2018, January 14, 2019, January 25, 2019, March 4, 2019, April 1, 2019, November 25, 2019, June 23, 2020, October 20, 2020, November 17, 2020, July 28, 2021, November 30, 2021, June 22, 2022, December 12, 2022.

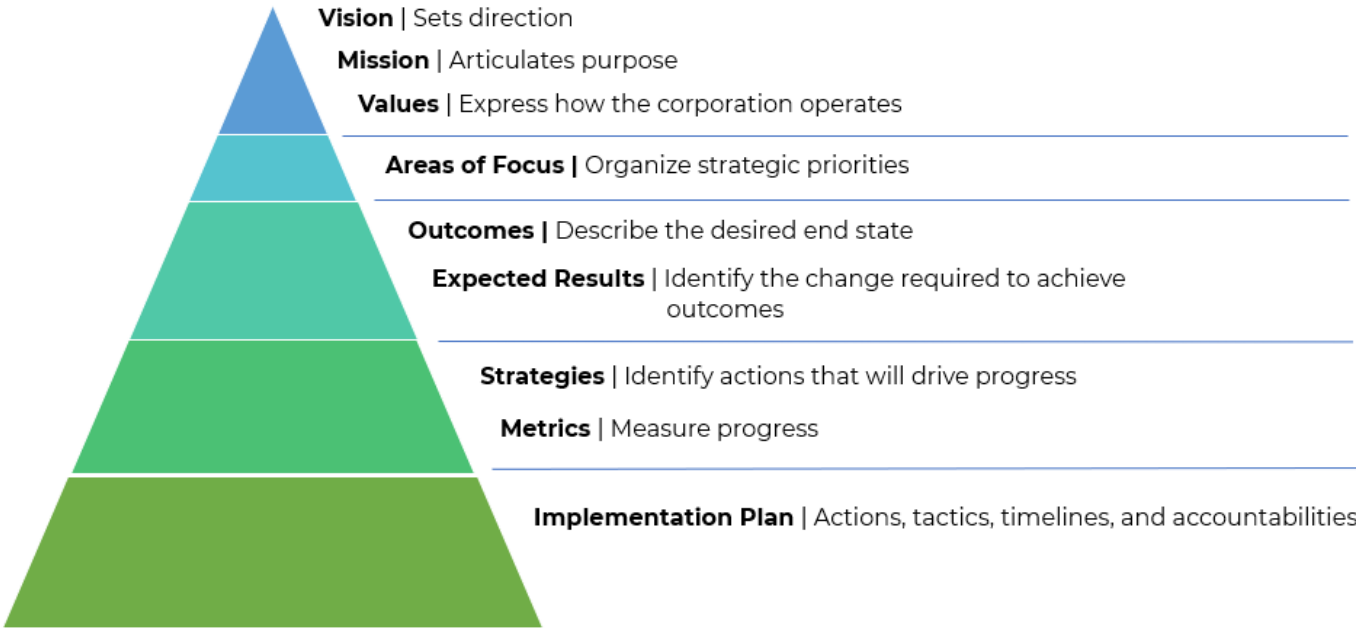
##### **2023-2027 Strategic Plan:**

Strategic Priorities and Policy Committee (SPPC): December 12, 2022; January 11, 2023; January 23, 2023.

**1.2 Overview: 2023-2027 Strategic Plan Development Process**

**Structure of Council’s 2023-2027 Strategic Plan**

The 2023-2027 Strategic Plan will be prepared using the following structure:



**2.0 Discussion and Considerations**

**2.1 February 7, 2023, SPPC: Continuing to Set Key Elements of the Strategic Plan**

The February 7, 2023, SPPC meeting will build on the work and direction provided at the previous SPPC meetings regarding the Strategic Plan. At this meeting, Council will receive an update on the community engagement feedback results to date and provide direction to set the vision, mission, values, strategic areas of focus, outcomes, and expected results. The draft strategies will also be tabled at this meeting. Council will debate and provide direction on the draft strategies at the February 28 SPPC meeting.

**2.2 Tabling Draft Strategies**

Strategies identify the actions that will drive progress toward achieving the outcomes (desired end state) and expected results (change required to achieve the outcomes) identified in the 2023-2027 Strategic Plan.

Draft strategies, attached as **Appendix A**, are being tabled based on the strategic areas of focus, outcomes, and expected results established by Council at the January 23, 2023, SPPC meeting.

Following the February 7 SPPC meeting, [Get Involved](#) and all engagement mechanisms will be updated to include the draft strategies. Londoners will have the opportunity to share their thoughts on the draft strategies and all other components of the draft Strategic Plan.

Once the Strategic Plan has been set, Civic Administration will develop the Multi-Year Budget that sets the pacing and targets for implementation along with a detailed implementation plan that outlines the actions, tactics, timelines, and accountabilities associated with the delivery of Council’s Strategic Plan.

**2.3 Next Steps**

Following this meeting Get Involved will be updated to reflect Council’s progress and direction on the vision, mission, values, strategic areas of focus, outcomes, expected results, and strategies.

This will kick-off the third phase of engagement on Council's 2023-2027 Strategic Plan. Londoners will have the opportunity to weigh in on all aspects of the draft 2023-2027 Strategic Plan, sharing what resonates with them, what is missing, and any other feedback they wish to provide.

Engagement opportunities will continue to be promoted through social media, digital billboard signage, radio ads, and hardcopy materials in community spaces. A community conversation toolkit will be launched that will support community members and organizations to host a conversation on the draft Strategic Plan and submit their feedback. Other engagement mechanisms during this phase include ward/townhall meetings, and engagement with the City's Community Advisory Committees.

This phase of engagement will conclude with the Public Participation Meeting that will be held on March 8, 2023.

