

# Corporate Services Committee

## Report

12th Meeting of the Corporate Services Committee  
June 12, 2023

PRESENT: Councillors S. Lewis (Chair), H. McAlister, S. Trosow, D. Ferreira, Mayor J. Morgan

ABSENT: S. Stevenson

ALSO PRESENT: Councillors J. Pribil, A. Hopkins; L. Livingstone, A. Barbon, M. Butlin, C. Dooling, D. Escobar, P. Ladouceur, A. Ostrowski, J. Stanford, S. Tatavarti, S. Thompson, B. Warner, B. Westlake-Power

Remote Attendance: Councillor C. Rahman; S. Corman, A. Thompson

The meeting is called to order at 12:00 PM; it being noted that Mayor J. Morgan was in remote attendance.

### 1. Disclosures of Pecuniary Interest

That it BE NOTED that no pecuniary interests were disclosed.

### 2. Consent

#### 2.2 Industrial Land Development Strategy Annual Monitoring and Pricing Report - City-Owned Industrial Land

Moved by: H. McAlister  
Seconded by: D. Ferreira

That, on the recommendation of the Deputy City Manager, Finance Supports, with concurrence of the Director, Economic Services and Supports, on the advice of the Director, Realty Services, with respect to the City of London's Industrial Land Development Strategy, the following actions be taken with respect to the annual monitoring and pricing of City owned industrial lands:

a) the proposed by-law as appended to the staff report dated June 12, 2023 as Appendix "A", BE INTRODUCED at the Municipal Council meeting to be held on June 27, 2023 to amend By-law No. A.-6151-17, as amended, being "A by-law to establish policies for the sale and other disposition of land, hiring of employees, procurement of goods and services, public notice, accountability and transparency, and delegation of powers and duties, as required under Section 270(1) of the *Municipal Act, 2001*" by deleting Attachment "B" to Schedule "A" – Sale and other Disposition of Land Policy of the By-law and by replacing it with a new Attachment "B" to Schedule "A" to amend the current pricing for City owned serviced industrial land as follows:

The current pricing levels of all City owned industrial parks, established effective September 1, 2023, are as follows:

Innovation Park (Phases 1 to 4) and Huron Industrial Park (all phases):

- Lots up to 4.99 acres – price change from \$175,000 per acre to \$225,000 per acre
- 5.00 acres and up – price change from \$165,000 per acre to \$200,000 per acre

Pricing for serviced industrial land in Trafalgar Industrial Park:  
- All lot sizes – price change from \$165,000 per acre to \$200,000 per acre

Pricing for serviced industrial land in Innovation Park Phase V  
- All lot sizes – price change from \$250,000 to \$300,000.00 per acre

Surcharges are as follows:  
Highway 401 Exposure – 15%  
Veteran’s Memorial Parkway Exposure – 5%; and,

b) the staff report dated June 12, 2023 entitled “Industrial Land Development Strategy Annual Monitoring and Pricing Report – City-Owned Industrial Land”, BE RECEIVED.

Yeas: (5): S. Lewis, H. McAlister, S. Trosow, D. Ferreira, and Mayor J. Morgan

Absent: (1): S. Stevenson

**Motion Passed (5 to 0)**

**3. Scheduled Items**

None.

**4. Items for Direction**

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

That Items 4.1 to 4.3, BE APPROVED.

Yeas: (5): S. Lewis, H. McAlister, S. Trosow, D. Ferreira, and Mayor J. Morgan

Absent: (1): S. Stevenson

**Motion Passed (5 to 0)**

**4.1 Application - Issuance of Proclamation - Terry Fox Week**

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

That based on the application dated May 19, 2023 from Terry Fox Run London, September 11-18, 2023 BE PROCLAIMED Terry Fox Week.

**Motion Passed**

**4.2 Application - Issuance of Proclamation - Emancipation Month**

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

That based on the application dated June 2, 2023 from W.E.A.N Community Centre, the month of August 2023 BE PROCLAIMED Emancipation Month.

**Motion Passed**

4.3 (ADDED) Application - Issuance of Proclamation - Pride London Festival (Pride in London)

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

That based on the application dated June 5, 2023 from Pride London Festival, July 13 to 23, 2023 BE PROCLAIMED Pride London Festival (Pride in London).

**Motion Passed**

**2. Consent**

2.1 2023-2027 Strategic Advocacy Framework

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

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

a) that the attached, revised, 2023-2027 Strategic Advocacy Framework BE ENDORSED, it being noted that specific notation has been included to specific reference to working with Indigenous organizations and the inclusion of the example of the existing Giwetashkad Indigenous Homelessness Strategy in the Framework document; and,

b) the Civic Administration BE DIRECTED to proceed with implementation of the Strategic Advocacy Framework;

it being noted that specific notation was made by the Committee with respect to advocacy regarding the rent control regime and other actions which would be included in the advocacy outcomes identified in the Report.

