

# Strategic Priorities and Policy Committee

## Report

9th Meeting of the Strategic Priorities and Policy Committee  
February 7, 2023

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

**ABSENT:** S. Lehman

**ALSO PRESENT:** L. Livingstone, J. Adema, A. Barbon, S. Corman, K. Dickins, K. Edwards, S. Mathers, J.P. McGonigle, H. McNeely, A. Rammeloo, N. Steinberg, J. Taylor, B. Westlake-Power, R. Wilcox

Remote attendance: R. Armistead, B. Card, K. Pawelec, M. Schulthess, P. Yeoman

The meeting is called to order at 4:02 PM; it being noted that the following were in remote attendance Councillors P. Van Meerbergen and S. Hillier; it being further noted that Councillors S. Franke and E. Pelozza were in remote attendance after 10:00 PM.

### 1. Disclosures of Pecuniary Interest

That it BE NOTED that no pecuniary interests were disclosed.

### 2. Consent

None.

### 3. Scheduled Items

3.1 Delegation - Dr. Jackie Schleifer Taylor, President and CEO, London Health Sciences Centre (LHSC)

Moved by: D. Ferreira

Seconded by: A. Hopkins

That it BE NOTED that the Strategic Priorities and Policy Committee heard a delegation from Dr. Jackie Schleifer Taylor, President and CEO, London Health Sciences Centre (LHSC) with respect to the future of health care.

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

Absent: (1): S. Lehman

**Motion Passed (14 to 0)**

### 4. Items for Direction

4.1 London's Housing Pledge: A Path to 47,000 Units by 2031

Moved by: S. Lewis

Seconded by: D. Ferreira

That, on the recommendation of the Director, Planning and Development, the following actions be taken with respect to the City of London Municipal Housing Target:

- a) the staff report BE RECEIVED for information;
- b) a pledge to accelerate the housing supply of 47,000 units in our community by 2031 BE ADOPTED in response to the Minister of Municipal Affairs letter dated October 25, 2022;
- c) the Mayor BE DIRECTED to complete a letter in response to the Minister of Municipal Affairs, by March 1, 2023, highlighting Council's pledge and the strategies and actions that the City will take to accelerate the supply of new housing;
- d) the Civic Administration BE DIRECTED to develop a Housing Supply Action Plan working with the Housing Supply Reference Group described in Appendix 'B' Housing Supply and Affordability Framework; it being noted that the Housing Supply Reference Group may expand to include additional members as may be appropriate, including but not limited to a member from the not-for-profit housing sector and a member involved in housing supply/housing research; and,
- e) the Civic Administration BE DIRECTED to establish an Affordable Housing Reference Group described in Appendix 'B' Housing Supply and Affordability Framework to support the ongoing Roadmap to 3000 Affordable Units;

it being noted that the Strategic Priorities and Policy Committee heard a verbal update from M. Wallace, Executive Director, London Development Institute (LDI) with respect to this matter.

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

Absent: (1): S. Lehman

**Motion Passed (14 to 0)**

Additional votes:

Moved by: E. Pelozza

Seconded by: A. Hopkins

That the delegation request from Mr. M. Wallace, London Development Institute (LDI), BE APPROVED to be heard at this time.

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

Nays: (1): S. Trosow

Absent: (1): S. Lehman

**Motion Passed (13 to 1)**

Moved by: S. Franke

Seconded by: S. Trosow

That part d) BE AMENDED to include the following:

"it being noted that the Housing Supply Reference Group may expand to include additional members as may be appropriate, including but not

limited to a member from the not-for-profit housing sector and a member involved in housing supply/housing research."

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

Absent: (1): S. Lehman

**Motion Passed (14 to 0)**

4.2 Developing the 2023-2027 Strategic Plan: Continuing to Set Key Elements of the Strategic Plan

That the following actions be taken with respect to developing the 2023-2027 Strategic Plan:

a) the report, entitled "Developing the 2023-2027 Strategic Plan: Continuing to Set Key Elements of the Strategic Plan" BE RECEIVED for information;

b) the following Draft Vision and Mission BE ACCEPTED for additional consultation with the public:

Vision

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

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

c) all three Draft Value sets, attached, BE REFERRED to the Municipal Council meeting of February 14, for consideration;

d) the attached, revised draft Strategic Areas of Focus, Outcomes and Expected Results BE SHARED with the community to continue to seek feedback;

it being noted that the Strategic Priorities and Policy Committee received the attached presentation from J. Rodger, Executive Director, Anova and J. Dunn, Executive Director, London Abused Women's Centre, and a presentation from staff with respect to this matter.

