Agenda
Accessibility Community Advisory Committee

The 2nd Meeting of the Accessibility Community Advisory Committee

February 23, 2023, 3:00 PM

Advisory Committee Virtual Meeting - Please check the City website for current details

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.

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 advisorycommittee@london.ca.

Pages

1. Call to Order

1.1 Disclosures of Pecuniary Interest

2. Scheduled Items

2.1 3:00 PM J. Kostyniuk, Traffic and Transportation Engineer - Connected and Automated Vehicle Plan — 2

2.2 3:15 PM N. Steinburg, Specialist II, Government Relations - Developing the 2023-2027 Strategic Plan - Overview of Process and Opportunity to Provide Feedback on the Draft Plan — 30

3. Consent

3.1 1st Report of the Accessibility Community Advisory Committee — 103

3.2 Notice of Planning Application - London Plan and Zoning By-law Amendments - City-Wide/Additional Residential Unit Review in Response to Bill 23 (More Homes Built Faster Act) — 105

4. Sub-Committees and Working Groups

5. Items for Discussion

5.1 REQUEST FOR DELEGATION STATUS - J. Madden - Paratransit — 108

5.2 Employee Resource Group - Access without Limits Co-Chairs - M. Stone

6. Adjournment

Connected and Automated Vehicle Plan

DRAFT Review

February 2023

ACAC Meeting, City of London

How will this CAV Plan be used?

This Connected and Automated Vehicle (CAV) Plan will be used by decision makers who are responsible for the implementation and maintenance of public infrastructure which will be impacted by the emergence of CAV technology.

This CAV Plan has been prepared in a way that can communicate the City of London's context and unique approach to CAV technology to interested external stakeholders, industry players, and the public.

How will this CAV Plan be used?

Part I: Background explains the current realities of CAV technology in London and explores anticipated timelines associated with the technology development. Given the emerging nature of CAV technology, information is subject to change.

Part II: Detailed Actions presents the core areas of focus and actions that may be available to the City of London to consider in response to CAV technology. This Plan is proactive, based on the needs to prepare the City for the arrival of CAV technologies. The action items within will need to be developed as part of a future Implementation Plan.

Vision

What? A sustainable community that integrates connected and automated vehicles into city-building and daily activities by pursuing improved safety, environmental stewardship, and travel mobility options.

Purpose

Why? To better understand and prepare for the introduction of connected and automated vehicles in our community to improve the lives of our citizens and minimize the environmental impact of this technology as it becomes more commonplace.

Mission

How? To engage internal and external stakeholders, identify potential implications of connected and automated vehicles, and provide a plan and actions that will proactively prepare for the introduction of connected and automated vehicles.

Values

- Alignment with the 2019-2023 Strategic Plan for the City of London
- Alignment with the London Plan
- Climate Emergency Action Plan
- Driven by Community
- Human Health and Community Safety
- Information Security and Privacy
- Integrated Mobility
- Proactive Leadership
- Responsible Governance
- Social Equity
- Supporting Innovation
- Stakeholder Collaboration

Strategic Areas of Focus

1. Road Safety and Security

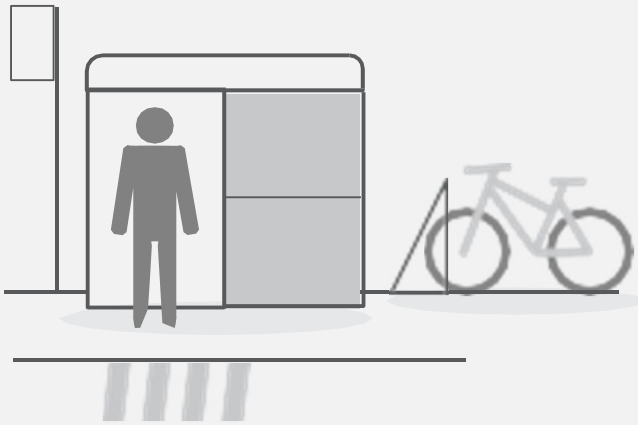
The City will encourage the adoption of CAVs that are supportive of improved road safety. A net benefit to road safety will be achieved through actions that focus on protecting vulnerable users, preventing collisions, updating infrastructure, and improving emergency response. Actions will address both the knowns and unknowns of CAVs and will look at the ideal policies, technology, standards, and training required to achieve improved safety.

1. Prevent Collisions
2. Update Infrastructure
3. Update Emergency Response

Strategic Areas of Focus

2. Mobility Integration and Efficiency

The City will incorporate CAV technology and encourage its adoption within the City's mobility network. Increased infrastructure efficiency will be achieved through an enhanced ability to manage traffic in real-time, allowing individual mobility needs to be served at any given time.



1. Increased Space Efficiency
2. Design Complete Streets
3. Increase System Integration
4. Urban Goods Movement
5. Mobility Network Efficiency and Performance
6. Transportation Demand Management

Strategic Areas of Focus

3. Environmental Sustainability

The City will encourage the adoption of CAVs in a manner that incentivizes environmental sustainability across a vehicle's entire lifecycle. Reducing vehicle emissions and waste through incentivizing or promoting zero emission vehicles and sustainable use practices.

1. Reduce Vehicle Emissions
2. Reduce Vehicle Waste

Strategic Areas of Focus

4. Social Equity and Health

The City will encourage the adoption of CAVs in a manner that improves accessibility, social equity, and prioritizes health and safety for all Londoners.

1. Ensure Barrier Free Access for All
2. Increase Mobility Equity
3. Promote Health and Safety

Strategic Areas of Focus

5. Data Privacy, Security, and Governance

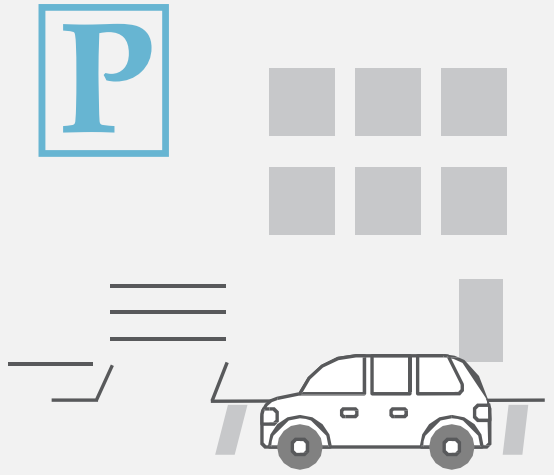
The City will support and enhance data privacy and transportation network security with a particular focus on the City's collection and use of information generated by CAVs and related systems where authorized by law. Actions will focus on protecting privacy and security through policy and by-law, providing oversight and evaluation, and incorporating privacy principles into any potential collection and use of information generated by CAVs. Further, data gathered should be used to inform the implementation and evaluation of this plan and to improve how the City delivers services.

