

Ecological Community Advisory Committee

Report

3rd Meeting of the Ecological Community Advisory Committee
February 16, 2023

Attendance PRESENT: S. Levin (Chair), P. Baker, E. Dusenge, S. Evans, T. Hain, S. Hall, M. Lima, R. McGarry, G. Sankar, S. Sivakumar and V. Tai and H. Lysynski (Committee Clerk)
 ABSENT: B. Krichker, K. Lee, S. Miklosi and K. Moser
 ALSO PRESENT: S. Butnari, S. Corman, A. Denomme, K. Edwards, J. Fullick, K. Grabowski, M. Shepley, R. Wilcox and E. Williamson

The meeting was called to order at 4:31 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 Kensington Bridge Environmental Assessment

That it BE NOTED that the presentation appended to the Ecological Community Advisory Committee Agenda by J. Pucchio, AECOM, with respect to the Kensington Bridge Environmental Assessment, was received.

2.2 2023-2027 Strategic Plan

That it BE NOTED that the presentation appended to the Ecological Community Advisory Committee Agenda by R. Wilcox, Director, Strategy and Innovation, with respect to the 2023-2027 Strategic Plan, was received.

3. Consent

3.1 2nd Report of the Ecological Community Advisory Committee

That it BE NOTED that the 2nd Report of the Ecological Community Advisory Committee, from its meeting held on January 19, 2023, was received.

4. Sub-Committees and Working Groups

None.

5. Items for Discussion

5.1 Response to ECAC Comments - Western Road, Philip Aziz and Sarnia Road Improvements - Environmental Impact Study

That it BE NOTED that the response from J. Pucchio, AECOM, to the Ecological Community Advisory Committee comments relating to the Western Road, Philip Aziz and Sarnia Road Improvements Environmental Impact Study, were received.

5.2 Notice of Planning Application - Amendment to the h-5 Holding Zone

That it BE NOTED that the Ecological Community Advisory Committee held a discussion with respect to potential impacts to future heritage implications relating to the Notice of Planning Application dated February 1, 2023, from S. Filson, Site Development Planner, relating to an amendment to the h-5 Holding Zone, was received.

5.3 2023 Ecology Work Plan

That it BE NOTED that the Ecological Community Advisory Committee heard a verbal presentation from K. Edwards, Manager, Long Range Planning, Research and Ecology, and held a general discussion with respect to the 2023 Ecology Work Plan.

6. Adjournment

The meeting adjourned at 5:51 PM.



Kensington Bridge Municipal Class Environmental Assessment



Ecological Community Advisory Committee Meeting

February 16, 2022



PIC #2

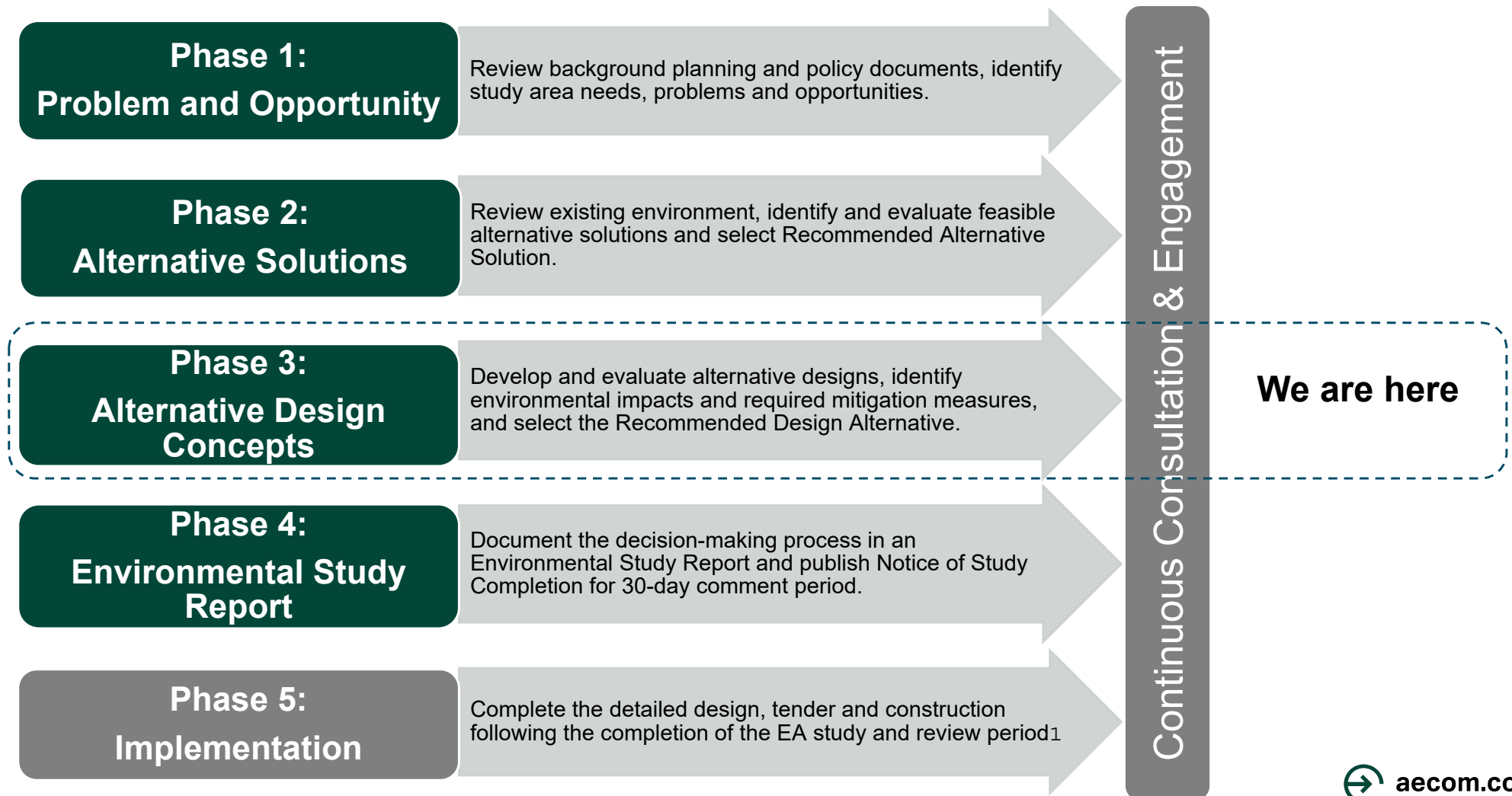
The Purpose of PIC#2 will be to:

- Present the alternative design concepts.
- Present the recommended design concepts.
- Solicit feedback.



Municipal Class EA Study Process

The Class EA study will be completed in accordance with the **Ontario Environmental Assessment Act** and will fulfill the requirements of the Municipal Class EA process for **Schedule C** projects. At the end of the EA process, an **Environmental Study Report** will be prepared for public review and comment to document the planning process followed.