All feedback gathered during this time will be themed and presented to Council at the February 28 and March 8, 2023, SPPC meetings.

## **Conclusion**

The City of London's Strategic Plan defines the vision, mission, values, and priorities that will guide the work of Council and Civic Administration for the next four years. It will drive decision-making through the Multi-Year Budget and Technology Investment Strategy. Most importantly, it is a statement of commitment to the community; a reflection of the priorities of Londoners.

The 2023-2027 Strategic Plan will set London's course for the future, building on progress made through the City's current and past Strategic Plans, while recognizing and adapting to a very different global context.

**Prepared by:** Nick Steinburg, Specialist, Strategy and Innovation  
**Submitted by:** Rosanna Wilcox, Director, Strategy and Innovation  
**Recommended by:** Lynne Livingstone, City Manager

**Strategic Area of Focus: Reconciliation, Equity, and Inclusion**

Expected Result		Draft Strategies
<b>Outcome 1:</b> The City of London enhances the confidence of Indigenous Peoples by furthering truth and reconciliation efforts.		
1.1	Establishment of new and strengthening current relationship with local First Nation and urban Indigenous communities and Indigenous-serving organizations.	<ul style="list-style-type: none"> <li>a) Support Indigenous-led actions and initiatives that move the City of London and its agencies, boards, and commissions closer towards addressing injustices, and collective healing.</li> <li>b) Undertake regular, meaningful engagement with local Indigenous communities and organizations on matters of shared interest.</li> <li>c) Engage with First Nation communities early in any project or process around water and improve awareness by incorporating the recommendations of the Shared Waters Approach and Traditional Ecological Knowledge where and / or when offered.</li> </ul>
1.2	Enhanced understanding of the Truth and Reconciliation Commission Calls to Action and how to best implement them.	<ul style="list-style-type: none"> <li>a) With Indigenous People, develop a Truth and Reconciliation Action Plan to implement the 13 municipal focused Truth and Reconciliation Commission Calls to Action and other Indigenous-led initiatives</li> <li>b) Strengthen partnerships to deliver Indigenous-led education and training to the City of London, and its agencies, boards, and commissions.</li> <li>c) Strengthen and establish new partnerships for including Indigenous programming and services at the City of London, and its agencies, boards, and commissions.</li> </ul>
<b>Outcome 2:</b> The City of London is a leader in becoming an equitable and inclusive community.		
2.1	Meaningful relationships and partnerships with equity-denied groups and with organizations led by, for, and with equity-denied communities.	<ul style="list-style-type: none"> <li>a) Engage with equity-denied communities to co-create and implement Action Plans that address their needs, with an added focus on the diverse Indigenous, Black, and Muslim communities.</li> <li>b) Implement recommendations from the Action Plan to Disrupt Islamophobia, specifically those that affect youth and that have a gendered impact on women and girls.</li> <li>c) Establish a city-wide Community of Practice to strengthen and support equity related initiatives and strategies.</li> </ul>
2.2	Equity-denied groups come to London and choose to stay in our community.	<ul style="list-style-type: none"> <li>a) Support the community in attracting, integrating and retaining new Londoners through education, celebration, employment, and other actions.</li> <li>b) Support community-based inclusion and anti-hate initiatives and events.</li> </ul>
2.3	Our services are informed and delivered by the communities we serve.	<ul style="list-style-type: none"> <li>a) Apply the City of London Equity Tool to City led programs, policies, services, agreements, and budget decisions.</li> <li>b) Promote equitable, inclusive, and welcoming City of London spaces for all communities with an added focus on women and girls from Indigenous and Muslim communities.</li> </ul>
<b>Outcome 3:</b> All Londoners have opportunities to participate in civic engagement.		
3.1	Increased access to and participation of equity-denied groups in civic engagement.	<ul style="list-style-type: none"> <li>a) Identify and remove barriers faced by equity-denied groups in participating in civic engagement opportunities.</li> <li>b) Use focused community engagement practices to specifically reach equity-denied groups.</li> <li>c) Apply a trauma and violence-informed care approach to community engagement practices.</li> </ul>
3.2	Increased participation in City of London internship programs and employment opportunities for equity-denied groups.	<ul style="list-style-type: none"> <li>a) Identify and remove barriers faced by equity-denied groups in pursuing and retaining employment with the City of London.</li> <li>b) Work with community partners to develop, promote, and support internship programs creating opportunities for equity-denied groups.</li> </ul>

