

Report to Corporate Services Committee

To: Chair and Members
Corporate Services Committee

From: Lynne Livingstone, City Manager

Subject: 2023-2027 Strategic Advocacy Framework

Date: June 12, 2023

Recommendation

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

- a) The 2023-2027 Strategic Advocacy Framework **BE ENDORSED**;
- b) Civic Administration **BE DIRECTED** to proceed with implementation of the Strategic Advocacy Framework.

Executive Summary

This report provides a description of the Strategic Advocacy Framework, which guides the City of London's intergovernmental advocacy in support of Council's Strategic Plan. The report includes an overview of the process used to identify outcomes from Council's Strategic Plan as strategic advocacy priorities.

The Strategic Advocacy Framework is an important tool to support effective advocacy with other orders of government. For external audiences, including federal and provincial decision-makers, organizations, businesses, and residents, the Framework provides a better understanding of London's needs from other orders of government. Internally, the Framework supports consistent, unified London advocacy and helps align the enterprise-wide resources necessary to identify opportunities, secure investments, and influence policy and program development by other orders of government.

The 2023-2027 Strategic Advocacy Framework, attached as Appendix A, highlights seven Outcomes from the 2023-2027 Strategic Plan that rely strongly on community and intergovernmental partnerships.

Following Council's receipt of the Strategic Advocacy Framework, the Government and External Relations division will be working across the organization to identify specific advocacy projects, aligned with the Strategic Plan Implementation and Multi-Year Budgeting processes.

Linkage to the Corporate Strategic Plan

The City of London Strategic Advocacy Framework (see **Appendix A**) responds directly to Council's 2023-2027 Strategic Plan outcome that "the City of London's regional and community relationships support the delivery of exceptional and valued service," and the included strategy to "Implement the Strategic Advocacy Framework."

Analysis

1.0 Background Information

1.1 Previous Reports Related to this Matter

Corporate Services Committee, May 10, 2021 meeting, Agenda Item # 2.4, City of London Strategic Advocacy Framework

<https://publondon.escribemeetings.com/filestream.ashx?DocumentId=85155>

1.2 About the Strategic Advocacy Framework

The Government and External Relations Division supports City of London priorities through partnerships with other levels of government and local, regional, and national stakeholders. This support includes identifying external opportunities, providing advice and information to support internal decision making, as well as the coordination of intergovernmental advocacy.

The Strategic Advocacy Framework is developed to strengthen and align the City's intergovernmental advocacy through greater transparency, collaboration, and consistency. These values – along with a strategic, outcomes-focused approach to priority-setting – have delivered results. Many of London's recent advocacy successes have come through partnerships with London champions that have amplified and extended London's reach with decision-makers at other levels of government.

The Strategic Advocacy Framework serves as a resource to the community. Within the framework, London's organizations, anchor institutions, and businesses can view the advocacy priorities of the City of London. Armed with this shared understanding, the Strategic Advocacy Framework supports collaboration and cooperation between community partners to achieve results for London.

Just as the Strategic Advocacy Framework approach has increased community partnerships in support of City-led projects, it has also guided corporate advocacy support for community-led initiatives. Examples include shared advocacy to support the Giwetashkad Indigenous Homelessness Strategy, the Community Outreach and Support Team (COAST), and the Health and Homelessness Whole of Community System Response. These initiatives are led by community partners but have significant implications for the City's overall strategic direction and success.

The Strategic Advocacy Framework provides a structured approach to establishing and communicating advocacy priorities, grounded in Council's Strategic Plan. This approach enables more coordinated and effective intergovernmental advocacy and supports a unified voice that delivers better results for London.

1.3 Strategic Advocacy Priority Identification Process

To firmly root advocacy planning in corporate priorities, the Strategic Advocacy Framework takes a consistent, process-based approach to implementing advocacy plans in support of Council's Strategic Plan.

First, every Outcome in Council's Strategic Plan is scored individually to determine the degree to which the strategy depends on intergovernmental partnerships. These "dependency scores" provide a consistent method to filter out Outcomes that are inward-focused or entirely within municipal control/influence, as well as identifying which Outcomes require more in-depth evaluation as potential advocacy priorities.

Outcomes with a sufficient degree of intergovernmental dependency are evaluated using a more thorough analysis centred on the concept of the “policy window” – essentially the point at which political, social, and policy conditions all align to give an advocacy issue the greatest chance of success. Considerations in this step include past/ongoing advocacy work, internal resources, community support, alignment with existing government policy/programs, potential for secondary benefits/risks, and others.