1. **Protect Public Privacy**
2. **Business Intelligence**

Strategic Areas of Focus

6. Land Use and Urban Form

The City will plan for the potential impacts and implications of CAVs in the context of sustainable urban form, land use, growth, development, placemaking, and the approved London Plan.

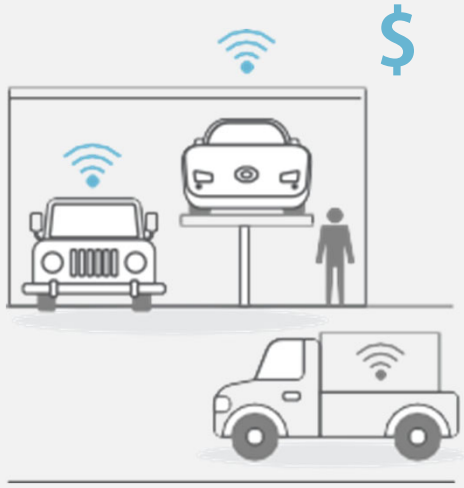


1. Integrate CAV Infrastructure Elements with Land Use
2. Protect Urban Structure Integrity
3. Resilient CAV Policy Development and Implementation
4. Reclaim Surplus Land

Strategic Areas of Focus

7. Economic Sustainability

The City will support and enhance sectors related to the development and use of both CAVs and associated technology, with a particular focus on retaining and attracting industries, investment, and employment. Actions related to Economic Sustainability will aim to expand London's regional position as it relates to CAVs.



1. Develop a Top-Quality Workforce
2. Attract New Jobs and Investments
3. Create a Supportive and Thriving Environment

Strategic Areas of Focus

8. City Fleet and Services

The City will enhance its fleet and services through CAVs and related systems for the purpose of improving safety and public service delivery. Actions will evaluate the transformation of fleet vehicles and City services as well as potential impacts to employment and labour needs.

1. City Services and Fleet Vehicles
2. Future-Proofing
3. People Services and Labour

Thank You!

For more information and to provide feedback, please visit https://getinvolved.london.ca/cav

Connected and Automated Vehicle Plan

Executive Summary DRAFT

Prepared by the Corporation of the City of London
September 2022

London
CANADA

How will this Connected and Automated Vehicle Plan be Used? 03

Part I: Background
Part II: Detailed Actions

Purpose, Vision, Mission, and Values 05

Strategic Areas of Focus 08

Road Safety and Security
Mobility Integration and Efficiency
Environmental Sustainability
Social Equity and Health
Data Privacy, Security, and Governance
Land Use and Urban Form
Economic Sustainability
City Fleet and Services

How will this **Connected** and **Automated Vehicle Plan** be Used?

This Connected and Automated Vehicle (CAV) Plan will be used by decision makerswho are responsible for the implementation and maintenance of public infrastructure which will be impacted by the emergence of CAV technology. This CAV Plan has been prepared in a way that can communicate the City of London's context and unique approach to CAV technology to interested external stakeholders, industry players, and the public.

Part I: Background provides an explanation of the current realities of CAV technology in London and elsewhere and explores anticipated timelines associated with the technology development. It is important to note that given the emerging nature of CAV technology, information provided within this section is subject to change.

Part II: Detailed Actions presents the core areas of focus and actions that may be available to the City of London to consider in response to CAV technology. To implement the actions that have been identified, a subsequent Implementation Plan will need to be developed. The future Implementation Plan will consider each action and identify what is needed to proceed with implementation including triggering events, timelines, and required additional staff and financial resources.

This CAV Plan is proactive in nature, based on the needs to prepare the City for the arrival of CAV technologies in a timely manner. The action items identified in this plan will need to be further developed as part of a future Implementation Plan and looked at through a lens of deliverability, resourcing, and sustainability.

The future Implementation Plan and any proposed programs, projects, and sub-projects will need to be carefully considered in alignment with Council's CAV Plan including Corporate priorities and resourcing.

Purpose, **Vision**, **Mission**, and **Values**

The Purpose, Vision, Mission, and Values are the guiding framework for the Connected and Automated Vehicle Plan and the detailed actions within it. Through internal consultation, the Purpose, Vision, Mission, and Values were adopted by the City's internal working group on December 12, 2019 as follows:

PURPOSE

Why? To better understand and prepare for the introduction of connected and automated vehicles in our community to improve the lives of our citizens and minimize the environmental impact of this technology as it becomes more commonplace.

VISION

What? A sustainable community that integrates connected and automated vehicles into city-building and daily activities by pursuing improved safety, environmental stewardship, and travel mobility options.

MISSION

How? To engage internal and external stakeholders, identify potential implications of connected and automated vehicles, and provide a plan and actions that will proactively prepare for the introduction of connected and automated vehicles.

VALUES

- Alignment with the 2019-2023 Strategic Plan for the City of London
- Alignment with the London Plan
- Climate Emergency Action Plan
- Driven by Community
- Human Health and Community Safety
- Information Security and Privacy
- Integrated Mobility
- Proactive Leadership
- Responsible Governance
- Social Equity
- Supporting Innovation
- Stakeholder Collaboration

Strategic Areas of Focus

Strategic Areas of Focus (SAFs) were developed in collaboration with internal City stakeholders as guideposts to spur discussion in the development of the CAV Plan. The final SAFs constitute the core of the CAV Plan as detailed herein.

For each of the SAFs, broad goals were identified and are listed below. For full details about specific action items under each goal, there is discussion provided in the full CAV Plan document.

1. Road Safety and Security

The City will encourage the adoption of CAVs that are supportive of improved road safety. A net benefit to road safety will be achieved through actions that focus on protecting vulnerable users, preventing collisions, updating infrastructure, and improving emergency response. Actions will address both the knowns and unknowns of CAVs and will look at the ideal policies, technology, standards, and training required to achieve improved safety.

1.1 Prevent Collisions
1.2 Update Infrastructure
1.3 Update Emergency Response

2. Mobility Integration and Efficiency

The City will incorporate CAV technology and encourage its adoption within the City's mobility network. Increased infrastructure efficiency will be achieved through an enhanced ability to manage traffic in real-time, allowing individual mobility needs to be served at any given time.

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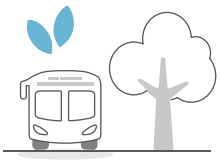
2.2 Design Complete Streets
2.3 Increase System Integration
2.4 Urban Goods Movement
2.5 Mobility Network Efficiency and Performance
2.6 Transportation Demand Management



3. Environmental Sustainability

The City will encourage the adoption of CAVs in a manner that incentivizes environmental sustainability across a vehicle's entire lifecycle. Reducing vehicle emissions and waste through incentivizing or promoting zero emission vehicles and sustainable use practices.

3.1 Reduce Vehicle Emissions
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4. Social Equity and Health

The City will encourage the adoption of CAVs in a manner that improves accessibility, social equity, and prioritizes health and safety for all Londoners.