## Strategic Area of Focus: Housing and Homelessness

Expected Result	Draft Strategies
<b>Outcome 1:</b> The City of London demonstrates leadership and builds partnerships to increase quality, affordable, and supportive housing options.	
1.1 Increased access to a range of quality, affordable, and supportive housing options that meet the unique needs of individuals and families.	<ul style="list-style-type: none"> <li>a) Increase the supply, range, and depth of affordability of quality housing options where people feel safe.</li> <li>b) Align policies and programs recognizing the broad range of factors that contribute to accessing and maintaining transitional, supportive, community, affordable and market housing.</li> <li>c) Address the specific needs of populations, including equity-denied groups, and prioritize housing initiatives that are affordable.</li> </ul>
<b>Outcome 2:</b> London has a robust community system of health, homelessness, housing stability services, policies, procedures and bylaws in place to support individuals and families at risk of or experiencing homelessness.	
2.1 Decreased number of individuals and families at risk of or experiencing homelessness.	<ul style="list-style-type: none"> <li>a) Implement the whole of community system response to the health and homelessness crisis that creates pathways to housing.</li> <li>b) Work collaboratively across sectors to identify and prevent individuals and families at risk of homelessness from experiencing homelessness.</li> <li>c) Improve the collection, sharing, and use of data across the homeless prevention system.</li> <li>d) Complete the actions in the existing Housing Stability Action Plan and begin to develop and implement the next one to reflect community priorities.</li> <li>e) Implement a program of continuous review of policies, procedures, and by-laws to create opportunities for balanced and compassionate solutions to homelessness.</li> </ul>
2.2 Improved quality and safety in social housing	<ul style="list-style-type: none"> <li>a) Work collaboratively across sectors to improve safety of individuals and families living in social housing.</li> <li>b) Address the specific safety needs of populations, including equity-denied groups, living in social housing.</li> <li>c) Support improvements to policies and programs in the delivery of both responsive and preventative safety services throughout the social housing sector.</li> </ul>
2.3 Improved safety in shelter system	<ul style="list-style-type: none"> <li>a) Establish and implement a set of community standards of care and system values to create safe spaces for people to shelter in.</li> <li>b) Collect feedback and input on sense of safety directly from service providers and those that access services.</li> </ul>
<b>Outcome 3:</b> A well planned and growing community.	
3.1 London's growth and development is well-planned and considers use, intensity, and form.	<ul style="list-style-type: none"> <li>a) Develop and enhance planning implementation tools that advance the policies of The London Plan.</li> <li>b) Increase the efficiency and consistency of planning and development processes.</li> <li>c) Direct growth and intensification to strategic locations in a way that maximizes existing assets and resources.</li> <li>d) Protect natural heritage areas and agricultural areas for the needs of Londoners now and into the future.</li> </ul>
3.2 The City of London supports faster/streamlined approvals and increasing the supply of housing with a focus on achieving our intensification targets.	<ul style="list-style-type: none"> <li>a) Increase the efficiency and consistency of processes that support housing access and supply.</li> <li>b) Target new housing development to capitalize on our investments in new servicing, Rapid Transit, and the Core.</li> </ul>

## Strategic Area of Focus: Wellbeing and Safety

Expected Result	Draft Strategies
<b>Outcome 1:</b> London has safe, vibrant, and healthy neighbourhoods and communities.	
1.1 Londoners feel safe across the city, in the core, and in their neighbourhoods and communities.	<ul style="list-style-type: none"> <li>a) Continue to deliver and enhance high-quality and effective police, fire, emergency preparedness services that make London a safe city for residents, businesses, and visitors.</li> <li>b) Strengthen collaboration and coordinated action among community safety partners through the implementation of the Community Safety and Wellbeing Plan.</li> <li>c) Support improvements to the delivery of public safety programs and services in the core and across the city.</li> <li>d) Provide public education about emergency preparedness, crime prevention, and fire and life safety.</li> <li>e) Modify municipal compliance protocol to proactively address emerging issues, including the health and homelessness crisis, using a balanced compassionate approach.</li> <li>f) Design and plan communities with evidence-informed health and safety tools and principles.</li> </ul>
1.2 Londoners have a strong sense of belonging and sense of place.	<ul style="list-style-type: none"> <li>a) Create meaningful opportunities for all Londoners to contribute to the health and vibrancy of their neighbourhoods.</li> <li>b) Create cultural opportunities that reflect the arts, heritage, and diversity of the community.</li> <li>c) Promote neighbourhood planning and design that creates safe, accessible, diverse, walkable, healthy, and connected communities.</li> <li>d) Remove barriers to participation and integration for equity-denied groups within neighbourhoods and across the community.</li> </ul>
1.3 Londoners have safe access to public spaces, services, and supports that increase their wellbeing and quality of life.	<ul style="list-style-type: none"> <li>a) Deliver programs and activities that foster improved physical, mental, and social wellbeing.</li> <li>b) Invest in infrastructure for publicly-owned facilities, parks, open spaces, and natural amenities that provide cultural, social, and recreational opportunities, programming and engagement.</li> <li>c) Remove barriers to participation and integration for equity-denied groups within neighbourhoods and across the community.</li> <li>d) Continue to support community partners to host special events in publicly-owned spaces across the city.</li> <li>e) Support and enhance resident-led programs and decision-making initiatives.</li> </ul>
1.4 Improved emergency services response time and reporting	<ul style="list-style-type: none"> <li>a) Continue to respond to emergency and non-emergency events, including fires, medical emergencies, motor vehicle collisions, public hazard situations, water and ice rescues, hazardous materials incidents, and technical rescues.</li> <li>b) Maintain an appropriate fleet of fire vehicles.</li> <li>c) Enhance police response times for emergency calls, urgent calls and in progress property calls.</li> </ul>

1.5	Improved traffic safety, traffic calming	a) Prioritize walking and cycling in the development or retrofitting of streets and roadways.
		b) Expand the Automated Speed Enforcement and Red Light Camera programs as feasible.
		c) Complete the installation of the 40 km/h Area Speed Limit program.
		d) Advance the installation of proactive traffic calming in school zones.
		e) Design and construct safer infrastructure.
1.6	Improved park maintenance and garbage collection	a) Expand winter garbage collection in parks.
		b) Increase maintenance service level frequencies and extend park maintenance season into the fall months.
		c) Review the provision of drinking water in appropriate parks.
		d) Increase service level frequency for cleaning park washrooms.
		e) Increase service levels for supporting event and tournament clean-up and maintenance.
1.7	Improved boulevard and bus shelter maintenance and garbage collection	a) Increase frequency of roadside litter collection on major roads.
		b) Assess opportunities to enhance garbage collection in bus shelters.
1.8	Improved wayfinding and walkability	a) Implement a pilot wayfinding project from a section of the Thames Valley Parkway to nearby attractions and services.
		b) Implement a pilot wayfinding project for parks to help people find their way within the park and to and from nearby destinations on foot or bike.
<b>Outcome 2:</b> London is an affordable and supportive community for individuals and families.		
2.1	Housing in London is affordable and attainable.	a) Prioritize approval of housing projects that increase the depth of affordability in available housing options.
		b) Ensure there is an adequate supply of lands for new homes and services.
2.2	Londoners have timely/faster access to quality, affordable services.	a) Consider affordability when making service decisions through the application of the Equity Tool.
		b) Support community-led initiatives and partnerships through grants, collaboration and community plans that promote the wellbeing of Londoners.
		c) Support the delivery of, and timely access to, high-quality licensed child care and early years opportunities for families.
2.3	Londoners have access to key services and supports to enhance their wellbeing and resilience.	a) Identify and remove barriers and improve access to municipal programs, services, and supports.
		b) Improve resident satisfaction, safety, service, and recreation programming at Dearness Home.
		c) Provide, enhance, and promote access to municipal subsidy programs.



