Report to Strategic Priorities and Policy Committee

To: **Chair and Members**
             Strategic Priorities and Policy Committee

From: **Lynne Livingstone, City Manager**

Subject: **2023-2027 Implementation Plan**

Date: **December 12, 2023**

Recommendation

That on the recommendation of the City Manager, the report, including the attached 2023-2027 Implementation Plan, **BE RECEIVED** for information.

Executive Summary

This report presents the 2023-2027 Implementation Plan, which outlines the key actions that Civic Administration, agencies, boards, and commissions will undertake over the next four years to deliver on Council's 2023-2027 Strategic Plan. It is the foundation for reporting on progress and performance to Council and the community throughout the life of the Strategic Plan.

The attached Implementation Plan identifies target end dates for time-limited actions, as well as lead service areas/organizations for reporting. Following the conclusion of the Multi-Year Budget process, Implementation Plan actions and timelines will be adjusted to reflect the decisions made during the budgeting process.

This report also includes an overview of the Strategic Plan reporting cycle, including progress and performance updates, annual community reports, and the final impact assessment.

Linkage to the Corporate Strategic Plan

The 2023-2027 Strategic Plan includes the area of focus 'Well-Run City' and the outcome 'The City of London is trusted, open, and accountable in service of the community.' This section includes a commitment to measure and regularly report to Council and the community on the City's performance and to increase transparency and accountability in decision making.

Analysis

1.0 Background Information

1.1   Previous Reports Related to this Matter

Strategic Priorities and Policy Committee (SPPC): December 12, 2022; January 11, 2023; January 23, 2023; February 7, 2023; February 28, 2023; March 8, 2023; March 28, 2023; April 17, 2023.

1.2   Development of the 2023-2027 Strategic Plan

On April 17, 2023, Council set the 2023-2027 Strategic Plan for the City of London. This is a critical document that identifies Council's vision, mission, and the strategic areas of focus for 2023-2027. It also identifies specific outcomes, expected results and strategies that Council and Civic Administration will deliver on together over the next four years.

2.0 Discussion and Considerations

2.1   2023-2027 Implementation Plan

The 2023-2027 Implementation Plan is <u>attached</u> as **Appendix A**.

The purpose of the Implementation Plan is to outline the actions that Civic Administration, agencies, boards, and commissions will undertake to deliver on Council's Strategic Plan over the next four years and provides a basis for tracking progress and performance over the life of the Strategic Plan. Importantly, the Implementation Plan is not intended to capture every operational activity; rather, actions have been developed to reflect key milestones to advance the outcomes, expected results and strategies identified in Council's Strategic Plan.

As set out during the development of the 2023-2027 Strategic Plan, the Multi-Year Budget process will determine the allocation of resources that will set the pace of implementation for the Strategic Plan over the next four years.

The Implementation Plan is a living document that will evolve over the life of Council's Strategic Plan. The attached document includes target end dates for time-limited actions. Following the conclusion of the Multi-Year Budget process, Implementation Plan actions and timelines will be adjusted to reflect the decisions made during the budgeting process.

To maintain alignment between the Strategic Plan and the Multi-Year Budget, the Implementation Plan will be reviewed and updated annually as required to reflect Multi-Year Budget updates.

2.2   Accountability and Transparency

Strategic Plan Reporting Cycle

As part of our commitment to accountability and transparency in decision-making, the Strategic Plan Reporting Cycle includes a number of reports that measure progress, performance and impact of the work being done to support the implementation of the 2023-2027 Strategic Plan. These include:

<u>Semi-Annual Progress Reports</u>

Once the Implementation Plan has been developed, Council and the community will receive regular updates on the progress being made to advance the actions through Semi-Annual Progress Reports each May and November, beginning in 2024.

<u>Annual Report to the Community</u>

Released every November alongside the end-of-year Progress Report, the Report to the Community highlights key initiatives and accomplishments which have contributed towards delivering on Council's Strategic Plan over the previous 12 months.

<u>Performance Reports</u>

Annual Performance Reports are provided to Council and the community each May, beginning in 2024 following Council's approval of the Multi-Year Budget. Performance Reports compare the difference between the actual and target for each Strategic Plan metric, and serve as the foundation for the Impact Assessment.

Following the approval of the Multi-Year Budget, Civic Administration will review and revise metrics and establish targets to align with the decisions of the 2024-2027 Multi-Year Budget.

Impact Assessment

At the end of the life of the Plan an Impact Assessment will be completed. The Impact Assessment answers the question "How has London changed as a result of the implementation of the Strategic Plan?" It analyzes the performance data from each of the annual Performance Reports, reporting on the change over time and therefore the impact of the Strategic Plan over the life of the Plan.

Conclusion

The City of London's Strategic Plan defines the vision, mission, values, and priorities that will guide the work of Council and Civic Administration for the next four years. The Implementation Plan outlines the actions, timelines, and accountabilities to deliver on Council's Strategic Plan. The Implementation Plan is the foundation for reporting on the progress and performance in the implementation of Council's Strategic Plan. Together, along with the Multi-Year Budget, these plans are the roadmap toward the vision of London as a sustainable city within a thriving region, committed to culture, innovation and providing a safe, affordable, welcoming, and healthy future for today and for the next generation.

Prepared by: **Nick Steinburg, Manager, Strategic Planning, Policy and Reporting**

Submitted by: **Rosanna Wilcox, Director, Strategy and Innovation**

Recommended by: **Lynne Livingstone, City Manager**

2023-2027

Strategic Implementation Plan

City of London

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Introduction

Purpose

The Implementation Plan outlines the actions that Civic Administration, agencies, boards, and commissions will undertake to deliver on Council's 2023-2027 Strategic Plan and provides a basis for tracking and reporting on progress and performance over the life of the Strategic Plan. Importantly, the Implementation Plan is not intended to capture every operational activity; rather, actions have been developed to reflect key milestones to advance the outcomes, expected results, and strategies identified in Council's Strategic Plan.

Implementation Plan Structure

The Implementation Plan follows the structure of Council's 2023-2027 Strategic Plan, using the components described:

Vision
Sets direction

Mission
Articulates purpose

Values
Express how the corporation operates

Areas of Focus
Organize strategic priorities

Outcomes
Describe the desired end state

Expected Results
Identify change required to achieve outcomes

Strategies
Identify actions that will drive progress

Implementation Plan
Actions, timelines, and accountability

The Implementation Plan notes "Lead" service area or agency, board, or commission that is primarily responsible for the Action. The Plan also includes target end dates for time-limited actions, and identifies actions that will be ongoing for the duration of the Strategic Plan (those marked "Annual"). The components are noted on the example layout:

Area of Focus
Outcome #: Outcome text

1.1 | Expected Result text

Strategy
Strategy text

Actions	Lead	Target Date
Action text	Primary service area/ABC	QQ YYYY (Annual)
Action text	Primary service area/ABC	QQ YYYY

Multi-Year Budget Alignment

The Implementation Plan is a living document that will evolve over the life of Council's Strategic Plan. Following the conclusion of the Multi-Year Budget process, Implementation Plan actions and timelines will be adjusted to reflect the decisions made during the budgeting process. To maintain alignment between the Strategic Plan and the Multi-Year Budget, the Implementation Plan will be reviewed and updated annually as required to reflect Multi-Year Budget updates.

Area of Focus:
Reconciliation, Equity, Accessibility, and Inclusion

Reconciliation, Equity, Accessibility, and Inclusion

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

1.1 Establishment of new and strengthening current relationships with local First Nation and urban Indigenous communities and Indigenous-serving organizations.

Strategy A

Support Indigenous-led actions and initiatives that move the City of London and its agencies, boards, and commissions closer towards addressing injustices, and collective healing.

Actions	Lead	Target Date
Implement prioritized recommendations of the Middlesex-London Health Unit's Taking Action for Reconciliation plan.	MLHU	Q4 2027 (Annual)
Continue to build and implement processes to better integrate public health service delivery between local First Nation Health Centres and the Middlesex-London Health Unit based on Indigenous population health need.	MLHU	Q4 2027 (Annual)
Work with community members, leaders, youth, and Elders of the diverse Indigenous communities to develop and implement a City of London Truth and Reconciliation Action Plan.	City Manager's Office	Q4 2027 (Annual)
Deliver the Ska-Nah-Doht Village Indigenous Education Program at Longwoods Road Conservation Area.	Lower Thames	Q4 2027 (Annual)
Actively support the identification and advancement of Indigenous homelessness and housing strategies.	Social & Health Development	Q4 2027 (Annual)

Strategy B

Undertake regular, meaningful engagement with local Indigenous communities and organizations on matters of shared interest.

Actions	Lead	Target Date
Continue to collaborate with Urban Indigenous community organizations, including Atlohsa Family Healing Services, N'Amerind Friendship Centre, and Southwest Ontario Aboriginal Health Access Centre on matters of shared interest.	All	Q4 2027 (Annual)
Work with community members, leaders, youth, and Elders of the diverse Indigenous communities to develop and implement a City of London Truth and Reconciliation Action Plan.	City Manager's Office	Q4 2027 (Annual)
Establish mechanisms to develop and nurture meaningful relationships and engagement with Indigenous communities, urban Indigenous organizations and urban Indigenous community members.	City Manager's Office	Q4 2027 (Annual)

Strategy C

Engage with First Nation communities early in any project or process around water and improve awareness by incorporating the recommendations of the Shared Waters Approach and Traditional Ecological Knowledge when offered.

Actions	Lead	Target Date
Participate in and support Indigenous-led environmentally focused projects.	All Conservation Authorities	Q4 2027 (Annual)
Engage with Indigenous communities to implement the Watershed Resource Management Strategy.	All Conservation Authorities	Q4 2027 (Annual)
Participate in the Shared Waters Approach Steering Committee.	Environment & Infrastructure	Q4 2027 (Annual)
Collaborate with local Indigenous communities on the development of an Indigenous Knowledge (Traditional Ecological Knowledge) administrative process respecting Indigenous data sovereignty and allowing for meaningful inclusion in City-led projects.	Environment & Infrastructure	Q4 2027 (Annual)
Complete development of the Indigenous Education Centre - Longwoods Rd Resource Museum.	Lower Thames	Q1 2025
Complete Action Plans to implement the Shared Waters Approach.	Lower Thames/Upper Thames	Q4 2027 (Annual)

1.2 Enhanced understanding of the Truth and Reconciliation Commission Calls to Action and how to best implement them.

Strategy A

With Indigenous People, develop a Truth and Reconciliation Action Plan to implement the 13 municipal focused Truth and Reconciliation Commission Calls to Action and other Indigenous-led initiatives.

Actions	Lead	Target Date
Work with community members, leaders, youth, and Elders of the diverse Indigenous communities to develop and implement a City of London Truth and Reconciliation Action Plan.	City Manager's Office	Q4 2027 (Annual)

Strategy B

Strengthen partnerships to deliver Indigenous-led education and training to the City of London, and its agencies, boards, and commissions.

Actions	Lead	Target Date
Work with local Indigenous communities to develop and deliver locally relevant education and training to City employees and applicable community partners to improve service design and delivery.	City Manager's Office	Q4 2027 (Annual)
Continue to provide Anti-Racism and Anti-Oppression Foundations training to all employees, with a focus on Indigeneity and Anti-Indigenous racism.	City Manager's Office	Q4 2027 (Annual)

Strategy C

Strengthen and establish new partnerships for including Indigenous programming and services at the City of London, and its agencies, boards, and commissions.

Actions	Lead	Target Date
Work with Indigenous communities and organizations to increase Indigenous-led programming and ensure Indigenous peoples feel welcome in recreation and sport programs and facilities.	Neighbourhood & Community-Wide Services	Q4 2027 (Annual)
Strengthen partnerships with Indigenous communities through hosting Indigenous-led events.	Covent Garden Market	Q4 2027 (Annual)
Develop and nurture relationships with regional Indigenous organizations to ensure delivery of Employment Services including effective referrals to Indigenous services and programs.	Social & Health Development	Q4 2027 (Annual)

Reconciliation, Equity, Accessibility, and Inclusion

Outcome 2: **The City of London is a leader in becoming an equitable and inclusive community.**

2.1 | Meaningful relationships and partnerships with equity-denied groups and with organizations led by, for, and with equity-denied communities.

Strategy A

Engage with equity-denied communities to co-create and implement Action Plans that address their needs, with an added focus on the diverse Indigenous, Black, and Muslim communities.

Actions	Lead	Target Date
Work with community members, leaders, youth, and elders of the diverse Indigenous communities to develop and implement a City of London Truth and Reconciliation Action Plan.	City Manager's Office	Q4 2027 (Annual)
Develop and implement an Anti-Black Racism Action Plan.	City Manager's Office	Q4 2027 (Annual)
Continue to implement the Action Plan to Disrupt Islamophobia.	City Manager's Office	Q4 2027 (Annual)
Implement the 2022-2026 Accessibility Plan.	City Manager's Office	Q4 2027 (Annual)
Update and implement the City of London's Newcomer Strategy.	City Manager's Office	Q4 2027 (Annual)
Continue to support the London Arts Council's implementation of Cultivating Allyship framework for various arts programs and services for artists from equity-denied communities.	Neighbourhood & Community-Wide Services	Q4 2027 (Annual)

Strategy B

Implement recommendations from the Action Plan to Disrupt Islamophobia, specifically those that affect youth and that have a gendered impact on women and girls.

Actions	Lead	Target Date
Identify gaps and opportunities to enhance City services to better meet the needs of Muslim youth, women, and girls.	City Manager's Office	Q4 2027 (Annual)
Develop a campaign to increase awareness and address harassment and hate incidents, with a particular focus on Muslim youth, women, and girls.	City Manager's Office	Q4 2025

Strategy C

Establish a city-wide Community of Practice to strengthen and support equity related initiatives and strategies.

Actions	Lead	Target Date
Establish a city-wide Community of Practice to strengthen and support equity related initiatives and strategies.	City Manager's Office	Q1 2024

2.2 | Equity-denied groups come to London and choose to stay in the community.

Strategy A

Support the community in attracting, integrating and retaining new Londoners through education, celebration, employment, and other actions.

