

Report to Strategic Priorities and Policy Committee

To: Chair and Members
Strategic Priorities and Policy Committee

From: Sandra Datars Bere, City Manager

Subject: 2023-2027 Implementation Plan: 2024 Update

Date: May 28, 2024

Recommendation

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

Executive Summary

This report presents the 2024 update to the 2023-2027 Implementation Plan, which outlines the actions that Civic Administration, agencies, boards, and commissions will undertake to deliver on Council's 2023-2027 Strategic Plan. It is the foundation for reporting on progress to Council and the community throughout the life of the Strategic Plan.

The attached Implementation Plan identifies target end dates for time-limited actions and reporting leads. Actions, timelines, and metrics have been updated where required to reflect the decisions made during the 2024-2027 Multi-Year Budget process.

Linkage to the Corporate Strategic Plan

- Strategic Area of Focus: Well-Run City.
- Outcome: The City of London is trusted, open, and accountable in service of the community.
- Strategy: Measure and regularly report to Council and the community on the City's performance.

Analysis

1.0 Background Information

1.1 Previous Reports Related to this Matter

- 2023-2027 Implementation Plan (SPPC, [December 12, 2023](#))
- Council's 2023-2027 Strategic Plan (SPPC, [April 17, 2023](#))
- Developing Council's 2023-2027 Strategic Plan (SPPC, [December 12, 2022](#); [January 11, 2023](#); [January 23, 2023](#); [February 7, 2023](#); [February 28, 2023](#); [March 8, 2023](#); [March 28, 2023](#))

1.2 Development of the 2023-2027 Strategic Plan and Implementation Plan

On April 17, 2023, Council set the 2023-2027 Strategic Plan for the City of London. The Strategic Plan identifies outcomes, expected results, and strategies that the City of London will deliver on over the life of the plan. On December 12, 2023, Civic Administration presented the initial Implementation Plan that identifies actions under each strategy identified in Council's Strategic Plan. Civic Administration committed to returning to Council with an updated implementation plan, metrics, and targets in May 2024, following the completion of the 2024-2027 Multi-Year Budget process.

2.0 Discussion and Considerations

2.1 Approach to the 2024 Implementation Plan update

The Strategic Plan reporting cycle includes an opportunity to update the Implementation Plan each May. This update process allows Civic Administration to adapt to changing resources, pursue new opportunities, and remain responsive to emergent needs in the community. Through the update process, Civic Administration can continue to optimize the delivery of strategic objectives over the life of Council's Strategic Plan.

The May 2024 update is the first in the 2023-2027 Strategic Plan reporting cycle. As this update follows the completion of the 2024-2027 Multi-Year Budget, Civic Administration conducted a comprehensive review of the Implementation Plan, adjusting scope and pacing of actions as needed to reflect decisions made during the budget process, as well as finalizing metrics and setting targets for ongoing performance reporting. In total, 159 actions, 52 timelines, and 42 metrics were updated through the 2024 Implementation Plan update.

2.2 Structure of the Implementation Plan

The Implementation Plan, available in Appendix A, is organized using the structure of the Strategic Plan: Area of Focus, Outcome, and Expected Result.

Metrics, including reporting leads and targets, are provided at the Expected Result level. Some metrics are “composite metrics” for which multiple divisions contribute to the same metric, in support of shared outcomes. Strategies, including actions and timelines, are provided below the metrics under each Expected Result.

Updates to the Implementation Plan are marked by numbered revision notes to the right of each associated item. Details of the revision notes can be found at the end of Appendix A.

2.3 Reporting

As shared in the December 2023 SPPC report, to uphold accountability and transparency, the strategic plan reporting cycle includes:

- Semi-Annual Progress Reports (May and November)
- Annual Report to the Community (November)
- Annual Performance Report (May)
- Impact Assessment (at the plan’s conclusion)

A May Strategic Plan update report therefore typically includes a full progress report and performance report. The May 2024 report focuses on presenting the substantially revised Implementation Plan, including various updated actions and metrics, incorporating the results of the Multi-Year Budget. Additionally, the report introduces targets for metrics that were purposefully established after the conclusion of the Multi-Year Budget. With all implementation components now in place, Council can expect to receive full progress and performance updates in accordance with the reporting cycle. The November progress report will include 12 months of implementation reporting.

To support accountable reporting on the Strategic Plan, Civic Administration is developing a public-facing online dashboard; this dashboard will be ‘soft launched’ in Q3 2024, with a formal launch coinciding with the November progress report to Council.

3.0 Financial Considerations

The updated Implementation Plan, including revised action steps and targets, is designed to optimize the delivery of the Council's Strategic Plan in alignment with the outcomes of the recent Multi-Year Budget. Updates seek to maximize the impact of City of London initiatives while prudently managing available resources, with consideration for current financial realities and sustainable service delivery. The Implementation Plan can be delivered within existing budget allocations.

Conclusion

The revised Implementation Plan outlines how the City of London delivers on Council’s Strategic Plan. The annual update process is rooted in accountability and adaptability, ensuring that Civic Administration makes responsive, responsible decisions for effectively using resources and fulfilling Implementation Plan commitments. This approach ensures that we remain aligned with Council’s strategic goals and the evolving needs of Londoners. The ongoing updates, coupled with the introduction of a performance dashboard, underscore our commitment to deliver accountable results that enhance the quality of life in London through Council’s Strategic Plan.

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Submitted by: Trevor Fowler, Director, Strategy and Innovation

Recommended by: Sandra Datars Bere, City Manager

2023-2027

Strategic Implementation Plan

City of London



2024 Update

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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:



The Implementation Plan notes the “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	Reporting Lead	Target Date
Action text	Primary service area/ABC	QQ YYYY (Annual)
Action text	Primary service area/ABC	QQ YYYY

Multi-Year Budget Alignment and Implementation Plan Updates

The Implementation Plan is a living document that will evolve over the life of Council’s Strategic Plan. 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 and remain responsive to emerging needs and opportunities.





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.

Metrics	Reporting Lead	2023 Actuals	2024 Targets	2025 Targets	2026 Targets	2027 Targets	Rev.
# of activities with First Nation and urban Indigenous communities and Indigenous-serving organizations	Multiple Service Areas	19	27	34	38	43	
# of initiatives developed with or led-by First Nation and urban Indigenous communities and Indigenous-serving organizations	Multiple Service Areas	23	32	29	28	28	
# of new or strengthened relationships with local First Nation and urban Indigenous communities and Indigenous-serving organizations	Multiple Service Areas	N/A	TBD	TBD	TBD	TBD	1

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.

Action	Timeline	Reporting Lead	Rev.
Implement prioritized recommendations of the Middlesex-London Health Unit's Taking Action for Reconciliation plan.	Annual/Ongoing	MLHU	
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.	Annual/Ongoing	MLHU	
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.	Q4 - 2024	City Manager's Office	
Implement the City of London Truth and Reconciliation Action Plan.	Annual/Ongoing	City Manager's Office	2
Deliver the Ska-Nah-Doht Village Indigenous Education Program at Longwoods Road Conservation Area.	Annual/Ongoing	LTVCA	
Actively support the identification and advancement of Indigenous homelessness and housing strategies.	Annual/Ongoing	Social & Health Development	

Strategy B

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

Action	Timeline	Reporting Lead	Rev.
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.	Annual/Ongoing	City Manager's Office	
Implement the City of London Truth and Reconciliation Action Plan.	Annual/Ongoing	City Manager's Office	2
Work with community members, leaders, youth, and Elders of the diverse Indigenous communities to develop a City of London Truth and Reconciliation Action Plan.	Q4 - 2024	City Manager's Office	2
Establish mechanisms to develop and nurture meaningful relationships and engagement with Indigenous communities, urban Indigenous organizations and urban Indigenous community members	Annual/Ongoing	City Manager's Office	



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.

Action	Timeline	Reporting Lead	Rev.
Participate in and support Indigenous-led environmentally focused projects.	Annual/ Ongoing	Conservation Authorities	
Engage with Indigenous communities to implement the Watershed Resource Management Strategy.	Annual/ Ongoing	Conservation Authorities	
Participate in the Shared Waters Approach Steering Committee.	Annual/ Ongoing	Environment & Infrastructure	
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.	Annual/ Ongoing	Environment & Infrastructure	
Complete development of the Indigenous Education Centre - Longwoods Rd Resource Museum.	Q1 - 2025	LTVCA	
Complete Action Plans to implement the Shared Waters Approach.	Annual/ Ongoing	LTVCA / UTRCA	

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

Metrics	Reporting Lead	2023 Actuals	2024 Targets	2025 Targets	2026 Targets	2027 Targets	Rev.
# of staff trained on the Truth and Reconciliation Calls to Action	City Manager's Office	N/A	N/A	TBD	TBD	TBD	3
# of actions from the Truth and Reconciliation Action Plan that are implemented	City Manager's Office	N/A	N/A	TBD	TBD	TBD	3

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.