**Motion Passed**

Voting Record:

Moved by: E. Pelozza

Seconded by: C. Rahman

Delegation request from J. Rodger, Executive Director, Anova and J. Dunn, Executive Director, London Abused Women's Centre BE APPROVED to be heard at this time.

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

Absent: (1): S. Lehman

**Motion Passed (14 to 0)**

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

That the SPPC recess at this time, for thirty minutes.

### Motion Passed

The committee recesses at 6:27 PM and resumes at 7:04 PM.

### Election

Consideration of Vision Statement

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

**(57.14 %):**J. Morgan, A. Hopkins, E. Pelozza, H. McAlister, S. Trosow, S. Franke, D. Ferreira, C. Rahman

**2. London a welcoming and safe place, home to a thriving, inclusive community that boldly embraces innovation and opportunity for all.**

**(35.71 %):**S. Lewis, S. Hillier, P. Van Meerbergen, S. Stevenson, J. Pribil

**3. London is a safe, thriving, inclusive community that boldly embraces innovation, where challenges are overcome and opportunities are seized. (7.14 %):**P. Cuddy

**Conflict (0):** None

**Majority Winner:** 1. London is a sustainable city within a thriving region, committed to innovation and overcoming challenges to provide a safe, affordable, welcoming, and healthy future for today and for the next generation.

Moved by: E. Pelozza  
Seconded by: P. Cuddy

That the Draft Vision Statement BE AMENDED to remove the words "and overcoming challenges" to read as follows:

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.

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

**Nays: (1):** S. Trosow

**Absent: (1):** S. Lehman

### Motion Passed (13 to 1)

### Election

Consideration of Mission Statement

**1. The mission of the City of London is to improve quality of life through bold, proactive, responsive, and accountable public services and administration. (57.14 %):**J. Morgan, E. Pelozza, H. McAlister, P. Cuddy, S. Trosow, S. Franke, D. Ferreira, C. Rahman

**2. Local, collaborative government that builds a strong and vibrant community for people to live, work, and play. (28.57 %):**A. Hopkins, S. Lewis, S. Stevenson, J. Pribil

**3. A proactive public service leader that creates conditions for**

**present and future generations to thrive. (14.29 %):**S. Hillier, P. Van Meerbergen  
**Conflict (0):** None

**Majority Winner: 1.** The mission of the City of London is to improve quality of life through bold, proactive, responsive, and accountable public services and administration.

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

That the Draft Mission Statement BE AMENDED to add "and build a strong and vibrant community through" and replacing the word "public" with "city" to read as follows:

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

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

Absent: (2): S. Lehman, and P. Van Meerbergen

**Motion Passed (13 to 0)**

## **Election**

Consideration of Draft Values

**1. 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. (30.77 %):**S. Hillier, S. Trosow, D. Ferreira, C. Rahman

**2. Inclusive and Respectful Accountability and Trust Compassion Teamwork Committed and Driven Learning (46.15 %):**A. Hopkins, S. Lewis, P. Cuddy, S. Stevenson, J. Pribil, S. Franke

**3. Reconciliation, Equity, and Inclusion Sustainability and Affordability Collaborative Partnerships Accountability and Trust Innovative service delivery Financial stewardship (23.08 %):**J. Morgan, E. Pelosa, H. McAlister

**Conflict (0):** None

**Majority Winner: No majority**

## **Election**

Consideration of Draft Values

**1. 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. (53.85 %):**J. Morgan, S. Hillier, E. Pelosa, H. McAlister, S. Trosow, D. Ferreira, C. Rahman

**2. Inclusive and Respectful Accountability and Trust Compassion Teamwork Committed and Driven Learning (46.15 %):**A. Hopkins, S. Lewis, P. Cuddy, S. Stevenson, J. Pribil, S. Franke

**Conflict (0):** None

**Majority Winner:** 1. 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.

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

That all three Draft Value sets BE REFERRED to the Municipal Council meeting of February 14, for consideration.

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

Absent: (2): S. Lehman, and P. Van Meerbergen

**Motion Passed (13 to 0)**

Moved by: S. Lewis  
Seconded by: P. Cuddy

That the following Draft Vision and Mission BE ACCEPTED for additional consultation with the public:

Vision

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

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

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

Absent: (2): S. Lehman, and P. Van Meerbergen

**Motion Passed (13 to 0)**

Moved by: E. Pelozza  
Seconded by: D. Ferreira

That the SPPC recess at this time

**Motion Passed**

The SPPC recesses at 9:43 PM and resumes at 10:03 PM.