**Motion Passed**

Additional Votes:

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

That part a) of the recommendation BE AMENDED to read as follows:

"a) that the attached, revised, 2023-2027 Strategic Advocacy Framework BE ENDORSED, it being noted that specific notation has been included to specific reference to working with Indigenous organizations and the inclusion of the example of the existing Giwetashkad Indigenous Homelessness Strategy in the Framework document;"

Yeas: (5): S. Lewis, H. McAlister, S. Trosow, D. Ferreira, and Mayor J. Morgan

Absent: (1): S. Stevenson

**Motion Passed (5 to 0)**

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

That the motion, as amended, BE APPROVED, including the following:

"it being noted that specific notation was made by the Committee with respect to advocacy regarding the rent control regime and other actions which would be included in the advocacy outcomes identified in the Report."

Yeas: (5): S. Lewis, H. McAlister, S. Trosow, D. Ferreira, and Mayor J. Morgan

Absent: (1): S. Stevenson

**Motion Passed (5 to 0)**

2.3 Declare Surplus - City-Owned Property - 652 Elizabeth Street

Moved by: Mayor J. Morgan

Seconded by: D. Ferreira

That the following actions be taken with respect to a City-owned property municipally known as 652 Elizabeth Street, being Part Lot 11, Concession 1, in the City of London, London Township, being part of PIN 08279-0210, and to be further described in a reference plan to be deposited (the "Subject Property"):

a) the Civic Administration be AUTHORIZED to engage the Department of National Defence (DND) to release a restrictive covenant registered against the property, which limits the available uses with the property and complete any other duties as required by the Civic Administration in relation to the restrictive covenant; and,

b) the declaring surplus the property located at 652 Elizabeth Street and potential associated sale BE DEFERRED to a future meeting the Corporate Services Committee, and upon the completion of part a), above.

Yeas: (5): S. Lewis, H. McAlister, S. Trosow, D. Ferreira, and Mayor J. Morgan

Absent: (1): S. Stevenson

**Motion Passed (5 to 0)**

**5. Deferred Matters/Additional Business**

5.1 Councillor Expense Approval Request

Moved by: S. Lewis

Seconded by: H. McAlister

That, notwithstanding current interpretations of the Council Members' Expense Account Policy, the expense request from Councillor S. Lewis for a Canada Day Event advertisement, including contact information, in flyers and an on-stage banner in the amount of \$300.00, BE APPROVED.

Yeas: (4): S. Lewis, H. McAlister, S. Trosow, and D. Ferreira

Absent: (2): S. Stevenson, and Mayor J. Morgan

**Motion Passed (4 to 0)**

**6. Confidential (Enclosed for Members only.)**

Moved by: D. Ferreira

Seconded by: H. McAlister

That the Corporate Services Committee convenes In Closed Session to consider the following:

6.1 Land Acquisition / Solicitor-Client Privileged Advice / Position, Plan, Procedure, Criteria or Instruction to be Applied to Any Negotiations

A matter pertaining to the proposed or pending acquisition of land by the municipality, including communications necessary for that purpose; advice that is subject to solicitor-client privilege; commercial and financial information, that belongs to the municipality and has monetary value or potential monetary value and a position, plan, procedure, criteria or instruction to be applied to any negotiations carried on or to be carried on by or on behalf of the municipality.

6.2 Land Acquisition/Disposition / Solicitor-Client Privileged Advice / Position, Plan, Procedure, Criteria or Instruction to be Applied to Any Negotiations

A matter pertaining to the proposed or pending lease of building by the municipality, including communications necessary for that purpose; advice that is subject to solicitor-client privilege; commercial and financial information, that belongs to the municipality and has monetary value or potential monetary value and a position, plan, procedure, criteria or instruction to be applied to any negotiations carried on or to be carried on by or on behalf of the municipality.

6.3 Labour Relations/Employee Negotiations / Solicitor-Client Privileged Advice

A matter pertaining to reports, advice and recommendations of officers and employees of the Corporation concerning labour relations and employee negotiations in regard to one of the Corporation's unions and advice which is subject to solicitor client privilege and communications necessary for that purpose and for the purpose of providing directions to officers and employees of the Corporation.

6.4 Litigation/Potential Litigation/Matters Before Administrative Tribunals / Solicitor-Client Privileged Advice / Position, Plan, Procedure, Criteria or Instruction to be Applied to Any Negotiations

A matter pertaining to the security of the property of the municipality or local board; litigation or potential litigation, including matters before administrative tribunals, affecting the municipality or local board; advice that is subject to solicitor-client privilege, including communications necessary for that purpose; and a position, plan, procedure, criteria or instruction to be applied to any negotiations carried on or to be carried on by or on behalf of the municipality or local board.