Action	Timeline	Reporting Lead	Rev.
Work with community members, leaders, youth, and Elders of the diverse Indigenous communities to develop a City of London Truth and Reconciliation Action Plan.	Q4 - 2024	City Manager's Office	2
Implement the City of London Truth and Reconciliation Action Plan.	Annual/ Ongoing	City Manager's Office	

Strategy B

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

Action	Timeline	Reporting Lead	Rev.
Work with community members, leaders, youth, and Elders of the diverse Indigenous communities to develop a City of London Truth and Reconciliation Action Plan.	Q4 - 2024	City Manager's Office	2
Implement the City of London Truth and Reconciliation Action Plan.	Annual/ Ongoing	City Manager's Office	
Continue to provide Anti-Racism and Anti-Oppression Foundations training to all employees, with a focus on Indigeneity and Anti-Indigenous racism.	Annual/ Ongoing	City Manager's Office	



Strategy C

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

Action	Timeline	Reporting Lead	Rev.
Work with Indigenous communities and organizations to increase Indigenous-led programming and ensure Indigenous peoples feel welcome in recreation and sport programs and facilities.	Annual/ Ongoing	Neighbourhood & Community-Wide Services	
Strengthen partnerships with Indigenous communities through hosting Indigenous-led events.	Annual/ Ongoing	Covent Garden Market	
Develop and nurture relationships with regional Indigenous organizations to ensure delivery of Employment Services including effective referrals to Indigenous services and programs.	Annual/ Ongoing	Social & Health Development	





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.

Metrics	Reporting Lead	2023 Actuals	2024 Targets	2025 Targets	2026 Targets	2027 Targets	Rev.
# of organizations from equity denied groups consulted during ongoing engagement in implementation activities	City Manager's Office	N/A	10	15	20	20	4
# of actions from ARAO Action Plans implemented	City Manager's Office	N/A	10	15	20	25	5
# of community members from equity denied groups consulted during ongoing engagement in implementation activities	City Manager's Office	N/A	N/A	N/A	N/A	N/A	6

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.

Action	Timeline	Reporting Lead	Rev.
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.	Annual/Ongoing	City Manager's Office	2
Implement the City of London Truth and Reconciliation Action Plan.	Annual/Ongoing	City Manager's Office	
Develop an Anti-Black Racism Action Plan.	Q3 - 2024	City Manager's Office	7
Implement the Anti-Black Racism Action Plan.	Annual/Ongoing	City Manager's Office	
Continue to implement the Action Plan to Disrupt Islamophobia.	Annual/Ongoing	City Manager's Office	
Implement the 2022-2026 Accessibility Plan.	Annual/Ongoing	City Manager's Office	
Update the City of London's Newcomer Strategy.	Completed (Q1 - 2024)	City Manager's Office	8
Implement the City of London's Newcomer Strategy.	Annual/Ongoing	City Manager's Office	
Co-chair London & Middlesex Local Immigration Partnership and support its work in creating a welcoming community.	Annual/Ongoing	City Manager's Office	9;10

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.

Action	Timeline	Reporting Lead	Rev.
Identify gaps and opportunities to enhance City services to better meet the needs of Muslim youth, women, and girls.	Annual/Ongoing	City Manager's Office	
Develop a campaign to increase awareness and address harassment and hate incidents, with a particular focus on Muslim youth, women, and girls.	Q4 - 2025	City Manager's Office	



Strategy C

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

Action	Timeline	Reporting Lead	Rev.
Establish a city-wide Community of Practice to strengthen and support equity related initiatives and strategies.	Q4 - 2024	City Manager's Office	

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

Metrics	Reporting Lead	2023 Actuals	2024 Targets	2025 Targets	2026 Targets	2027 Targets	Rev.
Newcomer annual retention rate	City Manager's Office	N/A	70%	70%	70%	70%	
Net average annual Newcomer inflow through direct and secondary migration	City Manager's Office	N/A	7,000	7,000	7,000	7,000	

Strategy A

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

Action	Timeline	Reporting Lead	Rev.
Enhance awareness of settlement services provided at Library branches.	Annual/Ongoing	London Public Library	
Update the City of London's Newcomer Strategy.	Completed (Q1 - 2024)	City Manager's Office	8
Implement the City of London's Newcomer Strategy.	Annual/Ongoing	City Manager's Office	

Strategy B

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

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



2.3

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

Metrics	Reporting Lead	2023 Actuals	2024 Targets	2025 Targets	2026 Targets	2027 Targets	Rev.
# of community engagement activities intentionally focused on engaging equity-denied groups	Multiple Service Areas	77	43	49	60	65	
# of services, programs, policies, and projects where the Equity Tool was applied	City Manager's Office	15	10	15	20	25	

Strategy A

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

Action	Timeline	Reporting Lead	Rev.
Provide Anti-Racism and Anti-Oppression Foundations to employees to support their use of the Equity Tool.	Annual/Ongoing	City Manager's Office	

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.

Action	Timeline	Reporting Lead	Rev.
Engage diverse populations in the development, delivery, and evaluation of all recreation and sport programs and services.	Annual/Ongoing	Neighbourhood & Community-Wide Services	
Apply the Equity Tool to new facilities construction and major renovations.	Annual/Ongoing	Finance Supports	
Work with community members, leaders, youth, and Elders of the diverse Indigenous communities to develop a City of London Truth and Reconciliation Action Plan.	Q4 - 2025	City Manager's Office	2
Implement the City of London Truth and Reconciliation Action Plan.	Annual/Ongoing	City Manager's Office	
Develop an Anti-Black Racism Action Plan.	Q3 - 2024	City Manager's Office	7
Implement the Anti-Black Racism Action Plan.	Annual/Ongoing	City Manager's Office	
Continue to implement the Action Plan to Disrupt Islamophobia.	Annual/Ongoing	City Manager's Office	
Implement the 2022-2026 Accessibility Plan.	Annual/Ongoing	City Manager's Office	
Update the City of London's Newcomer Strategy.	Completed (Q1 - 2024)	City Manager's Office	8
Implement the City of London's Newcomer Strategy.	Annual/Ongoing	City Manager's Office	
Co-chair London & Middlesex Local Immigration Partnership and support its work in creating a welcoming community.	Annual/Ongoing	City Manager's Office	9
Update the Safe Cities London Action Plan.	Q2 - 2025	City Manager's Office	11





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.

Metrics	Reporting Lead	2023 Actuals	2024 Targets	2025 Targets	2026 Targets	2027 Targets	Rev.
# of community engagement activities intentionally focused on engaging equity-denied groups	Multiple Service Areas	77	43	49	60	65	
% of applicants to boards, commissions, and advisory committees who self-identify as being part of equity-denied groups	Legal Services	N/A	TBD	TBD	TBD	TBD	12

Strategy A

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

Action	Timeline	Reporting Lead	Rev.
Review and update Community Engagement Council Policy.	Q2 - 2024	City Manager's Office	13
Identify and remove barriers to civic engagement opportunities through the use of the City of London Equity Tool.	Annual/Ongoing	Legal Services	
Implement continuous improvement enhancements to the public engagement plan for the Multi Year Budget and annual budget updates.	Annual/Ongoing	Finance Supports	
Implement the Neighbourhood Decision Making Program equitably based on the characteristics of neighbourhoods and its residents.	Annual/Ongoing	Neighbourhood & Community-Wide Services	

Strategy B

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

Action	Timeline	Reporting Lead	Rev.
Increase the availability and use of accessibility tools at community engagement opportunities.	Annual/Ongoing	City Manager's Office	
Enhance community engagement tools and practices through the use of the City of London Equity Tool.	Annual/Ongoing	City Manager's Office	

Strategy C

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

Action	Timeline	Reporting Lead	Rev.
Equip employees with trauma and violence-informed care practices through training, tools, and resources.	Q4 - 2026	Enterprise Supports	14



3.2

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

Metrics	Reporting Lead	2023 Actuals	2024 Targets	2025 Targets	2026 Targets	2027 Targets	Rev.
# of new internship positions filled by individuals who identify as being part of equity-denied groups	Enterprise Supports	7	8	9	10	11	15
% of new hires that identify as representing an equity-denied group	Enterprise Supports	39%	42%	45%	48%	50%	
% of employees, including interns, who indicate a sense of inclusion and belonging	City Manager's Office	N/A	N/A	TBD	TBD	TBD	

Strategy A

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

Action	Timeline	Reporting Lead	Rev.
Develop an Equity and Inclusion Action Plan.	Completed (Q1 - 2024)	City Manager's Office	16
Implement the Equity and Inclusion Action Plan.	Annual/Ongoing	City Manager's Office	
Collect and report on demographic data of City of London employees every two years.	Annual/Ongoing	City Manager's Office	
Develop a succession-planning and mentorship program for City of London employees.	Annual/Ongoing	Enterprise Supports	
Review and revise recruitment processes using the Equity Tool to ensure they are equitable and efficient.	Q4 - 2025	Enterprise Supports	14
Continue to monitor recruitment processes for equity and efficiencies.	Annual/Ongoing	Enterprise Supports	7
Review employment qualifications and update job descriptions using the Equity Tool.	Annual/Ongoing	Enterprise Supports	
Continue to modernize City of London workplace policies, practices, and procedures using the Equity Tool.	Annual/Ongoing	Enterprise Supports	

Strategy B

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

Action	Timeline	Reporting Lead	Rev.
Continue to work with community partners to develop, promote, and support internship programs creating opportunities for equity-denied groups.	Annual/Ongoing	Enterprise Supports	

Strategy C

Create a youth fellowship program for equity denied groups.

Action	Timeline	Reporting Lead	Rev.
Research, develop, and implement a youth fellowship program for equity denied groups.	Q1 - 2025	City Manager's Office	



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.