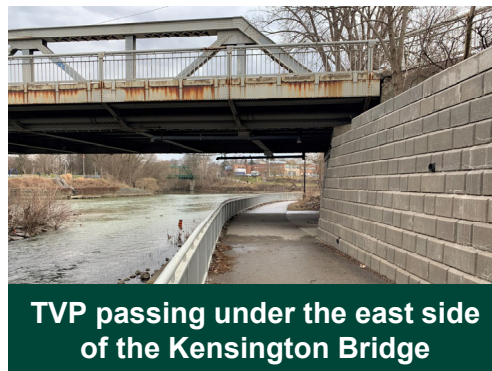
Study Area Features / Existing Conditions

Bridge Description

- Kensington Bridge was constructed in 1930 and is 3-span steel modified Warren pony-truss structure.
- The bridge deck currently has two 3.0 m wide eastbound travel lanes.
- The Annual Average Daily Traffic count at the bridge is 9,500 vehicles per day.
- Active transportation accommodations include sidewalks on both sides of the bridge and bidirectional cycle track on the south side of the bridge (2020).
- The Thames Valley Parkway (TVP) passes below the east and west spans adjacent to the Thames River. The daily users on the TVP averages about 1200 users per day with over 2500 users per day during summer periods.



Thames Valley Parkway (TVP)



TVP passing under the east side of the Kensington Bridge



Existing two way cycle track on Kensington Bridge



Existing pedestrian walkway on Kensington Bridge

Study Area Features / Existing Conditions

Bridge Condition

- Previous major rehabilitation includes deck replacement (1960), construction of an exposed concrete overlay (1985), and structural steel recoating (1996). Kensington Bridge is 92 years old and has ongoing maintenance issues. Maintenance of the bridge since 2004 has included abutment refacing, sidewalk and deck repairs, bearing seat repairs, and replacement of the expansion joints.
- Exposed concrete deck is in fair to poor condition with narrow to wide cracking, concrete delaminations and previous patching. Concrete repairs and lane closures are required annually to address issues.
- Structural steel is in fair condition with localized poor conditions below the deck at the abutments and piers.
- Bridge bearings are in fair to poor condition with light to severe corrosion, flaking and pack rust.



Kensington Bridge – South Elevation



Localized corrosion on bridge truss



Kensington Bridge Soffit



Natural Heritage Studies

Work completed as part of this study include:

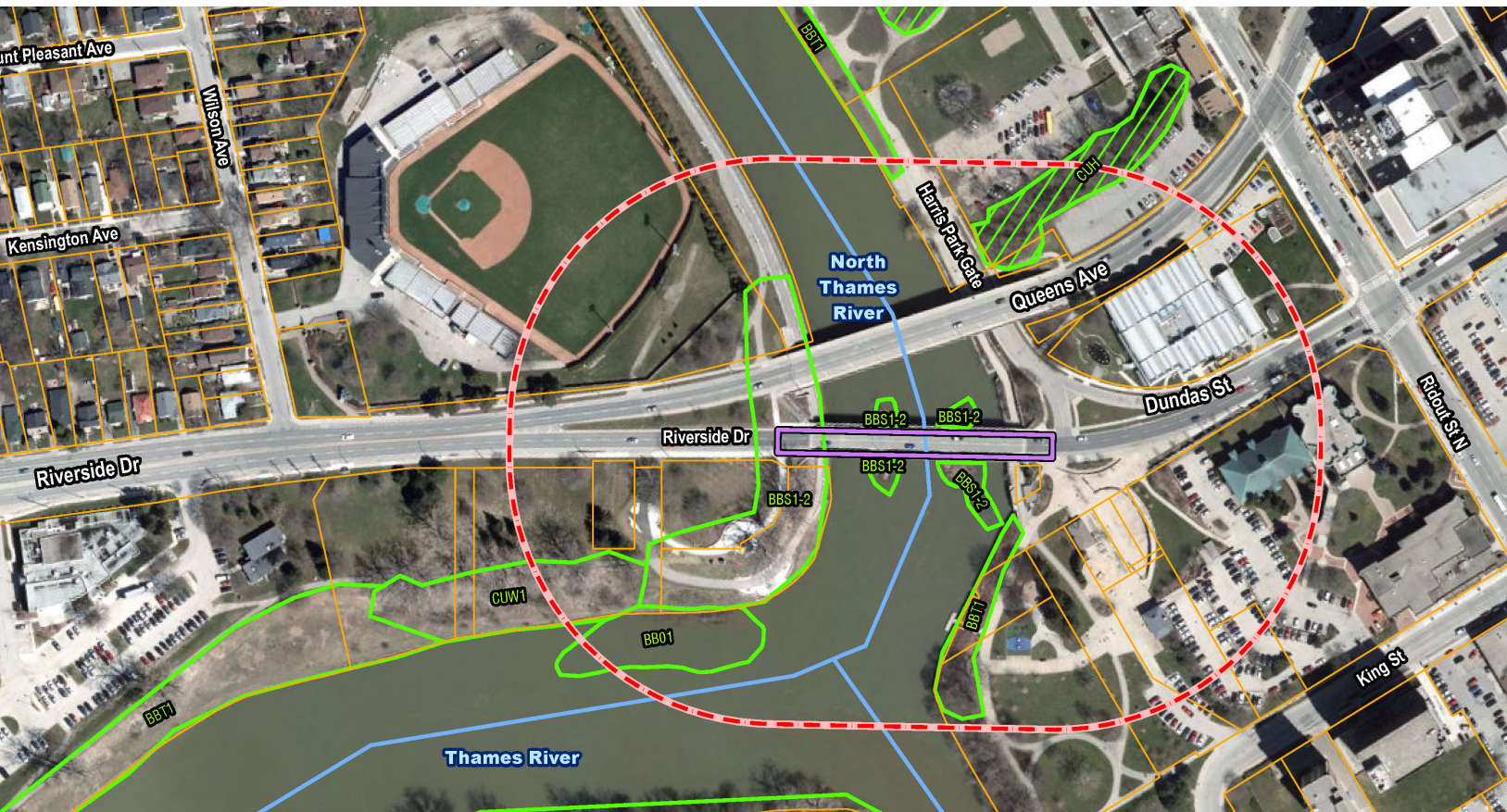
- Species at Risk (SAR) Screening and Habitat Assessment.
- Significant Wildlife Habitat (SWH) Screening.
- Aquatic Habitat Assessment.
- Environmental Land Classification (ELC) community confirmation.
- Incidental Wildlife Observations.

Previously Completed Studies reviewed for existing natural heritage information:







- One River Master Plan Forks of the Thames – Environmental Impact Study (Matrix Solutions Inc., 2019).
- London Rapid Transit Project - Environmental Impact Study (WSP, 2018).