4.1 Ensure Barrier Free Access for All
4.2 Increase Mobility Equity
4.3 Promote Health and Safety

5. Data Privacy, Security, and Governance

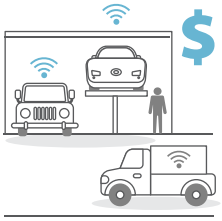
The City will support and enhance data privacy and transportation network security with a particular focus on the City's collection and use of information generated by CAVs and related systems where authorized by law. Actions will focus on protecting privacy and security through policy and by-law, providing oversight and evaluation, and incorporating privacy principles into any potential collection and use of information generated by CAVs. Further, data gathered should be used to inform the implementation and evaluation of this plan and to improve how the City delivers services.

5.1 Protect Public Privacy
5.2 Business Intelligence

6. Land Use and Urban Form

The City will plan for the potential impacts and implications of CAVs in the context of sustainable urban form, land use, growth, development, placemaking, and the approved London Plan.

6.1 Integrate CAV Infrastructure Elements with Land Use
6.2 Protect Urban Structure Integrity
6.3 Resilient CAV Policy Development and Implementation
6.4 Reclaim Surplus Land



7. Economic Sustainability

The City will support and enhance sectors related to the development and use of both CAVs and associated technology, with a particular focus on retaining and attracting industries, investment, and employment. Actions related to Economic Sustainability will aim to expand London's regional position as it relates to CAVs.

7.1 Develop a Top-Quality Workforce
7.2 Attract New Jobs and Investments
7.3 Create a Supportive and Thriving Environment

8. City Fleet and Services

The City will enhance its fleet and services through CAVs and related systems for the purpose of improving safety and public service delivery. Actions will evaluate the transformation of fleet vehicles and City services as well as potential impacts to employment and labour needs.

8.1 City Services and Fleet Vehicles
8.2 Future-Proofing
8.3 People Services and Labour

Prepared by the Corporation of the City of London
September 2022

Council's Strategic Plan 2023-2027

Accessibility Community Advisory Committee

February 23, 2023

Outline

1. Council's Strategic Plan – Introduction
2. Progress Update
3. Review Current Draft
4. Engagement on Council's Strategic Plan
5. Discussion
6. Next Steps

Council's Strategic Plan Introduction

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 Structure

Vision | Sets direction

Mission | Articulates purpose

Values | Express how the corporation operates

Areas of Focus | Organize strategic priorities

Outcomes | Describe the desired end state

Expected Results | Identify the change required to achieve outcomes

Strategies | Identify actions that will drive progress

Metrics | Measure progress

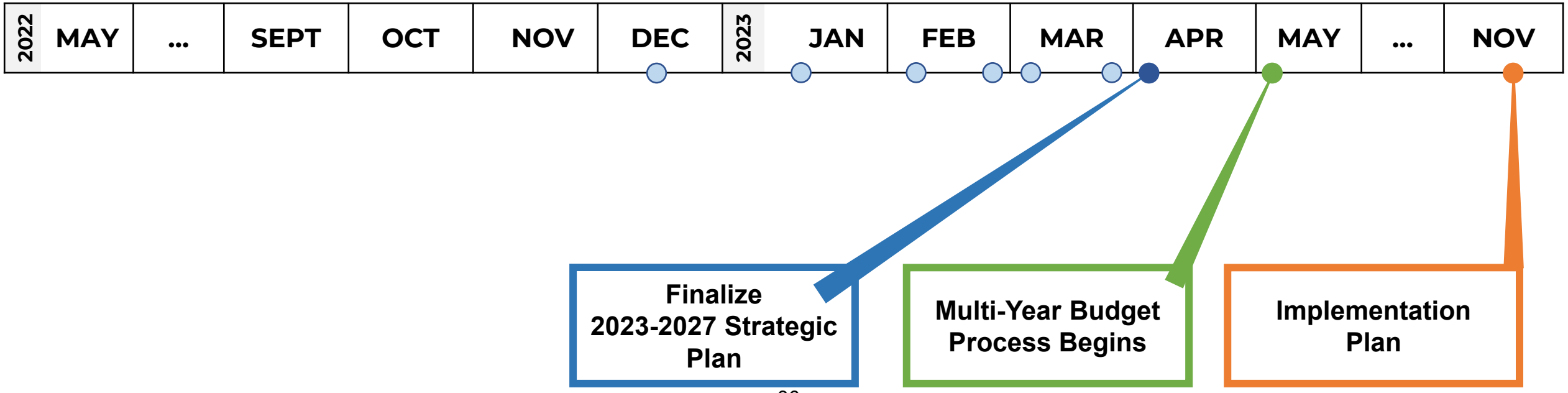
Implementation Plan | Actions, tactics, timelines, and accountabilities

Strategic Plan Development Timeline

Municipal Election

Open Public Engagement

Direct Engagement – ABCs / Community Partners / Service Areas



2023-2027 Strategic Plan Progress Update

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	**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

Phase 1: Dec 14 – Jan 4

GetInvolved launches; stakeholder meetings continue.

Feedback focus:

- Existing vision, mission, and values.

Phase 2: Jan 4 - Feb 7

GetInvolved site updated; stakeholder meetings continue.

Feedback focus:

- Draft version(s) of 2023-2027 vision, mission, and values (updated following Jan. 11 SPPC meeting).
- Draft strategic areas of focus, outcomes and expected results.

Phase 3: Feb 8 - Mar 8

GetInvolved site updated; stakeholder meetings continue; Ward meetings; Public Participation Meeting.

Feedback focus:

- All strategic plan elements (vision, mission, values, areas of focus, outcomes, expected results), including strategies.
- Drafts updated following SPPC meetings.

Current Draft

Draft 2023-2027 Vision

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.

Draft 2023-2027 Vision Statement

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

Draft 2023-2027 Mission

Definition/Purpose

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

Draft 2023-2027 Mission Statement

Our mission is to improve quality of life and build a strong and vibrant community through bold, proactive, and accountable City services.

Draft 2023-2027 Values Statements

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

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

Draft 2023-2027 Areas of Focus

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

Strategic Plan Components

- **Strategic Areas of Focus** articulate where we will focus over the next four years and organize the functional elements of the plan.
- **Outcomes** describe the desired end state (change in the lives of individuals, families, organizations, or community to be accomplished though the implementation of the Strategic Plan).
- **Expected Results** identify the change required to achieve the outcomes.
- **Strategies** identify the actions that will drive progress toward achieving the outcomes and expected results identified in the 2023-2027 Strategic Plan.

Walk-through of Community Conversation Toolkit (refer to attachment)

Engagement on Council's Strategic Plan

How Community Feedback Will Be Used

- As part of the third phase of engagement, from February 8 to March 3 feedback on the draft Strategic Plan will be collected.

- All feedback gathered will be compiled, themed, and shared with Council at the February 28 and March 8 Strategic Priorities and Policy Committee Meetings to support Council's deliberation on the various components of the Strategic Plan.