Metrics	Reporting Lead	2023 Actuals	2024 Targets	2025 Targets	2026 Targets	2027 Targets	Rev.
# of portable benefits/supplements issued	Social & Health Development	869	969	1,069	1,169	1,269	17
# of individuals and families matched to housing through housing stability services	Social & Health Development	790	800	800	800	800	
# of transitional housing units	Social & Health Development	21	118	118	118	TBD	
# of supportive housing units	Social & Health Development	69	150	190	191	TBD	
# of social housing units	Planning & Economic Development	5,625	5,625	5,625	5,625	5,625	
# of affordable housing units	Planning & Economic Development	2,708	600	600	600	TBD	
# of people on community housing waitlist	Social & Health Development	6,982	7,942	8,902	9,862	10,822	18
# of vulnerable occupancy property enforcement actions	Planning & Economic Development	18	N/A	N/A	N/A	N/A	
# of properties/rental units involved in proactive blitzes	Planning & Economic Development	2,627	2,500	2,500	2,500	2,500	

Strategy A

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

Action	Timeline	Reporting Lead	Rev.
Implement the Roadmap to 3,000 Affordable Units.	Annual/Ongoing	Planning & Economic Development	13
Complete holistic review of existing municipal housing inventory and services.	Annual/Ongoing	Planning & Economic Development	
Engage with London-Middlesex Community Housing (LMCH) on Regeneration Plan.	Annual/Ongoing	Planning & Economic Development	

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.

Action	Timeline	Reporting Lead	Rev.
Implement the Roadmap to 3,000 Affordable Units.	Annual/Ongoing	Planning & Economic Development	19
Implement network of hubs and highly supportive housing units with community partners as part of the implementation of the Whole of Community System Response.	Annual/Ongoing	Social & Health Development	



Strategy C

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

Action	Timeline	Reporting Lead	Rev.
Address the specific needs of populations, including equity-denied groups, through the implementation of the Roadmap to 3,000 Affordable Units.	Annual/ Ongoing	Planning & Economic Development	
Address the specific needs of populations, including equity-denied groups, through the implementation of the Housing Stability Action Plan.	Annual/ Ongoing	Planning & Economic Development	
Address the specific needs of populations, including equity-denied groups, through the implementation of the Whole of Community System Response.	Annual/ Ongoing	Social & Health Development	

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.

Action	Timeline	Reporting Lead	Rev.
Initiate proactive compliance blitzes to address emerging issues and where appropriate partner with external enforcement agencies.	Annual/ Ongoing	Planning & Economic Development	





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.

Metrics	Reporting Lead	2023 Actuals	2024 Targets	2025 Targets	2026 Targets	2027 Targets	Rev.
# of households matched to support programs	Social & Health Development	577	615	655	695	730	
# of individuals and families housed	Social & Health Development	917	1,017	1,117	1,217	1,317	
# of individuals who retain housing	Social & Health Development	327	360	400	440	480	
# of people on By-Name list	Social & Health Development	1,611	N/A	N/A	N/A	N/A	

Strategy A

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

Action	Timeline	Reporting Lead	Rev.
Implement network of hubs and highly supportive housing units with community partners as part of the implementation of the Whole of Community System Response.	Annual/ Ongoing	Social & Health Development	19

Strategy B

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

Action	Timeline	Reporting Lead	Rev.
Complete the actions in the existing 2019-2024 Housing Stability Action Plan.	Q4 - 2024	Social & Health Development	
Complete 5-year update of Housing Stability Action Plan.	Annual/ Ongoing	Social & Health Development	
Implement the Roadmap to 3,000 Affordable Units.	Annual/ Ongoing	Planning & Economic Development	

Strategy C

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

Action	Timeline	Reporting Lead	Rev.
Continue to expand the use of Homeless Individuals and Families Information System (HIFIS) in the housing stability system to improve data quality.	Annual/ Ongoing	Social & Health Development	

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.

Action	Timeline	Reporting Lead	Rev.
Complete the actions in the existing 2019-2024 Housing Stability Action Plan.	Q4 - 2024	Social & Health Development	
Complete 5-year update of Housing Stability Action Plan.	Annual/ Ongoing	Social & Health Development	



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.

Action	Timeline	Reporting Lead	Rev.
Develop and implement a Council-approved Encampment strategy.	Q3 - 2024	Social & Health Development	
Complete 5-year update of Housing Stability Action Plan.	Annual/Ongoing	Social & Health Development	

2.2 Improved quality and safety in social housing.

Metrics	Reporting Lead	2023 Actuals	2024 Targets	2025 Targets	2026 Targets	2027 Targets	Rev.
% of established community standards implemented	Social & Health Development	N/A	N/A	N/A	N/A	N/A	
# of units regenerated in social housing	Planning & Economic Development	0	93	TBD	TBD	TBD	20

Strategy A

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

Action	Timeline	Reporting Lead	Rev.
Initiate proactive compliance blitzes to address emerging issues and where appropriate partner with external enforcement agencies.	Annual/Ongoing	Planning & Economic Development	
Update the social housing tenant selection process to optimize support and safety for housing providers.	Q3 - 2024	Social & Health Development	

Strategy B

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

Action	Timeline	Reporting Lead	Rev.
Initiate proactive compliance blitzes to address emerging issues and where appropriate partner with external enforcement agencies.	Annual/Ongoing	Planning & Economic Development	
Update the social housing priority selection process to optimize support for housing providers.	Q3 - 2024	Social & Health Development	

Strategy C

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

Action	Timeline	Reporting Lead	Rev.
Update the social housing priority selection process to optimize support for housing providers.	Q3 - 2024	Social & Health Development	
Initiate proactive compliance blitzes to address emerging issues and where appropriate partner with external enforcement agencies.	Annual/Ongoing	Planning & Economic Development	



Strategy D

Increase responsiveness to tenant complaints and feedback about housing conditions.

Action	Timeline	Reporting Lead	Rev.
Initiate proactive compliance blitzes to address emerging issues and where appropriate partner with external enforcement agencies.	Annual/Ongoing	Planning & Economic Development	
Improve operational collection and incorporation of feedback.	Annual/Ongoing	Planning & Economic Development	

2.3 Improved safety in London's shelter system.

Metrics	Reporting Lead	2023 Actuals	2024 Targets	2025 Targets	2026 Targets	2027 Targets	Rev.
# of community standards and practices implemented to promote safety and security in shelters	Social & Health Development	N/A	N/A	TBD	TBD	TBD	21
% of shelter users who identified feeling safe in shelter	Social & Health Development	N/A	N/A	TBD	TBD	TBD	
# of serious occurrence incident reports	Social & Health Development	1,343	N/A	N/A	N/A	N/A	

Strategy A

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

Action	Timeline	Reporting Lead	Rev.
Implement a community standards of care and system values focusing on creating safe spaces.	Annual/Ongoing	Social & Health Development	

Strategy B

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

Action	Timeline	Reporting Lead	Rev.
Gather feedback bi-annually from individuals using shelter to address safety concerns.	Annual/Ongoing	Social & Health Development	





Outcome 3: A well planned and growing community.

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

Metrics	Reporting Lead	2023 Actuals	2024 Targets	2025 Targets	2026 Targets	2027 Targets	Rev.
# of completed planning initiatives that consider use, intensity, and form	Planning & Economic Development	412	400	400	400	400	
# housing units constructed within the built-out city	Planning & Economic Development	628	1,575	1,719	1,935	2,115	

Strategy A

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

Action	Timeline	Reporting Lead	Rev.
Prepare and implement a monitoring program to proactively update the zoning bylaw based on Council decisions.	Annual/Ongoing	Planning & Economic Development	
Complete ReThink Zoning Initiative.	Q4 - 2025	Planning & Economic Development	22
Collect, analyze and disseminate data for corporate initiatives that facilitate growth management, GMIS, Development Charges, Financial Planning and Service Area Master Plans.	Annual/Ongoing	Planning & Economic Development	

Strategy B

Increase the efficiency and consistency of planning and development processes.

Action	Timeline	Reporting Lead	Rev.
Complete a land needs assessment.	Q4 - 2024	Planning & Economic Development	
Continuously review and update Planning & Development and Building Services processes.	Annual/Ongoing	Planning & Economic Development	
Establish Service Levels through the development of service level agreements with Conservation Authorities.	Annual/Ongoing	Conservation Authorities	
Develop policies, procedures, and processes that meet provincial standards and legislative/regulatory requirements and improve efficiencies.	Q4 - 2024	Conservation Authorities	

Strategy C

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

Action	Timeline	Reporting Lead	Rev.
Complete review of downtown sewer servicing study.	Q4 - 2025	Environment & Infrastructure	22
Complete a land needs assessment.	Q4 - 2024	Planning & Economic Development	
Complete ReThink Zoning Initiative.	Q4 - 2025	Planning & Economic Development	22
Advance new standards for parks in locations of population growth arising from intensified development.	Q4 - 2025	Environment & Infrastructure	23



Strategy D

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

Action	Timeline	Reporting Lead	Rev.
Proactive enforcement of built and natural heritage assets.	Annual/ Ongoing	Planning & Economic Development	
Expand and protect natural heritage areas and agricultural areas through Conservation Authority programs, monitoring, and reporting.	Annual/ Ongoing	Conservation Authorities	

Strategy E

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

Action	Timeline	Reporting Lead	Rev.
Apply the Equity Tool considering people experiencing mobility poverty, consistent with The London Plan.	Annual/ Ongoing	Planning & Economic Development	
Incorporate consideration of equity-denied populations in the Mobility Master Plan process.	Q4 - 2024	Environment & Infrastructure	



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

Metrics	Reporting Lead	2023 Actuals	2024 Targets	2025 Targets	2026 Targets	2027 Targets	Rev.
# of new housing units	Planning & Economic Development	1,445	3,500	3,820	4,300	4,700	
% of planning and development approvals issued within mandated timelines	Planning & Economic Development	83%	100%	100%	100%	100%	
% of off-the-clock building permits	Planning & Economic Development	49%	45%	40%	35%	30%	
# of planning and development processes and practices implemented related to continuous improvement, including technology projects	City Manager's Office	8	10	10	10	10	

Strategy A

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

Action	Timeline	Reporting Lead	Rev.
Continuously review and update Planning & Development and Building Services processes.	Annual/Ongoing	Planning & Economic Development	
Implement a Digital Planning Application Tracking (DPAT) System.	Annual/Ongoing	Planning & Economic Development	
Enhance the Building division's online presence to provide more access to information that is readily available to Londoners .	Q4 - 2024	Planning & Economic Development	

Strategy B

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

Action	Timeline	Reporting Lead	Rev.
Construct approved rapid transit corridors to promote intensification through Transit Oriented Development.	Annual/Ongoing	Environment & Infrastructure	
Create a new Community Improvement program to support new housing units within primary transit areas.	Annual/Ongoing	Planning & Economic Development	
Complete ReThink Zoning Initiative.	Q4 - 2025	Planning & Economic Development	22
Develop a Commercial to Residential Conversion Community Improvement Program.	Q3 - 2024	Planning & Economic Development	



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.