Actions	Lead	Target Date
Enhance awareness of settlement services provided at Library branches.	London Public Library	Q4 2027 (Annual)
Update and implement the City of London's Newcomer Strategy.	City Manager's Office	Q4 2027 (Annual)

Strategy B

Support community-based inclusion and anti-hate initiatives and events.

Actions	Lead	Target Date
Work with community partner organizations to develop and implement an anti-hate public awareness campaign.	City Manager's Office	Q4 2025
Implement inclusivity-focused music and arts initiatives through the UNESCO Action Plan.	Neighbourhood & Community-Wide Services	Q4 2027

2.3 | Our services are informed and delivered by the communities we serve.

Strategy A

Apply the City of London Equity Tool to City led programs, policies, services, agreements, and budget decisions.

Actions	Lead	Target Date
Provide Anti-Racism and Anti-Oppression Foundations to employees to support their use of the Equity Tool.	City Manager's Office	Q4 2027 (Annual)
Apply the City of London Equity Tool to City led programs, policies, services, agreements, and budget decisions.	All	Q4 2027 (Annual)

Strategy B

Promote equitable, inclusive, accessible and welcoming City of London spaces for intersectional identities with an added focus on women and girls from Indigenous and Muslim communities.

Actions	Lead	Target Date
Engage diverse populations in the development, delivery, and evaluation of all recreation and sport programs and services.	Neighbourhood & Community-Wide Services	Q4 2027 (Annual)
Apply Equity Tool to new facilities construction and major renovations.	Finance Supports	Q4 2027 (Annual)
Work with community members, leaders, youth, and Elders of the diverse Indigenous communities to develop and implement a City of London Truth and Reconciliation Action Plan.	City Manager's Office	Q4 2027 (Annual)
Develop and implement an Anti-Black Racism Action Plan.	City Manager's Office	Q4 2027 (Annual)
Continue to implement the Action Plan to Disrupt Islamophobia.	City Manager's Office	Q4 2027 (Annual)
Implement the 2022-2026 Accessibility Plan.	City Manager's Office	Q4 2027 (Annual)
Update and implement the City of London's Newcomer Strategy.	City Manager's Office	Q4 2027 (Annual)
Update and implement the Safe Cities London Action Plan.	City Manager's Office	Q4 2027 (Annual)

Reconciliation, Equity, Accessibility, and Inclusion

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

3.1 | Increased access for, and participation of, equity-denied groups in civic engagement.

Strategy A

Identify and remove barriers faced by equity-denied groups in participating in civic engagement opportunities.

Actions	Lead	Target Date
Review and update Community Engagement Council Policy.	City Manager's Office	Q1 2024
Identify and remove barriers to civic engagement opportunities through the use of the City of London Equity Tool.	All	Q4 2027 (Annual)
Implement continuous improvement enhancements to the public engagement plan for the Multi-Year Budget and annual budget updates.	Finance Supports	Q4 2027 (Annual)
Implement the Neighbourhood Decision Making Program equitably based on the characteristics of neighbourhoods and its residents.	Neighbourhood & Community-Wide Services	Q4 2027 (Annual)

Strategy B

Use focused community engagement practices to specifically reach equity-denied groups.

Actions	Lead	Target Date
Increase the availability and use of accessibility tools at community engagement opportunities.	City Manager's Office	Q4 2027 (Annual)
Enhance community engagement tools and practices through the use of the City of London Equity Tool.	City Manager's Office	Q4 2027 (Annual)

Strategy C

Apply a trauma and violence-informed care approach to community engagement practices.

Actions	Lead	Target Date
Equip employees with trauma and violence-informed care practices through training, tools, and resources.	Enterprise Supports	Q4 2027 (Annual)

3.2 | Increased participation in City of London internship programs and employment opportunities for equity-denied groups.

Strategy A

Identify and remove barriers faced by equity-denied groups in pursuing and retaining employment with the City of London.

Actions	Lead	Target Date
Develop and implement an Equity and Inclusion Action Plan.	City Manager's Office	Q4 2027 (Annual)
Collect and report on demographic data of City of London employees every two years.	City Manager's Office	Q4 2027 (Annual)
Develop a succession-planning and mentorship program for City of London employees.	Enterprise Supports	Q4 2027 (Annual)
Review and revise recruitment processes using the Equity Tool to ensure they are equitable and efficient.	Enterprise Supports	Q4 2027 (Annual)
Review employment qualifications and update job descriptions using the Equity Tool.	Enterprise Supports	Q4 2027 (Annual)
Continue to modernize City of London workplace policies, practices, and procedures using the Equity Tool.	Enterprise Supports	Q4 2027 (Annual)

Strategy B

Work with community partners to develop, promote, and support internship programs creating opportunities for equity-denied groups.

Actions	Lead	Target Date
Continue to work with community partners to develop, promote, and support internship programs creating opportunities for equity-denied groups.	Enterprise Supports	Q4 2027 (Annual)

Strategy C

Create a youth fellowship program for equity denied groups.

Actions	Lead	Target Date
Research, develop, and implement a youth fellowship program for equity denied groups.	City Manager's Office	Q1 2025

Area of Focus:
Housing and Homelessness

Housing and Homelessness

Outcome 1: The City of London demonstrates leadership and builds partnerships to increase quality, affordable, and supportive housing options.

1.1 Increased access to a range of quality, affordable, and supportive housing options that meet the unique needs of Londoners.

Strategy A

Increase the supply, range, and depth of affordability of quality housing options where people feel safe.

Actions	Lead	Target Date
Implement the Roadmap to 3,000 Affordable Units.	Planning & Ec.Dev.	Q4 2027 (Annual)
Complete holistic review of existing municipal housing inventory and services.	Planning & Ec.Dev.	Q4 2027 (Annual)
Engage with London-Middlesex Community Housing (LMCH) on Regeneration Plan.	Planning & Ec.Dev.	Q4 2027 (Annual)

Strategy B

Align policies and programs recognizing the broad range of factors that contribute to accessing and maintaining transitional, supportive, community, affordable and market housing.

Actions	Lead	Target Date
Implement the Roadmap to 3,000 Affordable Units.	Planning & Ec.Dev.	Q4 2027 (Annual)
Implement network of hubs and supportive housing units with community partners as part of the implementation of the Whole of Community System Response.	Social & Health Development	Q4 2027 (Annual)

Strategy C

Address the specific needs of populations, including equity-denied groups, and prioritize housing initiatives that are affordable.

Actions	Lead	Target Date
Address the specific needs of populations, including equity-denied groups, through the implementation of the Roadmap to 3,000 Affordable Units.	Planning & Ec.Dev.	Q4 2027 (Annual)
Address the specific needs of populations, including equity-denied groups, through the implementation of the Housing Stability Action Plan.	Planning & Ec.Dev.	Q4 2027 (Annual)
Address the specific needs of populations, including equity-denied groups, through the implementation of the Whole of Community System Response.	Social & Health Development	Q4 2027 (Annual)

Strategy D

Enforce London's property, building code, and rental license by-laws through property blitzes and proactive enforcement to protect the health and safety of tenants and all residents.

Actions	Lead	Target Date
Initiate proactive compliance blitzes to address emerging issues and where appropriate partner with external enforcement agencies.	Planning & Ec.Dev.	Q4 2027 (Annual)

Housing and Homelessness

Outcome 2: 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 or in precarious housing consistent with Council's recognition of the health and homelessness emergency.

2.1 | Decreased number of Londoners at risk of or experiencing homelessness.

Strategy A

Implement the whole of community system response to the health and homelessness crisis that creates pathways to housing.

Actions	Lead	Target Date
Implement network of hubs and supportive housing units with community partners as part of the implementation of the Whole of Community System Response.	Social & Health Development	Q4 2027 (Annual)

Strategy B

Work collaboratively across sectors to identify and prevent individuals and families at risk of homelessness from experiencing homelessness.

Actions	Lead	Target Date
Complete the actions in the existing 2019-2024 Housing Stability Action Plan.	Social & Health Development	Q4 2024
Complete 5-year update of Housing Stability Action Plan.	Social & Health Development	Q4 2027 (Annual)
Implement the Roadmap to 3,000 Affordable Units.	Planning & Ec.Dev.	Q4 2027 (Annual)

Strategy C

Improve the collection, sharing, and use of data across the homeless prevention system.

Actions	Lead	Target Date
Continue to expand the use of Homeless Individuals and Families Information System (HIFIS) in the housing stability system to improve data quality.	Social & Health Development	Q4 2027 (Annual)

Strategy D

Complete the actions in the existing Housing Stability Action Plan and begin to develop and implement the next one to reflect community priorities.

Actions	Lead	Target Date
Complete the actions in the existing 2019-2024 Housing Stability Action Plan.	Social & Health Development	Q4 2024
Complete 5-year update of Housing Stability Action Plan.	Social & Health Development	Q4 2027 (Annual)

Strategy E

Implement a program of continuous review of policies, procedures, and by-laws to create accountability and opportunities for balanced and compassionate solutions to homelessness.

Actions	Lead	Target Date
Develop and implement a Council-approved Encampment Strategy.	Social & Health Development	Q3 2024
Complete 5-year update of Housing Stability Action Plan.	Social & Health Development	Q4 2027 (Annual)

2.2 | Improved quality and safety in social housing.

Strategy A

Work collaboratively across sectors to improve safety of individuals and families living in social housing.

Actions	Lead	Target Date
Initiate proactive compliance blitzes to address emerging issues and where appropriate partner with external enforcement agencies.	Planning & Ec.Dev.	Q4 2027 (Annual)
Update the social housing tenant selection process to optimize support and safety for housing providers.	Social & Health Development	Q3 2024

Strategy B

Address the specific safety needs of populations, including equity-denied groups, living in social housing.

Actions	Lead	Target Date
Initiate proactive compliance blitzes to address emerging issues and where appropriate partner with external enforcement agencies.	Planning & Ec.Dev.	Q4 2027 (Annual)
Update the social housing priority selection process to optimize support for housing providers.	Social & Health Development	Q3 2024

Strategy C

Support improvements to policies and programs in the delivery of both responsive and preventative safety services throughout the social housing sector.

Actions	Lead	Target Date
Update the social housing priority selection process to optimize support for housing providers.	Social & Health Development	Q3 2024
Initiate proactive compliance blitzes to address emerging issues and where appropriate partner with external enforcement agencies.	Planning & Ec.Dev.	Q4 2027 (Annual)

Strategy D

Increase responsiveness to tenant complaints and feedback about housing conditions.

Actions	Lead	Target Date
Initiate proactive compliance blitzes to address emerging issues and where appropriate partner with external enforcement agencies.	Planning & Ec.Dev.	Q4 2027 (Annual)
Improve operational collection and incorporation of feedback.	Planning & Ec.Dev.	Q4 2027 (Annual)

2.3 | Improved safety in London's shelter system.

Strategy A

Establish and implement a set of community standards of care and system values to create safe spaces for people to shelter in.

Actions	Lead	Target Date
Implement a community standards of care and system values focusing on creating safe spaces.	Social & Health Development	Q4 2027 (Annual)

Strategy B

Collect feedback and input on sense of safety directly from service providers and those that access services.

Actions	Lead	Target Date
Gather feedback bi-annually from individuals using shelter to address safety concerns.	Social & Health Development	Q4 2027 (Annual)

Housing and Homelessness

Outcome 3: A well planned and growing community.

3.1 London's growth and development is well-planned and considers use, intensity, and form.

Strategy A

Develop and enhance planning implementation tools that advance the policies of The London Plan.

Actions	Lead	Target Date
Prepare and implement a monitoring program to proactively update the zoning bylaw based on Council decisions.	Planning & Ec.Dev.	Q4 2027 (Annual)
Complete ReThink Zoning Initiative.	Planning & Ec.Dev.	Q4 2024
Collect, analyze and disseminate data for corporate initiatives that facilitate growth management, GMIS, Development Charges, Financial Planning and Service Area Master Plans.	Planning & Ec.Dev.	Q4 2027 (Annual)

Strategy B

Increase the efficiency and consistency of planning and development processes.

Actions	Lead	Target Date
Complete a land needs assessment.	Planning & Ec.Dev.	Q4 2024
Continuously review and update Planning & Development and Building Services processes.	Planning & Ec.Dev.	Q4 2027 (Annual)
Establish Service Levels through the development of service level agreements with Conservation Authorities.	All Conservation Authorities	Q4 2027 (Annual)
Develop policies, procedures, and processes that meet provincial standards and legislative/regulatory requirements and improve efficiencies.	All Conservation Authorities	Q4 2027 (Annual)

Strategy C

Direct growth and intensification to strategic locations in a way that maximizes existing assets and resources.

Actions	Lead	Target Date
Undertake enhanced monitoring to identify sewer and water system capacity constraints and opportunities within intensification corridors/locations.	Environment & Infrastructure	Q4 2027 (Annual)
Complete a land needs assessment.	Planning & Ec.Dev.	Q4 2024
Complete ReThink Zoning Initiative.	Planning & Ec.Dev.	Q4 2024
Advance new standards for parks in locations of population growth arising from intensified development.	Environment & Infrastructure	Q3 2024

Strategy D

Protect natural heritage areas and agricultural areas for the needs of Londoners now and into the future.

Actions	Lead	Target Date
Proactive enforcement of built and natural heritage assets.	Planning & Ec.Dev.	Q4 2027 (Annual)
Expand and protect natural heritage areas and agricultural areas through Conservation Authority programs, monitoring, and reporting.	All Conservation Authorities	Q4 2027 (Annual)

Strategy E

Apply the equity tool considering people experiencing mobility poverty, consistent with The London Plan.

Actions	Lead	Target Date
Apply the Equity Tool considering people experiencing mobility poverty, consistent with The London Plan.	Planning & Ec.Dev.	Q4 2027 (Annual)
Incorporate consideration of equity-denied populations in the Mobility Master Plan process.	Environment & Infrastructure	Q2 2024

3.2 The City of London supports faster/streamlined approvals and increasing the supply of housing with a focus on achieving intensification targets.

Strategy A

Increase the efficiency and consistency of processes that support housing access and supply.