## Strategic Area of Focus: Safe London for Women, Girls, and Gender-Diverse and Trans People

Expected Result	Draft Strategies
<b>Outcome 1:</b> The City of London demonstrates leadership by taking meaningful actions to address and eliminate all forms of violence against women and girls, gender-based violence*, and sexual violence**.	
<p>1.1 Increased capacity to recognize, address, and prevent all forms of violence against women and girls and gender-based violence.</p>	<ul style="list-style-type: none"> <li>a) Implement Indigenous-led actions that move the City of London closer toward addressing injustices against Indigenous women, girls, and 2SLGBTQIA+ people, collective healing, and prevention.</li> <li>b) Increase awareness of the pervasiveness of violence against women and girls, and gender-based violence, recognizing the historical and systemic intersections of racism and gender.</li> <li>c) Work alongside community-based organizations, leaders, and survivors to design a community-wide approach to address, prevent, and raise awareness about violence against women and girls, and gender-based violence.</li> <li>d) Provide training, tools, and resources that increase the capacity of the City of London, agencies, boards, and commissions to recognize, address, and prevent violence against women and girls, and gender-based violence.</li> <li>e) Apply the City of London Equity Tool to City-led programs, policies, services, budget decisions, and advocacy, specifically considering the needs of women, girls, and gender-diverse and trans people.</li> <li>f) Build programs, policies, by-laws, and services that are rooted in trauma and violence-informed care and informed by community-based organizations, leaders, and survivors.</li> <li>g) Continue to support women, gender-diverse and trans people, and survivors to access a continuum of safe and quality housing and homeless prevention options.</li> </ul>
<p>1.2 Increased capacity to recognize, address, and prevent sexual exploitation and trafficking.</p>	<ul style="list-style-type: none"> <li>a) Increase awareness of the pervasiveness of sexual exploitation and trafficking.</li> <li>b) Provide training, tools, and resources that support the City of London, agencies, boards, and commissions to recognize, address, and prevent sexual exploitation and trafficking.</li> </ul>
<p>1.3 London is a safe city where women, girls, nonbinary and trans individuals, and survivors access public spaces and freely participate in public life without fear or experience of sexual violence.</p>	<ul style="list-style-type: none"> <li>a) Explore new ways to collaborate with community partners to increase awareness of the prevalence and impacts of sexual violence and ways to prevent and eliminate it, through the implementation of the Safe Cities Action Plan.</li> <li>b) Increase the capacity of the City of London, agencies, boards, and commissions to recognize, address, and prevent sexual violence.</li> <li>c) Apply the City of London Equity tool to City-led planning, design and construction of public spaces and amenities, specifically considering the safety of women, girls, nonbinary and trans individuals and survivors.</li> </ul>

## Strategic Area of Focus: Economic Growth, Culture, and Prosperity

Expected Result		Draft Strategies
<b>Outcome 1:</b> London encourages economic growth and diversification.		
1.1	Small and growing businesses and entrepreneurs are supported to be successful.	<ul style="list-style-type: none"> <li>a) Strengthen partnerships and programs that support small and growing businesses.</li> <li>b) Improve City of London processes and supports for businesses and entrepreneurs.</li> </ul>
1.2	Increased economic activity from our core and the greater community.	<ul style="list-style-type: none"> <li>a) Support economic development initiatives through key service partners including LEDC, TechAlliance, SBC, and Business Improvement Areas</li> <li>b) Expand marketing and promotions initiatives focusing on events, activity, and business opportunities in London.</li> <li>c) Develop and enhance planning processes and tools to support a wide range of economic opportunities.</li> </ul>
1.3	London has a sufficient supply of serviced lands in strategic locations.	<ul style="list-style-type: none"> <li>a) Update and support the implementation of the Industrial Land Development Strategy.</li> </ul>
1.4	London is a regional center that proactively attracts talent, business, and investment.	<ul style="list-style-type: none"> <li>a) Attract and retain a skilled workforce by marketing London as a destination for new investments and talent.</li> <li>b) Foster and leverage strategic partnerships that promote collaboration, innovation, and investment in business and employment.</li> <li>c) Strengthen London's position as a regional centre for economic opportunity, and connectivity.</li> </ul>
<b>Outcome 2:</b> London is a destination of choice.		
2.1	London is a UNESCO City of Music and is recognized as a centre for arts, sport, and culture.	<ul style="list-style-type: none"> <li>a) Implement the UNESCO four-year action plan.</li> <li>b) Use existing assets in creative ways that support London's profile as a destination for arts, culture, sport, and recreation.</li> </ul>
2.2	Continued growth of London's film industry.	<ul style="list-style-type: none"> <li>a) Create databases for filming locations and local talent.</li> <li>b) Market London to productions in Toronto and other markets.</li> <li>c) Support the Forest City Film Festival with industry events and location tours.</li> <li>d) Continue to promote London's film industry through social media, newsletters and online campaigns.</li> </ul>
<b>Outcome 3:</b> London encourages the growth of local artistic and musical talent		
3.1	Londoners have more opportunities to engage in diverse arts and music events.	<ul style="list-style-type: none"> <li>a) Provide professional development, mentorship, networking, and collaboration opportunities for artists, creators, and arts and culture workers.</li> <li>b) Provide accessible development/incubation opportunities for equity-denied artists, creators, and arts and culture workers.</li> </ul>
3.2	Increased opportunities for performances or displays.	<ul style="list-style-type: none"> <li>a) Nurture, incubate and provide more job opportunities for arts and culture talent.</li> <li>b) Provide more opportunities for artists and creators to perform and exhibit at diverse events and activations.</li> </ul>
3.3	Increased use of municipal and cultural spaces for local talent.	<ul style="list-style-type: none"> <li>a) Increase access to existing spaces (e.g. parks, open spaces, meeting rooms, maker spaces, etc.) for creation, rehearsals, and performances.</li> </ul>