Natural Heritage Study Area

Study Area and Ecological Land Classification (ELC)



Legend

-  Subject Lands
-  Study Area
- ELC Vegetation Code**
-  BB01: Mineral Open Beach/Bar
-  BBS1-2: Willow Gravel Shrub Beach Bar
-  BBT1: Mineral Treed Beach/Bar
-  CUH: Cultural Hedgerow

-  FOD7: Fresh-Moist Lowland Deciduous Forest
-  CUW1: Mineral Cultural Woodland
-  Delineated by Photo Interpretation
- General Features**
-  Parcel Limit
-  Railway
-  District, County, or Regional Road
-  Watercourse

Existing Conditions

Species at Risk:

A total of 31 SAR (END, THR and SC) were identified as potentially occurring in the vicinity of the Study Area. Of these, 3 terrestrial and 4 aquatic species were confirmed or had high probability of occurring within the study area:

Aquatic



Black Redhorse - THR & THR**



Silver Shiner – THR & THR**



Round Pigtoe – END & END**



Wavy-rayed Lampmussel – THR & SC**

Terrestrial



Barn Swallow* - SC



Monarch – SC



Spiny Softshell Turtle - END

*Barn swallow was recently down listed to Special Concern in January 2023.

**Provincial & Federal designation

END – Endangered, **THR** – Threatened, **SC** – Special Concern.

Problem and Opportunity Statement

The Problem and Opportunity Statement is the principal starting point of a MCEA and becomes the central theme and integrating element of the project. It also assists in setting the scope of the project.

The Problem:

- To address ongoing maintenance issues with the bridge and achieve an additional service life objective of 50 years, complete concrete deck replacement, steel recoating and other major repairs are required.
- The Thames Valley Parkway (TVP) passes below the east and west spans of the bridge, with height clearances of 2.5 to 4.0m.
- The Bridge meets the criteria to merit heritage designation under the Ontario Heritage Act (OHA) and is currently designated under Part V of the OHA as part of Blackfriars/Petersville Heritage Conservation District.

Problem and Opportunity Statement

The Opportunity:

- To identify the preferred solution for a new or rehabilitated Kensington Bridge through supporting background studies, field investigations and a systematic qualitative evaluation process.
- Gather feedback from public, area stakeholders, agencies and Indigenous Communities allowing the sharing of ideas.
- Coordinate any bridge work with planned improvements to the TVP.



Kensington Bridge



Thames Valley Parkway (TVP) – West Side, North of Kensington Bridge and The Queens Bridge

Alternative Planning Solutions Presented at PIC #1 (June 2022)

Planning solutions are alternatives that can implement the previously identified opportunities. The Planning Solutions for this project were identified below:

1. **Do Nothing** – This alternative provides a basis to which other alternative planning solutions can be compared. This alternative does not address the Problem and Opportunity Statement and therefore will not be evaluated as a viable option.
2. **Rehabilitate the Existing Structure** - This alternative would involve completing the recommended works to achieve a minimum 50-year service life objective. **Recommended and Carried Forward for further evaluation.**
3. **Replace Structure**
 - a) New Bridge on the existing alignment (remove existing bridge). **Not Recommended for further evaluation.**
 - b) New Bridge on a new alignment to the south. **Not Recommended for further evaluation.**

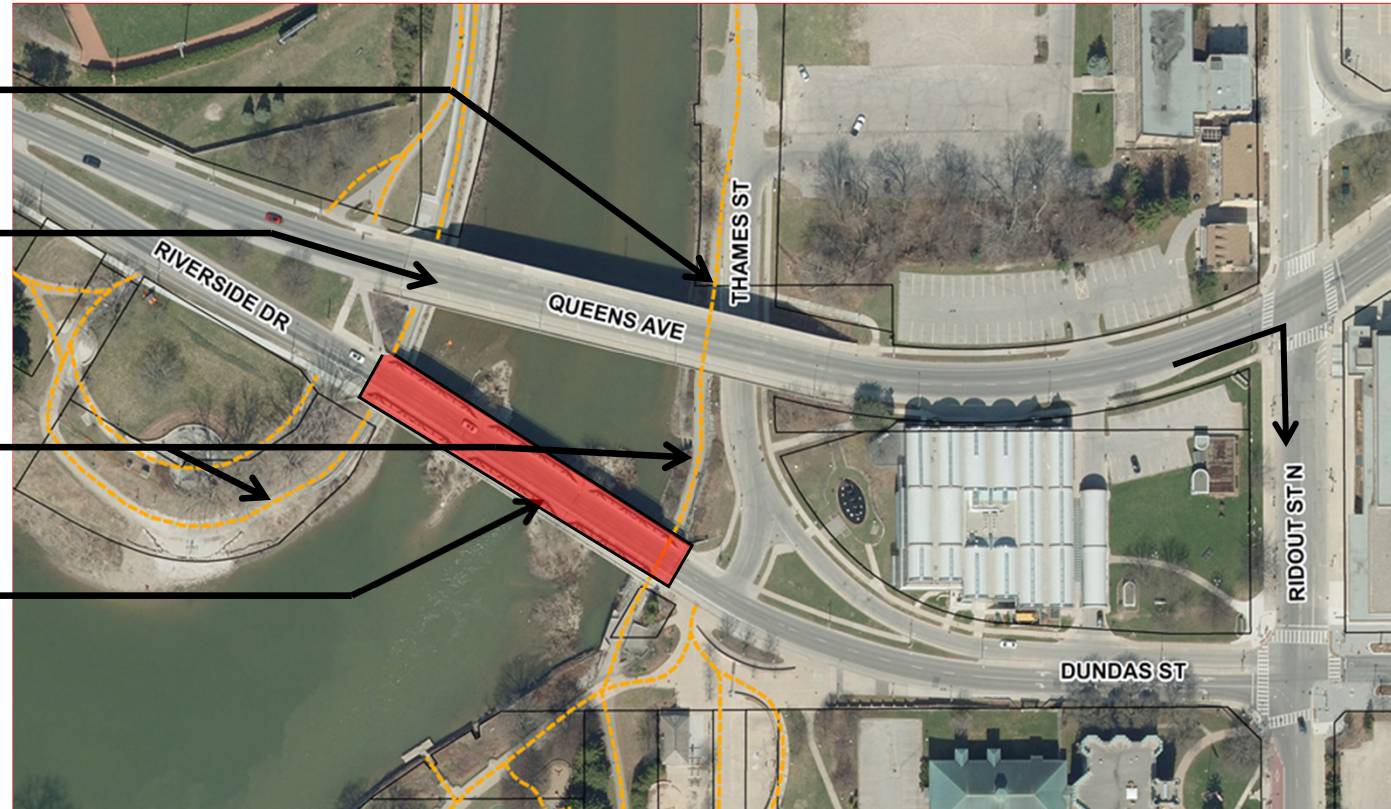
PIC #1 Recommendation: Rehabilitate the Existing Structure

Coordination with planned replacement of retaining wall.

Traffic detour using The Queens Bridge during Construction. (coordination with Rapid Transit required).

TVP Closed during construction
TVP Detours necessary.