Actions	Lead	Target Date
Continuously review and update Planning & Development and Building Services processes.	Planning & Ec.Dev.	Q4 2027 (Annual)
Implement a Digital Planning Application Tracking (DPAT) System.	Planning & Ec.Dev.	Q4 2027 (Annual)
Enhance the Building division's online presence to provide more access to information that is readily available to Londoners .	Planning & Ec.Dev.	Q4 2024

Strategy B

Target new housing development to capitalize on investments in new servicing, Rapid Transit, and the Core.

Actions	Lead	Target Date
Construct approved rapid transit corridors to promote intensification through Transit Oriented Development.	Environment & Infrastructure	Q4 2027 (Annual)
Create a new Community Improvement program to support new housing units within primary transit areas.	Planning & Ec.Dev.	Q4 2027 (Annual)
Complete ReThink Zoning Initiative.	Planning & Ec.Dev.	Q4 2024
Develop a Commercial to Residential Conversion Community Improvement Program.	Planning & Ec.Dev.	Q3 2024

Area of Focus:
Wellbeing and Safety

Wellbeing and Safety

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

1.1 | Londoners feel safe across the city, in the core, and in their neighbourhoods and communities.

Strategy A

Continue to deliver and enhance high-quality and effective police, fire, and emergency preparedness services that make London a safe city for residents, businesses, and visitors.

Actions	Lead	Target Date
Implement the Fire Master Plan.	Neighbourhood & Community-Wide Services	Q4 2027 (Annual)
Upgrade security operations centre based on Council's approval of a Multi-Year Budget business case.	Enterprise Supports	Q4 2024
Improve One Voice emergency response communication system infrastructure.	Enterprise Supports	Q4 2027 (Annual)
Leverage technology that enhances the safety of the community and our members.	London Police	Q4 2027 (Annual)
Broaden evidence-based practices to support crime detection and enforcement.	London Police	Q4 2027 (Annual)
Maintain and improve effective flood forecasting and warning programs (e.g., mapping, staff training, public messaging, etc.) with attention to climate change implications.	All Conservation Authorities	Q4 2027 (Annual)

Strategy B

Strengthen collaboration and coordinated action among community safety partners through the implementation of the Community Safety and Wellbeing Plan.

Actions	Lead	Target Date
Implement the Community Safety and Wellbeing Plan.	Neighbourhood & Community-Wide Services	Q4 2027 (Annual)

Strategy C

Support improvements to the delivery of public safety programs and services in the core and across the city.

Actions	Lead	Target Date
Work with community safety partners to support the implementation of Next-Generation 911.	Enterprise Supports	Q4 2027 (Annual)
Expand the Security Operations Centre and staff to support downtown camera expansion and Rapid Transit based on Council's approval of a business case.	Enterprise Supports	Q4 2024
Initiate proactive compliance blitzes to address emerging issues and where appropriate partner with external enforcement agencies.	Planning & Ec.Dev.	Q4 2027 (Annual)
Staff, deploy, and manage resources effectively in performing the core functions of law enforcement, crime prevention, and assistance to victims of crime.	London Police	Q4 2027 (Annual)
Mobilize multi-agency and inter-jurisdictional initiatives targeting high harm crime.	London Police	Q4 2027 (Annual)
Leverage technology that enhances the safety of the community and our members.	London Police	Q4 2027 (Annual)

Strategy D

Provide public education about emergency preparedness, crime prevention, and fire and life safety.

Actions	Lead	Target Date
Educate the public about the dangers of fire, provide information to prevent fire, and provide tools to ensure safe evacuation in the instance that a fire occurs.	Neighbourhood & Community-Wide Services	Q4 2027 (Annual)
Increase community awareness and use of the Alert London notification system.	Enterprise Supports	Q4 2027 (Annual)
Work with communities to enhance understanding of public safety and the role of the police.	London Police	Q4 2027 (Annual)
Collaborate with partner organizations to increase awareness through the implementation of the London Police Service 2024-2027 Strategic Plan.	London Police	Q4 2027 (Annual)

Strategy E

Modify municipal compliance protocol to proactively address emerging issues, including the health and homelessness crisis, using a balanced compassionate approach.

Actions	Lead	Target Date
Conduct Bylaw review, working with community partners using the City of London's Equity Tool.	Planning & Ec.Dev.	Q4 2027 (Annual)

Strategy F

Design and plan communities with evidence-informed health and safety tools and principles.

Actions	Lead	Target Date
Construct new parkways, pathways and trails to provide active transportation and recreational benefits.	Environment & Infrastructure	Q4 2027 (Annual)
Complete ReThink Zoning Initiative.	Planning & Ec.Dev.	Q4 2024
Develop and implement a Middlesex-London Health Unit (MLHU) framework to inform and incorporate health evidence for urban planning purposes.	MLHU	Q3 2025

1.2 | Londoners have a strong sense of belonging and sense of place.

Strategy A

Create meaningful opportunities for all Londoners to contribute to the health and vibrancy of their neighbourhoods, including through resident-led decision making opportunities.

Actions	Lead	Target Date
Support resident-led decision making through implementation of the Neighbourhood Decision Making Program.	Neighbourhood & Community-Wide Services	Q4 2027 (Annual)
Support resident-led community building initiatives such as neighbourhood managed outdoor rinks, outdoor movie nights, neighbourhood events, equipment lending, and adopt-a-park.	Neighbourhood & Community-Wide Services	Q4 2027 (Annual)
Identify new neighbourhood program locations to maximize recreation and sport program delivery.	Neighbourhood & Community-Wide Services	Q4 2027 (Annual)
Maintain and improve Conservation Area public access and services to enable natural environment experiences for passive recreation, aesthetic and spiritual appreciation.	All Conservation Authorities	Q4 2027 (Annual)

Strategy B

Create cultural opportunities that reflect the arts, heritage, and diversity of the community.

Actions	Lead	Target Date
Tell the stories of Londoners through cultural heritage interpretive signage, plaques, and street and place names.	Neighbourhood & Community-Wide Services	Q4 2027 (Annual)
Engage Londoners in arts and culture to ensure cultural expression and participation in developing vibrant and healthy communities.	Neighbourhood & Community-Wide Services	Q4 2027 (Annual)
Continue to develop and grow the City's Public Art and Monument Program.	Neighbourhood & Community-Wide Services	Q4 2027 (Annual)
Create inclusive community-focussed opportunities to explore London's diverse cultural heritage through programs and partnerships at Eldon House.	Eldon House	Q4 2027 (Annual)
Host culturally diverse festivals and events at the Covent Garden Market.	Covent Garden Market	Q4 2027 (Annual)
Expand support for cultural programs, exhibits and events, working with communities, individuals and organizations.	London Public Library	Q4 2027 (Annual)
Activate Museum London's material culture collections and art collections through on-site exhibitions and programs, outreach, and via new online infrastructure.	Museum London	Q4 2027 (Annual)
Continue to recognize cultural landmarks on private property in the City of London through the work of the Library's Historic Sites Committee.	London Public Library	Q4 2027 (Annual)

Strategy C

Promote neighbourhood planning and design that creates safe, accessible, diverse, walkable, healthy, and connected communities.

Actions	Lead	Target Date
Complete ReThink Zoning Initiative.	Planning & Ec.Dev.	Q4 2024
Plan and provide parks within an 800 metre walk from housing and businesses as well as destination parks that serve city-wide recreational needs.	Environment & Infrastructure	Q4 2027 (Annual)
Expand training on, and use of, Safety Audit tools that promote safe, accessible, and inclusive places and spaces.	Enterprise Supports	Q4 2027 (Annual)
Prepare and implement a monitoring program to proactively update the zoning bylaw based on Council decisions.	Planning & Ec.Dev.	Q4 2027 (Annual)

Strategy D

Remove barriers to participation and integration for equity-denied groups within neighbourhoods and across the community.

Actions	Lead	Target Date
Implement the Neighbourhood Decision Making Program equitably based on the characteristics of neighbourhoods and its residents.	Neighbourhood & Community-Wide Services	Q4 2027 (Annual)
Expand reach to newcomer populations by increasing the variety of recreational opportunities that are appropriate for various equity-denied groups.	Neighbourhood & Community-Wide Services	Q4 2027 (Annual)

Strategy E

Build on London's history of individual and corporate volunteerism in collaboration with community organizations.

Actions	Lead	Target Date
Support volunteerism and community engagement in the planning and delivery of City services.	City Manager's Office	Q4 2027 (Annual)

1.3 Londoners have safe access to public spaces, services, and supports that increase wellbeing and quality of life.

Strategy A

Deliver programs and activities that foster improved physical, mental, and social wellbeing.

Actions	Lead	Target Date
Invest in arts and culture organizations, artists, and historians that enhance the quality of life of Londoners.	Neighbourhood & Community-Wide Services	Q4 2027 (Annual)
Create and deliver targeted 'reminiscence' programming at Eldon House geared toward seniors and those experiencing social isolation.	Eldon House	Q4 2027 (Annual)
Expand the variety, frequency, location, and promotion of registered and drop in recreation and sport programs.	Neighbourhood & Community-Wide Services	Q4 2027 (Annual)
Expand community events and public programming at Conservation Areas and in ESAs.	Upper Thames	Q4 2027 (Annual)

Strategy B

Invest in publicly-owned facilities, parks, open spaces, and natural amenities that provide cultural, social, and recreational opportunities, programming and engagement.

Actions	Lead	Target Date
Continue to renew, expand, and develop recreation and sport spaces, facilities, and amenities in appropriate locations to address existing gaps.	Neighbourhood & Community-Wide Services	Q4 2027 (Annual)
Acquire and renew natural heritage lands to retain existing habitat and tree canopy cover, and to provide opportunities for additional tree planting.	Environment & Infrastructure	Q4 2027 (Annual)
Renew existing parks to replace end-of-life amenities and to provide amenities and services identified in the Parks and Recreation Master Plan.	Environment & Infrastructure	Q4 2027 (Annual)
Build parks in new neighbourhoods and districts to provide amenities and services identified in the Parks and Recreation Master Plan.	Environment & Infrastructure	Q4 2027 (Annual)
Support investment in barrier free facilities and recreational equipment in Conservation Areas and reservoirs.	Lower Thames	Q4 2027 (Annual)

Strategy C

Remove barriers to accessing public spaces, services, and supports for equity-denied groups.

Actions	Lead	Target Date
Apply the City of London Equity Tool to City led programs, policies, services, agreements, and budget decisions.	City Manager's Office	Q4 2027 (Annual)
Engage diverse populations in the development, delivery, and evaluation of all recreation and sport programs and services.	Neighbourhood & Community-Wide Services	Q4 2027 (Annual)
Complete an assessment of opportunities to improve parks and open spaces to inform future design standards and programming locations, based on the City's commitment to equity and inclusion.	Environment & Infrastructure	Q2 2025

Strategy D

Reduce barriers for community partners to host special events in publicly-owned spaces across the city.

Actions	Lead	Target Date
Identify barriers to hosting special events through a review of the Special Events Policies and Procedures Manual.	Neighbourhood & Community-Wide Services	Q2 2024
Implement service level changes through Special Events Policies and Procedures.	Neighbourhood & Community-Wide Services	Q4 2027 (Annual)

Strategy E

Improve resident satisfaction, safety, service, and recreation programming at Dearness Home.

Actions	Lead	Target Date
Provide increased number of large group activities by utilizing fully the new auditorium space.	Social & Health Development	Q4 2027 (Annual)
Increase maintenance staffing complement to ensure compliance with legislative obligations while enhancing customer service satisfaction.	Social & Health Development	Q1 2024
Create new permanent housekeeping shifts to comply with government infection control requirements and enhance the level of customer satisfaction with housekeeping services.	Social & Health Development	Q1 2024

Strategy F

Improve communication and collaboration with neighbourhood resource centres and community organizations.

Actions	Lead	Target Date
Work with neighbourhood resource centres and community organizations to engage residents at the neighbourhood level.	Neighbourhood & Community-Wide Services	Q4 2027 (Annual)
Continue to partner with neighbourhood resource centres and community organizations to increase the wellbeing and quality of life of Londoners.	London Public Library	Q4 2027 (Annual)

1.4 | Improved emergency services response time and reporting.

Strategy A

Continue to respond to emergency and non-emergency events, including fires, medical emergencies, motor vehicle collisions, public hazard situations, water and ice rescues, hazardous materials incidents, and technical rescues.

Actions	Lead	Target Date
Maintain and improve effective flood forecasting and warning programs (e.g., mapping, staff training, public messaging, etc.) with attention to climate change implications.	All Conservation Authorities	Q4 2027 (Annual)
Monitor emergency response times against population growth to provide data for planning purposes for Fire Department growth.	Neighbourhood & Community-Wide Services	Q4 2027 (Annual)
Continue focus on Hazard Identification & Risk Assessment (HIRA) working collaboratively with emergency services.	Enterprise Supports	Q4 2027 (Annual)

Strategy B

Maintain an appropriate fleet of fire vehicles.

Actions	Lead	Target Date
Develop and implement a 15 year lifecycle replacement plan for larger Fire Department Emergency Vehicles.	Neighbourhood & Community-Wide Services	Q4 2027 (Annual)

Strategy C

Enhance police presence and improve response times for emergency calls, urgent calls and in progress property calls.

Actions	Lead	Target Date
Leverage technology that enhances the safety of the community and our members.	London Police	Q4 2027 (Annual)
Enhance foot and bicycle patrols.	London Police	Q4 2027 (Annual)
Expand the use of partner-led response initiatives (i.e., COAST model).	London Police	Q4 2027 (Annual)
Respond effectively to calls for service through alternative service delivery and timely response.	London Police	Q4 2027 (Annual)

1.5 | Improved traffic safety and traffic calming.

Strategy A

Prioritize walking and cycling in the development or retrofitting of streets and roadways.

Actions	Lead	Target Date
Complete Neighbourhood Connectivity Plan engagement for identified legacy neighbourhoods to identify a blueprint for strategic new sidewalks when retrofitting established streets.	Environment & Infrastructure	Q4 2027 (Annual)
Apply complete streets design standards to subdivision reviews.	Environment & Infrastructure	Q4 2027 (Annual)

Strategy B

Expand the Automated Speed Enforcement and Red Light Camera programs as feasible.

Actions	Lead	Target Date
Add more automated speed enforcement cameras to the program that slows traffic speeds in school zones across the city.	Environment & Infrastructure	Q4 2023
Add more red light cameras at intersections where the cameras may help reduce the number of severe collisions.	Environment & Infrastructure	Q4 2023

Strategy C

Complete the installation of the 40 km/h Area Speed Limit program.