Outcome 4: London's core area is a vibrant neighbourhood and destination of choice.		
4.1	Increased economic activity from our core	a) Decrease commercial vacancy in the Core Area through new program and initiatives.
		b) Implement an economic opportunity attraction strategy to encourage businesses to locate in the Core Area.
		c) Create a single point of contact to better serve the business community in the Core Area.
4.2	Increased residential occupancy and livability in the core area	a) Develop programs to encourage commercial conversions and new housing development in the Core Area.
		b) Invest in public spaces and amenities to attract residents to the Core Area.
		c) Finalize a review of Core Area Community Improvement Plans and recommend enhancements to address key priorities.
4.3	Increased commercial occupancy in the core area	a) Finalize and implement Core Area Vacancy Reduction Strategy.
		b) Promote the current supply of available space in the Core Area to attract new business.
		c) Increase awareness of the City's Core Area Community Improvement Plan incentives.
4.4	More cultural activities and events	a) Provide opportunities for visitors to experience exciting events and activations in inviting and accessible spaces.
		b) Provide increased opportunities for residents of the core neighbourhood to experience diverse culture, recreation, and sports programs and activities that foster improved physical, mental, and social wellbeing.
		c) Support year-round arts, cultural, and music events to encourage people to visit the Core Area.
4.5	Increased safety in the core area	a) Increase presence of London Police Service (LPS) officers in the core.
		b) Continue to provide public safety education for core area residents, businesses, organizations, and property owners.
		c) Increase presence in core for support and safety.
		d) Strengthen collaboration and coordinated action among core-area residents, businesses, organizations, and community safety partners.
		e) Support improvements to the delivery of public safety programs and services.

## Strategic Area of Focus: Mobility

Expected Result		Draft Strategies
<b>Outcome 1:</b> Londoners of all identities, abilities and means can move throughout the city safely and efficiently.		
1.1	Improved reliability, quality and safety of all modes of mobility.	<ul style="list-style-type: none"> <li>a) Build infrastructure that provides safe, integrated, connected, reliable, and efficient transportation choices.</li> <li>b) Work with community partners to promote and improve safety of all modes of mobility.</li> </ul>
1.2	Increased access to sustainable mobility options.	<ul style="list-style-type: none"> <li>a) Complete and implement the Mobility Master Plan.</li> <li>b) Be ready for future transportation technologies, including connected and automated vehicles.</li> </ul>
1.3	More equitable access to reliable public transportation options for people with disabilities including paratransit.	<ul style="list-style-type: none"> <li>a) Support greater access to affordable, reliable public transit and paratransit through the implementation of the London Transit Commission's 5 Year Service Plans, including growth hours.</li> <li>b) Assess opportunities to increase access to accessible vehicles for hire.</li> <li>c) Continue to provide an enhanced level of sidewalk and bus stop snow clearing.</li> <li>d) Consider first and last mile transit connections when constructing new sidewalks.</li> </ul>
1.4	Improved ridership and rider satisfaction	<ul style="list-style-type: none"> <li>a) Implement the London Transit Commission Conventional 5 Year Service Plan, including growth hours.</li> <li>b) Support implementation of the London Transit Commission Ridership Growth Strategy initiatives.</li> <li>c) Implement the London Transit Commission Specialized 5 Year Service Plan, including growth hours.</li> <li>d) Support initiatives identified through Voice of the Customer surveys to improve rider satisfaction.</li> <li>e) Implement London's Rapid Transit Corridors to provide improved reliability for current conventional transit and Rapid Transit Operations to come.</li> </ul>
1.5	Better connected active transportation network serving persons of all ages and abilities	<ul style="list-style-type: none"> <li>a) Build, maintain, enhance, and connect more infrastructure for walking and cycling.</li> </ul>
1.6	Public transit that better meets the needs of our workforce	<ul style="list-style-type: none"> <li>a) Implement the London Transit Commission Conventional 5 Year Service Plan, including growth hours.</li> <li>b) Support the implementation of Alternative Service Delivery options to areas of the City not currently served by transit.</li> </ul>
1.7	Improved intercity transit connections with neighbouring communities	<ul style="list-style-type: none"> <li>a) Plan for regional transit connection locations in Secondary Plans and infrastructure projects.</li> <li>b) Implement a park-and-ride facility as part of the rapid transit network.</li> </ul>