Metrics	Reporting Lead	2023 Actuals	2024 Targets	2025 Targets	2026 Targets	2027 Targets	Rev.
% of residents who feel safe in their neighbourhoods during daylight hours	London Police Service	95%	>95%	>95%	>95%	>95%	
% of residents who feel safe in their neighbourhoods at night	London Police Service	65%	>75%	>75%	>75%	>75%	
# of safety and well-being activities, initiatives, programs and supports	Multiple Service Areas	36	32	32	32	32	
# of participants in recreation and sport programs	Neighbourhood & Community-Wide Services	295,037	295,037	299,037	301,037	306,037	24

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.

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

Strategy B

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

Action	Timeline	Reporting Lead	Rev.
Implement the Community Safety and Wellbeing Plan.	Annual/Ongoing	Neighbourhood & Community-Wide Services	



Strategy C

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

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

Strategy D

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

Action	Timeline	Reporting Lead	Rev.
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.	Annual/ Ongoing	Neighbourhood & Community-Wide Services	
Increase community awareness and use of the Alert London notification system.	Annual/ Ongoing	Enterprise Supports	
Work with communities to enhance understanding of public safety and the role of the police.	Annual/ Ongoing	London Police Service	
Collaborate with partner organizations to increase awareness through the implementation of the London Police Service 2024-2027 Strategic Plan.	Annual/ Ongoing	London Police Service	

Strategy E

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

Action	Timeline	Reporting Lead	Rev.
Conduct Bylaw review, working with community partners using the City of London's Equity Tool.	Annual/ Ongoing	Planning & Economic Development	

Strategy F

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

Action	Timeline	Reporting Lead	Rev.
Construct new parkways, pathways and trails to provide active transportation and recreational benefits.	Annual/ Ongoing	Environment & Infrastructure	
Complete ReThink Zoning Initiative.	Q4 - 2025	Planning & Economic Development	22
Develop and implement a Middlesex-London Health Unit (MLHU) framework to inform and incorporate health evidence for urban planning purposes.	Annual/ Ongoing	MLHU	



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

Metrics	Reporting Lead	2023 Actuals	2024 Targets	2025 Targets	2026 Targets	2027 Targets	Rev.
# of activities or actions implemented to create a sense of belonging and place	Multiple Service Areas	24	22	24	26	27	
% of residents who have a strong sense of belonging to the city	City Manager's Office	84%	>84%	>84%	>84%	>84%	
% of residents who believe London is a welcoming community	City Manager's Office	81%	>81%	>81%	>81%	>81%	

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.

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

Strategy B

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

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



Strategy C

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

Action	Timeline	Reporting Lead	Rev.
Complete ReThink Zoning Initiative.	Q4 - 2025	Planning & Economic Development	22
Plan and provide parks within an 800 metre walk from housing and businesses as well as destination parks that serve city-wide recreational needs.	Annual/ Ongoing	Environment & Infrastructure	
Expand training on, and use of, Safety Audit tools that promote safe, accessible, and inclusive places and spaces.	Annual/ Ongoing	Enterprise Supports	
Prepare and implement a monitoring program to proactively update the zoning bylaw based on Council decisions.	Annual/ Ongoing	Planning & Economic Development	

Strategy D

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

Action	Timeline	Reporting Lead	Rev.
Implement the Neighbourhood Decision Making Program equitably based on the characteristics of neighbourhoods and its residents.	Annual/ Ongoing	Neighbourhood & Community-Wide Services	
Expand reach to newcomer populations by increasing the variety of recreational opportunities that are appropriate for various equity-denied groups.	Annual/ Ongoing	Neighbourhood & Community-Wide Services	

Strategy E

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

Action	Timeline	Reporting Lead	Rev.
Support volunteerism and community engagement in the planning and delivery of City services.	Annual/ Ongoing	City Manager's Office	



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

Metrics	Reporting Lead	2023 Actuals	2024 Targets	2025 Targets	2026 Targets	2027 Targets	Rev.
% of residents that rate their quality of life in London as good or very good	City Manager's Office	75%	>75%	>75%	>75%	>75%	
% of Londoners who live 800 metres from a park	Environment & Infrastructure	97%	95%	95%	95%	95%	
% of Dearness residents who are satisfied	Social & Health Development	87.5%	87.5%	87.5%	87.5%	87.5%	

Strategy A

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

Action	Timeline	Reporting Lead	Rev.
Invest in arts and culture organizations, artists, and historians that enhance the quality of life of Londoners.	Annual/ Ongoing	Neighbourhood & Community-Wide Services	
Create and deliver targeted 'reminiscence' programming at Eldon House geared toward seniors and those experiencing social isolation.	Annual/ Ongoing	Eldon House	
Expand the variety, frequency, location, and promotion of registered and drop in recreation and sport programs.	Annual/ Ongoing	Neighbourhood & Community-Wide Services	
Expand community events and public programming at Conservation Areas and in ESAs.	Annual/ Ongoing	Conservation Authorities	

Strategy B

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

Action	Timeline	Reporting Lead	Rev.
Continue to renew, expand, and develop recreation and sport spaces, facilities, and amenities in appropriate locations to address existing gaps.	Annual/ Ongoing	Neighbourhood & Community-Wide Services	
Acquire and renew woodlands to retain existing habitat and tree canopy cover, and to provide opportunities for additional tree planting.	Annual/ Ongoing	Environment & Infrastructure	25
Renew existing parks to replace end-of-life amenities and to provide amenities and services identified in the Parks and Recreation Master Plan.	Annual/ Ongoing	Environment & Infrastructure	
Build parks in new neighbourhoods and districts to provide amenities and services identified in the Parks and Recreation Master Plan.	Annual/ Ongoing	Environment & Infrastructure	
Support investment in barrier free facilities and recreational equipment in Conservation Areas and reservoirs.	Annual/ Ongoing	LTVCA / UTRCA	



Strategy C

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

Action	Timeline	Reporting Lead	Rev.
Apply the City of London Equity Tool to City led programs, policies, services, agreements, and budget decisions.		City Manager's Office	
Engage diverse populations in the development, delivery, and evaluation of all recreation and sport programs and services.	Annual/ Ongoing	Neighbourhood & Community-Wide Services	
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.	Q4 - 2025	Environment & Infrastructure	26

Strategy D

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

Action	Timeline	Reporting Lead	Rev.
Identify barriers to hosting special events through a review of the Special Events Policies and Procedures Manual.	Q3 - 2024	Neighbourhood & Community-Wide Services	27
Implement service level changes through Special Events Policies and Procedures.	Annual/ Ongoing	Neighbourhood & Community-Wide Services	

Strategy E

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

Action	Timeline	Reporting Lead	Rev.
Provide increased number of large group activities by utilizing fully the new auditorium space.	Annual/ Ongoing	Social & Health Development	
Increase maintenance staffing complement to ensure compliance with legislative obligations while enhancing customer service satisfaction.	Q2 - 2024	Social & Health Development	28
Create new permanent housekeeping shifts to comply with government infection control requirements and enhance the level of customer satisfaction with housekeeping services.	Q2 - 2024	Social & Health Development	28

Strategy F

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

Action	Timeline	Reporting Lead	Rev.
Work with neighbourhood resource centres and community organizations to engage residents at the neighbourhood level.	Annual/ Ongoing	Neighbourhood & Community-Wide Services	
Continue to partner with neighbourhood resource centres and community organizations to increase the wellbeing and quality of life of Londoners.	Annual/ Ongoing	London Public Library	



1.4 Improved emergency services response time and reporting.

Metrics	Reporting Lead	2023 Actuals	2024 Targets	2025 Targets	2026 Targets	2027 Targets	Rev.
Dispatch Priority 1 (Emergency) Response Time	London Police Service	6.77 min	<6.38 min	<6.38 min	<6.38 min	<6.38 min	
Dispatch Priority 2 (Urgent) Response time	London Police Service	4.68 hrs	<4.68 hrs	<4.68 hrs	<4.68 hrs	<4.68 hrs	
# of structure fires	Neighbourhood & Community-Wide Services	341	N/A	N/A	N/A	N/A	
# of fire related injuries per 100,000 population in London	Neighbourhood & Community-Wide Services	12.31	N/A	N/A	N/A	N/A	

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.

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

Strategy B

Maintain an appropriate fleet of fire vehicles.