Actions	Lead	Target Date
Complete all phases of bylaw amendments and signage.	Environment & Infrastructure	Q4 2024

Strategy D

Advance the installation of proactive traffic calming in school zones.

Actions	Lead	Target Date
Implement speed cushions in school zones on an annual basis.	Environment & Infrastructure	Q4 2027 (Annual)

Strategy E

Design and construct safer infrastructure.

Actions	Lead	Target Date
Implement improved pedestrian crossings across streets with infrastructure improvements such as pavement markings, signage, and signals.	Environment & Infrastructure	Q4 2027 (Annual)
Screen the road safety conditions of the street network to prioritize projects and inform designs.	Environment & Infrastructure	Q4 2027 (Annual)

1.6 Improved park maintenance and garbage collection.

Strategy A

Expand winter garbage collection in parks.

Actions	Lead	Target Date
Update operational service delivery standards for City parks.	Environment & Infrastructure	Q1 2025
Implement expanded winter garbage collection in parks.	Environment & Infrastructure	Q4 2027 (Annual)

Strategy B

Increase maintenance service level frequencies and extend park maintenance season into the fall months.

Actions	Lead	Target Date
Update operational service delivery standards for City parks.	Environment & Infrastructure	Q1 2025
Implement enhanced levels of service for parks maintenance and extended operations.	Environment & Infrastructure	Q4 2027 (Annual)

Strategy C

Review the provision of drinking water in appropriate parks.

Actions	Lead	Target Date
Establish a service standard and implementation program for drinking water for future consideration as part of the update to the Parks and Recreation Master Plan.	Environment & Infrastructure	Q2 2025

Strategy D

Increase service level frequency for cleaning park washrooms.

Actions	Lead	Target Date
Update operational service delivery standards for City parks.	Environment & Infrastructure	Q1 2025
Implement increased frequency of maintenance for park washrooms.	Environment & Infrastructure	Q4 2027 (Annual)

Strategy E

Increase service levels for supporting event and tournament clean-up and maintenance.

Actions	Lead	Target Date
Update operational service delivery standards for City parks.	Environment & Infrastructure	Q1 2025
Implement increased service levels for event and tournament support.	Environment & Infrastructure	Q4 2027 (Annual)

1.7 | Improved boulevard and bus shelter maintenance and garbage collection.

Strategy A

Increase frequency of roadside litter collection on major roads.

Actions	Lead	Target Date
Update operational service delivery standards for roadside boulevard management.	Environment & Infrastructure	Q3 2026
Implement increased service levels for roadside litter collection on major roads.	Environment & Infrastructure	Q4 2027 (Annual)

Strategy B

Assess opportunities to enhance garbage collection in bus shelters.

Actions	Lead	Target Date
Plan for operation and maintenance requirements with the roll out of rapid transit shelters.	Environment & Infrastructure	Q2 2024
Identify options to increase garbage collection in Multi-Year Budget Business Case and implement Council's direction.	LTC	Q3 2024

Strategy C

Develop and implement a policy for the planting of perennial native species for roadsides, boulevards, and medians.

Actions	Lead	Target Date
Develop a policy and guideline document to inform the installation of naturalized plantings for roadsides, boulevards and medians.	Environment & Infrastructure	Q1 2025
Implement a program for installation of naturalized plantings for targeted major roadsides, boulevards and medians.	Environment & Infrastructure	Q4 2027 (Annual)

1.8 | Improved wayfinding and walkability.

Strategy A

Implement a pilot wayfinding project from a section of the Thames Valley Parkway to nearby attractions and services.

Actions	Lead	Target Date
Conduct a demonstration project for enhanced wayfinding from the Thames Valley Parkway to nearby attractions and services.	Environment & Infrastructure	Q2 2026

Strategy B

Implement a pilot wayfinding project for parks to help people find their way within the park and to and from nearby destinations on foot or bike.

Actions	Lead	Target Date
Conduct a demonstration project for enhanced wayfinding from a selected park to nearby attractions and services.	Environment & Infrastructure	Q2 2027

1.9 | Improved health equity across neighbourhoods.

Strategy A

Continue to apply a health equity lens to the delivery of MLHU programs and services.

Actions	Lead	Target Date
Continue to apply a health equity lens to the delivery of Middlesex-London Health Unit programs and services.	MLHU	Q4 2027 (Annual)

Strategy B

Increase focus on addressing food insecurity in priority neighbourhoods.

Actions	Lead	Target Date
Expand London's Community Garden program in priority neighbourhoods through the development of a Multi-Year Budget Business Case.	Neighbourhood & Community-Wide Services	Q1 2024
Implement London's Community Garden Program.	Neighbourhood & Community-Wide Services	Q4 2027 (Annual)

Strategy C

Increase the capacity of employees to understand and have empathy for mental health as we deliver services to Londoners.

Actions	Lead	Target Date
Review and revise customer service training with a mental health focus.	Enterprise Supports	Q4 2027 (Annual)
Equip employees with trauma and violence-informed care practices through training, tools, and resources.	Enterprise Supports	Q4 2027 (Annual)

Strategy D

Consider mobility poverty in health equity strategies.

Actions	Lead	Target Date
Apply the Equity Tool to the development of the Master Mobility Plan.	Environment & Infrastructure	Q2 2024

Wellbeing and Safety

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

2.1 | Housing in London is affordable and attainable.

Strategy A

Prioritize approval of housing projects that increase the depth of affordability in available housing options.

Actions	Lead	Target Date
Implement the Roadmap to 3,000 Affordable Units.	Planning & Ec.Dev.	Q4 2027 (Annual)

Strategy B

Ensure there is an adequate supply of lands for new homes and services.

Actions	Lead	Target Date
Complete a land needs assessment.	Planning & Ec.Dev.	Q4 2024

2.2 | Londoners have access to quality, affordable, and timely services.

Strategy A

Consider affordability when making service decisions through the application of the Equity Tool.

Actions	Lead	Target Date
Apply the City of London Equity Tool to City led programs, policies, services, agreements, and budget decisions.	City Manager's Office	Q4 2027 (Annual)

Strategy B

Support community-led initiatives and partnerships through grants, collaboration and community plans that promote the wellbeing of Londoners.

Actions	Lead	Target Date
Apply the City of London Equity Tool to City led programs, policies, services, agreements, and budget decisions.	All	Q4 2027 (Annual)
Implement actions to improve access to basic needs and essential skills with Age Friendly London Network and Child and Youth Network partners.	Neighbourhood & Community-Wide Services	Q4 2027 (Annual)
Implement actions to support inclusion and belonging in collaboration with Age Friendly London Network and Child and Youth Network partners.	Neighbourhood & Community-Wide Services	Q4 2027 (Annual)
Support community groups and organizations to implement community initiatives through the City of London Community Grants Program.	Neighbourhood & Community-Wide Services	Q4 2027 (Annual)
Implement the Roadmap to 3,000 Affordable Units.	Planning & Ec.Dev.	Q4 2027 (Annual)

Strategy C

Support the delivery of, and timely access to, high-quality licensed child care and early years opportunities for families.

Actions	Lead	Target Date
Implement the London-Middlesex Child Care and Early Years Service System Plan.	Social & Health Development	Q4 2027 (Annual)
Update the London-Middlesex Child Care and Early Years Service System Plan.	Social & Health Development	Q1 2024

2.3 | Londoners have equitable access to key services, community supports, and recreational opportunities that enhance wellbeing and resilience.

Strategy A

Identify and remove barriers and improve access to municipal programs, services, and supports.

Actions	Lead	Target Date
Implement the London-Middlesex Ontario Works Service Plan.	Social & Health Development	Q4 2027 (Annual)
Implement the Roadmap to 3,000 Affordable Units.	Planning & Ec.Dev.	Q4 2027 (Annual)
Apply the City of London Equity Tool to City led programs, policies, services, agreements, and budget decisions.	All	Q4 2027 (Annual)

Strategy B

Provide, enhance, and promote access to municipal subsidy programs, including public transit.

Actions	Lead	Target Date
Undertake a review of the effectiveness of the Play Your Way financial assistance program and "Policy for waiving or reducing fees for use of City-owned community centres and recreation facilities".	Neighbourhood & Community-Wide Services	Q3 2024

Strategy C

Bridge the digital equity divide through the technology resources and related educational and programming support available at the London Public Library.

Actions	Lead	Target Date
Provide technology resources and supports, enhance creative labs, and modernize approach to programming.	London Public Library	Q4 2027 (Annual)
Continue the digitization of the London Public Library's London Room Collection.	London Public Library	Q4 2027 (Annual)

2.4 | London continues its efforts to promote animal welfare including companion pets and wild animals.

Strategy A

Continue to encourage animal adoption and animal welfare initiatives.

Actions	Lead	Target Date
Promote animal adoption initiatives at Catty Shack.	Planning & Ec.Dev.	Q4 2027 (Annual)

Strategy B

Continue to provide education and resources that promote animal welfare.

Actions	Lead	Target Date
Implement communications strategy for animal welfare programs.	Planning & Ec.Dev.	Q4 2027 (Annual)

Strategy C

Enhance and increase the number of off-leash dog park opportunities.

Actions	Lead	Target Date
Examine needs (quality and quantity) for off-leash dog parks with the update to the Parks and Recreation Master Plan.	Environment & Infrastructure	Q2 2025

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.

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

Strategy A

Implement Indigenous-led actions that move the City of London closer toward addressing injustices against Indigenous women, girls, and 2SLGBTQIA+ people, collective healing, and prevention.

Actions	Lead	Target Date
With Indigenous People, develop an Action Plan that addresses the municipally focused MMIWG2S Calls for Justice and other Indigenous-led initiatives.	City Manager's Office	Q4 2027 (Annual)

Strategy B

Increase awareness of the pervasiveness of violence against women and girls, and gender-based violence, recognizing the historical and systemic intersections of racism and gender.

Actions	Lead	Target Date
Provide and evaluate the mandatory Responding to Domestic Violence and Human Trafficking training to all City of London employees.	Enterprise Supports	Q4 2027 (Annual)
Develop and implement a Gender Equity and Inclusion Plan.	City Manager's Office	Q4 2027 (Annual)
Apply the Equity Tool to programs, policies, and services, with a focus on violence against women and girls and gender-based violence, recognizing the historical and systemic intersections of race and gender.	All	Q4 2027 (Annual)
Collaborate with partner organizations to increase awareness through the implementation of the London Police Service 2024-2027 Strategic Plan.	London Police	Q4 2027 (Annual)

Strategy C

Work alongside community-based organizations, leaders, and survivors to design a community-wide approach to address, prevent, and raise awareness about violence against women and girls, and gender-based violence.

Actions	Lead	Target Date
Develop and implement a Gender Equity and Inclusion Plan.	City Manager's Office	Q4 2027 (Annual)
Collaborate with community-based organizations and experts around community response to high-risk gender-based violence.	City Manager's Office	Q4 2027 (Annual)
Work alongside community-based organizations to advocate on matters of shared interest.	City Manager's Office	Q4 2027 (Annual)

Strategy D

Provide training, tools, and resources that increase the capacity of the City of London, agencies, boards, and commissions to recognize, address, and prevent violence against women and girls, and gender-based violence.

Actions	Lead	Target Date
Implement a common risk assessment tool at the City of London.	City Manager's Office	Q2 2025
Share risk assessment tools and resources with agencies, boards, and commissions.	City Manager's Office	Q4 2027 (Annual)
Review and revise the Workplace Violence Prevention Plan as per the People Plan.	Enterprise Supports	Q4 2027 (Annual)
Provide and evaluate mandatory Responding to Domestic Violence and Human Trafficking training to all City of London employees.	Enterprise Supports	Q4 2027 (Annual)

Strategy E

Apply the City of London Equity Tool to City-led programs, policies, services, budget decisions, and advocacy, specifically considering the needs of women, girls, and gender-diverse and trans people.

Actions	Lead	Target Date
Apply the Equity Tool to City-led programs, policies, services, budget decisions, and advocacy, specifically considering the needs of women, girls, and gender-diverse and trans people.	All	Q4 2027 (Annual)

Strategy F

Build programs, policies, by-laws, and services that are rooted in trauma and violence-informed care and informed by community-based organizations, leaders, and survivors.

Actions	Lead	Target Date
Apply the Equity Tool to build and review programs, policies, by-laws, and services, with a focus on violence against women and girls and gender-based violence, recognizing the historical and systemic intersections of race and gender.	All	Q4 2027 (Annual)
Equip employees with trauma and violence-informed care practices through training, tools, and resources.	Enterprise Supports	Q4 2027 (Annual)

Strategy G

Continue to support women, gender-diverse and trans people, and survivors to access a continuum of safe and quality housing and homeless prevention options.

Actions	Lead	Target Date
Collaborate with community-based organizations to support women, gender diverse and trans people, and survivors accessing a continuum of safe and quality housing options and homeless prevention supports.	Social & Health Development	Q4 2027 (Annual)
Onboard community partners to the housing system entry points to align priorities for effectively accessing housing resources.	Social & Health Development	Q4 2027 (Annual)
Complete the actions in the existing 2019-2024 Housing Stability Action Plan.	Social & Health Development	Q4 2024
Implement the Roadmap to 3,000 Affordable Units.	Planning & Ec.Dev.	Q4 2027 (Annual)

1.2 Increased capacity to recognize, address, and prevent sexual exploitation and trafficking.

Strategy A

Increase awareness of the pervasiveness of sexual exploitation and trafficking.

Actions	Lead	Target Date
Provide and evaluate mandatory Responding to Domestic Violence and Human Trafficking training to all City of London employees.	Enterprise Supports	Q4 2027 (Annual)

Strategy B

Provide training, tools, and resources that support the City of London, agencies, boards, and commissions to recognize, address, and prevent sexual exploitation and trafficking.