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

That the attached, revised draft Strategic Areas of Focus, Outcomes and Expected Results BE SHARED with the community to continue to seek feedback.

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

Absent: (2): S. Lehman, and P. Van Meerbergen

**Motion Passed (13 to 0)**

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

That the staff report and presentation BE RECEIVED.

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

Absent: (2): S. Lehman, and P. Van Meerbergen

**Motion Passed (13 to 0)**

4.3 Developing Council's 2023-2027 Strategic Plan: Community Engagement Update

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

That, on the recommendation of the City Manager, the report with respect to the developing the 2023-2027 Strategic Plan: Community Engagement Update BE RECEIVED for information.

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

Absent: (2): S. Lehman, and P. Van Meerbergen

**Motion Passed (13 to 0)**

4.4 Developing Council's 2023-2027 Strategic Plan: Tabling Draft Strategies

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

That, on the recommendation of the City Manager, the report with respect to developing the 2023-2027 Strategic Plan: Tabling Draft Strategies BE RECEIVED for information.

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

Absent: (2): S. Lehman, and P. Van Meerbergen

**Motion Passed (13 to 0)**

4.5 Resignation from the London Police Services Board

Moved by: A. Hopkins  
Seconded by: C. Rahman

That the following actions be taken with respect to the London Police Services Board:

a) the communication dated January 25, 2023 from S. Toth BE RECEIVED;

b) the resignation of Susan Toth from the London Police Services Board BE ACCEPTED, effective January 31, 2023; and,

c) the City Clerk BE DIRECTED to advertise in the usual manner to solicit applications for appointment to the Police Services Board, with applications to be brought forward to a future meeting of the Strategic Priorities and Policy Committee for consideration;

it being noted that the process promoting board, commission and committee applications has expanded to include circulations by People Services and the Anti-Racism and Anti-Oppression Unit, and will be done in alignment with the section 29 (1) of the Comprehensive Ontario Police Services Act, 2019.

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

Absent: (2): S. Lehman, and P. Van Meerbergen

**Motion Passed (13 to 0)**

Moved by: S. Lewis

Seconded by: S. Trosow

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

**Motion Passed**

4.6 Municipal Council resolution from its meeting held on January 24, 2023 with respect to the Ecological Community Advisory Committee

Moved by: S. Lewis

Seconded by: A. Hopkins

That the following actions be taken with respect to the resolution letter related to the 4th and 1st Reports of the Ecological Community Advisory Committee (ECAC):

a) the above noted resolution letter, BE RECEIVED; and,

b) Dr. E. Dusenge BE APPOINTED to the Ecological Community Advisory Committee for the term ending February 2024.

Yeas: (12): H. McAlister, S. Lewis, P. Cuddy, S. Stevenson, J. Pribil, S. Trosow, C. Rahman, A. Hopkins, S. Franke, E. Pelozza, D. Ferreira, and S. Hillier

Nays: (1): J. Morgan

Absent: (2): S. Lehman, and P. Van Meerbergen

**Motion Passed (12 to 1)**

4.7 Municipal Council resolution from its meeting held on January 24, 2023 with respect to the Integrated Transportation Community Advisory Committee



Moved by: S. Lewis  
Seconded by: C. Rahman

That the following actions be taken with respect to the Municipal Council resolution from its meeting held on January 24, 2023 regarding the Integrated Transportation Community Advisory Committee (ITCAC):

- a) the Civic Administration BE DIRECTED to make necessary arrangements for hybrid meeting accommodations for all community advisory committees, allowing members to attend virtually or in-person as they individually choose, no later than the end of Q2 2023;
- b) the Civic Administration BE REQUESTED to develop a "standing delegation" at standing committee meetings, for each Community Advisory Committee; and,
- c) the Civic Administration BE REQUESTED to investigate and report back to the ITCAC with respect to a Zoom license for the ITCAC sub-committee use.

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

Absent: (2): S. Lehman, and P. Van Meerbergen

**Motion Passed (13 to 0)**

**5. Deferred Matters/Additional Business**

None.

**6. Adjournment**

Moved by: A. Hopkins  
Seconded by: D. Ferreira

That the meeting BE ADJOURNED.

**Motion Passed**

The meeting adjourned at 11:07 PM.