Action	Timeline	Reporting Lead	Rev.
Develop a 15 year lifecycle replacement plan for larger Fire Department Emergency Vehicles.	Completed (Q1 - 2024)	Neighbourhood & Community-Wide Services	29
Implement a 15 year lifecycle replacement plan for larger Fire Department Emergency Vehicles.	Annual/Ongoing	Neighbourhood & Community-Wide Services	

Strategy C

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

Action	Timeline	Reporting Lead	Rev.
Leverage technology that enhances the safety of the community and our members.	Annual/Ongoing	London Police Service	
Enhance foot and bicycle patrols.	Annual/Ongoing	London Police Service	
Expand the use of partner-led response initiatives (i.e., COAST model).	Annual/Ongoing	London Police Service	
Respond effectively to calls for service through alternative service delivery and timely response.	Annual/Ongoing	London Police Service	



1.5 Improved traffic safety and traffic calming.

Metrics	Reporting Lead	2023 Actuals	2024 Targets	2025 Targets	2026 Targets	2027 Targets	Rev.
# of traffic safety measures, including traffic calming measures implemented	Environment & Infrastructure	29	25	25	25	25	
# of collisions causing injuries/fatalities	London Police Service	1,967	<1,661	<1,543	<1,543	<1,543	
# of collisions involving pedestrians or cyclists	London Police Service	246	<246	<228	<228	<228	
% Residents who feel satisfied with the quality of police services provided by the London Police Service for traffic safety	London Police Service	75%	> 76%	> 76%	> 76%	> 76%	

Strategy A

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

Action	Timeline	Reporting Lead	Rev.
Complete Neighbourhood Connectivity Plan engagement for identified legacy neighbourhoods to identify a blueprint for strategic new sidewalks when retrofitting established streets.	Annual/Ongoing	Environment & Infrastructure	
Apply complete streets design standards to subdivision reviews.	Annual/Ongoing	Environment & Infrastructure	

Strategy B

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

Action	Timeline	Reporting Lead	Rev.
Add more automated speed enforcement cameras to the program that slows traffic speeds in school zones across the city.	Q4 - 2023	Environment & Infrastructure	
Add more red light cameras at intersections where the cameras may help reduce the number of severe collisions.	Q3 - 2024	Environment & Infrastructure	30

Strategy C

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

Action	Timeline	Reporting Lead	Rev.
Complete all phases of bylaw amendments and signage.	Q4 - 2024	Environment & Infrastructure	

Strategy D

Advance the installation of proactive traffic calming in school zones.

Action	Timeline	Reporting Lead	Rev.
Implement speed cushions in school zones on an annual basis.	Annual/Ongoing	Environment & Infrastructure	

Strategy E

Design and construct safer infrastructure.

Action	Timeline	Reporting Lead	Rev.
Implement improved pedestrian crossings across streets with infrastructure improvements such as pavement markings, signage, and signals.	Annual/Ongoing	Environment & Infrastructure	
Screen the road safety conditions of the street network to prioritize projects and inform designs.	Annual/Ongoing	Environment & Infrastructure	



1.6 Improved park maintenance and garbage collection.

Metrics	Reporting Lead	2023 Actuals	2024 Targets	2025 Targets	2026 Targets	2027 Targets	Rev.
# of garbage receptacles in parks	Environment & Infrastructure	538	540	542	544	546	
# of pet waste receptacles	Environment & Infrastructure	10	10	10	10	10	
# of grass cutting cycles per year	Environment & Infrastructure	15	15	15	15	15	
% of public satisfied with parks and open spaces	Environment & Infrastructure	88%	88%	88%	88%	88%	
# of locations with native perennial species planted	Environment & Infrastructure	269	270	271	272	273	

Strategy A

Expand winter garbage collection in parks.

Action	Timeline	Reporting Lead	Rev.
Update operational service delivery standards for City parks.	Q1 - 2025	Environment & Infrastructure	31

Strategy B

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

Action	Timeline	Reporting Lead	Rev.
Update operational service delivery standards for City parks.	Q1 - 2025	Environment & Infrastructure	32

Strategy C

Review the provision of drinking water in appropriate parks.

Action	Timeline	Reporting Lead	Rev.
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.	Q4 - 2025	Environment & Infrastructure	27

Strategy D

Increase service level frequency for cleaning park washrooms.

Action	Timeline	Reporting Lead	Rev.
Update operational service delivery standards for City parks.	Q1 - 2025	Environment & Infrastructure	33

Strategy E

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

Action	Timeline	Reporting Lead	Rev.
Update operational service delivery standards for City parks.	Q1 - 2025	Environment & Infrastructure	34



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

Metrics	Reporting Lead	2023 Actuals	2024 Targets	2025 Targets	2026 Targets	2027 Targets	Rev.
# of grass cutting cycles per year	Environment & Infrastructure	15	15	15	15	15	
# of routine cleanings of bus shelters (annual)	London Transit	26	26	26	26	26	

Strategy A

Increase frequency of roadside litter collection on major roads.

Action	Timeline	Reporting Lead	Rev.
Update operational service delivery standards for roadside boulevard management.	Q1 - 2025	Environment & Infrastructure	35;36

Strategy B

Assess opportunities to enhance garbage collection in bus shelters.

Action	Timeline	Reporting Lead	Rev.
Plan for operation and maintenance requirements with the roll out of rapid transit shelters.	Q4 - 2024	Environment & Infrastructure	37

Strategy C

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

Action	Timeline	Reporting Lead	Rev.
Develop a policy and guideline document to inform the installation of naturalized plantings for roadsides, boulevards and medians.	Q2 - 2025	Environment & Infrastructure	38
Implement a program for installation of naturalized plantings for targeted major roadsides, boulevards and medians.	Annual/Ongoing	Environment & Infrastructure	



1.8 Improved wayfinding and walkability.

Metrics	Reporting Lead	2023 Actuals	2024 Targets	2025 Targets	2026 Targets	2027 Targets	Rev.
# of new wayfinding signs for active modes	Environment & Infrastructure	0	14	8	0	0	39
# of neighbourhood connectivity plans completed annually	Environment & Infrastructure	2	1	1	1	1	

Strategy A

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

Action	Timeline	Reporting Lead	Rev.
Conduct a demonstration project for enhanced wayfinding from the Thames Valley Parkway to nearby attractions and services.	Q2 - 2026	Environment & Infrastructure	

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.

Action	Timeline	Reporting Lead	Rev.
Conduct a demonstration project for enhanced wayfinding from a selected park to nearby attractions and services.	Q2 - 2027	Environment & Infrastructure	

1.9 Improved health equity across neighbourhoods.

Metrics	Reporting Lead	2023 Actuals	2024 Targets	2025 Targets	2026 Targets	2027 Targets	Rev.
# of basic need programs in priority neighbourhoods	Neighbourhood & Community-Wide Services	8	9	10	11	12	
# of London residents experiencing poverty (per Census Family Low Income After-Tax Measure (CFLIM-AT))	Neighbourhood & Community-Wide Services	89,030 (16.6%)	N/A	N/A	N/A	N/A	
Food bank utilization (number of unique individuals served)	Neighbourhood & Community-Wide Services	38,775	N/A	N/A	N/A	N/A	
# of community garden plots	Neighbourhood & Community-Wide Services	558	558	568	578	603	
# of neighbourhoods with community gardens	Neighbourhood & Community-Wide Services	14	14	14	14	15	

Strategy A

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

Action	Timeline	Reporting Lead	Rev.
Continue to apply a health equity lens to the delivery of Middlesex-London Health Unit programs and services.	Annual/Ongoing	MLHU	



Strategy B

Increase focus on addressing food insecurity in priority neighbourhoods.

Action	Timeline	Reporting Lead	Rev.
Expand London's Community Garden program in priority neighbourhoods through the development of a Multi-Year Budget Business Case.	Completed (Q1 - 2024)	Neighbourhood & Community-Wide Services	42
Implement London's Community Garden Program.	Annual/Ongoing	Neighbourhood & Community-Wide Services	

Strategy C

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

Action	Timeline	Reporting Lead	Rev.
Review and revise customer service training with a mental health focus.	Q4 - 2026	Enterprise Supports	14
Equip employees with trauma and violence-informed care practices through training, tools, and resources.	Q4 - 2026	Enterprise Supports	14

Strategy D

Consider mobility poverty in health equity strategies.

Action	Timeline	Reporting Lead	Rev.
Apply the Equity Tool to the development of the Master Mobility Plan.	Q2 - 2025	Environment & Infrastructure	





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

2.1 | Housing in London is affordable and attainable.