Share Your Feedback

- Visit the City's engagement platform and complete a survey (www.getinvolved.london.ca/strategicplan).
- Complete a hardcopy of the survey and submit to the Strategic Plan team.
- Host or participate in a discussion using the Community Conversation Toolkit and submit your results (to be provided).
- Email your feedback to stratplan@london.ca.
- Community Advisory Committees Open House (February 16)

Discussion

Next Steps

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

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Get Involved

https://getinvolved.london.ca/strategicplan

Thank You

Community Conversation Toolkit

Council's 2023-2027 Strategic Plan

Share your feedback
getinvolved.london.ca/strategicplan

London
CANADA

About this Toolkit

- This toolkit has been prepared to help any interested group of people discuss and provide collective feedback into Council's strategic planning discussions. All feedback will be compiled, themed, and provided to Council to support their decision-making as they work to finalize their Strategic Plan in April 2023.

Time Required to Facilitate the Community Conversation

- Approximately 60 minutes if all sections and questions are asked (assumes 7-8 minutes per Strategic Area of Focus section).

Materials Required to Facilitate a Community Conversation

- The Community Conversation Workbook.
- Paper, markers, or pens (if hosting in person).
- An identified facilitator, to ask questions and guide discussion.
- An identified note-taker to record feedback.

Instructions for Facilitating a Community Conversation

The instructions below will assist you in facilitating a community conversation:

1. Welcome all participants and thank them for being part of the discussion.

2. The City of London recommends beginning community meetings with a Land Acknowledgement. Suggested remarks follow on the next page.

3. Identify who will be facilitating the discussion, and who will be taking notes.

4. Review the Introduction to Council's Strategic Plan on page 3 of the Workbook This will help make sure everyone participating has the same general understanding.

5. Work through the Workbook questions with the group. Please record their responses to each question in the space provided.

   Note that, depending on the interest and expertise of your group, you may choose to focus on particular topics or themes in the document. It is not mandatory to provide responses to every question.

   In addition, you may choose to record and submit collective responses to questions; reflect contributions from multiple group members separately in the same section; or some combination of the two. All feedback is welcome, and different participants may not always agree on the same position.

6. Group members can also to go to getinvolved.london.ca/stratplan using their phones, tablets, or computers and individually provide their feedback if they wish.

Instructions for Reporting Feedback from a Community Conversation

1. Please submit feedback by Thursday, March 2, 2023.
2. Please email the results to stratplan@london.ca when the workbook is complete.
3. You can also drop off the workbook at: City Hall, 300 Dufferin Avenue, London, ON N6B 1Z2. Attention: Rosanna Wilcox.

Land Acknowledgement for Facilitators:

We acknowledge that we are gathered today on the traditional lands of the Anishinaabek (Uh-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.

We acknowledge all the treaties that are specific to this area: the Two Row Wampum Belt Treaty of the Haudenosaunee Confederacy/Silver Covenant Chain; the Beaver Hunting Grounds of the Haudenosaunee NANFAN Treaty of 1701; the McKee Treaty of 1790, the London Township Treaty of 1796, the Huron Tract Treaty of 1827, with the Anishinaabeg, and the Dish with One Spoon Covenant Wampum of the Anishnaabek and Haudenosaunee.

The three Indigenous Nations that are neighbours to London are the Chippewas of the Thames First Nation; Oneida Nation of the Thames; and the Munsee-Delaware Nation who all continue to live as sovereign Nations with individual and unique languages, cultures, and customs.

Thank you!

Thank you for facilitating a community conversation.
Should you have any questions about this Toolkit, please email **stratplan@london.ca**.

Information About the Community Conversation

Please compete the following information about the community conversation. Thank you!

Name of Community Conversation Facilitator

Email of Community Conversation Facilitator

Date of the Community Conversation

Name of the Organization, Association, or Group that Hosted the Community Conversation

Number of Participants Involved in the Community Conversation

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

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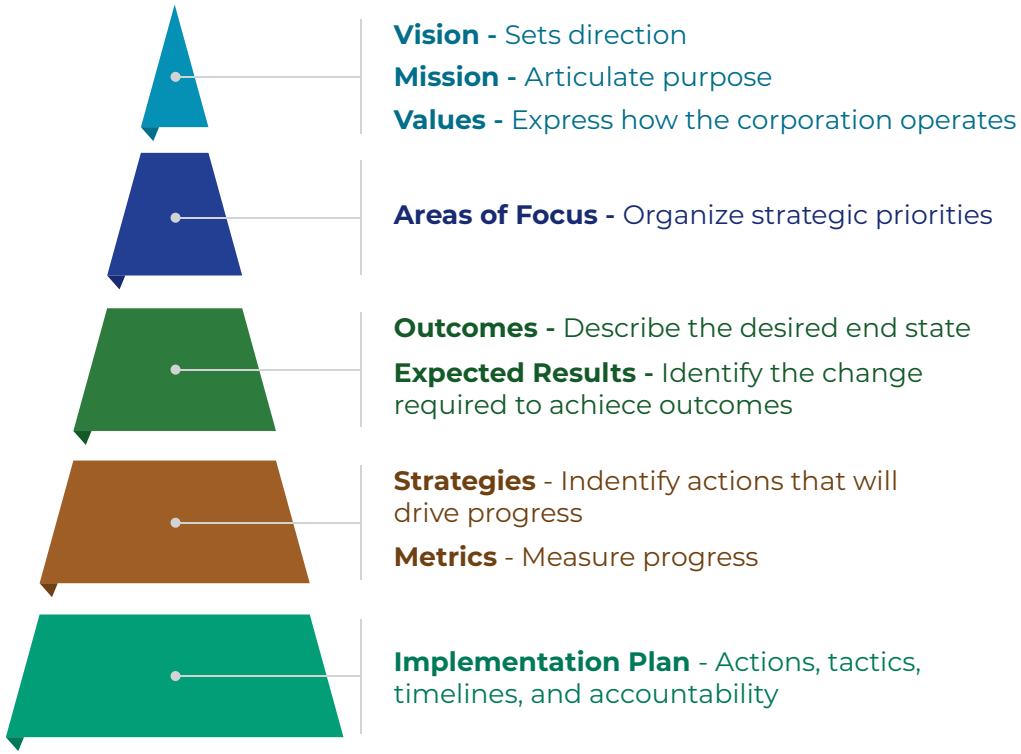
- Housing and Homelessness 19
- Wellbeing and Safety 23
- Safe London for Women, Girls, Gender-Diverse and Trans People 28
- Economic Growth, Culture, and Prosperity 31
- Mobility and Transportation 36
- Climate Action and Sustainable Growth 39
- Well-Run City 43

Introduction to Council's Strategic Plan

Every four years, the City of London prepares a Strategic Plan that identifies the shared vision, mission and priorities that will guide the City's next four years. The Strategic Plan reflects the needs and expectations of the community, and drives decision-making through the Multi-Year Budget and the City's Technology Investment Strategy.