With both “dependency” and “policy window” scores, the final step is to review the highest scoring Outcomes to ensure balance between strategic areas of focus. For example, there may be multiple Outcomes in an area of focus that score high on both measures, but individual advocacy projects would inevitably advance all of those Outcomes at once. In that case, Civic Administration highlights one Outcome as a Strategic Advocacy priority in the Framework.

Identifying Strategic Plan Outcomes as advocacy priorities is intended to help focus advocacy resources and open lines of communication, not to exclude any Strategic Plan priorities from advancement through intergovernmental partnerships.

1.4 2023-2027 Strategic Advocacy Priorities

Following analysis and in concurrence with the Senior Leadership Team (SLT), seven Outcomes from Council’s 2023-2027 Strategic Plan have been identified as advocacy priorities for the 2023-2027 Strategic Advocacy Framework:

- The City of London demonstrates leadership and builds partnerships to increase quality, affordable, and supportive housing options.
- London as a robust community system of health, homelessness, housing stability services, policies, procedures, and by-laws in place to support individuals and families at risk of or experiencing homelessness.
- Londoners of all identities, abilities and means can move throughout the city safely and efficiently.
- London encourages equitable economic growth and diversification.
- London is a destination of choice.
- London has a strong and healthy environment.
- London’s infrastructure and systems are built, maintained, and operated to meet the long-term needs of the community.

Specific advocacy projects will be identified throughout the life of the Framework that respond to these strategic advocacy priorities. As mentioned above, the enterprise-wide nature of Council’s Strategic Plan means it will frequently be the case that strategic advocacy projects will help to advance multiple Strategic Plan outcomes – including outcomes that are not listed specifically above.

1.5 Next Steps and Implementation

To implement the 2023-2027 Strategic Advocacy Framework, the Government and External Relations Division will work in alignment with both the Multi-Year Budget and the implementation planning process for Council’s 2023-2027 Strategic Plan. Advocacy projects that align with and support the Framework will be identified during this process. Once projects have been identified, the Government and External Relations Division will create advocacy plans to pursue delivery of the partnerships we will require from other orders of government. Annual updates will be provided to Council to demonstrate progress through the life of the 2023-2027 Strategic Advocacy Framework.

Conclusion

Strong partnerships across governments remain essential to achieving the City of London priorities, and the Strategic Advocacy Framework has proven to be a valuable tool in strengthening the City's intergovernmental relationships.

With the Strategic Advocacy Framework as a guide, Civic Administration will continue to drive better outcomes for London through enterprise-wide coordination and community collaboration in support of the City of London's 2023-2027 Strategic Plan.

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Submitted by: Adam Thompson, Manager, Government and External Relations