Rehabilitate existing bridge with **necessary repairs to increase service life.**



Rationale for Recommendation (Natural Heritage):

- 1) No in water works required for rehabilitation. Replacement would require significant in water works.
- 2) Least amount of impact to natural heritage features.

Design Alternatives - Summary

General Bridge Rehabilitation Base Scope – **Required Works**

- Deck replacement.
- Patch repairs.
- Joint elimination.
- Structural steel strengthening and recoating.
- Substructure repairs.
- Replacement of street lighting.
- Coordinate TVP improvements in detailed design.

Pedestrian Railing System Alternatives

1. Rehabilitate and reuse the existing railing system.
2. Replacement with replicated/sympathetic design approach – **Recommended.**

Bridge Barrier System Alternatives

1. Do Nothing – Structure and traffic are not protected from impact.
2. Concrete parapet wall.
3. Metal tube rail system – **Recommended.**

Pillar Alternatives

1. Do Nothing – Maintain status quo (original pillars were removed and not part of arrangement).
2. Construct sympathetic Pillars at west end in the general area of the bridge in alignment with the truss (approaches/park).
3. Construct sympathetic Pillars at west end close to the bridge and outside of the sidewalk – **Recommended.**

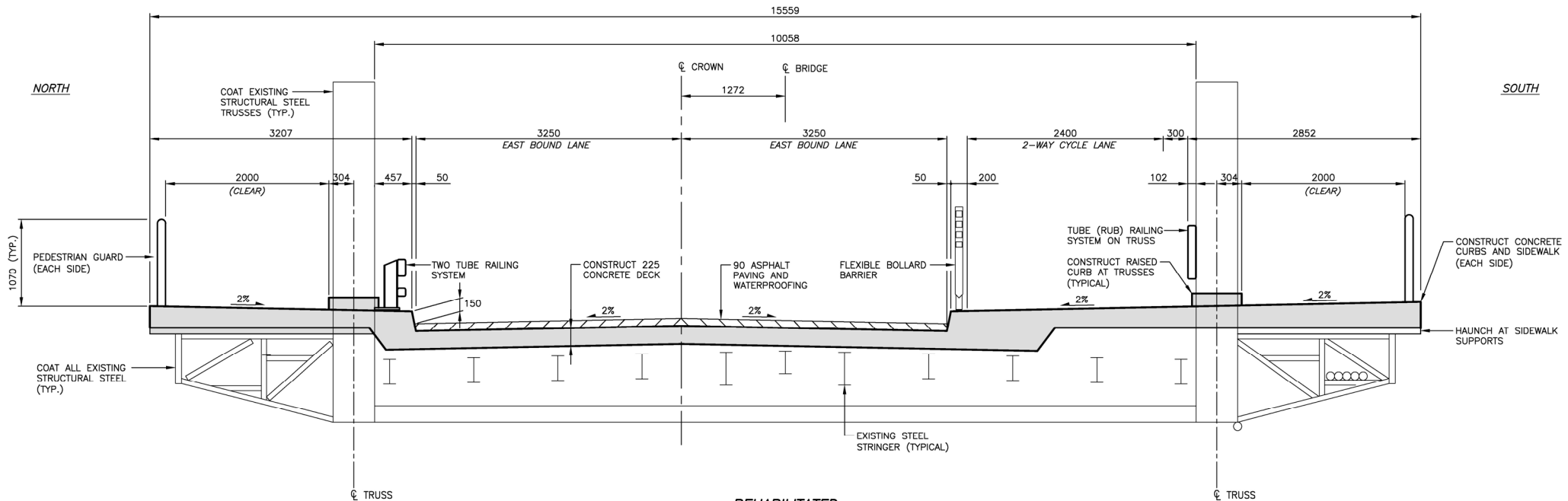
Bridge Cross Section and Barrier System Design Summary

Rationale for Tube System

- Less aesthetic impact, preserves views from the bridge.
- Protects cyclists from impacts with the bridge trusses.
- Provides some vehicle collision protection for the bridge trusses.

Design Summary for Tubes System Barrier

- Barrier will be adjacent to the curb on the north side of the bridge.
- Barrier will be adjacent to the trusses on the south side of the bridge.



REHABILITATED
 Preliminary Design Only – Lane widths and tube railing system to be confirmed during detailed design
 Type of Barrier System being used will not impact Natural Heritage

Other Considerations

Lighting

- Two of four original poles are still in place, but original decorative lighting arms were replaced.
- Existing light poles are in poor condition and require replacement.
- Existing light poles have decorative sleeve that will be mimicked.
- Lighting levels to be upgraded to current standards.



Kensington Bridge Truss



Kensington Bridge Existing Light Standard
Base



Kensington Bridge Existing Light Standard

Permitting and Approvals

Anticipated Permitting and Approvals:

- **Endangered Species Act (ESA), 2007, MECP**
 - Project currently meets criteria under "Threats to Health and Safety, non-imminent" and will require registration in advance of construction. Requirements under ESA are to be confirmed at detailed design.
- **Species at Risk Act (SARA), 2002 Fisheries and Oceans Canada (DFO)**
 - Potentially required. Should proposed activities be needed within the high-water mark of the Thames River, or vegetated riparian communities, including vegetation removal or disturbance in riparian areas, DFO submission for Project Review is required.
 - A SARA permit application may be required as determined by DFO following project review.
- **Migratory Birds Convention Act, 1994, CWS**
 - Not anticipated if vegetation removal and the installation of any required exclusionary measures occurs outside of the breeding bird season.
- **Fisheries Act , 1985, DFO**
 - A DFO Request for Review to the DFO Fish and Fish Habitat Protection Program (FFHPP) may require submission in advance of commencement of the works.

Anticipated Permitting and Approvals Continued:

- **O.Reg. 157/06 Upper Thames River Conservation Authority (UTRCA) Regulation of Development, Interference with Wetlands and Alterations to Shorelines and Watercourses, UTRCA**
 - A Section 28 Permit should be obtained in advance of the proposed rehabilitation activities.
 - Consultation with the UTRCA at detailed design will be required to determine applicable permitting requirements.



Construction Impacts

- Rehabilitation is not anticipated to result in any permanent change to the footprint of the existing bridge.
- Access to the bridge deck and abutments from existing ROW will minimize or avoid vegetation removal,
- Access to centre pier from the bridge deck, scaffolding, or other means to work outside of the water will avoid temporary footprint.



Construction Impacts Mitigations

- **Timing Restrictions** – Should minimal tree pruning, or removal be required to allow machinery access, all works should be kept to a minimum and should occur outside of the bird nesting season: **April 1 to August 31** and bat roosting season: **April 1 to September 30**
- **Environmental Monitoring** - Regular environmental monitoring during construction should be initiated at the commencements of construction activities and should include environmental compliance monitoring and adjacent natural heritage feature monitoring
- **Equipment Cleaning and Inspection** - To control the potential for invasive species introduction or spread within the construction site and adjacent lands, it is important to ensure that equipment entering the project site is clean.
- **Species at Risk and Wildlife Handling Protocol** - Due to the presence of several SAR and local wildlife within the Thames and associated riparian habitats, it is recommended that a Species at Risk and Wildlife Handling Protocol be developed and kept readily available on the construction site

Next Steps

Winter 2023 Collect input from PIC #2

Receive and consider input from the public, agencies and stakeholders to confirm the preferred planning alternatives.