Structurally, the Strategic Plan starts with high-level guiding statements and principles – the City's **Vision, Mission**, and **Values**. The Strategic Plan then groups priorities into **Strategic Areas of Focus**, which include descriptions of where we want to go as a City, and the change required to get there – the **Outcomes** and **Expected Results**. Each Expected Result has **Strategies** to go with it. Strategies describe an action or actions that will be taken to deliver results.
A visual of this structure is below:



Note that this workbook covers the above components of the Strategic Plan, which are currently in draft form, but there are two other components worth knowing about that aren't included in this workbook:

- **Metrics** are how we will measure and report on our progress. Draft Metrics will be presented to Council in late February.
- The **Implementation Plan** takes the Strategies into greater detail, describing the specific actions that will be taken, by which department/agency, and on what timeline. The Implementation Plan is developed following Council's approval of the Strategic Plan, and is scheduled to be completed in November 2023.

How the 2023-2027 Strategic Plan is being developed

Building an evidence-informed Strategic Plan that is truly reflective of community priorities is an essential goal of the strategic planning process.

Earlier this year, Council began deliberating various components of the 2023-2027 Strategic Plan. We are hoping that Londoners will engage in the development process of the Strategic Plan by providing feedback and input along the way.

Opportunities for input will follow along with Council's strategic planning process; as Council receives information and/or makes decisions, that information will be updated on the City's Get Involved site for feedback and input.

Broadly, there are three engagement phases where Londoners can weigh in and share their feedback on the draft Strategic Plan:

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 continued 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 was presented at the February 7, 2023, SPPC meeting.

Phase Three:

February 8 to March 8, 2023

- In the current phase of engagement, we are seeking feedback on the strategic areas of focus, outcomes, expected results, as well as strategies.
- Community input gathered through this phase will be presented to Council at the February 28 and March 8, 2023, SPPC meetings.

December

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How to Get Involved

Londoners can share their feedback and input in the following ways:

1. Host or participate in a community conversation.
2. Complete the online survey - https://getinvolved.london.ca/strategicplan.
3. Participate in a Ward meeting and/or community open house.
4. Request a delegation at the March 8, 2023, Public Participation Meeting.

Draft Vision, Mission, and Values

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.

Draft 2023-2027 Statement(s)

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

Mission Statement

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

Draft 2023-2027 Statement(s)

Our mission is to improve quality of life and build a strong and vibrant community through bold, proactive, and accountable City services.

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

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

Please provide any feedback on the draft Vision, Mission, and Values:

Strategic Areas of Focus

Definition/Purpose:
Strategic Areas of Focus articulate where we will focus over the next four years and organize the functional elements of the plan.

Draft 2023-2027 Strategic Areas of Focus:

- **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 and Transportation**
- **Climate Action and Sustainable Growth**
- **Well-Run City**

Looking at the eight areas of focus, do you feel they include all the priority areas the City should be focusing on? Is anything missing?

Any other feedback on the draft Strategic Areas of Focus overall?
Note that there will be space to provide feedback on each area of focus individually on the following pages.

Reconciliation, Equity, and Inclusion

Outcome 1: The City of London enhances the confidence of Indigenous Peoples by furthering truth and reconciliation efforts.

Expected Result	Draft Strategies
1.1 - Establishment of new and strengthening current relationship with local First Nation and urban Indigenous communities and Indigenous-serving organizations.	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. b. Undertake regular, meaningful engagement with local Indigenous communities and organizations on matters of shared interest. 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.
1.2 - Enhanced understanding of the Truth and Reconciliation Commission Calls to Action and how to best implement them.	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 b. Strengthen partnerships to deliver Indigenous-led education and training to the City of London, and its agencies, boards, and commissions. c. Strengthen and establish new partnerships for including Indigenous programming and services at the City of London, and its agencies, boards, and commissions.

Outcome 2: The City of London is a leader in becoming an equitable and inclusive community.

Expected Result	Draft Strategies
2.1 - Meaningful relationships and partnerships with equity-denied groups and with organizations led by, for, and with equity-denied communities.	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. 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. c. Establish a city-wide Community of Practice to strengthen and support equity related initiatives and strategies.
2.2 - Equity-denied groups come to London and choose to stay in our community.	a. Support the community in attracting, integrating and retaining new Londoners through education, celebration, employment, and other actions. b. Support community-based inclusion and anti-hate initiatives and events.
2.3 - Our services are informed and delivered by the communities we serve.	a. Apply the City of London Equity Tool to City led programs, policies, services, agreements, and budget decisions. 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.

Outcome 3: All Londoners have opportunities to participate in civic engagement.

Expected Result	Draft Strategies
3.1 - Increased access to and participation of equity-denied groups in civic engagement.	a. Identify and remove barriers faced by equity-denied groups in participating in civic engagement opportunities. b. Use focused community engagement practices to specifically reach equity-denied groups. c. Apply a trauma and violence-informed care approach to community engagement practices.
3.2 - Increased participation in City of London internship programs and employment opportunities for equity-denied groups.	a. Identify and remove barriers faced by equity-denied groups in pursuing and retaining employment with the City of London. b. Work with community partners to develop, promote, and support internship programs creating opportunities for equity-denied groups.

Is there anything you would add to this Area of Focus?

Do you have any additional comments on this Area of Focus?

Housing and Homelessness

Outcome 1: The City of London demonstrates leadership and builds partnerships to increase quality, affordable, and supportive housing options.

Expected Result	Draft Strategies
1.1 - Increased access to a range of quality, affordable, and supportive housing options that meet the unique needs of individuals and families.	a. Increase the supply, range, and depth of affordability of quality housing options where people feel safe. b. Align policies and programs recognizing the broad range of factors that contribute to accessing and maintaining transitional, supportive, community, affordable and market housing. c. Address the specific needs of populations, including equity-denied groups, and prioritize housing initiatives that are affordable.

Outcome 2: 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 or in precarious housing.

Expected Result	Draft Strategies
2.1 - Decreased number of individuals and families at risk of or experiencing homelessness.	a. Implement the whole of community system response to the health and homelessness crisis that creates pathways to housing. b. Work collaboratively across sectors to identify and prevent individuals and families at risk of homelessness from experiencing homelessness. c. Improve the collection, sharing, and use of data across the homeless prevention system. d. Complete the actions in the existing Housing Stability Action Plan and begin to develop and implement the next one to reflect community priorities. e. Implement a program of continuous review of policies, procedures, and by-laws to create opportunities for balanced and compassionate solutions to homelessness.
2.2 - Improved quality and safety in social housing	a. Work collaboratively across sectors to improve safety of individuals and families living in social housing. b. Address the specific safety needs of populations, including equity-denied groups, living in social housing. c. Support improvements to policies and programs in the delivery of both responsive and preventative safety services throughout the social housing sector.
2.3 - Improved safety in shelter system	a. Establish and implement a set of community standards of care and system values to create safe spaces for people to shelter in. b. Collect feedback and input on sense of safety directly from service providers and those that access services.