Recommended by: Lynne Livingstone, City Manager

2023-2027

Strategic Advocacy Framework

City of London



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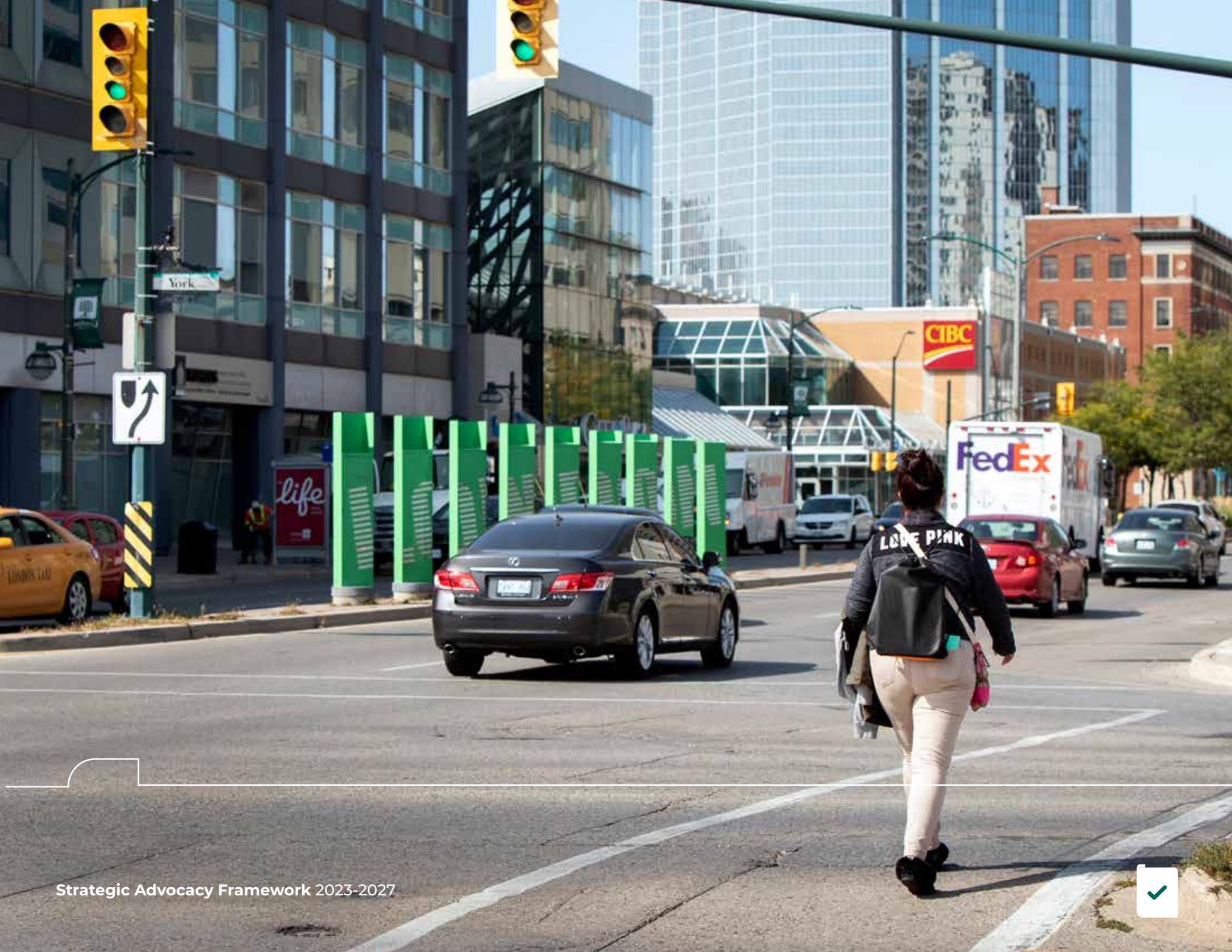


Land Acknowledgement

We acknowledge that the City of London resides on the traditional lands of the Anishinaabeg, Haudenosaunee, Lūnaapéewak and Attawandaron.

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.

This land continues to be home to diverse Indigenous people (First Nations, Métis and Inuit) whom we recognize as contemporary stewards of the land and vital contributors to society. As representatives of the people of the City of London, we are grateful to have the opportunity to work and live in this territory.





Introduction

The Strategic Advocacy Framework guides the City's strategic advocacy approach, linked directly and intentionally with Council's 2023-2027 Strategic Plan. Based on enduring commitments to transparency, collaboration, and consistency, the Strategic Advocacy Framework is intended to make it easy for community and government partners to work with the City to provide a safe, affordable, welcoming, and healthy future for today and for the next generation.

Intergovernmental advocacy has become an essential role for municipalities, both to support municipal services and to represent broader community interests. Funding from the Provincial and Federal governments accounts for almost a quarter of the City's annual budget, and decisions by other levels of government can have monumental impacts on the social, economic, and environmental health of a community.

Where advocacy generally tends to be reactive, the City's strategic advocacy approach is primarily proactive; identifying key priorities, gathering data, and actively collaborating to identify and implement solutions. The City of London is a regular and active participant in regional, provincial, and national policy conversations, both directly and through work with municipal associations, taking a solutions-focused view and advocating for thoughtful, evidence-informed policy and program decisions at all levels of government.

Building on the City's strategic advocacy approach, through the implementation of the 2023-2027 Strategic Advocacy Framework, ensures that London's needs will continue to be heard – and that made-in-London solutions can help address the toughest community challenges.

Partners In Advocacy

The City of London's strategic advocacy approach recognizes the wide range of partners and partnerships involved in addressing community priorities, as well as the value in a united approach. Put simply, the more voices that come together to support community priorities, the greater the likelihood of a positive result.

This approach has demonstrated success: by bringing community voices together and encouraging two-way conversations with both community and government partners, London has become a leading voice in provincial and national conversations on community needs.

