

Strategic Priorities and Policy Committee Report

7th Meeting of the Strategic Priorities and Policy Committee - Special Meeting
January 23, 2023

PRESENT: Mayor J. Morgan (Chair), Councillors H. McAlister, S. Lewis, P. Cuddy, S. Stevenson, J. Pribil, S. Trosow, C. Rahman, S. Lehman, A. Hopkins, P. Van Meerbergen, S. Franke, E. Pelozza, D. Ferreira, S. Hillier

ALSO PRESENT: L. Livingstone, A. Barbon, C. Cooper, S. Corman, S. Mathers, K. Scherr, M. Schulthess, C. Smith, N. Steinberg, K. Van Lammeren, B. Westlake-Power, R. Wilcox

Remote attendance: B. Card

The meeting is called to order at 4:03 PM, it being noted that Councillors P. Van Meerbergen, D. Ferreira and S. Hillier were in remote attendance; it being further noted that Councillor S. Franke was in remote attendance after 8:00 PM.

1. Disclosures of Pecuniary Interest

That it BE NOTED that no pecuniary interests were disclosed.

2. Consent

None.

3. Scheduled Items

None.

4. Items for Direction

4.1 Developing the 2023-2027 Strategic Plan: Setting the Strategic Areas of Focus, Outcomes and Expected Results

Moved by: S. Lehman

Seconded by: S. Lewis

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

a) the report, entitled "Developing the 2023-2027 Strategic Plan: Strategic Areas of Focus, Outcomes, and Expected Results" BE RECEIVED for information; and,

b) the attached draft strategic areas of focus, outcomes, and expected results for the 2023-2027 Strategic Plan, excluding the Wellbeing and Safety strategic area of focus, BE CONSIDERED and BE SHARED with the community to seek feedback;

it being noted that the Strategic Priorities and Policy Committee received a staff presentation with respect to this matter.

Yeas: (14): J. Morgan, H. McAlister, S. Lewis, P. Cuddy, S. Stevenson, J. Pribil, S. Trosow, C. Rahman, S. Lehman, A. Hopkins, S. Franke, E. Pelozza, D. Ferreira, and S. Hillier

Absent: (1): P. Van Meerbergen

Motion Passed (14 to 0)

Additional Votes:

Moved by: A. Hopkins
Seconded by: S. Franke

That the SPPC recess at this time.

Motion Passed

The SPPC recesses at 6:05 PM; the SPPC reconvenes at 6:42 PM.

Moved by: S. Lewis
Seconded by: S. Stevenson

That pursuant to section 33.8 of the Council Procedure by-law, the Committee BE PERMITTED to proceed beyond 11:00 PM.

Yeas: (14): J. Morgan, H. McAlister, S. Lewis, P. Cuddy, S. Stevenson, J. Pribil, S. Trosow, C. Rahman, S. Lehman, A. Hopkins, S. Franke, E. Pelosa, D. Ferreira, and S. Hillier

Absent: (1): P. Van Meerbergen

Motion Passed (14 to 0)

Moved by: S. Lewis
Seconded by: S. Stevenson

That the draft "Wellbeing and Safety" strategic focus BE AMENDED in Outcome 1, Expected Results, part e) by removing the words "noise reduction".

Yeas: (10): J. Morgan, H. McAlister, S. Lewis, P. Cuddy, S. Stevenson, J. Pribil, C. Rahman, S. Lehman, E. Pelosa, and S. Hillier

Nays: (4): S. Trosow, A. Hopkins, S. Franke, and D. Ferreira

Absent: (1): P. Van Meerbergen

Motion Passed (10 to 4)

Moved by: C. Rahman
Seconded by: P. Cuddy

That the draft strategic area of focus, Wellbeing and Safety, including draft outcomes and expected results, BE CONSIDERED and BE SHARED with the community to seek feedback., excluding part e) of Expected Results.

Outcome 1:

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

Expected Results:

- a. Londoners feel safe across the city, in the core, and in their neighbourhoods and communities.
- b. Londoners have a strong sense of belonging and sense of place.
- c. Londoners have safe access to public spaces, services, and supports that increase their wellbeing and quality of life.
- d. Improved emergency services response time and reporting
- e.

- f. Improved park maintenance and garbage collection
- g. Improved boulevard and bus shelter maintenance and garbage collection
- h. Improved wayfinding and walkability

Yeas: (14): J. Morgan, H. McAlister, S. Lewis, P. Cuddy, S. Stevenson, J. Pribil, S. Trosow, C. Rahman, S. Lehman, A. Hopkins, S. Franke, E. Pelozza, D. Ferreira, and S. Hillier

Absent: (1): P. Van Meerbergen

Motion Passed (14 to 0)

Moved by: S. Lewis
Seconded by: E. Pelozza

That the draft "Wellbeing and Safety" strategic focus Outcome 1, Expected Results, part e) of Outcome 1, BE APPROVED.

e) Improved traffic safety, traffic calming

Yeas: (13): J. Morgan, H. McAlister, S. Lewis, P. Cuddy, S. Stevenson, J. Pribil, C. Rahman, S. Lehman, A. Hopkins, S. Franke, E. Pelozza, D. Ferreira, and S. Hillier

Nays: (1): S. Trosow

Absent: (1): P. Van Meerbergen

Motion Passed (13 to 1)

5. Deferred Matters/Additional Business

None.

6. Adjournment

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

The meeting BE ADJOURNED.

Motion Passed

The meeting adjourned at 11:45 PM.

Draft Strategic Areas of Focus for Consultation

January 23, 2023

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

Reconciliation, Equity and Inclusion

Outcome 1:

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

Expected Results:

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

Outcome 2:

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

Expected Results:

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

Outcome 3:

All Londoners have opportunities to participate in civic engagement.

Expected Results:

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

Housing and Homelessness

Outcome 1:

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

Expected Results:

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

Outcome 2:

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

Expected Results:

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

Outcome 3:

A well planned and growing community.

Expected Results:

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

Wellbeing and Safety

Outcome 1:

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

Expected Results:

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

Outcome 2:

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

Expected Results:

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

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

Outcome 1:

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

Expected Results:

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

Economic Growth, Culture, and Prosperity

Outcome 1:

London encourages economic growth and diversification.

Expected Results:

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

Outcome 2:

London is a destination of choice.

Expected Results:

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

Outcome 3:

London encourages the growth of local artistic and musical talent.

Expected Results:

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

Outcome 4:

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

Expected Results:

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

Mobility

Outcome 1:

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

Expected Results:

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

Climate Action and Sustainable Growth

Outcome 1:

London has a strong and healthy environment.

Expected Results:

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

Outcome 2:

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

Expected Results:

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

Outcome 3:

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

Expected Results:

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

Well-Run City

Outcome 1:

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

Expected Results:

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

Outcome 2:

Londoners experience good stewardship, exceptional and valued service.

Expected Results:

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

Outcome 3:

The City of London is a leader in public service.

Expected Results:

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