## Strategic Area of Focus: Climate Action and Sustainable Growth

Expected Result		Draft Strategies
<b>Outcome 1: London has a strong and healthy environment.</b>		
1.1	Increased actions towards a circular economy.	<ul style="list-style-type: none"> <li>a) Work with residents and organizations to reduce waste and divert more materials from landfill.</li> <li>b) Create a plan for sustainable growth through waste diversion and energy management innovation that addresses the flow of materials (manufactured and natural), resources and energy.</li> </ul>
1.2	Waterways, wetlands, watersheds, and natural areas are protected and enhanced	<ul style="list-style-type: none"> <li>a) Protect the natural environment and avoid natural hazards when building new infrastructure or development.</li> <li>b) Improve the natural environment and build resiliency when replacing aging infrastructure</li> <li>c) Protect and enhance the health of the Thames River watershed through the implementation of the Shared Waters Approach and the Thames Valley Corridor Plan.</li> <li>d) Support the Watershed Resource Management Strategies to improve the health of the City's watersheds.</li> <li>e) Protect natural heritage areas for the needs of Londoners now and into the future.</li> </ul>
<b>Outcome 2: London is a model for climate action and sustainability in alignment with the Council-declared climate emergency and the Climate Emergency Action Plan.</b>		
2.1	London is on track to hit our 2027 emission reduction targets, to be a net zero community by 2050.	<ul style="list-style-type: none"> <li>a) Implement the Climate Emergency Action Plan with a focus on actions up to 2027 that will contribute towards community milestone emission reduction 2030 target.</li> <li>b) Plan for and adopt the use of zero-emissions, clean energy, and green infrastructure technologies.</li> </ul>
2.2	Improved community capacity and resilience to be ready for current and future changes to the climate and its impacts.	<ul style="list-style-type: none"> <li>a) Encourage community-led climate action through education, partnership, and promotion.</li> <li>b) Support community preparedness for the impacts of climate change and extreme weather.</li> <li>c) Implement the Climate Lens Framework across the City of London and its agencies, boards, and commissions and report on the results.</li> <li>d) Coordinate collecting and sharing environment and climate data to support evidence-informed decision-making.</li> </ul>
<b>Outcome 3: London's infrastructure and systems are built, maintained, and operated to meet the long-term needs of our community.</b>		
3.1	The infrastructure gap is managed for all assets.	<ul style="list-style-type: none"> <li>a) Monitor and communicate changes in the infrastructure gap to inform management of City assets.</li> <li>b) Invest in publicly owned assets to maintain existing levels of service and to implement planned levels of service.</li> </ul>
3.2	Infrastructure is built, maintained, and secured to support future growth and protect the environment.	<ul style="list-style-type: none"> <li>a) Adapt infrastructure and assets to fit evolving community needs.</li> <li>b) Build, maintain and operate assets with consideration for accessibility, energy efficiency, environmental sustainability and climate resilience.</li> <li>c) Continue to develop and maintain cultural assets in our community.</li> <li>d) Integrate arts and culture into public infrastructure.</li> <li>e) Build, maintain, and operate technology focused on information security, performance, and value.</li> </ul>

## Strategic Area of Focus: Well-Run City

Expected Result		Draft Strategies
<b>Outcome 1:</b> The City of London is trusted, open, and accountable in service of our community.		
1.1	Londoners have trust and confidence in their local government.	a) Measure and regularly report to the community on our performance.
		b) Increase transparency and accountability in decision making and the delivery of municipal programs and services.
		c) Continue to deliver the municipal services that meet the needs of a growing and changing community.
1.2	Reduced barriers to public participation in local government.	a) Increase the availability and accessibility of information through a variety of formats.
		b) Improve the quality, inclusivity, and accessibility of public participation opportunities.
		c) Improve voter engagement, participation, and awareness for the 2026 municipal election.
1.3	Improved governance processes	a) Review municipal best practices, identifying gaps and opportunities, and deliver projects that improve performance.
		b) Apply the Equity Tool to our governance processes.
<b>Outcome 2:</b> Londoners experience good stewardship, exceptional and valued service.		
2.1	Residents, businesses, and visitors' satisfaction with our services is high.	a) Deliver services that are easily accessed, simple to use, timely, and accountable to residents, businesses, and visitors.
		b) Engage Londoners and use their feedback in the planning, design, and delivery of City services.
2.2	Our services are designed and delivered putting the resident/business at the centre and using innovative approaches and continuously improving to meet the needs of Londoners	a) Provide high quality enterprise-wide staff training informed by industry best practices.
		b) Implement continuous improvement approaches enterprise wide.
		c) Implement technology, business processes, data and analytics through the Technology Investment Strategy.
		d) Conduct targeted service reviews to ensure the efficient and effective allocation of resources.
2.3	The City of London's regional and community relationships support the delivery of exceptional and valued service.	a) Implement the Strategic Advocacy Framework.
		b) Build mutually beneficial relationships locally and regionally in support of Council's Strategic Plan.
2.3	London's finances are maintained in a transparent, sustainable, and well-planned manner, incorporating intergenerational equity, affordability and environmental, social, and governance considerations	a) Develop and monitor the Multi-Year Budget to align financial resources with Council's Strategic Plan.
		b) Review, update and implement the City's strategic financial principles, policies and practices.
		c) Support London's competitiveness through prudent and equitable fiscal policy.
		d) Conduct targeted service reviews to ensure the efficient and effective allocation of resources.

Outcome 3: The City of London is a leader in public service.		
3.1	The City of London is recognized as an employer of choice.	a) Attract and retain dedicated, highly skilled, and committed public servants to the City of London while identifying and removing barriers faced by equity-denied groups.
		b) Implement the People Plan to build an enterprise-wide culture that is inclusive, inspiring, and motivating.
		c) Implementing Master Accommodation Plan and Alternative Work Strategies.
3.2	The City of London is a safe, respectful, and healthy workplace.	a) Implement the People Plan and other health and safety initiatives.
		b) Prioritize a respectful and supportive workplace for every employee, contractor, and member of the public.
		c) Strengthen a safe, and safety-conscious workplace for every employee, contractor, and member of the public.
3.3	The City of London has effective facilities and infrastructure management.	a) Build, maintain, and operate facility assets to provide expected levels of service and optimize reliability and functionality.