## **Council's 2023-2027 Strategic Plan Drafts for Consultation from SPPC Meeting February 7, 2023**

The following reflects the draft vision, mission, and values statements, strategic areas of focus, outcomes, and expected results that were developed by Council at the February 7, 2023, meeting of the Strategic Priorities and Policy Committee. These statements will be posted on GetInvolved for public comment at: <https://getinvolved.london.ca/strategicplan>

### **Draft 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 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 Values (To be determined at the February 14, 2023 Municipal Council meeting)**

#### **Values Set 1:**

- 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:**

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

#### **Values Set 3:**

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

### **Draft 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

## Draft Strategic Area of Focus: Reconciliation, Equity, and Inclusion

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

**Expected Results:**

- 1.1 - Establishment of new and strengthening current relationship with local First Nation and urban Indigenous communities and Indigenous-serving organizations.
- 1.2 - 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:**

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

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

**Expected Results:**

- 3.1 - Increased access to and participation of equity-denied groups in civic engagement.
- 3.2 - Increased participation in City of London internship programs and employment opportunities for equity-denied groups.

## Draft Strategic 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 Results:**

- 1.1 - 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, housing stability services, policies, procedures and bylaws in place to support individuals and families at risk of or experiencing homelessness or in precarious housing situations.

**Expected Results:**

- 2.1 - Decreased number of individuals and families at risk of or experiencing homelessness.
- 2.2 - Improved quality and safety in social housing
- 2.3 - Improved safety in shelter system
- 2.4 - London has a strong system of enforcement to protect the health and safety of tenants.

**Note:** New Expected Result- Strategies to be developed

**Outcome 3:** A well planned and growing community.

**Expected Results:**

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

## Draft Strategic Area of Focus: Wellbeing and Safety

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

#### Expected Results:

- 1.1 - Londoners feel safe across the city, in the core, and in their neighbourhoods and communities.
- 1.2 - Londoners have a strong sense of belonging and sense of place.
- 1.3 - Londoners have safe access to public spaces, services, and supports that increase their wellbeing and quality of life.
- 1.4 - Improved emergency services response time and reporting.
- 1.5 - Improved traffic safety, traffic calming.
- 1.6 - Improved park maintenance and garbage collection.
- 1.7 - Improved boulevard and bus shelter maintenance and garbage collection.
- 1.8 - Improved wayfinding and walkability.
- 1.9 – Improved health equity across neighbourhoods.

**Note:** New Expected Result - strategies to be developed, for example food security

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

#### Expected Results:

- 2.1 - Housing in London is affordable and attainable.
- 2.2 - Londoners have timely/faster access to quality, affordable services.
- 2.3 - Londoners have equitable access to key services, community supports and recreational opportunities to enhance their wellbeing and resilience.

### Outcome 3: London continues its efforts to promote animal welfare including companion pets and wild animals

#### Expected Results:

**Note:** New Outcome – Expected Results and Strategies to be developed

## Draft Strategic Area of Focus:

## Safe London for Women, Girls, and 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:

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

## Draft Strategic Area of Focus: Economic Growth, Culture, and Prosperity

**Outcome 1:** London encourages equitable economic growth and diversification.

**Expected Results:**

- 1.1 - Small and growing businesses, entrepreneurs and non-profits are supported to be successful.
- 1.2 - Increased economic activity from our core and the greater community.
- 1.3 - London has a sufficient supply of serviced lands in strategic locations.
- 1.4 - London is a regional center that proactively attracts talent, business, and investment.

**Outcome 2:** London is a destination of choice.

**Expected Results:**

- 2.1 – London is a UNESCO City of Music and is recognized as a centre for arts, sport, and culture.
- 2.2 - Continued growth of London’s film industry.

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

**Expected Results:**

- 3.1 - Londoners have more opportunities to engage in diverse arts and music events.
- 3.2 - Increased opportunities for performances or displays.
- 3.3 - Increased use of municipal and cultural spaces for local talent.

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

**Expected Results:**

- 4.1 - Increased and diversified economic activity from our core area.
- 4.2 - Increased residential occupancy and livability in the core area.
- 4.3 - Increased commercial occupancy in the core area.
- 4.4 - More multicultural activities, events and recreational sports activities.

**Note:** Revised Expected Result – Additional Strategies to be developed

- 4.5 - Increased safety in the core area.