Identifying new partnerships and building existing networks are foundational to this plan. Over the life of the framework, the City of London will continue to develop strong and resilient relationships with decision makers and community partners to identify and deliver on London's advocacy priorities.





Community Partners

Local advocacy involves building stronger relationships with community partners, including residents' associations, local business groups, post-secondary institutions, environmental organizations, emergency services and community leaders.

Examples of local initiatives include: the Health & Homelessness Whole of Community System Response, the London Community Recovery Network, Environmental Action Programs, the Safe Cities Initiative, the Child and Youth Network, community and affordable housing initiatives, public health and education initiatives, and others.



Regional Partners

The City of London is an active member of a wide variety of regional groups and organizational bodies, as well as maintaining active relationships with the County of Middlesex and other municipalities in Southwest Ontario.

In addition to essential service delivery and information sharing functions, these regional relationships support advocacy on issues that affect the entire region. Examples of regional joint advocacy efforts include social and affordable housing, public health, broadband, water management, and regional transportation, to name a few.



Provincial and Federal Partners

Council advocates directly to government partners on behalf of the community, maintaining a wide range of important intergovernmental partnerships with provincial and federal government members of parliament, ministers, and public servants on matters of policy and programming.

The City of London also actively contributes to advocacy campaigns coordinated by municipal associations such as the Association of Municipalities of Ontario (AMO), the Federation of Canadian Municipalities (FCM) and other bodies such as the Ontario Big City Mayors (OBCM) and the Big City Mayors' Caucus (BCMC).

Strategic Advocacy Priorities

The priorities identified in the Strategic Advocacy Framework are reflected directly from Council's 2023-2027 Strategic Plan. The 2023-2027 Strategic Advocacy Framework highlights seven Outcomes – desired end states – from the Strategic Plan that rely strongly on community and intergovernmental partnerships. These outcomes cover areas of interest to all levels of government, including housing, homelessness, transportation, infrastructure, economic development, and the environment.

Specific advocacy projects will be identified throughout the life of the Framework that respond to these strategic advocacy priorities. Considering the enterprise-wide nature of Council's Strategic Plan, it is likely – and intended – that strategic advocacy projects will help to advance multiple Strategic Plan Outcomes. In that way, the Framework is not restrictive - identifying Strategic Plan Outcomes is intended to help focus advocacy resources and open lines of communication.



2023-2027 Strategic Advocacy Priorities:

- The City of London demonstrates leadership and builds partnerships to **increase quality, affordable, and supportive housing options.**
- London has a robust community system of health, homelessness, housing stability services, policies, procedures, and by-laws in place to **support individuals and families at risk of or experiencing homelessness.**
- Londoners of all identities, abilities and means can move throughout the city **safely and efficiently.**
- London encourages **equitable economic growth and diversification.**
- London is a **destination of choice.**
- London has a **strong and healthy environment.**
- London's infrastructure and systems are built, maintained, and operated to meet the **long-term needs of the community.**



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

London is a housing-first community, recognizing that a safe and affordable place to live is foundational to wellness and quality of life. Like many communities, London has seen a dramatic increase in the demand for social and affordable housing; as of April 2023, there were over 6,000 individuals on the community housing waitlist.

The affordability and supply of housing was a top concern expressed by Londoners in the 2022 election. Londoners recognize that investments in social and affordable housing are critical for creating a healthy and vibrant community. Affordable housing provides stability and security for individuals and families, which contributes to better physical and mental health outcomes. It also helps to reduce poverty and inequality, providing a foundation for social and economic growth.

The City of London has a proven track record of innovation and partnership on affordable housing development, and we are committed to working with the private sector, non-profits, and other governments to reach and exceed our housing supply targets. **Continued collaboration on municipal planning and development tools, creative redevelopment, and targeted investments will deliver more housing for Londoners.**



PIZZA & DELI

PIZZA Slices

LONDON Carling STREET

NAILS

CONSTRUCTION ZONE BEGINS

Coca-Cola POWER STIRRER WALK IN ANYTIME FOR A BUZZY SLICE. ADD MORE!



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

Health and homelessness are interconnected issues with far-reaching community impacts. While the pandemic exacerbated these issues, it also forced a shift in perspectives and approaches that has led to real progress. The London community is united in the pursuit of ending homelessness and ensuring a safe place for every resident to call home.