January 25, 2023

Dear Mayor and Members of City Council,

It is with deep regret that I tender my resignation from the London Police Services Board as of January 31, 2023. Please know that when I put my name in for re-appointment, I fully intended to remain for the length of my appointment. Please accept my sincere apologies for having resigned only 2 months after my reappointment.

I sincerely hope, however, that there can be a silver lining to my resignation. I hope that City Council will consider this an opportunity to appoint a Black or Indigenous member.

In this vein, I'd like to try to proactively address a few "standard" responses that tend to occur when there are calls for greater diversity.

**1. "Appointing Board members on the basis of a 'specific agenda' would set a dangerous precedent".**

I strongly reject this comment. Diversity is not a "specific agenda". It is a recognition of the importance of a diverse group of voices with lived experience, especially in a policing context.

Diverse voices ensure that a Board has a multitude of viewpoints when making critical governance decisions. This is not an agenda, or at least, not an agenda that in any way contradicts the requirements to be a member of a police board.

In addition, this comment directly contradicts the new *Comprehensive Ontario Police Services Act, 2019*. Sections 28, 29 and 33 require municipalities and the province to consider diversity and representation on the Board.

Clearly, the Ministry of the Solicitor General, when drafting this legislation, understood that diversity is not a "specific agenda" and saw establishing greater representation as a positive precedent, not a dangerous one.

**2. "There are women on the board – so that's diversity, right?"**

While I am grateful that the current Board has three women, this no longer is sufficient to be considered truly representative. The issue of race in a policing context is as



important if not arguably more important than gender. It is disingenuous to claim that simply having more women on a Board, when those women are not Black, Indigenous or women of colour, is sufficient to address the need for greater diversity and representation on the Board.

### 3. “Members should be appointed by merit alone”

If only we lived in a vacuum where merit alone could indeed be the actual sole deciding factor.

However, here are some important statistics. In Toronto, where 8% of the population is Black, only 0.3% of Corporate Board members are Black.

Out of 2200 Board positions across Canada from 316 companies that disclosed the racial makeup of their Boards, only 8 were Indigenous. Are we really suggesting that in all of Canada only 8 Indigenous people or 0.3% Black people were sufficiently “meritorious” to serve on those Boards? No, we can’t be, because this would be blatantly false.

If this was truly about merit, the above numbers would reflect more closely the actual proportion of the population. They do not. As such, calls for “merit” ignore the systemic and historic reasons why Boards continue to lack representation. It is to ignore the factors that promote white people to positions of power. And it is to ignore that the current so-called “merit” based system has resulted in an abysmal lack of representation due to institutional inequities.

In addition, I would argue that merit should include context. We know that certain communities have greater likelihood of interaction with police. Why wouldn’t merit, therefore, include being part of those communities? In jobs searches, experience is lauded. Why isn’t that the case here? Why do we ignore lived experience only in this context?

Ask yourselves, when people say “merit” – what do they truly mean?

### 4. “We can only choose from those candidates that apply”

The *Comprehensive Ontario Police Services Act, 2019* directs municipalities to prioritize diversity and representation, and, in fact, “**take reasonable steps to promote the availability of the appointment to...historically underrepresented**” groups<sup>i</sup>. This will be a legislative requirement in a few short months.

This section of the legislation recognizes that it is no longer acceptable to simply say “if they don’t apply, we have no choice”. I beseech City Hall choose, from this moment, to ensure that diverse candidates apply. Instead of saying “we are stuck with whoever applies”, ask, “why aren’t Black and Indigenous people applying”? and “what can we do to attract those applicants?”

I urge city council to do whatever it takes to seek out excellent BIPOC candidates and ensure that London Police Service Board continues to reflect the wonderful diversity in London, Ontario.

I end my letter expressing my deep gratitude to this council and previous city councils for their vote of confidence in appointing me. It has been the privilege and honour of a lifetime. I sincerely hope that I have represented the Board well and upheld my oath under the *Police Services Act*. I have tried, for the past 6 years, to be ethical, fair, and committed. I will always feel thankful for this incredible opportunity.

I am glad to leave the Board in the capable hands of Chair Ali Chahbar. He is an exceptional leader and a person with great integrity. I know he will ably navigate the Board during this year of transition.

Sincerely, and with thanks,



Susan Toth

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<sup>i</sup> Relevant sections of the *Comprehensive Ontario Police Services Act, 2019* for ease of reference:

**28 (1) Every municipality that maintains a municipal board shall prepare and, by resolution, approve a diversity plan to ensure that the members of the municipal board appointed by the municipality are representative of the diversity of the population in the municipality.**

**29 (1) If the need to appoint a new member of a police service board by resolution of a municipality is reasonably foreseeable, the municipality shall take reasonable steps to**

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**promote the availability of the appointment to members of demographic groups that have been historically underrepresented on police service boards, including racialized groups and First Nation, Inuit and Métis communities.**

**33** (1) In appointing or reappointing a member of a police service board, the appointing person or body shall consider,

- (a) **the need to ensure that the police service board is representative of the area it serves, having regard for the diversity of the population in the area;**
- (b) the need for the police service board to have members with the prescribed competencies, if any; and
- (c) any applicable diversity plan.