Metrics	Reporting Lead	2023 Actuals	2024 Targets	2025 Targets	2026 Targets	2027 Targets	Rev.
# of new housing units	Planning & Economic Development	1,445	3,500	3,820	4,300	4,700	17
# of transitional housing units	Planning & Economic Development	21	118	118	118	TBD	
# of supportive housing units	Social & Health Development	69	150	190	191	TBD	
# of social housing units	Planning & Economic Development	5,625	5,625	5,625	5,625	5,625	
# of affordable housing units	Social & Health Development	2,708	600	600	600	TBD	
# of new attainable housing units	Planning & Economic Development	TBD	TBD	TBD	TBD	TBD	
Apartment vacancy rate (%)	Planning & Economic Development	1.7%	N/A	N/A	N/A	N/A	
London's average rental rates	Planning & Economic Development	\$1,366	N/A	N/A	N/A	N/A	

Strategy A

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

Action	Timeline	Reporting Lead	Rev.
Implement the Roadmap to 3,000 Affordable Units.	Annual/Ongoing	Planning & Economic Development	

Strategy B

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

Action	Timeline	Reporting Lead	Rev.
Complete a land needs assessment.	Q4 - 2024	Planning & Economic Development	



2.2

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

Metrics	Reporting Lead	2023 Actuals	2024 Targets	2025 Targets	2026 Targets	2027 Targets	Rev.
# of new affordable licensed child care spaces supported	Social & Health Development	764	645	695	503	TBD	43
# of affordable/subsidized spaces in services	Neighbourhood & Community-Wide Services	7,100	N/A	N/A	N/A	N/A	
% of Ontario Works cases who exit Ontario Works within one year	Social & Health Development	1.14%	12%	TBD	TBD	TBD	
% of London residents satisfied with the time it takes to receive municipal services	City Manager's Office	67%	67%	70%	72%	75%	

Strategy A

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

Action	Timeline	Reporting Lead	Rev.
Apply the City of London Equity Tool to City led programs, policies, services, agreements, and budget decisions.		City Manager's Office	

Strategy B

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

Action	Timeline	Reporting Lead	Rev.
Apply the City of London Equity Tool to City led programs, policies, services, agreements, and budget decisions.	Annual/Ongoing	City Manager's Office	
Implement actions to improve access to basic needs and essential skills with Age Friendly London Network and Child and Youth Network partners.	Annual/Ongoing	Neighbourhood & Community-Wide Services	
Implement actions to support inclusion and belonging in collaboration with Age Friendly London Network and Child and Youth Network partners.	Annual/Ongoing	Neighbourhood & Community-Wide Services	
Support community groups and organizations to implement community initiatives through the City of London Community Grants Program.	Annual/Ongoing	Neighbourhood & Community-Wide Services	
Implement the Roadmap to 3,000 Affordable Units.	Annual/Ongoing	Planning & Economic Development	

Strategy C

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

Action	Timeline	Reporting Lead	Rev.
Implement the London-Middlesex Child Care and Early Years Service System Plan.	Annual/Ongoing	Social & Health Development	
Update the London-Middlesex Child Care and Early Years Service System Plan.	Q2 - 2024	Social & Health Development	44



2.3

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

Metrics	Reporting Lead	2023 Actuals	2024 Targets	2025 Targets	2026 Targets	2027 Targets	Rev.
# of subsidized transit passes sold	Neighbourhood & Community-Wide Services	19,665	19,600	19,600	19,600	19,600	45
# of subsidized transit tickets sold	Neighbourhood & Community-Wide Services	762,576	762,000	762,000	762,000	762,000	
# of individuals approved for subsidy for registered recreation and sport programs	Neighbourhood & Community-Wide Services	7,100	N/A	N/A	N/A	N/A	46
# of subsidized garden plots	Neighbourhood & Community-Wide Services	154	154	154	154	154	
# of groups who access free or subsidized recreation and sport spaces	Neighbourhood & Community-Wide Services	70	N/A	N/A	N/A	N/A	

Strategy A

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

Action	Timeline	Reporting Lead	Rev.
Implement the London-Middlesex Ontario Works Service Plan.	Annual/ Ongoing	Social & Health Development	
Report annually to Council on caseload trends and progress through the Ontario Works Participant Profile.	Annual/ Ongoing	Social & Health Development	9
Implement the Roadmap to 3,000 Affordable Units.	Annual/ Ongoing	Planning & Economic Development	
Apply the City of London Equity Tool to City led programs, policies, services, agreements, and budget decisions.	Annual/ Ongoing	City Manager's Office	

Strategy B

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

Action	Timeline	Reporting Lead	Rev.
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".	Q2-2025	Neighbourhood & Community-Wide Services	47
Implement recommendations based on the review 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."	Annual/ Ongoing	Neighbourhood & Community-Wide Services	9
Continue to implement the City of London's Subsidized Transit Program.	Annual/ Ongoing	Neighbourhood & Community-Wide Services	9

Strategy C

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

Action	Timeline	Reporting Lead	Rev.
Provide technology resources and supports, enhance creative labs, and modernize approach to programming.	Annual/ Ongoing	London Public Library	
Continue the digitization of the London Public Library's London Room Collection.	Annual/ Ongoing	London Public Library	



2.4

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

Metrics	Reporting Lead	2023 Actuals	2024 Targets	2025 Targets	2026 Targets	2027 Targets	Rev.
# of animals supported by animal welfare programs	Planning & Economic Development	1,756	1,800	1,800	1,900	1,900	
# of animal related premise improvements	Planning & Economic Development	5	5	5	5	5	

Strategy A

Continue to encourage animal adoption and animal welfare initiatives.

Action	Timeline	Reporting Lead	Rev.
Promote animal adoption initiatives at Catty Shack.	Annual/Ongoing	Planning & Economic Development	

Strategy B

Continue to provide education and resources that promote animal welfare.

Action	Timeline	Reporting Lead	Rev.
Implement communications strategy for animal welfare programs.	Annual/Ongoing	Planning & Economic Development	

Strategy C

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

Action	Timeline	Reporting Lead	Rev.
Examine needs (quality and quantity) for off-leash dog parks with the update to the Parks and Recreation Master Plan.	Q4 - 2025	Environment & Infrastructure	



Area of Focus:

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





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.

Metrics	Reporting Lead	2023 Actuals	2024 Targets	2025 Targets	2026 Targets	2027 Targets	Rev.
% of victims/survivors who participated in the Victim Support Initiative and found the program helpful	London Police Service	80%	80%	80%	80%	80%	
# of programs developed and delivered to prevent violence against women, girls, and gender-based violence	City Manager's Office	2	3	TBD	TBD	TBD	48
# of employees trained on recognizing, addressing, and preventing violence against women and girls and gender-based violence	Enterprise Supports	216	350	350	350	350	
# of Safety Audits undertaken in City of London facilities	City Manager's Office	2	2	TBD	TBD	TBD	49

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.

Action	Timeline	Reporting Lead	Rev.
With Indigenous People, develop an Action Plan that addresses the municipally focused MMIWG2S Calls for Justice and other Indigenous-led initiatives.	Q4 - 2024	City Manager's Office	

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.

Action	Timeline	Reporting Lead	Rev.
Provide and evaluate the mandatory Responding to Domestic Violence and Human Trafficking training to all City of London employees.	Q1 - 2024	Enterprise Supports	14
Develop a Gender Equity and Inclusion Plan.	Q4 - 2025	City Manager's Office	50
Implement the Gender Equity and Inclusion Plan.	Annual/Ongoing	City Manager's Office	
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.	Annual/Ongoing	City Manager's Office	
Collaborate with partner organizations to increase awareness through the implementation of the London Police Service 2024-2027 Strategic Plan.	Annual/Ongoing	London Police Service	



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.

Action	Timeline	Reporting Lead	Rev.
Develop a Gender Equity and Inclusion Plan.	Q4 - 2025	City Manager's Office	50
Implement the Gender Equity and Inclusion Plan.	Annual/Ongoing	City Manager's Office	
Collaborate with community-based organizations and experts around community response to high-risk gender-based violence.	Annual/Ongoing	City Manager's Office	
Work alongside community-based organizations to advocate on matters of shared interest.	Annual/Ongoing	City Manager's Office	

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.

Action	Timeline	Reporting Lead	Rev.
Implement a common risk assessment tool at the City of London.	Q2 - 2025	City Manager's Office	
Share risk assessment tools and resources with agencies, boards, and commissions.	Annual/Ongoing	City Manager's Office	
Review and revise the Workplace Violence Prevention Plan as per the People Plan.	Annual/Ongoing	Enterprise Supports	
Provide and evaluate mandatory Responding to Domestic Violence and Human Trafficking training to all City of London employees.	Q1 - 2024	Enterprise Supports	14

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.

Action	Timeline	Reporting Lead	Rev.
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.	Annual/Ongoing	City Manager's Office	

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.

Action	Timeline	Reporting Lead	Rev.
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.	Annual/Ongoing	City Manager's Office	
Equip employees with trauma and violence-informed care practices through training, tools, and resources.	Q4 - 2026	Enterprise Supports	14



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.

Action	Timeline	Reporting Lead	Rev.
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.	Annual/ Ongoing	Social & Health Development	
Onboard community partners to the housing system entry points to align priorities for effectively accessing housing resources.	Annual/ Ongoing	Social & Health Development	
Complete the actions in the existing 2019-2024 Housing Stability Action Plan.	Q4 - 2024	Social & Health Development	
Implement the Roadmap to 3,000 Affordable Units.	Annual/ Ongoing	Planning & Economic Development	

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

Metrics	Reporting Lead	2023 Actuals	2024 Targets	2025 Targets	2026 Targets	2027 Targets	Rev.
# of identified potential victims of Human Trafficking who were offered support	London Police Service	103	103	103	103	103	
# of human trafficking community outreach presentations	London Police Service	10	10	10	10	10	
# of employees trained on recognizing, addressing, and preventing sexual exploitation and trafficking	Enterprise Supports	580	600	600	600	600	

Strategy A

Increase awareness of the pervasiveness of sexual exploitation and trafficking.

Action	Timeline	Reporting Lead	Rev.
Provide and evaluate mandatory Responding to Domestic Violence and Human Trafficking training to all City of London employees.	Q1 - 2024	Enterprise Supports	14

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.

Action	Timeline	Reporting Lead	Rev.
Continue to update and provide mandatory Responding to Domestic Violence and Human Trafficking training to all City of London employees, in collaboration with community.	Q4 - 2025	Enterprise Supports	14
Share training, tools, and resources related to sexual exploitation and trafficking with the City's agencies, boards, and commissions.	Annual/ Ongoing	City Manager's Office	
Collaborate with partner organizations to increase awareness through the implementation of the London Police Service 2024-2027 Strategic Plan.	Annual/ Ongoing	London Police Service	
Mobilize multi-agency and inter-jurisdictional initiatives targeting high-harm crime.	Annual/ Ongoing	London Police Service	



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.