Actions	Lead	Target Date
Continue to update and provide mandatory Responding to Domestic Violence and Human Trafficking training to all City of London employees, in collaboration with community.	Enterprise Supports	Q4 2027 (Annual)
Share training, tools, and resources related to sexual exploitation and trafficking with the City's agencies, boards, and commissions.	City Manager's Office	Q4 2027 (Annual)
Collaborate with partner organizations to increase awareness through the implementation of the London Police Service 2024-2027 Strategic Plan.	London Police	Q4 2027 (Annual)
Mobilize multi-agency and inter-jurisdictional initiatives targeting high-harm crime.	London Police	Q4 2027 (Annual)

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.

Strategy A

Explore new ways to collaborate with community partners to increase awareness of the prevalence and impacts of sexual violence and ways to prevent and eliminate it, through the implementation of the Safe Cities Action Plan.

Actions	Lead	Target Date
Train staff and board members to recognize, address and prevent sexual violence.	All Conservation Authorities	Q4 2027 (Annual)
In collaboration with community partners, launch Safe Cities community campaign.	City Manager's Office	Q2 2024
Work with community partners to develop and implement a Safe Cities Designation program.	City Manager's Office	Q4 2027 (Annual)
Continue to work with community partners to promote alternative reporting mechanisms for survivors.	City Manager's Office	Q4 2027 (Annual)

Strategy B

Increase the capacity of the City of London, agencies, boards, and commissions to recognize, address, and prevent sexual violence.

Actions	Lead	Target Date
Train City of London employees on Handling Disclosures of Sexual Violence.	City Manager's Office	Q4 2027 (Annual)
Train City of London employees on Bystander Awareness and Intervention.	City Manager's Office	Q4 2027 (Annual)
Share training, tools, and resources with the City's agencies, boards, and commissions.	City Manager's Office	Q4 2027 (Annual)
Collaborate with partner organizations to increase awareness through the implementation of the London Police Service 2024-2027 Strategic Plan.	London Police	Q4 2027 (Annual)

Strategy C

Apply the City of London Equity tool to City-led planning, design and construction of public spaces and amenities, specifically considering the safety of women, girls, nonbinary and trans individuals and survivors.

Actions	Lead	Target Date
Apply the City of London Equity Tool to major transportation programs and projects.	Environment & Infrastructure	Q4 2027 (Annual)
Implement use of gender-intersectional Safety Audit in City-owned public spaces, and applicable policies and practices.	City Manager's Office	Q4 2027 (Annual)
Share gender-intersectional Safety Audit tool with the City's agencies, boards, and commissions and community partners.	City Manager's Office	Q4 2027 (Annual)
Apply the Equity Tool to park and open space planning and the construction of individual park projects.	Environment & Infrastructure	Q4 2027 (Annual)

Area of Focus:
Economic Growth, Culture, and Prosperity

Outcome 1: London encourages equitable economic growth and diversification.

1.1 Small and growing businesses, entrepreneurs and non-profits are supported to be successful.

Strategy A

Strengthen existing and introduce new partnerships and programs that support small and growing businesses, cultural and non-profit organizations, and entrepreneurs.

Actions	Lead	Target Date
Develop partnerships, provide equipment and technology, and offer programs that support the needs of small businesses and entrepreneurs.	London Public Library	Q4 2027 (Annual)
Continuously review and update Planning & Development, Building Services, and licensing processes to support business.	Planning & Ec.Dev.	Q4 2027 (Annual)
Develop and implement a city-wide economic framework in alignment with the work of City and strategic partners.	Planning & Ec.Dev.	Q4 2027

Strategy B

Improve City of London processes and supports for businesses and entrepreneurs.

Actions	Lead	Target Date
Increase the small business community's awareness of, and access to, labour market information and resources.	Planning & Ec.Dev.	Q4 2027 (Annual)
Enhance online presence and training to better support small businesses.	Planning & Ec.Dev.	Q4 2027 (Annual)

Strategy C

Continue to work with local educational institutions to encourage, support, and retain talent.

Actions	Lead	Target Date
Encourage workforce development partnerships between post secondary institutions, workforce agencies and economic development partners to close gap between available jobs and workforce.	Planning & Ec.Dev.	Q4 2027 (Annual)
Update and implement the City of London's Newcomer Strategy.	City Manager's Office	Q4 2027 (Annual)

1.2 Increased economic activity from the core and the greater community.

Strategy A

Support economic development initiatives through key business organizations including the London Chamber of Commerce, Pillar, LEDC, TechAlliance, SBC, and Business Improvement Areas.

Actions	Lead	Target Date
Define and implement City-Business Improvement Area relationship, roles and responsibilities.	Planning & Ec.Dev.	Q4 2025
Promote programs and incentives available through the Community Improvement Plans (CIPs).	Planning & Ec.Dev.	Q4 2027 (Annual)
Develop and implement a city-wide economic framework in alignment with the work of City and strategic partners.	Planning & Ec.Dev.	Q4 2027

Strategy B

Expand marketing and promotions initiatives focusing on events, activity, and business opportunities in London.

Actions	Lead	Target Date
Strengthen tourism marketing efforts through the implementation of the Tourism Strategic Plan.	Planning & Ec.Dev.	Q4 2027 (Annual)
Undertake proactive attraction and retention of people.	Planning & Ec.Dev.	Q4 2027 (Annual)
Undertake proactive attraction and retention of new and emerging targeted industries leveraging a supply of serviced shovel-ready industrial land at a competitive price.	Planning & Ec.Dev.	Q4 2027 (Annual)

Strategy C

Develop and enhance planning processes and tools to support a wide range of economic opportunities.

Actions	Lead	Target Date
Continuously review and update Planning & Development, Building Services, and licensing processes to support business.	Planning & Ec.Dev.	Q4 2027 (Annual)
Complete ReThink Zoning Initiative.	Planning & Ec.Dev.	Q4 2024
Promote programs and incentives available through the Community Improvement Plans (CIPs) .	Planning & Ec.Dev.	Q4 2027 (Annual)

1.3 | London has a sufficient supply of serviced lands in strategic locations.

Strategy A

Update and support the implementation of the Industrial Land Development Strategy.

Actions	Lead	Target Date
Continue to update, support, and resource the implementation of the Industrial Land Development Strategy and invest in more lands to plan, design, and construct services for greater supply of industrial lands.	Planning & Ec.Dev.	Q4 2027 (Annual)
Maintain an inventory of serviced and serviceable industrial employment lands following targets in the Industrial Land Development Strategy.	Finance Supports	Q4 2027 (Annual)
Catalogue and promote an available supply of land and buildings throughout the City that reflects the broad range of market demand and opportunities for economic growth.	Planning & Ec.Dev.	Q4 2027 (Annual)

1.4 | London is a regional centre that proactively attracts and retains talent, business, and investment.

Strategy A

Attract and retain a skilled workforce by marketing London as a destination for new investments, education, and talent.

Actions	Lead	Target Date
Encourage workforce development partnerships between post secondary institutions, workforce agencies and economic development partners.	Planning & Ec.Dev.	Q4 2027 (Annual)

Strategy B

Foster and leverage strategic partnerships that promote collaboration, innovation, and investment in business and employment.

Actions	Lead	Target Date
Establish Regional Advisory table for London Regional Employment Services in collaboration with community partners and develop an action plan that utilizes labour market info to connect job seekers with employers.	Social & Health Development	Q4 2027 (Annual)
Develop and implement a city-wide economic framework in alignment with the work of City and strategic partners.	Planning & Ec.Dev.	Q4 2027

Strategy C

Strengthen London's position as a regional centre for economic opportunity, and connectivity.

Actions	Lead	Target Date
Establish London Regional Employment Services across the London Economic Region for the delivery of timely and innovative employment services.	Social & Health Development	Q4 2027 (Annual)
Develop and implement a city-wide economic framework in alignment with the work of City and strategic partners.	Planning & Ec.Dev.	Q4 2027

2.1 | London is a UNESCO City of Music and is recognized as a centre for arts, sport, and culture.

Strategy A

Implement the UNESCO four-year action plan.

Actions	Lead	Target Date
Establish and implement creative sector initiatives that align with the UNESCO City of Music designation.	Planning & Ec.Dev.	Q4 2027 (Annual)
Create a unique City brand to drive tourism to market and promote London's UNESCO designation.	Planning & Ec.Dev.	Q4 2027 (Annual)
Develop a long-term Creative Sector plan that incorporates the UNESCO designation focus areas.	Planning & Ec.Dev.	Q4 2027
Implement an enterprise-wide framework to support London's UNESCO City of Music designation to grow London as a regional and global destination.	Planning & Ec.Dev.	Q4 2027 (Annual)
Explore and attract investment opportunities in the creative sector.	Planning & Ec.Dev.	Q4 2027 (Annual)

Strategy B

Use existing assets in creative ways, and evaluate opportunities for new assets, that support London's profile as a destination for arts, culture, sport, and recreation.

Actions	Lead	Target Date
Support museums as existing creative assets that make London a destination of choice.	Neighbourhood & Community-Wide Services	Q4 2027 (Annual)
Execute a plan to attract conventions, meetings, and events.	Planning & Ec.Dev.	Q4 2027 (Annual)
Enhance the Central Library's role in the City of London's UNESCO City of Music Plan.	London Public Library	Q4 2027 (Annual)
Prioritize investments in tourism and culture that bring people and employment to the Downtown and help capitalize on the UNESCO designation.	Planning & Ec.Dev.	Q4 2027 (Annual)
Seek opportunities to advance the creation of a Creative Sector Incubation Hub.	Planning & Ec.Dev.	Q4 2027 (Annual)
Collaborate with creative sector entrepreneurs and professionals to advance work related to the Creative Sector Incubation Hub.	Planning & Ec.Dev.	Q4 2027

2.2 | Enhanced and increased creation and distribution of arts and culture activities, goods and services; notably the film and music industries.

Strategy A

Create databases for filming and recording locations and local talent.

Actions	Lead	Target Date
Continue to support the creation, maintenance, and coordination of film database.	Planning & Ec.Dev.	Q4 2027 (Annual)
Continue to support the creation, maintenance, and coordination of music database.	Planning & Ec.Dev.	Q4 2027 (Annual)

Strategy B

Market London to creative producers throughout the cultural industries, including film and music productions in Toronto and other markets.

Actions	Lead	Target Date
Create a unique City brand to drive tourism to market and promote London's UNESCO designation.	Planning & Ec.Dev.	Q4 2027 (Annual)

Strategy C

Support and promote festivals and events including the Forest City Film Festival.

Actions	Lead	Target Date
Assist community partners in hosting special events and film productions in municipal spaces across the city.	Neighbourhood & Community-Wide Services	Q4 2027 (Annual)
Continue to fund film festivals through the Community Arts Investment Program.	Neighbourhood & Community-Wide Services	Q4 2027 (Annual)
Host festivals, events, and activations at Covent Garden Market throughout the year to bring Londoners to the Core.	Covent Garden Market	Q4 2027 (Annual)
Host festivals, events and activations at the London Public Library to attract visitors to the Core.	London Public Library	Q4 2027 (Annual)
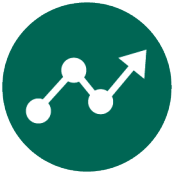
Economic Growth, Culture, and Prosperity

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

3.1 | Londoners have more opportunities to engage in diverse arts and music events.

Strategy A

Provide professional development, mentorship, networking, and collaboration opportunities for individuals working in the arts and culture sector.

Actions	Lead	Target Date
Continue to foster collaboration, provide mentorship, and offer volunteer, internship, co-op and employment and contract opportunities at Museum London.	Museum London	Q4 2027 (Annual)
Develop and connect creative professionals, emerging artists and students through mentorship and training opportunities.	Planning & Ec.Dev.	Q4 2027 (Annual)
Collaborate with creative sector entrepreneurs and professionals to advance work related to the Creative Sector Incubation Hub.	Planning & Ec.Dev.	Q4 2027

Strategy B

Provide accessible development and incubation opportunities for equity-denied individuals working in the arts and culture sector.

Actions	Lead	Target Date
Enhance development and incubation opportunities for equity-denied individuals, working in partnership with individuals, communities, and organizations.	London Public Library	Q4 2027 (Annual)
Implement inclusivity-focused music and arts initiatives through the UNESCO Action Plan.	Neighbourhood & Community-Wide Services	Q4 2027 (Annual)

3.2 | Increased opportunities for performances or displays.

Strategy A

Nurture, incubate and provide more job opportunities for arts and culture talent.

Actions	Lead	Target Date
Support professional theatre in London through annual City of London funding to the Grand Theatre.	Neighbourhood & Community-Wide Services	Q4 2027 (Annual)
Enhance and strengthen the City's Community Arts Investment Program for local arts organizations and artists.	Neighbourhood & Community-Wide Services	Q4 2027 (Annual)
Leverage grant funding to create opportunities for London arts and culture talent.	Neighbourhood & Community-Wide Services	Q4 2027 (Annual)
Develop the city as a centre for employment opportunities in the creative sector.	Planning & Ec.Dev.	Q4 2027 (Annual)

Strategy B

Provide more opportunities for artists and creators to perform and exhibit at diverse events and activations.

Actions	Lead	Target Date
Leverage grant funding to create opportunities for London arts and culture talent.	Neighbourhood & Community-Wide Services	Q4 2027 (Annual)
Host festivals, events, and activations at Covent Garden Market throughout the year to bring Londoners to the Core.	Covent Garden Market	Q4 2027 (Annual)
Create opportunities at Eldon House for liberal arts organizations and individuals to foster programs and events for local artists and performers.	Eldon House	Q4 2027 (Annual)
Continue to support Museum London to as a Recommender for Exhibition Assistance through the Ontario Arts Council to fund local artists and exhibitions.	Museum London	Q4 2027 (Annual)

3.3 | Increased use of municipal and cultural spaces for local talent.

Strategy A

Increase access to existing spaces (e.g., parks, open spaces, meeting rooms, maker spaces, etc.) for creation, rehearsals, and performances.

Actions	Lead	Target Date
Maximize the potential of Centre at the Forks and Museum London's facility and grounds.	Museum London	Q4 2027 (Annual)
Continue to offer spaces at the London Public Library for local artistic and musical talent.	London Public Library	Q4 2027 (Annual)
Explore and evaluate a coordinated approach to making culture facilities and infrastructure space available.	Neighbourhood & Community-Wide Services	Q4 2027

Economic Growth, Culture, and Prosperity

Outcome 4: London's Core Area (Downtown, Midtown, Old East Village) is a vibrant neighbourhood and attractive destination.