Expected Result	Draft Strategies
2.4 - London has a strong system of enforcement to protect the health and safety of tenants.	Strategies under development.

Outcome 3: A well planned and growing community.

Expected Result	Draft Strategies
3.1 - London's growth and development is well-planned and considers use, intensity, and form.	a. Develop and enhance planning implementation tools that advance the policies of The London Plan. b. Increase the efficiency and consistency of planning and development processes. c. Direct growth and intensification to strategic locations in a way that maximizes existing assets and resources. d. Protect natural heritage areas and agricultural areas for the needs of Londoners now and into the future.
3.2 - The City of London supports faster/streamlined approvals and increasing the supply of housing with a focus on achieving our intensification targets.	a. Increase the efficiency and consistency of processes that support housing access and supply. b. Target new housing development to capitalize on our investments in new servicing, Rapid Transit, and the Core.

Is there anything you would add to this Area of Focus?

Do you have any additional comments on this Area of Focus?

Wellbeing and Safety

Outcome 1: London has safe, vibrant, and healthy neighbourhoods and communities.

Expected Result	Draft Strategies
1.1 - Londoners feel safe across the city, in the core, and in their neighbourhoods and communities.	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. b. Strengthen collaboration and coordinated action among community safety partners through the implementation of the Community Safety and Wellbeing Plan. c. Support improvements to the delivery of public safety programs and services in the core and across the city. d. Provide public education about emergency preparedness, crime prevention, and fire and life safety. e. Modify municipal compliance protocol to proactively address emerging issues, including the health and homelessness crisis, using a balanced compassionate approach. f. Design and plan communities with evidence-informed health and safety tools and principles.

Expected Result	Draft Strategies
1.2 - Londoners have a strong sense of belonging and sense of place.	a. Create meaningful opportunities for all Londoners to contribute to the health and vibrancy of their neighbourhoods. b. Create cultural opportunities that reflect the arts, heritage, and diversity of the community. c. Promote neighbourhood planning and design that creates safe, accessible, diverse, walkable, healthy, and connected communities. d. Remove barriers to participation and integration for equity-denied groups within neighbourhoods and across the community.
1.3 - Londoners have safe access to public spaces, services, and supports that increase their wellbeing and quality of life.	a. Deliver programs and activities that foster improved physical, mental, and social wellbeing. b. Invest in infrastructure for publicly-owned facilities, parks, open spaces, and natural amenities that provide cultural, social, and recreational opportunities, programming and engagement. c. Remove barriers to participation and integration for equity-denied groups within neighbourhoods and across the community. d. Continue to support community partners to host special events in publicly-owned spaces across the city. e. Support and enhance resident-led programs and decision-making initiatives.
1.4 - Improved emergency services response time and reporting.	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. b. Maintain an appropriate fleet of fire vehicles. c. Enhance police response times for emergency calls, urgent calls and in progress property calls.

Expected Result	Draft Strategies
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.
1.9 – Improved health equity across neighbourhoods.	Strategies under development.

Outcome 2: London is an affordable and supportive community for individuals and families.

Expected Result	Draft Strategies
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 equitable access to key services, community supports and recreational opportunities and supports to enhance our 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.
2.4 - London continues its efforts to promote animal welfare including companion pets and wild animals.	Strategies under development.

Is there anything you would add to this Area of Focus?

Do you have any additional comments on this Area of Focus?

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 Result	Draft Strategies
1.1 - Increased capacity to recognize, address, and prevent all forms of violence against women and girls and gender-based violence.	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. 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. 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. 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. 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. 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. 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.

Expected Result	Draft Strategies
1.2 - Increased capacity to recognize, address, and prevent sexual exploitation and trafficking.	a. Increase awareness of the pervasiveness of sexual exploitation and trafficking. 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.
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.	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. b. Increase the capacity of the City of London, agencies, boards, and commissions to recognize, address, and prevent sexual violence. 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.

*Gender-Based Violence: umbrella term for a range of violence perpetrated against an individual because of their gender, gender identity, or gender expression. Forms of violence include, but are not limited to, sexual harassment, sexual assault, domestic violence.

**Sexual Violence: a form of gender-based violence and is a broad term that describes any violence, physical or psychological, carried out through sexual means or by targeting sexuality.

Is there anything you would add to this Area of Focus?

Do you have any additional comments on this Area of Focus?

Economic Growth, Culture, and Prosperity

Outcome 1: London encourages equitable economic growth and diversification.

Expected Result	Draft Strategies
1.1 - Small and growing businesses, entrepreneurs and non-profits are supported to be successful.	a. Strengthen partnerships and programs that support small and growing businesses. b. Improve City of London processes and supports for businesses and entrepreneurs.
1.2 - Increased economic activity from our core and the greater community.	a. Support economic development initiatives through key service partners including LEDC, TechAlliance, SBC, and Business Improvement Areas b. Expand marketing and promotions initiatives focusing on events, activity, and business opportunities in London. c. Develop and enhance planning processes and tools to support a wide range of economic opportunities.
1.3 - London has a sufficient supply of serviced lands in strategic locations.	a. Update and support the implementation of the Industrial Land Development Strategy.
1.4 - London is a regional center that proactively attracts talent, business, and investment.	a. Attract and retain a skilled workforce by marketing London as a destination for new investments and talent. b. Foster and leverage strategic partnerships that promote collaboration, innovation, and investment in business and employment. c. Strengthen London's position as a regional centre for economic opportunity, and connectivity.

Outcome 2: London is a destination of choice.

Expected Result	Draft Strategies
2.1 – London is a UNESCO City of Music and is recognized as a centre for arts, sport, and culture.	a. Implement the UNESCO four-year action plan. b. Use existing assets in creative ways that support London's profile as a destination for arts, culture, sport, and recreation.
2.2 - Continued growth of London's film industry.	a. Create databases for filming locations and local talent. b. Market London to productions in Toronto and other markets. c. Support the Forest City Film Festival with industry events and location tours. d. Continue to promote London's film industry through social media, newsletters and online campaigns.

Outcome 3: London encourages the growth of local artistic and musical talent.

Expected Result	Draft Strategies
3.1 - Londoners have more opportunities to engage in diverse arts and music events.	a. Provide professional development, mentorship, networking, and collaboration opportunities for artists, creators, and arts and culture workers. b. Provide accessible development/incubation opportunities for equity-denied artists, creators, and arts and culture workers.
3.2 - Increased opportunities for performances or displays.	a. Nurture, incubate and provide more job opportunities for arts and culture talent. b. Provide more opportunities for artists and creators to perform and exhibit at diverse events and activations.
3.3 - Increased use of municipal and cultural spaces for local talent.	a. Increase access to existing spaces (e.g. parks, open spaces, meeting rooms, maker spaces, etc.) for creation, rehearsals, and performances.