Metrics	Reporting Lead	2023 Actuals	2024 Targets	2025 Targets	2026 Targets	2027 Targets	Rev.
# of individuals that participate in education and training related to sexual violence	Enterprise Supports	50	500	500	500	500	
# of tools and resources developed	City Manager's Office	8	10	TBD	TBD	TBD	51
# of partners involved in Safe City Action Plan	City Manager's Office	12	12	TBD	TBD	TBD	52

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.

Action	Timeline	Reporting Lead	Rev.
Train staff and board members to recognize, address and prevent sexual violence.	Annual/Ongoing	Conservation Authorities	
Partner with community-based organizations to design and implement awareness strategies in the updated Safe Cities Action Plan.	Q3 - 2025	City Manager's Office	53
Work with community partners to develop and implement a Safe Cities Designation program.	Q4 - 2026	City Manager's Office	54
Continue to work with community partners to promote alternative reporting mechanisms for survivors.	Annual/Ongoing	City Manager's Office	

Strategy B

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

Action	Timeline	Reporting Lead	Rev.
Develop training on Handling Disclosures of Sexual Violence	Q4 - 2025	City Manager's Office	55
Deliver training on Handling Disclosures of Sexual Violence	Annual/Ongoing	City Manager's Office	
Train City of London employees on Bystander Awareness and Intervention.	Annual/Ongoing	City Manager's Office	
Share training, tools, and resources with the City's agencies, boards, and commissions.	Annual/Ongoing	City Manager's Office	
Collaborate with partner organizations to increase awareness through the implementation of the London Police Service 2024-2027 Strategic Plan.	Annual/Ongoing	London Police Service	

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.

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



Area of Focus:

Economic Growth, Culture, and Prosperity





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.

Metrics	Reporting Lead	2023 Actuals	2024 Targets	2025 Targets	2026 Targets	2027 Targets	Rev.
\$ invested to support starting and scaling-up for small businesses, entrepreneurs, and non-profits	Planning & Economic Development	\$414,867	\$425,658	\$438,428	\$451,581	\$460,612	
# of business licenses issued	Planning & Economic Development	3,143	N/A	N/A	N/A	N/A	
# of small businesses, entrepreneurs, and non-profits supported by economic partners	Planning & Economic Development	900	TBD	TBD	TBD	TBD	

Strategy A

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

Action	Timeline	Reporting Lead	Rev.
Continuously review and update Planning & Development, Building Services, and licensing processes to support business.	Annual/Ongoing	Planning & Economic Development	57
Develop and implement a city-wide economic framework in alignment with the work of City and strategic partners.	Q4 - 2027	Planning & Economic Development	
Initiate updating London's Cultural Prosperity Plan.	Q4 - 2027	Neighbourhood & Community-Wide Services	

Strategy B

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

Action	Timeline	Reporting Lead	Rev.
Enhance online presence and training to better support small businesses.	Annual/Ongoing	Planning & Economic Development	58

Strategy C

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

Action	Timeline	Reporting Lead	Rev.
Complete Economic Development Strategy	Annual/Ongoing	Planning & Economic Development	59
Update the City of London's Newcomer Strategy.	Completed (Q1 - 2024)	City Manager's Office	8
Implement the City of London's Newcomer Strategy.	Annual/Ongoing	City Manager's Office	



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

Metrics	Reporting Lead	2023 Actuals	2024 Targets	2025 Targets	2026 Targets	2027 Targets	Rev.
Value of non-residential building permits for new construction and renovations (\$ million)	Planning & Economic Development	\$570.7	\$599.3	\$629.2	\$660.7	\$693.7	
# of businesses with at least one employee that open and close each year (net change)	Planning & Economic Development	-51	N/A	N/A	N/A	N/A	60

Strategy A

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

Action	Timeline	Reporting Lead	Rev.
Define and implement City-Business Improvement Area relationship, roles and responsibilities.	Q4 - 2025	Planning & Economic Development	61

Strategy B

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

Action	Timeline	Reporting Lead	Rev.
Strengthen tourism marketing efforts through the implementation of the Tourism Strategic Plan.	Annual/Ongoing	Planning & Economic Development	
Undertake proactive attraction and retention of new and emerging targeted industries leveraging a supply of serviced shovel-ready industrial land at a competitive price.	Annual/Ongoing	Planning & Economic Development	62

Strategy C

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

Action	Timeline	Reporting Lead	Rev.
Continuously review and update Planning & Development, Building Services, and licensing processes to support business.	Annual/Ongoing	Planning & Economic Development	
Complete ReThink Zoning Initiative.	Q4 - 2025	Planning & Economic Development	22; 61



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

Metrics	Reporting Lead	2023 Actuals	2024 Targets	2025 Targets	2026 Targets	2027 Targets	Rev.
# Hectares of serviced industrial land available for sale	Finance Supports	235	229	221	213	205	
# Hectares of industrial land purchased	Finance Supports	0	0	0	60	0	

Strategy A

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

Action	Timeline	Reporting Lead	Rev.
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.	Annual/Ongoing	Planning & Economic Development	63
Maintain an inventory of serviced and serviceable industrial employment lands following targets in the Industrial Land Development Strategy.	Annual/Ongoing	Finance Supports	

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

Metrics	Reporting Lead	2023 Actuals	2024 Targets	2025 Targets	2026 Targets	2027 Targets	Rev.
# of individuals in the workforce	Planning & Economic Development	243,500	N/A	N/A	N/A	N/A	
# of business openings in London (CMA)	Planning & Economic Development	6,115	N/A	N/A	N/A	N/A	64
\$ of assessment change in City-owned industrial parks	Planning & Economic Development	\$38.6 M	N/A	N/A	N/A	N/A	65

Strategy A

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

Action	Timeline	Reporting Lead	Rev.
Develop and implement a city-wide economic framework in alignment with the work of City and strategic partners.	Annual/Ongoing	Planning & Economic Development	59

Strategy B

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

Action	Timeline	Reporting Lead	Rev.
Establish Regional Advisory table for London Regional Employment Services in collaboration with community partners	Completed (Q4 - 2023)	Social & Health Development	66
Develop a regional employment action plan that utilizes labour market info to connect job seekers with employers.	Q4 - 2024	Social & Health Development	
Implement the regional employment action plan.	Annual/Ongoing	Social & Health Development	
Develop and implement a city-wide economic framework in alignment with the work of City and strategic partners.	Q4 - 2027	Planning & Economic Development	

Strategy C



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

Action	Timeline	Reporting Lead	Rev.
Establish London Regional Employment Services across the London Economic Region for the delivery of timely and innovative employment services.	Annual/ Ongoing	Social & Health Development	
Develop and implement a city-wide economic framework in alignment with the work of City and strategic partners.	Q4 - 2027	Planning & Economic Development	





Outcome 2: London is a destination of choice.

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

Metrics	Reporting Lead	2023 Actuals	2024 Targets	2025 Targets	2026 Targets	2027 Targets	Rev.
UNESCO City of Music status is maintained	Planning & Economic Development	1	1	1	1	1	
# of provincial/national/international events hosted	Planning & Economic Development	18	22	25	20	20	

Strategy A

Implement the UNESCO four-year action plan.

Action	Timeline	Reporting Lead	Rev.
Create a unique City brand to drive tourism to market and promote London's UNESCO designation.	Annual/Ongoing	Planning & Economic Development	
Develop a long-term Creative Sector plan that incorporates the UNESCO designation focus areas.	Q4 - 2027	Planning & Economic Development	
Implement an enterprise-wide framework to support London's UNESCO City of Music designation to grow London as a regional and global destination.	Annual/Ongoing	Planning & Economic Development	67;68

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.

Action	Timeline	Reporting Lead	Rev.
Support museums as existing creative assets that make London a destination of choice.	Annual/Ongoing	Neighbourhood & Community-Wide Services	
Execute a plan to attract conventions, meetings, and events.	Annual/Ongoing	Planning & Economic Development	
Enhance the Central Library's role in the City of London's UNESCO City of Music Plan.	Annual/Ongoing	London Public Library	
Prioritize investments in tourism and culture that bring people and employment to the Downtown and help capitalize on the UNESCO designation.	Annual/Ongoing	Planning & Economic Development	76;77



2.2

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

Metrics	Reporting Lead	2023 Actuals	2024 Targets	2025 Targets	2026 Targets	2027 Targets	Rev.
# of productions filmed or partially filmed in London	Planning & Economic Development	12	15	TBD	TBD	TBD	56
# of films permitted in municipal spaces	Neighbourhood & Community-Wide Services	7	6	6	6	6	71

Strategy A

Create databases for filming and recording locations and local talent.

Action	Timeline	Reporting Lead	Rev.
Continue to support the creation, maintenance, and coordination of film database.	Annual/Ongoing	Planning & Economic Development	
Continue to support the creation, maintenance, and coordination of music database.	Annual/Ongoing	Planning & Economic Development	

Strategy B

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

Action	Timeline	Reporting Lead	Rev.
Create a unique City brand to drive tourism to market and promote London's UNESCO designation.	Annual/Ongoing	Planning & Economic Development	

Strategy C

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

Action	Timeline	Reporting Lead	Rev.
Assist community partners in hosting special events and film productions in municipal spaces across the city.	Annual/Ongoing	Neighbourhood & Community-Wide Services	
Continue to fund film festivals through the Community Arts Investment Program.	Annual/Ongoing	Neighbourhood & Community-Wide Services	
Host festivals, events, and activations at Covent Garden Market throughout the year to bring Londoners to the core.	Annual/Ongoing	Covent Garden Market	
Host festivals, events and activations at the London Public Library to attract visitors to the Core.	Annual/Ongoing	London Public Library	





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.