Winter/Spring 2023 Environmental Study Report

Prepare Environmental Study Report (ESR)

ECAC Review of ESR

Report will be available for Public Review for 30-Days.

If no issues are raised within the 30-day review period and subject to MECP acceptance, the City can proceed to detailed design.



Council's Strategic Plan 2023-2027

Ecological Community Advisory Committee

February 16, 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



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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.

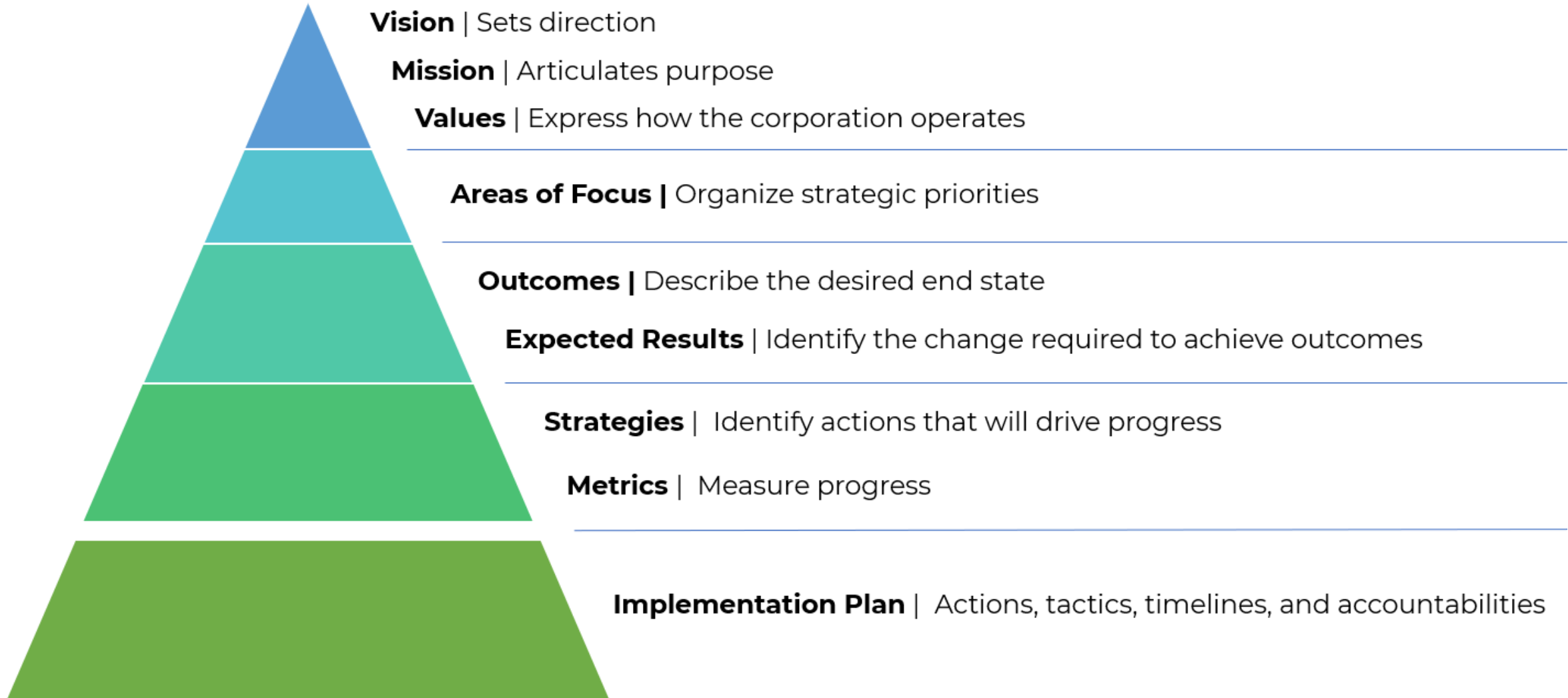


Guiding Principles

- 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





Strategic Plan Development Timeline

Municipal Election

Open Public Engagement

Direct Engagement – ABCs / Community Partners / Service Areas



**Finalize
2023-2027 Strategic
Plan**

**Multi-Year Budget
Process Begins**

**Implementation
Plan**



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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
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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"> Existing vision, mission, and values. 	<p>GetInvolved site updated; stakeholder meetings continue.</p> <p><u>Feedback focus:</u></p> <ul style="list-style-type: none"> 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. 	<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"> All strategic plan elements (vision, mission, values, areas of focus, outcomes, expected results), including strategies. Drafts updated following SPPC meetings.



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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.

*Referred to February 14, 2023, Council meeting for further consideration.



Draft 2023-2027 Values Statements*

Draft Vision Statements

- 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.

- | | |
|--|--|
| <ul style="list-style-type: none">• Inclusive and Respectful• Accountability and Trust• Compassion | <ul style="list-style-type: none">• Teamwork• Committed and Driven• Learning |
|--|--|

- | | |
|---|--|
| <ul style="list-style-type: none">• Reconciliation, Equity, and Inclusion• Sustainability and Affordability• Collaborative Partnerships | <ul style="list-style-type: none">• Accountability and Trust• Innovative service delivery• Financial stewardship |
|---|--|



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 through 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.



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



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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)



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Discussion



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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

January

February

March

April

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Review order of magnitude costing, draft metrics
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March 28