4.1 | Increased and diversified economic activity from London's Core Area.

Strategy A

Decrease commercial vacancy through new programs and initiatives.

Actions	Lead	Target Date
Maintain a low vacancy rate at the Covent Garden Market by attracting the right tenants and helping them succeed.	Covent Garden Market	Q4 2027 (Annual)
Implement a Core Area Business Support Program that includes Core Area Vacancy Reduction strategies and related Community Improvement Plan 5-year review recommendations.	Planning & Ec.Dev.	Q4 2027 (Annual)

Strategy B

Implement a Core Area economic opportunity attraction Strategy.

Actions	Lead	Target Date
Develop a Core Area Business Growth and Attraction Program working with economic partners and the core area BIAs.	Planning & Ec.Dev.	Q4 2027 (Annual)

Strategy C

Create a single point of contact to better serve the business community.

Actions	Lead	Target Date
Align City services to enhance support for the Core Area including a dedicated staff person accountable for overall service delivery.	Planning & Ec.Dev.	Q4 2027 (Annual)

Strategy D

Develop capacities in Midtown to increase economic and community wellbeing.

Actions	Lead	Target Date
Expand existing business supporting Core Area Community Improvement Plans to the Midtown area to align with similar programs offered in the Downtown and OEV BIAs.	Planning & Ec.Dev.	Q4 2026

4.2 | Increased residential occupancy and livability in the Core Area.

Strategy A

Develop programs to encourage commercial conversions and new housing development.

Actions	Lead	Target Date
Develop a Commercial to Residential Conversion Community Improvement Program.	Planning & Ec.Dev.	Q3 2024

Strategy B

Invest in public spaces and amenities to attract residents.

Actions	Lead	Target Date
Enhance public spaces to provide a community amenity for residents and visitors to the core.	Planning & Ec.Dev.	Q4 2027 (Annual)
Develop opportunities to improve the amount of tree cover and green space in the Core Area.	Planning & Ec.Dev.	Q4 2027 (Annual)
Improve transit infrastructure to support all modes of transportation and make it easy for people to visit, work, and live in the Core Area.	Environment & Infrastructure	Q4 2027 (Annual)
Review additional park infrastructure needs to support Core Area intensification as part of the Parks and Recreation Master Plan update.	Environment & Infrastructure	Q2 2025
Develop opportunities to improve the amount of tree cover and green space in the Core Area.	Environment & Infrastructure	Q4 2027 (Annual)

Strategy C

Finalize a review of Core Area Community Improvement Plans and recommend enhancements to address key priorities.

Actions	Lead	Target Date
Update the Affordable Housing Community Improvement Program to align with the Roadmap to 3,000 Affordable Unit initiative.	Planning & Ec.Dev.	Q4 2027 (Annual)
Create a new Community Improvement program to support new housing units within primary transit areas.	Planning & Ec.Dev.	Q4 2027 (Annual)

4.3 | Increased commercial occupancy in the Core Area.

Strategy A

Finalize and implement Core Area Vacancy Reduction Strategy.

Actions	Lead	Target Date
Implement a Core Area Business Support Program that includes Core Area Vacancy Reduction strategies and related Community Improvement Plan 5-year review recommendations.	Planning & Ec.Dev.	Q4 2027 (Annual)

Strategy B

Promote the current supply of available space in the Core Area to attract new business.

Actions	Lead	Target Date
Implement a Core Area Business Support Program that includes Core Area Vacancy Reduction strategies and related Community Improvement Plan 5-year review recommendations.	Planning & Ec.Dev.	Q4 2027 (Annual)

Strategy C

Increase awareness of the City's Core Area Community Improvement Plan incentives.

Actions	Lead	Target Date
Implement a Core Area Business Support Program that includes Core Area Vacancy Reduction strategies and related Community Improvement Plan 5-year review recommendations.	Planning & Ec.Dev.	Q4 2027 (Annual)

Strategy D

Update the Downtown ParkingStrategy.

Actions	Lead	Target Date
Initiate an update of the Downtown ParkingStrategy.	Environment & Infrastructure	Q1 2026

Strategy E

Explore and implement strategies to support the retention of existing businesses.

Actions	Lead	Target Date
Develop a Core Area Business Growth and Attraction Program working with economic partners and the core area BIAs.	Planning & Ec.Dev.	Q4 2027 (Annual)

4.4 | More activities and events in the Core Area, offering diverse and inclusive experiences.

Strategy A

Provide inviting and accessible spaces that support an exciting visitor experience.

Actions	Lead	Target Date
Continue to provide a Core Area Enhanced Maintenance Program to maintain high cleanliness and maintenance standards in public spaces.	Planning & Ec.Dev.	Q4 2027 (Annual)
Develop terms of reference for a new Downtown Master Plan.	Planning & Ec.Dev.	Q3 2024
Complete a new Downtown Master Plan.	Planning & Ec.Dev.	Q4 2027 (Annual)
Implement a Core Area Activation Program to support events throughout the core area.	Planning & Ec.Dev.	Q4 2027 (Annual)
Implement the Downtown Wayfinding Plan and improve wayfinding throughout the core.	Environment & Infrastructure	Q4 2027

Strategy B

Provide arts, culture, music, sport and recreation events and activations for residents and visitors year-round.

Actions	Lead	Target Date
Increase number of London Arts Council's Live Performances and Activations in the Core Area.	Neighbourhood & Community-Wide Services	Q4 2027 (Annual)
Host festivals, events, and activations at Covent Garden Market throughout the year to bring Londoners to the Core.	Covent Garden Market	Q4 2027 (Annual)
Identify opportunities to revitalize Central Library to become an anchor of the Core's destination plans in Multi-Year Budget Business Case and implement Council's direction.	London Public Library	Q4 2027 (Annual)
Implement a Core Area Activation Program to support events throughout the core area.	Planning & Ec.Dev.	Q4 2027 (Annual)
Undertake tourism marketing initiatives connected to Core Area programming and experiences.	Planning & Ec.Dev.	Q4 2027 (Annual)

Strategy C

Support year-round arts, cultural, and music events to encourage people to visit the Core Area.

Actions	Lead	Target Date
Assist and collaborate with partners to host special events in municipal spaces in the Core Area.	Neighbourhood & Community-Wide Services	Q4 2027 (Annual)
Create programs and exhibitions that foster an appreciation of London history and heritage of Eldon House.	Eldon House	Q4 2027 (Annual)
Support museums as existing creative assets that make London a destination of choice.	Neighbourhood & Community-Wide Services	Q4 2027 (Annual)
Implement a Core Area Activation Program to support events throughout the core area.	Planning & Ec.Dev.	Q4 2027 (Annual)

4.5 | Increased safety in the Core Area.

Strategy A

Increase presence of London Police Service (LPS) officers and other community support services.

Actions	Lead	Target Date
Encourage and support an enhanced presence of London Police Service in the Core Area.	Planning & Ec.Dev.	Q4 2027 (Annual)
Expand the Coordinated Informed Response Program.	Social & Health Development	Q1 2025
Invest in security and safety infrastructure in the Core Area as supported by the Core Area Safety Audit.	Enterprise Supports	Q4 2027 (Annual)
Enhance foot and bicycle patrols.	London Police	Q4 2027 (Annual)
Prioritize evidence-based deployment.	London Police	Q4 2027 (Annual)
Staff, deploy, and manage resources effectively in performing the core functions of law enforcement, crime prevention, and assistance to victims of crime.	London Police	Q4 2027 (Annual)

Strategy B

Support improvements to the delivery of public safety education, programs and services for residents, businesses, organizations and property owners.

Actions	Lead	Target Date
Increase community awareness and use of the Alert London notification system.	Enterprise Supports	Q4 2027 (Annual)
Hold seasonal collaboration sessions with Core Area community organizations and community safety partners to address safety concerns in the Core.	Enterprise Supports	Q4 2027 (Annual)
Continue to implement and support the Core Area Safety Audit Grant Program and future safety and security improvements.	Planning & Ec.Dev.	Q4 2027 (Annual)
Support community-led crime initiatives to prevent property crime.	London Police	Q4 2027 (Annual)
Work with community partners to expand training on, and use of, Safety Audit tools.	Enterprise Supports	Q4 2027 (Annual)
Implement Next Generation 9-1-1.	London Police	Q4 2027 (Annual)
Staff, deploy, and manage resources effectively in performing the core functions of law enforcement, crime prevention, and assistance to victims of crime.	London Police	Q4 2027 (Annual)
Advocate locally for change to address systemic issues affecting public safety.	London Police	Q4 2027 (Annual)

Strategy C

Strengthen collaboration and coordinated action among core-area residents, businesses, organizations, and community safety partners.

Actions	Lead	Target Date
Implement network of hubs and supportive housing units with community partners as part of the implementation of the Whole of Community System Response.	Social & Health Development	Q4 2027 (Annual)
Hold seasonal collaboration sessions with Core Area community organization and community safety partners to address safety concerns in the Core.	Enterprise Supports	Q4 2027 (Annual)
Support community-led crime initiatives to prevent property crime.	London Police	Q4 2027 (Annual)
Cultivate relationships that are inclusive, meaningful, and lasting.	London Police	Q4 2027 (Annual)
Conduct frequent consultations with citizens, community groups, and partner organizations.	London Police	Q4 2027 (Annual)

Strategy D

Improve the accessibility, lighting, and cleanliness of sidewalks and walkways.

Actions	Lead	Target Date
Implement the Downtown Wayfinding Plan and improve wayfinding throughout the core.	Environment & Infrastructure	Q4 2027
Continue to provide a Core Area Enhanced Maintenance Program to maintain high cleanliness and maintenance standards in public spaces	Planning & Ec.Dev.	Q4 2027 (Annual)
Continue to implement and support the Core Area Safety Audit Grant Program and future safety and security improvements.	Planning & Ec.Dev.	Q4 2027 (Annual)

Strategy E

Identify balanced and compassionate solutions to social service delivery, balancing the needs of businesses, community, and service providers.

Actions	Lead	Target Date
Implement network of hubs and supportive housing units with community partners as part of the implementation of the Whole of Community System Response.	Social & Health Development	Q4 2027 (Annual)
Hold seasonal collaboration sessions with core area community organization and community safety partners to address safety concerns in the Core.	Enterprise Supports	Q4 2027 (Annual)
Expand the Coordinated Informed Response Program.	Social & Health Development	Q1 2025

Area of Focus:
Mobility and Transportation

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

1.1 | Improved reliability, quality and safety of all modes of mobility.

Strategy A

Build infrastructure that provides safe, integrated, connected, reliable, and efficient transportation choices.

Actions	Lead	Target Date
Implement annual Transportation and Mobility capital construction programs.	Environment & Infrastructure	Q4 2027 (Annual)
Build and implement safety plan for rapid transit.	Enterprise Supports	Q4 2027 (Annual)

Strategy B

Work with community partners to promote and improve safety of all modes of mobility.

Actions	Lead	Target Date
Support and participate in the London Middlesex Road Safety Committee.	Environment & Infrastructure	Q4 2027 (Annual)
Collaborate with partner organizations to improve safety.	London Police	Q4 2027 (Annual)
Implement road safety initiatives that address community concerns.	London Police	Q4 2027 (Annual)
Improve road safety through enforcement, education, and proactive strategies centered on harm.	London Police	Q4 2027 (Annual)

Strategy C

Apply the Equity Tool considering mobility poverty in transportation projects.

Actions	Lead	Target Date
Apply the Equity Tool to the development of the Master Mobility Plan.	Environment & Infrastructure	Q2 2024
Apply the Equity Tool to relevant Transportation Programs and Projects.	Environment & Infrastructure	Q4 2026

Strategy D

Design infrastructure to maximize user safety for all modes of transportation.

Actions	Lead	Target Date
Implement targeted Road Safety Strategy projects.	Environment & Infrastructure	Q4 2026

1.2 | Increased access to sustainable mobility options.

Strategy A

Complete and implement the Mobility Master Plan.

Actions	Lead	Target Date
Complete Phase 1 (Establish vision and understand shared needs).	Environment & Infrastructure	Q4 2023
Complete Phase 2 (Explore solutions and make connections).	Environment & Infrastructure	Q1 2024
Complete Phase 3 (Confirm and refine path forward).	Environment & Infrastructure	Q2 2025
Create Transportation Development Charges Background Study.	Environment & Infrastructure	Q1 2027

Strategy B

Be ready for future transportation technologies, including connected and automated vehicles.

Actions	Lead	Target Date
Complete the Connected Automated Vehicle (CAV) Plan.	Environment & Infrastructure	Q1 2023
Monitor developments in CAV technology using the Connected Automated Vehicle Plan.	Environment & Infrastructure	Q4 2026

Strategy C

Continue to support the London Transit Commission's Zero Emission Bus Fleet Implementation Framework.

Actions	Lead	Target Date
Proceed with initial purchase as appropriate based on Council's approved capital budget.	LTC	Q4 2023
Continue fleet transition as appropriate based on Council's approved capital budget.	LTC	Q4 2027 (Annual)

1.3 | Equitable access to reliable public transportation options for people with disabilities including paratransit.

Strategy A

Support greater access to affordable, reliable public transit and paratransit through the implementation of the London Transit Commission's 5 Year Service Plans, including growth hours.

Actions	Lead	Target Date
Implement service improvements based on Council's approval of service growth business cases.	LTC	Q4 2027 (Annual)

Strategy B

Assess opportunities to increase access to accessible vehicles for hire.

Actions	Lead	Target Date
Continuous review of Vehicle for Hire By-law with a focus on accessibility.	Planning & Ec.Dev.	Q4 2027 (Annual)

Strategy C

Continue to provide an enhanced level of sidewalk and bus stop snow clearing.

Actions	Lead	Target Date
Provide winter maintenance as per Council-approved service levels.	Environment & Infrastructure	Q4 2027 (Annual)

Strategy D

Consider first and last mile transit connections when constructing new sidewalks.

Actions	Lead	Target Date
Review New Sidewalk Program prioritization criteria to support and connect to transit.	Environment & Infrastructure	Q2 2024

1.4 | Improved ridership and rider satisfaction.

Strategy A

Implement the London Transit Commission's 5 Year Service Plans, including growth hours.