Outcome 4: London's core area (Downtown, Midtown, Old East Village) is a vibrant neighbourhood and attractive destination.

Expected Result	Draft Strategies
4.1 - Increased and diversified economic activity from our core area	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 multicultural activities, events and recreational and sport activities	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.

Expected Result	Draft Strategies
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.

Is there anything you would add to this Area of Focus?

Do you have any additional comments on this Area of Focus?

Mobility and Transportation

Outcome 1: Londoners of all identities, abilities and means can move throughout the city safely and efficiently.

Expected Result	Draft Strategies
1.1 - Improved reliability, quality, and safety of all modes of mobility.	a. Build infrastructure that provides safe, integrated, connected, reliable, and efficient transportation choices. b. Work with community partners to promote and improve safety of all modes of mobility.
1.2 - Increased access to sustainable mobility options.	a. Complete and implement the Mobility Master Plan. b. Be ready for future transportation technologies, including connected and automated vehicles.
1.3 - More equitable access to reliable public transportation options for people with disabilities including paratransit.	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. b. Assess opportunities to increase access to accessible vehicles for hire. c. Continue to provide an enhanced level of sidewalk and bus stop snow clearing. d. Consider first and last mile transit connections when constructing new sidewalks.

Expected Result	Draft Strategies
1.4 - Improved ridership and rider satisfaction	a. Implement the London Transit Commission Conventional 5 Year Service Plan, including growth hours. b. Support implementation of the London Transit Commission Ridership Growth Strategy initiatives. c. Implement the London Transit Commission Specialized 5 Year Service Plan, including growth hours. d. Support initiatives identified through Voice of the Customer surveys to improve rider satisfaction. e. Implement London's Rapid Transit Corridors to provide improved reliability for current conventional transit and Rapid Transit Operations to come.
1.5 - Better connected active transportation network serving persons of all ages and abilities	a. Build, maintain, enhance, and connect more infrastructure for walking and cycling.
1.6 - Public transit that better meets the needs of our workforce	a. Implement the London Transit Commission Conventional 5 Year Service Plan, including growth hours. b. Support the implementation of Alternative Service Delivery options to areas of the City not currently served by transit.
1.7 - Improved intercity transit connections with neighbouring communities	a. Plan for regional transit connection locations in Secondary Plans and infrastructure projects. b. Implement a park-and-ride facility as part of the rapid transit network.

Is there anything you would add to this Area of Focus?

Do you have any additional comments on this Area of Focus?

Climate Action and Sustainable Growth

Outcome 1: London has a strong and healthy environment.

Expected Result	Draft Strategies
1.1 - Increased actions towards a circular economy.	a. Work with residents and organizations to reduce waste and divert more materials from landfill. 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.
1.2 - Waterways, wetlands, watersheds, and natural areas are protected and enhanced	a. Protect the natural environment and avoid natural hazards when building new infrastructure or development. b. Improve the natural environment and build resiliency when replacing aging infrastructure 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. d. Support the Watershed Resource Management Strategies to improve the health of the City's watersheds. e. Protect natural heritage areas for the needs of Londoners now and into the future.

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 Result	Draft Strategies
2.1 - London is on track to achieve emission reduction progress by 2027; on the path to community milestone target 2030 and to be a net zero community by 2050.	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. b. Plan for and adopt the use of zero-emissions, clean energy, and green infrastructure technologies.
2.2 - Improved community capacity and resilience to be ready for current and future changes to the climate and its impacts.	a. Encourage community-led climate action through education, partnership, and promotion. b. Support community preparedness for the impacts of climate change and extreme weather. c. Implement the Climate Lens Framework across the City of London and its agencies, boards, and commissions and report on the results. d. Coordinate collecting and sharing environment and climate data to support evidence-informed decision-making.

Outcome 3: London's infrastructure and systems are built, maintained, and operated to meet the long-term needs of our community.

Expected Result	Draft Strategies
3.1 - The infrastructure gap is managed for all assets.	a. Monitor and communicate changes in the infrastructure gap to inform management of City assets. b. Invest in publicly owned assets to maintain existing levels of service and to implement planned levels of service.
3.2 - Infrastructure is built, maintained, and secured to support future growth and protect the environment.	a. Adapt infrastructure and assets to fit evolving community needs. b. Build, maintain and operate assets with consideration for accessibility, energy efficiency, environmental sustainability and climate resilience. c. Continue to develop and maintain cultural assets in our community. d. Integrate arts and culture into public infrastructure. e. Build, maintain, and operate technology focused on information security, performance, and value.

Is there anything you would add to this Area of Focus?

Do you have any additional comments on this Area of Focus?

Well-Run City

Outcome 1: **The City of London is trusted, open, and accountable in service of our community.**

Expected Result	Draft Strategies
1.1 - Londoners have trust and confidence in their municipal 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 municipal 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.

Outcome 2: Londoners experience good stewardship, exceptional and valued service.

Expected Result	Draft Strategies
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.

Expected Result	Draft Strategies
2.4 - 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.

Expected Result	Draft Strategies
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, diverse, 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.

Is there anything you would add to this Area of Focus?

Do you have any additional comments on this Area of Focus?

Additional comments:

Thank you!

Thank you for sharing your feedback on Council's Strategic Plan

Share your feedback
getinvolved.london.ca/strategicplan

London
CANADA

Accessibility Community Advisory Committee

Report

The 1st Meeting of the Accessibility Community Advisory Committee
January 12, 2023

Attendance

PRESENT: J. Menard (Chair), M. Bruner-Moore, U. Iqbal, N. Judges, S. Mahipaul, A. McGaw, P. Moore, M. Papadakos, M. Pereyaslavska, B. Quesnel, P. Quesnel and D. Ruston and J. Bunn (Committee Clerk)

ALSO PRESENT: D. Baxter, J. Dann, D. MacRae, A. Miller, R. Morris, J. Raycroft, S. Stafford, J. Stanford, M. Stone and S. Wilson

ABSENT: A. Garcia Castillo, J. Peaire and C. Waschkowski

The meeting was called to order at 3:02 PM.

1. Call to Order

1.1 Disclosures of Pecuniary Interest

That it BE NOTED that no pecuniary interests were disclosed.

2. Scheduled Items

2.1 E-Scooters and Cargo E-Bikes

That it BE NOTED that Jay Menard, Chair, Accessibility Community Advisory Committee (ACAC) will consolidate feedback and comments of the ACAC members with respect to the E-Scooters and Cargo E-Bikes presentation, dated January 12, 2023, from A. Miller, Senior Transportation Demand Management Coordinator, and submit same for inclusion on the Civic Works Committee agenda for the meeting to be held on January 31, 2023; it being noted that the above-noted presentation, with respect to this matter, was received.

3. Consent

3.1 4th Report of the Accessibility Community Advisory Committee

That it BE NOTED that the 4th Report of the Accessibility Community Advisory Committee, from its meeting held on November 24, 2023, was received.