SPPC

Final Draft Plan



Get Involved



<https://getinvolved.london.ca/strategicplan>



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Thank You

london.ca



Community Conversation Toolkit

Council's 2023-2027 Strategic Plan



Share your feedback
getinvolved.london.ca/strategicplan



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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 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 complete 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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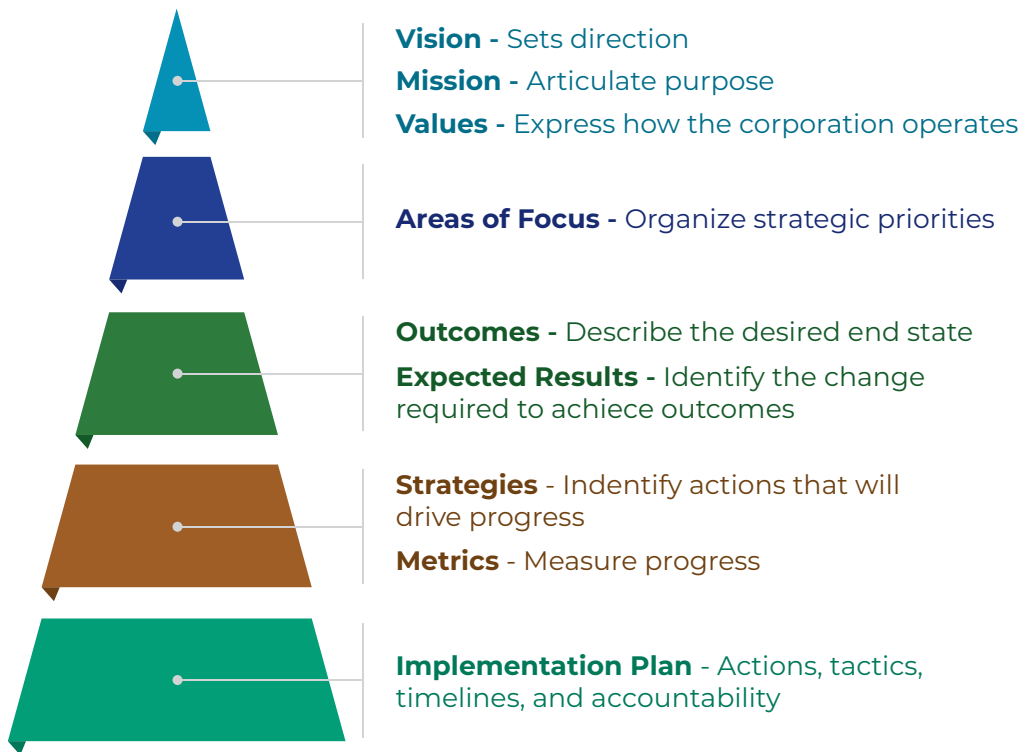


Introduction to Council's Strategic Plan

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.

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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

Values Set 1: (DRAFT)

- 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 2: (DRAFT)

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

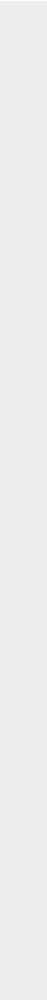
Values Set 3: (DRAFT)

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

Draft Copy - subject for refinement by City Council on February 14, 2023



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.

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?

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

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.	<ul style="list-style-type: none"> 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.	<ul style="list-style-type: none"> 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.	<ul style="list-style-type: none"> 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.	<ul style="list-style-type: none"> 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.	<ul style="list-style-type: none"> 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.	<ul style="list-style-type: none"> 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.	<ul style="list-style-type: none"> 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.	<ul style="list-style-type: none"> 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.	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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.	<ul style="list-style-type: none"> 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.	<ul style="list-style-type: none"> 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.	<ul style="list-style-type: none"> 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
<p>1.2 - Londoners have a strong sense of belonging and sense of place.</p>	<ul style="list-style-type: none"> 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.
<p>1.3 - Londoners have safe access to public spaces, services, and supports that increase their wellbeing and quality of life.</p>	<ul style="list-style-type: none"> 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.
<p>1.4 - Improved emergency services response time and reporting.</p>	<ul style="list-style-type: none"> 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.	<ul style="list-style-type: none"> 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.	<ul style="list-style-type: none"> 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.	<ul style="list-style-type: none"> 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.	<ul style="list-style-type: none"> 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.	<ul style="list-style-type: none"> 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.	<ul style="list-style-type: none"> 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.	<ul style="list-style-type: none"> 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
<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"> 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.	<ul style="list-style-type: none"> 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.	<ul style="list-style-type: none"> 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.	<ul style="list-style-type: none"> 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.	<ul style="list-style-type: none"> 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.	<ul style="list-style-type: none"> 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.	<ul style="list-style-type: none"> 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.	<ul style="list-style-type: none"> 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.	<ul style="list-style-type: none"> 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.	<ul style="list-style-type: none"> 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.	<ul style="list-style-type: none"> 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.	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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.	<ul style="list-style-type: none"> 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.	<ul style="list-style-type: none"> 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.	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> a. Build, maintain, enhance, and connect more infrastructure for walking and cycling.
1.6 - Public transit that better meets the needs of our workforce	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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.	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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
<p>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.</p>	<ul style="list-style-type: none"> 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.
<p>2.2 - Improved community capacity and resilience to be ready for current and future changes to the climate and its impacts.</p>	<ul style="list-style-type: none"> 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.	<ul style="list-style-type: none"> 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.	<ul style="list-style-type: none"> 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.	<ul style="list-style-type: none"> 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.	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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.	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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.	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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.	<ul style="list-style-type: none"> 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.	<ul style="list-style-type: none"> 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.	<ul style="list-style-type: none"> a. Build, maintain, and operate facility assets to provide expected levels of service and optimize reliability and functionality.

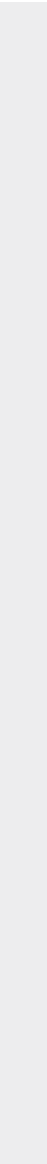


Is there anything you would add to this Area of Focus?

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



Ecological Community Advisory Committee

Report

2nd Meeting of the Ecological Community Advisory Committee
January 19, 2023

Attendance PRESENT: S. Levin (Chair), S. Evans, T. Hain, S. Hall, B. Krichker, K. Lee, M. Lima, R. McGarry, S. Miklosi, S. Sivakumar and V. Tai and H. Lysynski (Committee Clerk)

ABSENT: P. Baker, K. Moser and G. Sankar

ALSO PRESENT: S. Butnari, K. Edwards, K. Murray, B. Westlake-Power and E. Williamson

The meeting was called to order at 4:32 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 2023 Budget Update

That the Municipal Council BE REQUESTED to consider a targeted consultation with all Community Advisory Committees with respect to the Strategic Plan before the Strategic Plan is adopted by the Municipal Council; it being noted that the presentation appended to the Ecological Community Advisory Committee Agenda by K. Murray, Environmental Services Engineer, with respect to the 2023 Budget update, was received.

2.2 Environmentally Significant Areas

That it BE NOTED that the presentation appended to the Ecological Community Advisory Committee Added Agenda by E. Williamson, Ecologist, with respect to Environmentally Significant Areas, was received.

3. Consent

3.1 1st Report of the Ecological Community Advisory Committee

That it BE NOTED that the 1st Report of the Ecological Community Advisory Committee, from its meeting held on December 15, 2022, was received.

3.2 Meadowlily Road Environmental Assessment

That it BE NOTED that the Ecological Community Advisory Committee received an email from K. Graham, Environmental Services Engineer, and held a general discussion with respect to the Meadowlily Road Environmental Assessment.

4. Sub-Committees and Working Groups

4.1 Western Road and Sarnia Road - Philip Aziz Avenue Improvements - Working Group Comments

That, the following actions be taken with respect to the Western Road and Sarnia Road - Philip Aziz Avenue Improvements:

- a) the Working Group comments relating to the Western Road and Sarnia Road - Philip Aziz Avenue Improvements BE FORWARDED to the Civic Administration for review and consideration; and,
- b) subject to the results of a pending conversation with the Civic Administration about potential impacts of the Western Road and Sarnia Road - Philip Aziz Avenue improvements on species at risk, the Chair of the Ecological Community Advisory Committee BE GIVEN delegation status at the Civic Works Committee meeting when the Western Road and Sarnia Road - Philip Aziz Avenue Improvements are presented.