Actions	Lead	Target Date
Implement service improvements based on Council's approval of service growth business cases.	LTC	Q4 2027 (Annual)

Strategy B

Support implementation of the London Transit Commission Ridership Growth Strategy initiatives.

Actions	Lead	Target Date
Implement service improvements based on Council's approval of service growth business cases.	LTC	Q4 2027 (Annual)

Strategy C

Support transit rider survey initiatives to improve rider satisfaction.

Actions	Lead	Target Date
Implement service improvements based on Council's approval of service growth business cases.	LTC	Q4 2027 (Annual)

Strategy D

Implement London's Rapid Transit Corridors to improve reliability for current and future transit.

Actions	Lead	Target Date
Construct approved rapid transit corridors to support increased transit frequency and reliability.	Environment & Infrastructure	Q4 2027 (Annual)

1.5 | London's active transportation network is better connected and serves persons of all ages and abilities.

Strategy A
Build, maintain, enhance, and connect more infrastructure for walking and cycling.

Actions	Lead	Target Date
Construct new pedestrian connections via the New Sidewalk Program.	Environment & Infrastructure	Q4 2027 (Annual)
Construct new cycling routes via the Active Transportation Program.	Environment & Infrastructure	Q4 2027 (Annual)
Construct new parkways, pathways and trails to provide active transportation and recreational benefits.	Environment & Infrastructure	Q4 2027 (Annual)
Maintain and upgrade Conservation Area infrastructure.	All Conservation Authorities	Q4 2027 (Annual)

1.6 | Public transit better meets the needs of London's workforce.

Strategy A
Implement the London Transit Commission Conventional 5 Year Service Plan, including growth hours.

Actions	Lead	Target Date
Implement service improvements based on Council's approval of service growth business cases.	LTC	Q4 2027 (Annual)

Strategy B
Support the implementation of Alternative Service Delivery options to areas of the City not currently served by transit.

Actions	Lead	Target Date
Implement service improvements based on Council's approval of service growth business cases.	LTC	Q4 2027 (Annual)

1.7 | Improved intercity transit connections with neighbouring communities.

Strategy A
Plan for regional transit connection locations in Secondary Plans and infrastructure projects.

Actions	Lead	Target Date
Review regional transit needs and accommodate in project designs where applicable.	Environment & Infrastructure	Q4 2026
Complete ReThink Zoning Initiative.	Planning & Ec.Dev.	Q4 2024

Strategy B
Implement a park-and-ride facility as part of the rapid transit network.

Actions	Lead	Target Date
Construct park-and-ride facility in coordination with the Ontario Ministry of Transportation.	Environment & Infrastructure	Q3 2027

Area of Focus:
Climate Action and Sustainable Growth

Climate Action and Sustainable Growth

Outcome 1: London has a strong and healthy environment.

1.1 London is moving towards a circular economy that supports sharing, leasing, reusing, repairing, refurbishing and recycling existing materials and products as much as possible.

Strategy A

Work with residents, businesses, and organizations to reduce waste and divert more materials from landfill.

Actions	Lead	Target Date
Work with residents and organizations to implement the 60% Waste Diversion Action Plan including the Green Bin.	Environment & Infrastructure	Q4 2027 (Annual)
Complete Resource Recovery Plan to maximize value and divert more materials from landfill.	Environment & Infrastructure	Q4 2024
Pursue beneficial reuse of waste solids from the wastewater treatment process.	Environment & Infrastructure	Q2 2024

Strategy B

Create a plan for sustainable growth through waste diversion and energy management innovation that addresses the flow of materials (manufactured and natural), resources and energy.

Actions	Lead	Target Date
Complete a Circular Economy Plan for London and region.	Environment & Infrastructure	Q1 2025
Grow the circular economy with a focus on London and region.	Environment & Infrastructure	Q4 2027 (Annual)

1.2 Waterways, wetlands, watersheds, and natural areas are protected and enhanced.

Strategy A

Protect the natural environment and avoid natural hazards when building new infrastructure or development.

Actions	Lead	Target Date
Undertake Erosion Control Structure Rehabilitation program to protect the banks of the Thames River from erosion on publicly-owned lands.	Environment & Infrastructure	Q4 2027 (Annual)
Undertake urban channel naturalization projects to improve flow, ecological functions, or allow growth within the Built Area.	Environment & Infrastructure	Q4 2027 (Annual)
Design and construct infrastructure to increase sanitary servicing capacity to enable growth while protecting water quality.	Environment & Infrastructure	Q4 2027 (Annual)

Strategy B

Improve the natural environment and build resiliency when replacing aging infrastructure.

Actions	Lead	Target Date
Continuously update floodplain mapping taking into account climate change.	All Conservation Authorities	Q4 2027 (Annual)
Maintain and enhance comprehensive regulation, planning, forecasting and warning programs.	All Conservation Authorities	Q4 2027 (Annual)
Complete Pollution Prevention Control Plan (PPCP) Master Plan Update to identify priority sewer overflows and implementation plans to mitigate/reduce overflows to waterways.	Environment & Infrastructure	Q1 2024
Replace and separate combined sewers through the annual sewer/water infrastructure renewal program.	Environment & Infrastructure	Q4 2027 (Annual)
Implement the recommendations of the Watershed Resource Management Strategy.	All Conservation Authorities	Q4 2027 (Annual)
Support Conservation Authority stewardship programs and services including tree planting, wetland creation and tall grass prairie.	All Conservation Authorities	Q4 2027 (Annual)
Implement the recommendations of the Shared Waters Approach and Shared Waters Action Plans.	Lower Thames/ Upper Thames	Q4 2027 (Annual)

Strategy C

Protect and enhance the health of City's watersheds through the implementation of the Shared Waters Approach, the Thames Valley Corridor Plan, and the Watershed Resource Management Strategies.

Actions	Lead	Target Date
Undertake and update Conservation Master Plans for Environmentally Significant Areas.	Planning & Ec.Dev.	Q4 2027 (Annual)
Undertake Biennial review of Environmental Management Guidelines.	Planning & Ec.Dev.	Q4 2027 (Annual)
Review sewer use by-laws and enhance related public education and enforcement capacity.	Environment & Infrastructure	Q1 2024
Implement the recommendations of the Watershed Resource Management Strategy.	All Conservation Authorities	Q4 2027 (Annual)
Support Conservation Authority stewardship programs and services including tree planting, wetland creation and tall grass prairie, monitoring and reporting.	All Conservation Authorities	Q4 2027 (Annual)
Implement Invasive Species Management strategies on Conservation Authority owned and managed lands, including municipal and private lands.	All Conservation Authorities	Q4 2027 (Annual)
Implement the recommendations of the Shared Waters Approach and Shared Waters Action Plans.	Lower Thames/ Upper Thames	Q4 2027 (Annual)

Strategy D

Protect natural heritage areas for the needs of Londoners now and into the future.

Actions	Lead	Target Date
Manage Environmentally Significant Areas based on ecological protection.	Planning & Ec.Dev.	Q4 2027 (Annual)
Review approaches and needs for by-law compliance for natural heritage lands, parks, and open spaces.	Environment & Infrastructure	Q4 2024
Maintain and enhance Conservation Area programs.	All Conservation Authorities	Q4 2027 (Annual)

Outcome 2: **London is one of the greenest and most resilient cities in Canada in alignment with the Council-declared climate emergency and the Climate Emergency Action Plan.**

2.1 | London is on track to achieve community milestone target 2030 and to be a net zero community by 2050.

Strategy A

Implement the Climate Emergency Action Plan with a focus on actions up to 2027 that will contribute towards achieving 2030 emissions reduction targets.

Actions	Lead	Target Date
Implement energy efficiency and resiliency measures for facilities lifecycle renewal activities.	Finance Supports	Q4 2027 (Annual)
Monitor and report utility and GHG reductions annually and update Conservation Demand Management Plan as required.	Environment & Infrastructure	Q4 2027 (Annual)
Implement the Climate Emergency Action Plan with a focus on community milestone target year 2030.	Environment & Infrastructure	Q4 2027 (Annual)
Advance urban forestry initiatives to plant more, protect more and maintain better to realize the full benefits of trees in climate change mitigation and adaptation.	Environment & Infrastructure	Q4 2027 (Annual)

Strategy B

Plan for and adopt the use of zero-emissions, clean energy, and green infrastructure technologies.

Actions	Lead	Target Date
Develop a Net-Zero Emission Plan for Corporate Assets to achieve 2045 corporate targets.	Finance Supports	Q4 2026
Develop a plan for fleet optimization and adoption of alternative fuel vehicles and alternative modes of transportation.	Finance Supports	Q4 2026
Procure EV passenger vehicles at replacement, where availability matches need.	Finance Supports	Q4 2027 (Annual)
Develop renewable energy generation facilities and implement alternative heating sources to natural gas in Wastewater Treatment Operations.	Environment & Infrastructure	Q4 2027
Proceed with initial purchase of zero-emission busses as appropriate based on Council's approved capital budget.	LTC	Q4 2023
Continue zero-emission fleet transition as appropriate based on Council's approved capital budget.	LTC	Q4 2027 (Annual)

2.2 | London is more resilient and better prepared for the impacts of a changing climate.

Strategy A

Encourage community-led climate action through education, partnership, and promotion.

Actions	Lead	Target Date
Support and provide Community Science efforts and educational opportunities related to climate change and extreme weather.	All Conservation Authorities	Q4 2027 (Annual)
Educate, promote, and encourage community leadership for climate action.	Environment & Infrastructure	Q4 2027 (Annual)
Ensure all Londoners are considered in the planning and implementation of equitable climate actions.	Environment & Infrastructure	Q4 2027 (Annual)
Establish and promote visible actions and infrastructure that encourage more climate action.	Environment & Infrastructure	Q4 2027 (Annual)

Strategy B

Support community preparedness for the impacts of climate change and extreme weather.

Actions	Lead	Target Date
Adapt Flood Forecasting and Warning Program to a changing climate.	All Conservation Authorities	Q4 2027 (Annual)
Increase community awareness and use of the Alert London notification system.	Enterprise Supports	Q4 2027 (Annual)
Support and provide Community Science efforts and educational opportunities related to climate change and extreme weather.	All Conservation Authorities	Q4 2027 (Annual)
Expand partnerships that support climate action-related educational programs and resources in London Public Library locations.	London Public Library	Q4 2027 (Annual)

Strategy C

Implement the Climate Lens Framework across the City of London and its agencies, boards, and commissions and report on the results.

Actions	Lead	Target Date
Ensure the Climate Lens framework is used enterprise-wide.	Environment & Infrastructure	Q4 2027 (Annual)
Report on the use of the Climate Lens framework.	Environment & Infrastructure	Q4 2027 (Annual)

Strategy D

Coordinate collecting and sharing environment and climate data to support evidence-informed decision-making.

Actions	Lead	Target Date
Develop and implement a MLHU framework to monitor and communicate the health impacts of climate change on London residents.	MLHU	Q3 2025
Participate in the coordination of data collection and access to information.	Environment & Infrastructure	Q4 2027 (Annual)
Maintain or enhance environmental monitoring stations throughout watersheds.	All Conservation Authorities	Q4 2027 (Annual)

Climate Action and Sustainable Growth

Outcome 3: London's infrastructure and systems are built, maintained, and operated to meet the long-term needs of the community.

3.1 The infrastructure gap is managed for all assets.

Strategy A

Monitor and communicate changes in the infrastructure gap to inform management of City assets.

Actions	Lead	Target Date
Implement the Corporate Asset Management Plan.	Finance Supports	Q3 2024
Report annually on progress on the Corporate Asset Management Plan.	Finance Supports	Q4 2027 (Annual)
Annual Update of London Police Service Asset Management Plan.	London Police	Q4 2027 (Annual)
Implement a capital asset management plan to ensure continued use and enjoyment of recreational opportunities and programming.	All Conservation Authorities	Q4 2027 (Annual)
Implement a water control infrastructure asset management plan to mitigate risks to life and damage to property resulting from flooding and assisting in flow augmentation.	All Conservation Authorities	Q4 2027 (Annual)

Strategy B

Invest in publicly-owned assets to maintain existing levels of service and to implement planned levels of service.

Actions	Lead	Target Date
Construct London's annual Infrastructure Renewal Construction program.	Environment & Infrastructure	Q4 2027 (Annual)
Initiate culvert replacement program to replace aging and undersized culverts to promote sustainable drainage along roadways and watercourses.	Environment & Infrastructure	Q4 2027 (Annual)
Invest in neighbourhood facilities through the implementation of the London Public Library's Asset Management Plan.	London Public Library	Q4 2027 (Annual)
Provide annual reporting on existing and target levels of service in conjunction with Corporate Asset Management plan.	Finance Supports	Q4 2027 (Annual)
Continue to implement London Police Service Facility Master Plan.	London Police	Q4 2027 (Annual)

3.2 Infrastructure is built, maintained, and secured to support future growth and protect the environment.

Strategy A

Adapt infrastructure and assets to fit evolving community needs, including accessibility.

Actions	Lead	Target Date
Continue to facilitate a balanced distribution and network of recreation and sport programs and facilities recognizing that different locations may serve different needs.	Neighbourhood & Community-Wide Services	Q4 2027 (Annual)
Align resources to effectively complete infrastructure projects, service requests, and regular maintenance.	London Police	Q4 2027 (Annual)
Continue to implement London Police Service Facility Master Plan.	London Police	Q4 2027 (Annual)

Strategy B

Build, maintain and operate assets with consideration for energy efficiency, environmental sustainability and climate resilience.

Actions	Lead	Target Date
Utilize London's UNESCO City of Music designation to explore sustainable urban development projects.	Planning & Ec.Dev.	Q4 2027 (Annual)
Invest in neighbourhood facilities through the implementation of the London Public Library's Asset Management Plan.	London Public Library	Q4 2027 (Annual)
Utilize Cured In Place Pipe (CIPP) lining to renew sewers at end of useful life.	Environment & Infrastructure	Q4 2027 (Annual)
Undertake inspection of buried infrastructure to support reliable and cost effective management of the water and sewer systems.	Environment & Infrastructure	Q4 2027 (Annual)
Leverage federal funding to implement significant Climate Change Adaptation projects to protect neighbourhoods or infrastructure from flooding.	Environment & Infrastructure	Q4 2027 (Annual)
Implement Electric Vehicle Strategy.	London Police	Q4 2027 (Annual)
Align resources to effectively complete infrastructure projects, service requests, and regular maintenance.	London Police	Q4 2027 (Annual)
Maintain and improve Conservation Areas and Flood Control Structures.	All Conservation Authorities	Q4 2027 (Annual)
Complete the 2028 Development Charge Background Study, including approval of DC Bylaw.	Finance Supports	Q4 2027

Strategy C

Continue to develop and maintain cultural assets in the community.