## Draft Strategic Area of Focus: Mobility and Transportation

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

**Expected Results:**

- 1.1 - Improved reliability, quality, and safety of all modes of mobility.
- 1.2 - Increased access to sustainable mobility options.
- 1.3 - More equitable access to reliable public transportation options for people with disabilities including paratransit.
- 1.4 - Improved ridership and rider satisfaction
- 1.5 - Better connected active transportation network serving persons of all ages and abilities
- 1.6 - Public transit that better meets the needs of our workforce
- 1.7 - Improved intercity transit connections with neighbouring communities

## Draft Strategic Area of Focus: Climate Action and Sustainable Growth

**Outcome 1: London has a strong and healthy environment.**

**Expected Results:**

- 1.1 - Increased actions towards a circular economy.
- 1.2 - Waterways, wetlands, watersheds, and natural areas are protected and enhanced

**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:**

- 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.
- 2.2 - 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:**

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

**Note:** Strategy to be added, related to community-wide digital connectivity infrastructure.

## Draft Strategic Area of Focus: Well-Run City

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

**Expected Results:**

- 1.1 - Londoners have trust and confidence in their municipal government.
- 1.2 - Reduced barriers to public participation in municipal government.
- 1.3 - Improved governance processes

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

**Expected Results:**

- 2.1 - Residents, businesses, and visitors' satisfaction with our services is high.
- 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
- 2.3 - The City of London's regional and community relationships support the delivery of exceptional and valued service.
- 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

**Outcome 3:** The City of London is a leader in public service.

**Expected Results:**

- 3.1 - The City of London is recognized as an employer of choice.
- 3.2 - The City of London is a safe, respectful, diverse, and healthy workplace.  
**Note:** Strategy to be added, related to employee mental health initiatives
- 3.3 - The City of London has effective facilities and infrastructure management.

Presentation to SPPC

February 7, 2023

In 2019, Anova, the London Abused Women's Centre came together with the London Coordinating Committee to End Woman Abuse to recommend ways the City of London could create a safe London for women and girls. As a result of this work and thanks to some incredible championing from city council at the time, London Ontario was the first municipality in all of Canada to create a stand-alone, strategic area of focus around creating a safe London for women and girls in the strategic plan.

The City of London needs to continue to recognize and understand the severity of violence against women and gender-based violence. Women, girls and gender-diverse people deserve to live free from violence. To do this, we believe the City of London needs to continue to work collaboratively, alongside community-based organizations, leaders and women and gender-diverse people with lived experience to continue to design a community approach to address, prevent, and raise awareness of violence against women and gender-based violence.

We would encourage Council to consider the change in our community over the last four years. When the last strategic plan was created by Council we had never heard of COVID-19. After living through a global pandemic, we have research and evidence that demonstrates that women, girls and gender-diverse people have been disproportionately impacted. We will continue to feel and see those impacts for years to come. Making these investments in the strategic plan is not only about reinforcing community care, but responding to evidence to ensure economic and social prosperity.

Now, as you discuss and make decisions for the next strategic plan, it is imperative that the voices of those with lived experience are included in the process.

Over the last few weeks at the London Abused Women's Centre, my team has been able to speak to women that are part of our Survivor Advisory Committee. We asked these women what their thoughts are around creating a safe London for women and girls through the City of London's Strategic Plan.

This is what we heard. "Violence against women can seem too big to address, but there are ways to address barriers that women face every day" and "women shouldn't have to choose between leaving their abusive partner or feeding their children" and "there is a need for more safe places for women, increases in shelter beds for example".

The bottom line is, to all of you...Creating a Safe London for Women and Girls needs to remain a priority in London Ontario.

In the current Strategic Plan, there is a strategy to recognize London as a sex trafficking hub and take action to collaborate and work towards solutions. In the past four years, this has happened. London has been formally identified as a hub for sex trafficking. The City of London has been working collaboratively towards solutions. But what's been done is not enough. The truth is, women and girls are being trafficked every single day. There needs to be continued capacity to recognize, address and prevent sexual exploitation and trafficking.

Including and supporting this strategic pillar isn't just about achieving the goals outlined in this part of the City's strategic plan. Continuing to include women, girls and gender-diverse people in your work also ensures that the other priorities and pillars the City is focusing are succeed.



Women and girls with lived experience have told us, more work needs to be done with Housing Services, landlords, developers to end discrimination and bias against abused, assaulted, exploited and trafficked women and girls when they attempt to access affordable housing.

The focus and priority that Council is giving to housing and homelessness is welcomed and needed. However, if you don't include women, girls and gender-diverse folks in the conversation, you will not achieve the success that our community requires. We encourage Council to see the connections between this innovative pillar and the rest of your plan- they are interconnected in a way that is unique and works to ensure that no one is being left out and your vision for a safe, inclusive and prosperous City is achieved.

Thank you,

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