3.2 Notice of Planning Application - Official Plan and Zoning By-Law Amendments - 755-815 Wonderland Road South

That it BE NOTED that the Notice of Planning Application, dated December 7, 2022, from S. Wise, Senior Planner, with respect to Official Plan and Zoning By-law Amendments related to the properties located at 755-815 Wonderland Road South, was received.

4. Sub-Committees and Working Groups

None.

5. Items for Discussion

5.1 Accessible Election Report 2022 - J. Raycroft

That it BE NOTED that that the Accessible Election Report for the City of London 2022 Municipal Election, dated January 12, 2023, from J. Raycroft, Manager, Elections, Strategic Integration and Policy, was received.

6. (ADDED) Deferred Matters/Additional Business

6.1 (ADDED) J. Dann, Director of Construction and Infrastructure Services - Neighbourhood Connectivity Plan Update

That it BE NOTED that the Neighbourhood Connectivity Plan Update presentation, dated January 12, 2023, as appended to the Added Agenda, from J. Dann, Director, Construction and Infrastructure Services, was received.

7. Adjournment

The meeting adjourned at 4:29 PM.

NOTICE OF PLANNING APPLICATION

London Plan and Zoning By-law Amendments

City – Wide/ Additional Residential Unit Review in Response to Bill 23 (More Homes Built Faster Act)

On November 28, 2022 the Province received Royal Assent on Bill 23 (More Homes Built Faster Act). Among other changes, the changes to the Planning Act would still have the effect of allowing a total of three units on a lot containing a single detached, semi-detached or street townhouse dwelling but all three units could be located in the main building or have one unit located in a detached building and two units in the main building. The purpose and effect of these London Plan and/or zoning changes is to implement these recent changes to the Planning Act made by Bill 23. In December 2021 Council approved London Plan and Zoning By-law changes as a result of the passage of Bill 108 (More Homes, More Choices Act) to allow a total of three units on a lot containing a single detached, semi-detached or street townhouse dwelling; however, the main building could only contain two units and the detached building one unit. Maximum size of units, number of bedrooms permitted, parking regulations and the need for site plan approval for detached structures were also included in the previous Council approved amendments as a result of Bill 108.

Bill 23, besides allowing three units in the main building, may have the effect of removing the maximum unit size and number of bedroom regulations and need for site plan approval for any detached building as well. Additional changes to be considered include removing minimum dwelling unit sizes in Section 4.6.2) b) in Zoning By-law Z-1.

File: OZ-9581/City of London

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LEARN MORE & PROVIDE INPUT

Please provide any comments by **March 1, 2023**

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File: OZ-9581
www.london.ca

Date February 1, 2023

Commonly Used Planning Terms are available at london.ca.

How Can You Participate in the Planning Process?

You have received this Notice because the City has initiated a review to change the London Plan policies and the zoning regulations in response to a change in Provincial policy. The City reviews and makes decisions on such planning reviews in accordance with the requirements of the *Planning Act*. The ways you can participate in the City's planning review and decision making process are summarized below. For more detailed information about the process, go to the Participating in the Planning Process page at london.ca.

See More Information

You can review additional information and material about this review by:

- visiting City Hall, at 300 Dufferin Avenue, 1st floor, Monday to Friday between 8:30am and 4:30pm;
- contacting the City's Planner listed on the first page of this Notice.

Reply to this Notice of Planning Review

We are inviting your comments on the requested changes at this time so that we can consider them as we review the policies and regulations and prepare a report that will include City Planning staff's recommendation to the City's Planning and Environment Committee. Planning considerations usually include such matters as land use, development intensity, and form of development.

This request represents residential intensification as defined in the policies of the London Plan. Under these policies, City Planning staff and the Planning and Environment Committee will also consider detailed site plan matters such as fencing, landscaping, lighting, driveway locations, building scale and design, and the location of the proposed building on the site. We would like to hear your comments on these matters.

Attend a Future Public Participation Meeting

The Planning and Environment Committee will consider the London Plan and zoning changes on a date that has not yet been scheduled. The City will send you another notice inviting you to attend this meeting, which is required by the *Planning Act. Y*ou will also be invited to provide your comments at this public participation meeting. The Planning and Environment Committee will make a recommendation to Council, which will make its decision at a future Council meeting.

What Are Your Legal Rights?

Notification of Council Decision

If you wish to be notified of the decision of the City of London on the proposed London plan amendment and zoning by-law amendment, you must make a written request to the City Clerk, 300 Dufferin Ave., P.O. Box 5035, London, ON, N6A 4L9, or at docservices@london.ca. You will also be notified if you speak to the Planning and Environment Committee at the public meeting about this application and leave your name and address with the Secretary of the Committee.

Right to Appeal to the Ontario Land Tribunal

If a person or public body would otherwise have an ability to appeal the decision of the Council of the Corporation of the City of London to the Ontario Land Tribunal but the person or public body does not make oral submissions at a public meeting or make written submissions to the City of London before the proposed official plan amendment is adopted, the person or public body is not entitled to appeal the decision.

If a person or public body does not make oral submissions at a public meeting or make written submissions to the City of London before the proposed official plan amendment is adopted, the person or public body may not be added as a party to the hearing of an appeal before the Ontario Land Tribunal unless, in the opinion of the Tribunal, there are reasonable grounds to add the person or public body as a party.

If a person or public body would otherwise have an ability to appeal the decision of the Council of the Corporation of the City of London to the Ontario Land Tribunal but the person or public body does not make oral submissions at a public meeting or make written submissions to the City of London before the by-law is passed, the person or public body is not entitled to appeal the decision.

If a person or public body does not make oral submissions at a public meeting or make written submissions to the City of London before the by-law is passed, the person or public body may not be added as a party to the hearing of an appeal before the Ontario Land Tribunal unless, in the opinion of the Tribunal, there are reasonable grounds to do so.

For more information go to https://olt.gov.on.ca/appeals-process/forms/

Notice of Collection of Personal Information

Personal information collected and recorded at the Public Participation Meeting, or through written submissions on this subject, is collected under the authority of the Municipal Act, 2001, as amended, and the Planning Act, 1990 R.S.O. 1990, c.P.13 and will be used by Members of Council and City of London staff in their consideration of this matter. The written submissions, including names and contact information and the associated reports arising from the public participation process, will be made available to the public, including publishing on the City's website. Video recordings of the Public Participation Meeting may also be posted to the City of London's website. Questions about this collection should be referred to Evelina Skalski, Manager, Records and Information Services 519-661-CITY(2489) ext. 5590.

Accessibility

Alternative accessible formats or communication supports are available upon request. Please contact plandev@london.ca for more information.

I would like to request delegation status to speak at the next Accessibility Community Advisory Committee with regard to Paratransit.
I tried searching for the meeting date online but was unable to find it.
Let me know if you need anything else to grant delegation status.
Thank you.
Jacqueline Madden