Homelessness is both a housing and health issue, and public investments in community services are crucial for supporting the well-being of individuals.

London continues to innovate in the development of homelessness models-of-care and community supports, building on nationally-recognized expertise and collaboration. **A whole-of-community approach, supported by all levels of government, is essential to ensuring that all Londoners can be well.**



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

An efficient and inclusive mobility network is critical for any community, and the City of London has worked closely with provincial and federal governments over the last few years to advance significant transit projects. As one of the fastest growing cities in the country, London's mobility infrastructure must continue to grow and adapt to the evolving needs of our community.

Investing in transportation infrastructure is critical for building a sustainable and prosperous community. Access to efficient, affordable, and reliable mobility options helps to increase economic activity, expand social inclusion, and address the impacts of climate change. It helps to improve the quality of life for residents, enabling and expanding access to housing, employment, education, healthcare, and community.

The City of London's Mobility Master Plan will provide the foundation for the future of connectivity in our community by all modes of travel, including rapid transit, active transportation, intelligent traffic signals, and connected and automated vehicles. Through continued partnership between all levels of government and an eye to evolving technologies and community needs, **London's mobility network will be safe, accessible, and efficient for all residents.**



London encourages equitable economic growth and diversification.

The pandemic brought widespread economic challenges, and economic uncertainty continues to impact affordability for Londoners. While London's overall economy endured better than most communities, recovery has been slower for some sectors – particularly small businesses.

Governments have a key role to play in supporting local economic growth and opportunity. Cooperation and communication, coupled with strategic investments in economic development initiatives, have helped London attract new businesses, create jobs, and diversify the local and regional economy. In addition to providing greater economic activity and higher standards of living, London's economic diversity has made the community more resilient against economic downturns and has helped to ensure that the community can withstand unexpected challenges and changes.

London is the hub of a region ripe with opportunity. Continued partnership between all levels of government and support for businesses and entrepreneurs will help London attract top talent, create new business opportunities, and create a more prosperous future.



London is a destination of choice.

Internationally recognized as a UNESCO City of Music, London is a destination for arts and culture talent. While the pandemic had a significant impact on the tourism and culture sector at a global scale, cross-sector partnerships and targeted supports have put London's culture industries on the road to a dramatic revival. London continues to be a hub for music education and production, with three internationally recognized post-secondary schools teaching over 1,000 music students annually.

Tourism and culture industries are a key part of London's economic and social health and vibrancy, generating hundreds of millions of dollars in economic activity annually while contributing to a more exciting and welcoming community. The City of London has taken an active role in supporting local arts and culture industries, including through the creation of dedicated offices focused on supporting the growth of both music and film.

London has limitless potential as a centre for tourism, arts, and culture. Coordinated efforts, support, and partnerships that include artists, organizations, businesses, and governments will continue London's momentum.



London has a strong and healthy environment.

London is an established leader among Canadian cities when it comes to reducing emissions, adopting green technologies, and preparing for a changing climate delivering an increasing number of extreme weather events. Living in the Forest City, Londoners recognize the critical role the natural environment plays in our community's health and well-being.

Investing in environmental sustainability and climate resilience is essential for ensuring a sustainable future for the community. These investments help to reduce greenhouse gas emissions, mitigate the impacts of climate change, and protect natural resources. They also promote a healthy and livable environment, supporting the well-being and quality of life of all Londoners.

The City of London is committed to a cleaner, more sustainable future. Bringing government, industry, and community partners together to reduce waste and protect the environment will enhance the health and wellbeing of everyone – and everything – that calls London home.



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

As a major centre for employment, healthcare, and education, London's municipal infrastructure – including roads and bridges, water systems and transit networks, community centres and parks – is essential not only to Londoners, but to the entire region. As London and the surrounding area continue to experience record growth, investments in London's municipal infrastructure must keep pace.

Government investments in infrastructure are critical for ensuring the long-term sustainability and resilience of a community. Infrastructure investments support economic growth, improve the quality of life for residents, and enhance public safety and security. They also help to ensure that the community can adapt to changing needs and circumstances, providing a foundation for continued social and economic development.

The City of London is focused on adapting and building infrastructure in ways that continues to meet evolving community needs. **With support from other levels of government, we can ensure that local infrastructure continues to support and improve the quality of life for everyone who lives in, and relies on, our city.**