Yeas: (4): S. Lewis, H. McAlister, S. Trosow, and D. Ferreira

Absent: (2): S. Stevenson, and Mayor J. Morgan

**Motion Passed (4 to 0)**

The Corporate Services Committee convenes In Closed Session from 1:15 PM to 1:29 PM.

**7. Adjournment**

Moved by: D. Ferreira

Seconded by: H. McAlister

That the meeting BE ADJOURNED.

**Motion Passed**

The meeting adjourned at 1:34 PM.

2023-2027

# Strategic Advocacy Framework

City of London



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London  
CANADA









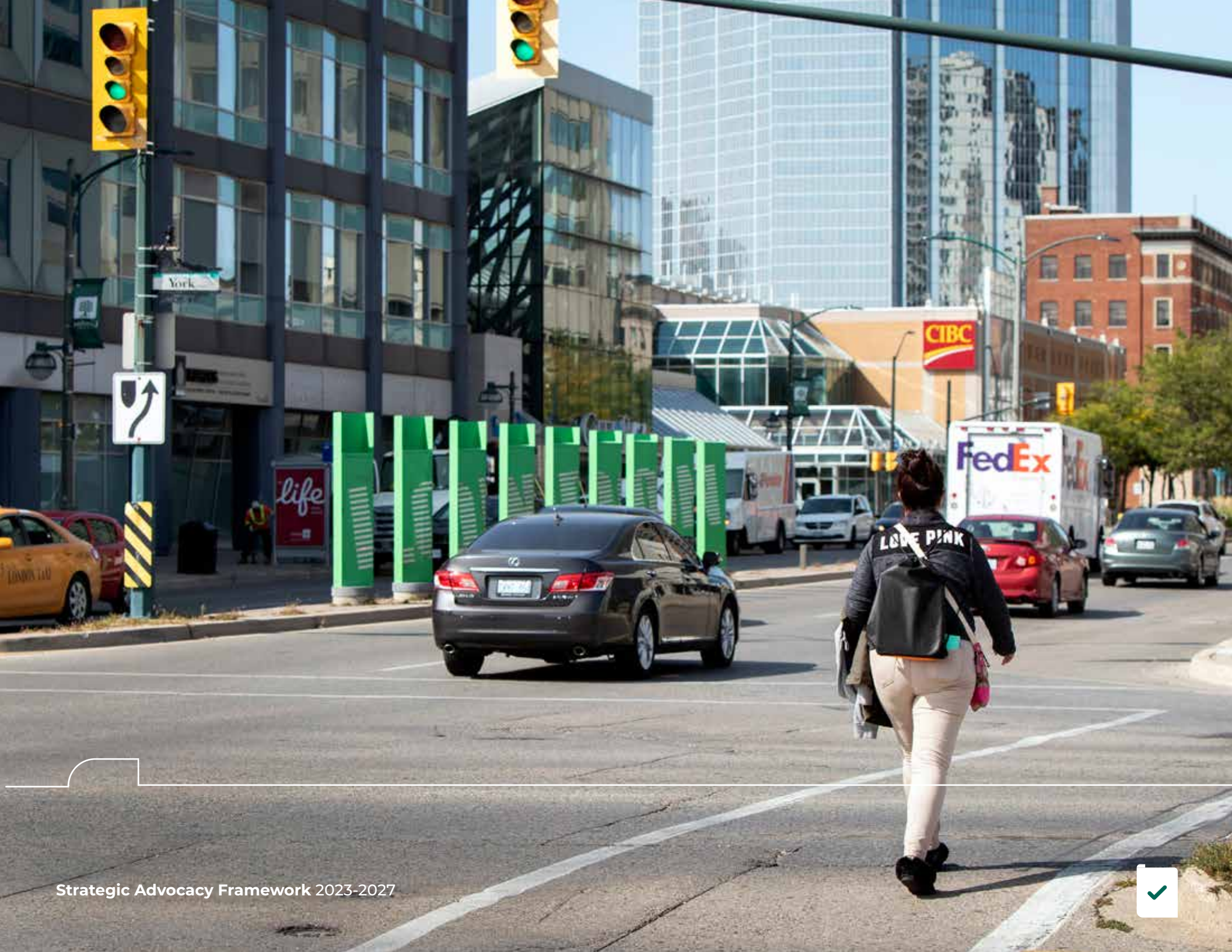
## Land Acknowledgement

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.



## Indigenous Peoples

Advancing shared local advocacy priorities involves working alongside urban and local Indigenous communities and Indigenous-led organizations.

In addition to working together to identify opportunities to work on the implementation of the Truth and Reconciliation Commission (TRC) Calls to Action, the City of London advocates alongside Indigenous-led organizations for federal and provincial supports to initiatives such as the Giwetashkad Indigenous Homelessness Strategy.



## 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.**





## **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.**