5. Items for Discussion

5.1 Notice of Planning Application - 1300 Fanshawe Park Road East - Stoney Creek South Subdivision

That it BE NOTED that the Notice of Planning Application dated December 20, 2022, for an extension of the Plan of Subdivision draft approval for the Stoney Creek South subdivision, located at 1300 Fanshawe Park Road East, was received.

6. Adjournment

The meeting adjourned at 5:50 PM.

Comments Received on the Western Road, Philip Aziz and Sarnia Road Improvemets Environmental Impact Study

Item #	Recommendation	AECOM Responses (January 23, 2023)
1	If in water work is required, searches through the substrate as advised by Scott Gillingwater MUST take place before equipment is used.	<p>The following mitigation will be added to Table 7.1 Item 2.1.10: "- Searches for turtles prior to any in-water works will be completed in conjunction with the fish and mussel relocation in consultation with UTRCA."</p> <p>Specific methodology has been excluded from the public version of report to protect species at risk that are known to occur within the work area based on consultation with Scott Gillingwater that was undertaken in August 6, 2021 and August 18, 2021. The specifics and details of the sensitive information provided by Scott Gillingwater have not been documented or reproduced in this public report; however, AECOM is aware of the SAR present and the appropriate mitigation and consultation that will need to be undertaken during the detail design with UTRCA (specifically Scott Gillingwater).</p>
2	Before detail design is finalized, confirmation of successful mussel relocation be required. Detail design should include consideration of monitoring results from the upstream water pipe removal project.	<p>Mussel relocations are an accepted practice designed to "collect and move ALL unionids in a cost-effective manner that will result in high survival of both transplanted individuals and the resident fauna at the recipient site (Havlik 1997)" (Mackie, Morris, & Ming, 2008) the methods laid out in the <i>Protocol for the Detection and Relocation of Freshwater Mussel Species at Risk in Ontario - Great Lakes Area (OGLA)</i> (Mackie, Morris, & Ming, 2008) will be used in the development of the relocation plan.</p> <p>As mentioned already in Table 7-1, item 2.1.3. "Post-relocation monitoring of SAR mussel survival is a mandatory requirement as per DFO protocols for SAR mussel relocation month, one year, and two years following relocation of any SAR mussels". Commitment for Post-relocation monitoring is already included in the report.</p>
3	Scott Gillingwater be included in the development of the detailed Environmental	<p>The following commitment will be added to the report: - Consultation with UTRCA, DFO and MECP will be undertaken during detail design to determine/develop appropriate avoidance, mitigation and compensation measures to avoid or minimize effects on all affected SAR.</p>
4	The EMP include the requirement to conduct pre-construction amphibian and	<p>Under Section 9, additional field studies include an updated SAR habitat screening, and SAR presence absence surveys including those for visual encounter surveys for reptiles and anuran calling surveys.</p>
5	Scott Gillingwater be retained to do the SAR training for construction staff and be retained to be	<p>The following commitment will be added to the EIS report: - Consultation with UTRCA, DFO and MECP will be undertaken during detail design to determine/develop appropriate avoidance and mitigation measures to avoid or minimize effects on all affected SAR. On-site SAR training of construction crew is a industry standard Best Management Practice and will be administered by a qualified Biologist/Ecologist.</p>

6	Before dust suppression measures are used, the site supervisor must consider any contamination it might cause to the river or to	Dust suppression is a standard Best Management Practice associated with erosion and sediment control practices on construction projects. A commitment will be added to the EIS report Table 7-1 Item 3.1.4 to restrict dust suppression to the application of water to the site (vs use of calcium chloride or magnesium chloride on the site). The goal of dust suppression is to prevent airborne material without negatively impacting work conditions and should not result in run-off contaminating the river when paired with appropriate ESC. - To protect sensitive environmental receivers dust suppression methods are limited to the application of water.
7	ECAC also notes there is nothing in the document about reducing or limiting contaminants with this	Suitable permanent LID measures are being considered in coordination with stormwater design. Appropriate measures will be considered and implemented during Detail Design. Future developments efforts related to Western University are independent stormwater reviews, and reducing contaminants need to be considered as part of those reviews. Overlapping considerations can further be reviewed as they become known.
8	Detail design include measures to reduce contaminants from the	The Detail Design work will include these measures.
9	Daily or every other day inspection of ESC measures	Under Table 7-1 Item 3.1.3 "All fencing (silt, tree and wildlife exclusion) should be monitored during construction on a weekly basis <u>and 24 hours after significant rain or wind events to ensure that all fencing is intact and functioning properly.</u> "
10	<i>Pipe Capping</i> The issue of habitat change once the old pipe is capped (outflow changes resulting in the possibility of less sediment deposited) is a potential issue, though the island/rocky habitat created in the area, most	Positioning of the new outfall has been selected based on the advice of Scott Gillingwater to preserve the existing area of deposition. The requirement for a Fluvial Assessment is documented in Table 7-1 Item 2.1.2 and included as an additional field study under conclusions and recommendations to address concerns around the loss of this area.
11	If at detail design, it is determined that in water work is required, Scott	AECOM is aware of the SAR present and the appropriate mitigation and consultation that will need to be undertaken during the detail design with UTRCA (specifically Scott Gillingwater) as noted in responses above. Section 8 outlines the anticipated Permits and Approvals required to complete the work including permits at a Federal, Provincial, Municipal and Conservation Authority level.
12	When drafted, the detailed description of fencing for this species (Queensnake)	As indicated in Table 7-1, item 2.1.10 "Installation of exclusion fencing around upland work area and suitable stockpiled material prior to April 1 will prevent turtles from entering the work area following the MNR's Reptile and Amphibian Fencing BMP (2020)." MNR's protocol is a standard industry best management practice and includes specific fencing description for turtles and queensnake.