Actions	Lead	Target Date
Undertake lifecycle renewal projects at Museum London to address aging infrastructure and develop a capital asset management plan.	Museum London	Q4 2027 (Annual)
Continue and further develop self-guided tours of London's cultural assets.	Neighbourhood & Community-Wide Services	Q4 2027 (Annual)
Maintain and restore the City of London Public Art and Monuments through the City's Public Art and Monuments Program.	Neighbourhood & Community-Wide Services	Q4 2027 (Annual)
Preserve and protect the heritage resources of Eldon House.	Eldon House	Q4 2027 (Annual)

Strategy D

Integrate arts and culture into public infrastructure.

Actions	Lead	Target Date
Incorporate Public Art in Capital Infrastructure Projects to the extent possible within existing resources, grants and partnerships.	Environment & Infrastructure	Q4 2027 (Annual)
Continue to wrap traffic signal boxes with Public Art.	Neighbourhood & Community-Wide Services	Q4 2027 (Annual)
Create Public Art that represents the identity of communities in conjunction with Rapid Transit bus shelters.	Neighbourhood & Community-Wide Services	Q4 2027 (Annual)

Strategy E

Build, maintain, and operate technology focused on information security, performance, and value.

Actions	Lead	Target Date
Implement and continuously update the Information Security Program.	Enterprise Supports	Q4 2027 (Annual)
Complete annual Information Technology environmental scan, demand review, capability maturity assessment, and continuous improvement.	Enterprise Supports	Q4 2027 (Annual)
Update annual Information Technology Business Planning process and complete performance based work area plans.	Enterprise Supports	Q4 2027 (Annual)

Area of Focus:
Well-Run City

Well-Run City

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

1.1 | Londoners have trust and confidence in their municipal government.

Strategy A

Measure and regularly report to Council and the community on the City's performance.

Actions	Lead	Target Date
Conduct and report annually to Council and the community on the results the Resident Satisfaction Survey.	City Manager's Office	Q4 2027 (Annual)
Report annually to Council and the community on the progress, performance, and impact of implementing Council's 2023-2027 Strategic Plan.	City Manager's Office	Q4 2027 (Annual)
Design and implement an online, public-facing Strategic Plan performance dashboard.	City Manager's Office	Q2 2024

Strategy B

Increase transparency and accountability in decision making, financial expenditures, and the delivery of municipal programs and services.

Actions	Lead	Target Date
Undertake continuous improvement projects to review and update Council reporting tools and processes.	Legal Services	Q4 2027 (Annual)
Implement continuous improvement enhancements to the public engagement plan for the Multi-Year Budget and annual budget updates.	Finance Supports	Q4 2027 (Annual)

Strategy C

Continue to deliver municipal services that meet the needs of a growing and changing community.

Actions	Lead	Target Date
Review and update Business Continuity Plan as part of the City of London's Emergency Response Plan and Provincial Emergency Management requirements.	Enterprise Supports	Q4 2027 (Annual)
Continue to expand our capacity for continuous improvement through training, tools, and resources.	City Manager's Office	Q4 2027 (Annual)
Continue to implement the annual assessment growth allocation process in accordance with the Assessment Growth Policy to secure funding to support a growing community.	Finance Supports	Q4 2027 (Annual)
Regularly assess service delivery through the Multi-Year Budget, program reviews, and business plans.	All	Q4 2027 (Annual)

1.2 Reduced barriers to public participation in municipal government.

Strategy A
Increase the availability and accessibility of information through a variety of formats.

Actions	Lead	Target Date
Implement near-real time reporting of overflow and bypass activity from wastewater infrastructure.	Environment & Infrastructure	Q3 2024
Enhance the Building division's online presence to provide more access to information that is readily available to Londoners.	Planning & Ec.Dev.	Q4 2025
Implement the 2022-2026 Accessibility Plan.	City Manager's Office	Q4 2027 (Annual)
Continue to enhance the City's Open Data portal, including identifying opportunities for further transparency.	City Manager's Office	Q4 2027 (Annual)
Continue to offer both in-person and remote options to participate, including for meetings of Council, Standing Committees, and Community Advisory Committees.	Legal Services	Q4 2027 (Annual)
Develop and implement a Communications Strategic Plan that addresses access to municipal information.	City Manager's Office	Q2 2024

Strategy B
Improve the quality, inclusivity, and accessibility of public participation opportunities.

Actions	Lead	Target Date
Identify new channels and approaches to encourage greater public participation, in line with the Equity Tool and the People Plan.	Legal Services	Q4 2027 (Annual)
Review and update the Community Engagement Council Policy.	City Manager's Office	Q1 2024

Strategy C
Improve voter engagement, participation, and awareness for the 2026 municipal election.

Actions	Lead	Target Date
Identify new channels and approaches to increase public engagement and participation in municipal elections.	Legal Services	Q1 2026
Remove barriers to participation of equity-denied groups through focused awareness and education campaigns.	City Manager's Office	Q4 2026

1.3 | Improved governance processes.

Strategy A

Review municipal best practices, identifying gaps and opportunities, and deliver projects that improve performance.

Actions	Lead	Target Date
Undertake continuous improvement projects to review and update Council reporting tools and processes.	Legal Services	Q4 2027 (Annual)
Identify and implement best practices related to project management, data analysis, policy and report writing, business planning and analysis, and innovation.	City Manager's Office	Q4 2027 (Annual)
Complete Ward Boundary review.	Legal Services	Q4 2024

Strategy B

Apply the Equity Tool to the City's governance processes.

ctions	Lead	Target Date
Integrate the use of the Equity Tool in the review and updating of Council policies.	Legal Services	Q4 2027 (Annual)

Well-Run City

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

2.1 | Residents, businesses, and visitors' satisfaction with City services is high.

Strategy A

Deliver services that are easily accessed, simple to use, timely, and accountable to residents, businesses, and visitors, including timely feedback and response to service requests and complaints.

Actions	Lead	Target Date
Improve the capacity of our staff to deliver excellent and consistent service at any point of contact.	All	Q4 2027 (Annual)
Regularly gather and report on feedback from Londoners to drive continuous improvement.	All	Q4 2027 (Annual)
Continue to modernize our systems to meet the changing needs and expectations of our growing community.	All	Q4 2027 (Annual)
Establish and uphold enterprise-wide standards for the quality, accessibility, and timeliness of service.	All	Q4 2027 (Annual)

Strategy B

Engage Londoners and use their feedback in the planning, design, and delivery of City services.

Actions	Lead	Target Date
Implement mechanisms to capture and analyze feedback including surveys and continuous improvement initiatives.	All	Q4 2027 (Annual)
Review and update the Community Engagement Council Policy.	City Manager's Office	Q1 2024

2.2 | City services put residents and businesses at the centre, using innovative approaches and continuous improvement to meet the needs of Londoners.

Strategy A

Provide high quality enterprise-wide staff training informed by industry best practices.

Actions	Lead	Target Date
Develop and deliver training on Organizational Capabilities: project management, data literacy, continuous improvement, policy and report writing, business analysis and innovation.	City Manager's Office	Q4 2027 (Annual)
Provide learning and development courses, programs and services that support the Corporation's current and future needs.	Enterprise Supports	Q4 2027 (Annual)

Strategy B

Implement continuous improvement approaches enterprise-wide.

Actions	Lead	Target Date
Continue to expand our capacity for continuous improvement through training, tools, and resources.	City Manager's Office	Q4 2027 (Annual)
Partner with service areas to identify and implement continuous improvement projects/opportunities.	City Manager's Office	Q4 2027 (Annual)
Develop, build, and implement a vendor management program at the City of London.	Finance Supports	Q4 2027 (Annual)

Strategy C

Implement technology, business processes, data and analytics through the Technology InvestmentStrategy.

Actions	Lead	Target Date
Deliver and maintain innovative digital solutions to increase efficiency and effectiveness across the Corporation.	Enterprise Supports	Q4 2027

Strategy D

Conduct targeted service reviews to ensure the efficient and effective allocation of resources.

Actions	Lead	Target Date
Reflect budgetary implications of completed service reviews in the Multi-Year Budget or Annual Budget Update.	Finance Supports	Q4 2027 (Annual)

2.3 | The City of London's regional and community relationships support the delivery of exceptional and valued service.

Strategy A

Implement the Strategic Advocacy Framework.

Actions	Lead	Target Date
Advance City of London advocacy priorities through the Strategic Advocacy Framework.	City Manager's Office	Q4 2027 (Annual)
Report progress on Strategic Advocacy Framework priorities annually.	City Manager's Office	Q4 2027 (Annual)

Strategy B

Build mutually beneficial relationships locally and regionally in support of Council's Strategic Plan.

Actions	Lead	Target Date
Support regional cooperation through the City-County Liaison Committee.	City Manager's Office	Q4 2027 (Annual)
Foster local partnerships that advance shared community-wide priorities.	City Manager's Office	Q4 2027 (Annual)

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.

Strategy A

Develop and monitor the Multi-Year Budget to align financial resources with Council's Strategic Plan.

Actions	Lead	Target Date
Develop and approve the 2024-2027 Multi-Year Budget.	Finance Supports	Q1 2024
Develop and approve the Annual Updates to the 2024-2027 Multi-Year Budget.	Finance Supports	Q4 2027 (Annual)
Provide semi-annual Operating and Capital Budget Monitoring reports.	Finance Supports	Q4 2027 (Annual)

Strategy B

Review, update and implement the City's strategic financial principles, policies and practices.

Actions	Lead	Target Date
Finalize and publish the Strategic Financial Framework.	Finance Supports	Q4 2023
Complete the City's annual credit rating review.	Finance Supports	Q4 2027 (Annual)

Strategy C

Support London's competitiveness through prudent and equitable fiscal policy.

Actions	Lead	Target Date
Review and set tax policy on an annual basis.	Finance Supports	Q4 2027 (Annual)

Strategy D

Conduct targeted service reviews to ensure the efficient and effective allocation of resources.

Actions	Lead	Target Date
Reflect budgetary implications of completed service reviews in the Multi-Year Budget or Annual Budget Update.	Finance Supports	Q4 2027 (Annual)

Well-Run City

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

3.1 | The City of London is recognized as an employer of choice.

Strategy A

Attract and retain dedicated, highly skilled, and committed public servants to the City of London while identifying and removing barriers faced by equity-denied groups.

Actions	Lead	Target Date
Implement the recommendations from the Recruitment and Selection Audit.	Enterprise Supports	Q4 2027 (Annual)
Establish a workforce planning model and tools with a focus on aligning the needs and priorities of the organization with those of our workforce.	Enterprise Supports	Q4 2027 (Annual)
Review and increase spaces where employment opportunities with the City of London are advertised and methods to communicate these opportunities.	Enterprise Supports	Q4 2027 (Annual)
Develop and implement an Equity and Inclusion Action Plan.	City Manager's Office	Q4 2027 (Annual)
Continue to implement the People Plan.	Enterprise Supports	Q4 2027 (Annual)

Strategy B

Implement the People Plan to build an enterprise-wide culture that is inclusive, inspiring, motivating, and fun.

Actions	Lead	Target Date
Continue to implement the People Plan.	Enterprise Supports	Q4 2027 (Annual)

Strategy C

Implement the Master Accommodation Plan and Alternative Work Strategies.

Actions	Lead	Target Date
Implement and evaluate Master Accommodation Plan and Alternative Work Strategies pilot projects.	Finance Supports	Q2 2024
Initiate competitive procurement process to guide space allocations and redevelopment requirements to accommodate administrative space and governance functions.	Finance Supports	Q2 2024

3.2 | The City of London is a safe, respectful, diverse, and healthy workplace.

Strategy A

Implement the People Plan, the Multi-Year Accessibility Plan, and other supportive workplace initiatives.

Actions	Lead	Target Date
Continue to implement the People Plan.	Enterprise Supports	Q4 2027 (Annual)
Develop and implement an Equity and Inclusion Action Plan.	City Manager's Office	Q4 2027 (Annual)
Implement the 2022-2026 Accessibility Plan.	City Manager's Office	Q4 2027 (Annual)

Strategy B

Prioritize a respectful and supportive workplace for every employee, contractor, and member of the public.

Actions	Lead	Target Date
Complete a review of the Respectful Workplace policy.	Enterprise Supports	Q4 2027 (Annual)
Update, provide training on, and ensure accountability to the Respectful Workplace Policy for Members of Council and all City of London employees.	Enterprise Supports	Q4 2027 (Annual)

Strategy C

Strengthen a safe, and safety-conscious workplace for every employee, contractor, and member of the public.

Actions	Lead	Target Date
Continue to implement contractor safety management.	Enterprise Supports	Q4 2027 (Annual)
Implement the People Plan actions that support a culture of safety.	Enterprise Supports	Q4 2027 (Annual)

Strategy D

Strengthen the current mental health strategy as part of the implementation of the People Plan.

Actions	Lead	Target Date
Develop and implement a revised Mental Health Strategy as determined under the People Plan.	Enterprise Supports	Q4 2027 (Annual)

3.3 | The City of London has effective facilities and infrastructure management.

Strategy A

Build, maintain, and operate facility assets to provide expected levels of service and optimize reliability and functionality.

Actions	Lead	Target Date
Develop and implement capital and maintenance plans for facilities with priority on critical components.	Finance Supports	Q4 2027 (Annual)

Strategy B

Improve the consistency, accessibility, and reliability of information concerning construction impacts to the community.

Actions	Lead	Target Date
Maintain and enhance efforts to communicate construction impacts to the community through various channels.	City Manager's Office	Q4 2027 (Annual)
Assess and implement opportunities to improve wayfinding.	Environment & Infrastructure	Q4 2027 (Annual)