London  
CANADA

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

January 25, 2023

Chair and Members  
Strategic Priorities and Policy Committee

I hereby certify that the Municipal Council, at its meeting held on January 24, 2023 resolved:

That the following actions be taken with respect to the delegation from S. Levin, Chair, Ecological Community Advisory Committee, with respect to the 4th and 1st Reports of the Ecological Community Advisory Committee from its meetings held on November 17, 2022 and December 15, 2022, respectively:

- a) the following actions be taken with respect to the resignation of P. Almost:
  - i) the resignation of P. Almost BE RECEIVED with regret; and,
  - ii) the Strategic Priorities and Policy Committee BE REQUESTED to appoint Dr. Eric Dusenge, a previous member of the Environmental and Ecological Planning Advisory Committee (EEPAC), to fill the vacancy with a term ending concurrently with other members of the Ecological Community Advisory Committee (ECAC); it being noted that Dr. Dusenge previously served on the EEPAC and has previously submitted his application for ECAC;
- b) clauses 1.1, 3.1 to 3.5, inclusive, 5.1 to 5.4, inclusive, of the 4th Report of the Ecological Community Advisory Committee BE RECEIVED for information;
- c) the Working Group comments relating to the properties located at 92 and 96 Tallwood Circle BE FORWARDED to the Civic Administration for review and consideration;
- d) clause 4.2 of the 1st Report of the Ecological Community Advisory Committee related to the property located at 2060 Dundas Street BE AMENDED to read as follows: “the following actions be taken with respect to the Working Group comments relating to the property located at 2060 Dundas Street:
  - i) the Working Group comments BE FORWARDED to the Civic Administration for review and consideration; and,
  - ii) the Forestry Department BE REQUESTED to investigate the property to the East of 2060 Dundas Street as there is a storage facility and an unopened right of way through a tree preservation area;”
- e) a representative from Financial Planning and Policy BE INVITED to attend the January 19, 2023 meeting of the Ecological Planning Advisory Committee to provide an update on proposed budget matters relating to matters including, but not limited to, Environmentally Significant Areas, Conservation Master Plans and Stormwater Management; and,

f) clauses 1.1, 3.1, 5.1 and 6.2 of the 1st Report of the Ecological Community Advisory Committee BE RECEIVED for information;

it being noted that the Planning and Environment Committee received a communication dated January 4, 2023, and heard a verbal presentation from S. Levin, with respect to the above-noted matters. (3.6/2/PEC)



M. Schulthess  
City Clerk  
/pm

cc: Chair and Members, Ecological Community Advisory Committee  
L. Maitland, Project Coordinator, Municipal Housing Development  
S. Butnari, Ecologist Planner  
A. Riley, Senior Planner, Planning and Development



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**London**  
CANADA

January 25, 2023

Chair and Members, Strategic Priorities and Policy Committee

I hereby certify that the Municipal Council, at its meeting held on January 24, 2023 resolved that item 7 (clause 5.2) of the 2nd Report of Civic Works Committee with respect to actions on the report from Integrated Transportation Community Advisory Committees BE REFERRED to the next regular meeting of Strategic Priorities and Policy Committee for consideration. (5.2/2/CWC) (AS AMENDED)

Please refer to the attached recommendation from the Integrated Transportation Community Advisory Committee.

M. Schulthess  
City Clerk  
/nk

cc: B. Westlake-Power, Deputy City Clerk, City Clerk's Office  
S. Corman, Deputy City Clerk, City Clerk's Office

That the following actions be taken with respect to the 1st Report of the Integrated Transportation Community Advisory Committee, from its meeting held on December 21, 2022:

a) the Municipal Council BE REQUESTED to direct the Civic Administration to establish a hybrid meeting process for Integrated Transportation Community Advisory Committee meetings;

b) the Municipal Council BE REQUESTED to direct the Civic Administration to investigate and provide a report back to the Integrated Transportation Community Advisory Committee (ITCAC) with respect to Zoom license purchase(s) for the ITCAC, for sub-committee meeting use;

c) clauses 1.1, 2.1, 2.2, 3.1, 3.2, 3.3, 3.4, 3.5 and 6.1 BE RECEIVED; and,

d) the Municipal Council BE REQUESTED to direct Civic Administration to develop a Hybrid Meeting Process and Standing Delegation at the appropriate Standing Committee for all Community Advisory Committees.



P.O. Box 5035  
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January 10, 2023

Dear Colleagues,

At the PEC standing committee on Monday January 9<sup>th</sup> concerns were raised by ECAC Chair Sandy Levin regarding the inability for Advisory Committees to have in-person or hybrid meetings. Since new committees were constituted, they have had no opportunity to meet even once in person.

This issue was also raised the following day at the CWC standing committee as a result of the ITCAC report and the ESACAC delegation.

HOWEVER, it is neither PEC, nor CWC where direction for governance or process structure for CACs is decided. While CAC's report through various standing committees of council, it is only SPPC that can direct changes which would impact all of those CACs.

We believe all members of council can recognize the difficult to quantify but undeniable benefit to being able to meet face-to-face with those we work with. In fact, Council and council's standing committees and most of, if not all, of the external agencies, boards, and commissions on which we, as well as public appointees serve, have returned to in-person or hybrid meetings.

If we are going to continue to have advisory committees and ask members of the public to give their time to these committees, we believe it is important they are afforded an opportunity to attend meetings in person if they wish to do so.

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

*That item 7 (5.2) of the 2<sup>nd</sup> report of CWC with respect to actions on the report from ITCAC BE REFERRED to the next regular meeting of SPPC for consideration.*

We also wish to take this opportunity to inform colleagues that it is our intention to bring forward the following motion on the same SPPC agenda;

*That Civic Administration BE DIRECTED to make necessary arrangements for hybrid meeting accommodations for all community advisory committees, allowing members to attend virtually or in-person as they individually choose, no later than the end of Q2 2023.*

Respectfully,

Shawn Lewis,  
Deputy Mayor

Corrine Rahman  
Councillor, Ward 7