13	<p>The information here should not be focussed solely on nesting since it is the shallow, soft-bottomed habitat that is used for various life stages of Spiny Softshell, Snapping Turtle and Map Turtle. The</p>	<p>Specific methodology and species occurrence has been excluded from the public version of report to protect species at risk that are known to occur within the Study Area. The specifics and details of the sensitive information provided by Scott Gillingwater have not been documented or reproduced in this public report; however, AECOM is aware of the SAR present and the appropriate mitigation and consultation that will need to be undertaken during the detail design with UTRCA (specifically Scott Gillingwater).</p>
14	<p>A fluvial geomorphological assessment with a review</p>	<p>The requirement for a Fluvial Assessment is documented in Table 7-1 Item 2.1.2 and included as an additional field study under conclusions and recommendations.</p>
15	<p>Before any in water work take place, Scott Gillingwater must be consulted as to best practices for this section of the river.</p>	<p>The following mitigation will be added to Table 7.1 Item 2.1.10: "- Searches for turtles prior to any in-water works will be completed in conjunction with the fish and mussel relocation in consultation with UTRCA." Specific methodology has been excluded form public version of report to protect species at risk that are known to occur within the work area based on consultation with Scott Gillingwater that was undertaken in August 6, 2021 and August 18, 2021. The specifics and details of the sensitive information provided by Scott Gillingwater have not been documented or reproduced in this public report; however, AECOM is aware of the SAR present and the appropriate mitigation and consultation that will need to be undertaken during the detail design with UTRCA (specifically Scott Gillingwater).</p>
16	<p>Change 2.1.2 Loss of Turtle Nesting Areas (including habitat for turtle SOCC and SAR) in the net impacts table to MEDIUM from</p>	<p>LOW Net Effect includes "indicates loss of habitat possessing limited potential habitat value, <u>or loss of a portion of habitat, which will not result in long-term impact to the remaining habitat</u>, or reduction in associated key ecological functions." Siting of the new outfall has been considered to avoid key turtle habitat functions per the guidance of Scott Gillingwater and AECOM feels the Avoidance, Mitigation and Compensation measures will result in LOW Net Effects. Further consideration of Avoidance, Mitigation and Compensation measures will be considered during the detail design and EIS to minimize impacts on sensitive species.</p>
17	<p>The EMP include a compensation plan for any loss of habitat (assuming</p>	<p>Required compensation will be developed during Detail Design and permitting specific to the target species and the construction disturbance area and documented in the EMP.</p>
18	<p>The EMP include detailed compensation plans for loss</p>	<p>Section 7.3 notes that "The amount of compensation planting and at what ratio should be confirmed with the City of London once the CDA is further refined during the detail design phase." Detailed compensation will be developed during Detail Design.</p>
19	<p>The table in 2.1.3, <i>Harmful Alteration, Disruption, or Destruction of Fish Habitat, Death of Fish, and alteration of Aquatic Species at Risk Individuals or Habitat</i> be changed to include "medium net</p>	<p>Mussel relocations are an accepted practice designed to "collect and move ALL unionids in a cost-effective manner that will result in high survival of both transplanted individuals and the resident fauna at the recipient site (Havlik 1997)" (Mackie, Morris, & Ming, 2008) the methods laid out in the <i>Protocol for the Detection and Relocation of Freshwater Mussel Species at Risk in Ontario - Great Lakes Area (OGLA)</i>. Specific reference to the standard protocol will be added to Table 7-1 Item 2.1.3 but net effects will be kept at Low.</p>

20	The Invasive Species Plan to be included at detail design must also include an	The Invasive Species Plan will be prepared following the guidance and objectives of the City of London Invasive Plant Management Strategy (2017) which will be added to Table 7-1 Item 3.1.6.
21	The project includes widening of roads in an area very close to the new Wampum Learning Center,	To date in our discussions with Western University, this Centre has not been mentioned. Notwithstanding that the Centre will not likely impact the work undertaken as part of this Environmental Assessment, further discussion and review can be done at the Detail Design stage.
22	Wording be changed	Language is appropriate for an Environmental Assessment level report where Detail Design has not been completed to inform specific impacts. Qualifying language (including may or likely) is used for the concept design during the EA phase and will be refined during detail design as part of the EMP.
23	Appendix 1: Missing/Incorrect Species Occurrence Data	<p>Developing these reports will often occur over multiple years and while a more recent record may exist now, it was likely that it was not available at the time of the background review. As is standard practice (noted in Section 9) to address the changing status of species and update records, the background review will be updated again at the beginning of detail design, which will capture any records of new species since the background review completed for the EA was completed in order to inform additional studies and/or permits that may be required during detail design.</p> <p>Clarification will be added to Sections 3.6 and 3.7 to note that bird occurrence records outside of the Breeding Bird survey window of May 28 to July 7 will be noted but not further discussed as SAR birds receive habitat protection for their nesting habitat, but typically not overwintering or migration habitat.</p>



NOTICE OF PLANNING APPLICATION

Zoning By-Law Amendment

h-5 Holding Zone

File: Z-9588

Applicant: The Corporation of the City of London c/o Stuart Filson, Site Development Planner

What is Proposed?

Zoning amendment to amend:

- The h-5 Holding Zone to exempt Public Site Plan Meetings for residential developments with 10 or fewer units in accordance with the provisions of Bill 23. Possible change to Zoning By-law to revise the wording of the h-5 Holding Zone to permit interim permitted uses. The City may also consider additional considerations such as additional special provisions.



LEARN MORE & PROVIDE INPUT

Please provide any comments by February 20, 2023

Stuart Filson

sfilson@london.ca

519-661-CITY (2489) ext. 4847

Planning & Development, City of London

300 Dufferin Avenue, 6th Floor,

London ON PO Box 5035 N6A 4L9

File: Z-9588

london.ca/planapps

**If you are a landlord, please post a copy of this notice where your tenants can see it.
We want to make sure they have a chance to take part.**

Date of Notice: February 1, 2023

Application Details

Requested Zoning By-law Amendment

Exempt Public Site Plan Meetings for residential developments with 10 or fewer units in accordance with the provisions of Bill 23. Possible change to Zoning By-law to revise the wording of the h-5 Holding Zone to permit interim permitted uses. The City may also consider additional considerations such as additional special provisions. Changes to the currently permitted land uses and development regulations are summarized below.

The Zoning By-law is available at london.ca.

Current Zoning

Zone: h-5

Purpose: To ensure that development takes a form compatible with adjacent land uses, agreements shall be entered into following public site plan review specifying the issues allowed for under Section 41 of the *Planning Act, R.S.O. 1990, c. P.13*, prior to the removal of the "h-5" symbol.

Permitted Interim Uses: Existing uses. (Z.-1-94236)

Requested Zoning

Zone: h-5

Exception(s): Exempt Public Site Plan Meetings for residential developments with 10 or fewer units in accordance with the provisions of Bill 23. Possible change to Zoning By-law to revise the wording of the h-5 Holding Zone to permit interim permitted uses. The City may also consider additional considerations such as additional special provisions.

Planning Policies

Any change to the Zoning By-law must conform to the policies of the Official Plan, London's long-range planning document.

How Can You Participate in the Planning Process?

The City reviews and makes decisions on such planning applications 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.

See More Information

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

- Contacting the City's Planner listed on the first page of this Notice; or
- Viewing the application-specific page at london.ca/planapps
- Opportunities to view any file materials in-person by appointment can be arranged through the file Planner.

Reply to this Notice of Application

We are inviting your comments on the requested changes at this time so that we can consider them as we review the application and prepare a report that will include Planning & Development 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.

Attend a Future Public Participation Meeting

The Planning and Environment Committee will consider the requested 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. You will also be invited to provide your comments at this public participation meeting. A neighbourhood or community association may exist in your area. If it reflects your views on this application, you may wish to select a representative of the association to speak on your behalf at the public participation meeting. Neighbourhood Associations are listed on the Neighbourgood website. 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 official plan amendment and/or 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 Clerk 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.