Metrics	Reporting Lead	2023 Actuals	2024 Targets	2025 Targets	2026 Targets	2027 Targets	Rev.
# of artists/creators participating in London Arts Council paid work opportunities	Neighbourhood & Community-Wide Services	460	460	460	460	460	
# live performances and activations delivered through London Arts Council programs	Neighbourhood & Community-Wide Services	1,023	1,023	1,023	1,023	1,023	72

Strategy A

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

Action	Timeline	Reporting Lead	Rev.
Continue to foster collaboration, provide mentorship, and offer volunteer, internship, co-op and employment and contract opportunities at Museum London.	Annual/Ongoing	Museum London	70;73

Strategy B

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

Action	Timeline	Reporting Lead	Rev.
Enhance development and incubation opportunities for equity-denied individuals, working in partnership with individuals, communities, and organizations.	Annual/Ongoing	London Public Library	
Implement inclusivity-focused music and arts initiatives through the UNESCO Action Plan.	Annual/Ongoing	Neighbourhood & Community-Wide Services	



3.2 | Increased opportunities for performances or displays.

Metrics	Reporting Lead	2023 Actuals	2024 Targets	2025 Targets	2026 Targets	2027 Targets	Rev.
# of artists/creators/art professionals supported through programs and funding	Neighbourhood & Community-Wide Services	787	787	787	787	787	72
# live performances and activations delivered through London Arts Council programs	Neighbourhood & Community-Wide Services	1,023	1,023	1,023	1,023	1,023	

Strategy A

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

Action	Timeline	Reporting Lead	Rev.
Support professional theatre in London through annual City of London funding to the Grand Theatre.	Annual/ Ongoing	Neighbourhood & Community-Wide Services	
Enhance and strengthen the City's Community Arts Investment Program for local arts organizations and artists.	Annual/ Ongoing	Neighbourhood & Community-Wide Services	
Leverage grant funding to create opportunities for London arts and culture talent.	Annual/ Ongoing	Planning & Economic Development	
Develop the city as a centre for employment opportunities in the creative sector.	Annual/ Ongoing	Planning & Economic Development	

Strategy B

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

Action	Timeline	Reporting Lead	Rev.
Leverage grant funding to create opportunities for London arts and culture talent.	Annual/ Ongoing	Planning & Economic Development	
Host festivals, events, and activations at Covent Garden Market throughout the year to bring Londoners to the core.	Annual/ Ongoing	Covent Garden Market	
Create opportunities at Eldon House for liberal arts organizations and individuals to foster programs and events for local artists and performers.	Annual/ Ongoing	Eldon House	
Continue to support Museum London to as a Recommender for Exhibition Assistance through the Ontario Arts Council to fund local artists and exhibitions.	Annual/ Ongoing	Museum London	



3.3

Increased use of municipal and cultural spaces for local talent.

Metrics	Reporting Lead	2023 Actuals	2024 Targets	2025 Targets	2026 Targets	2027 Targets	Rev.
# of events hosted in municipal facilities	Neighbourhood & Community-Wide Services	2	1	1	1	1	
# of special events permitted in municipal outdoor spaces City-wide	Neighbourhood & Community-Wide Services	76	78	78	78	78	
# of rental contracts in City of London recreation and sport spaces	Neighbourhood & Community-Wide Services	9,338	9,500	9,600	9,900	10,000	74
# of events hosted in cultural spaces	Neighbourhood & Community-Wide Services	11	11	11	11	11	

Strategy A

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

Action	Timeline	Reporting Lead	Rev.
Maximize the potential of Centre at the Forks and Museum London's facility and grounds.	Annual/Ongoing	Museum London	
Continue to offer spaces at the London Public Library for local artistic and musical talent.	Annual/Ongoing	London Public Library	
Explore and evaluate a coordinated approach to making culture facilities and infrastructure space available for the arts sector.	Q4 - 2027	Neighbourhood & Community-Wide Services	75





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.

Metrics	Reporting Lead	2023 Actuals	2024 Targets	2025 Targets	2026 Targets	2027 Targets	Rev.
# of new business licences issued in the core area	Planning & Economic Development	45	N/A	N/A	N/A	N/A	
Value of building permits in the core	Planning & Economic Development	\$99M	N/A	N/A	N/A	N/A	

Strategy A

Decrease commercial vacancy through new programs and initiatives.

Action	Timeline	Reporting Lead	Rev.
Maintain a low vacancy rate at the Covent Garden Market by attracting the right tenants and helping them succeed.	Annual/Ongoing	Covent Garden Market	
Complete Downtown Masterplan	Annual/Ongoing	Planning & Economic Development	78

Strategy B

Implement a Core Area economic opportunity attraction strategy.

Action	Timeline	Reporting Lead	Rev.
Complete Downtown Masterplan	Annual/Ongoing	Planning & Economic Development	78

Strategy C

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

Action	Timeline	Reporting Lead	Rev.
Note: All Relevant Actions under this Strategy were removed following the conclusion of the Multi-Year Budget process.			78

Strategy D

Develop capacities in Midtown to increase economic and community wellbeing.

Action	Timeline	Reporting Lead	Rev.
Note: All Relevant Actions under this Strategy were removed following the conclusion of the Multi-Year Budget process.			87



4.2

Increased residential occupancy and livability in the Core Area.

Metrics	Reporting Lead	2023 Actuals	2024 Targets	2025 Targets	2026 Targets	2027 Targets	Rev.
# of new residential units in the core (permits issued)	Planning & Economic Development	146	154	161	170	178	76; 80
# of new tree plantings	Environment & Infrastructure	8,501	7,000	7,000	7,000	7,000	

Strategy A

Develop programs to encourage commercial conversions and new housing development.

Action	Timeline	Reporting Lead	Rev.
Develop a Commercial to Residential Conversion Community Improvement Program.	Q3 - 2024	Planning & Economic Development	

Strategy B

Invest in public spaces and amenities to attract residents.

Action	Timeline	Reporting Lead	Rev.
Improve transit infrastructure in Primary Transit Areas to make it easy for people to visit, work and live in the Core.	Annual/ Ongoing	Environment & Infrastructure	81
Review additional park infrastructure needs to support Core Area intensification as part of the Parks and Recreation Master Plan update.	Q4 - 2025	Environment & Infrastructure	82
Develop opportunities to improve the amount of tree cover and green space in the Core Area.	Annual/ Ongoing	Environment & Infrastructure	83

Strategy C

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

Action	Timeline	Reporting Lead	Rev.
Update the Affordable Housing Community Improvement Program to align with the Roadmap to 3,000 Affordable Units initiative.	Annual/ Ongoing	Planning & Economic Development	
Create a new Community Improvement program to support new housing units within primary transit areas.	Annual/ Ongoing	Planning & Economic Development	



4.3 | Increased commercial occupancy in the Core Area.

Metrics	Reporting Lead	2023 Actuals	2024 Targets	2025 Targets	2026 Targets	2027 Targets	Rev.
% core area commercial vacancy rate	Planning & Economic Development	N/A	N/A	N/A	N/A	N/A	77; 84

Strategy A

Finalize and implement Core Area Vacancy Reduction Strategy.

Action	Timeline	Reporting Lead	Rev.
Complete Downtown Masterplan	Annual/ Ongoing	Planning & Economic Development	85

Strategy B

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

Action	Timeline	Reporting Lead	Rev.
Complete Downtown Masterplan	Annual/ Ongoing	Planning & Economic Development	85

Strategy C

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

Action	Timeline	Reporting Lead	Rev.
Complete Downtown Masterplan	Annual/ Ongoing	Planning & Economic Development	85

Strategy D

Update the Downtown Parking Strategy.

Action	Timeline	Reporting Lead	Rev.
Note: All Relevant Actions under this Strategy were removed following the conclusion of the Multi-Year Budget process.			86

Strategy E

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

Action	Timeline	Reporting Lead	Rev.
Complete Downtown Masterplan	Annual/ Ongoing	Planning & Economic Development	87



4.4

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

Metrics	Reporting Lead	2023 Actuals	2024 Targets	2025 Targets	2026 Targets	2027 Targets	Rev.
# of registered recreation and sport program locations in the core area	Neighbourhood & Community-Wide Services	20	22	24	26	28	88
# of cultural and multi-cultural events and activations hosted in the Core Area	Neighbourhood & Community-Wide Services	777	777	777	777	777	
# of events and festivals hosted in the Core Area	Neighbourhood & Community-Wide Services	12	12	12	12	12	
# of events and festivals hosted in the Core Area	Neighbourhood & Community-Wide Services	40	40	40	40	40	
# of registered recreation and sport program locations in the core area	Neighbourhood & Community-Wide Services	20	22	24	26	28	

Strategy A

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

Action	Timeline	Reporting Lead	Rev.
Continue to provide a Core Area Enhanced Maintenance Program to maintain high cleanliness and maintenance standards in public spaces.	Annual/ Ongoing	Planning & Economic Development	
Develop terms of reference for a new Downtown Master Plan.	Q3 - 2024	Planning & Economic Development	
Complete a new Downtown Master Plan.	Annual/ Ongoing	Planning & Economic Development	
Implement Phase 1 of the Downtown Wayfinding Plan to improve wayfinding in the core.	Q4 - 2025	Environment & Infrastructure	91

Strategy B

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

Action	Timeline	Reporting Lead	Rev.
Support the London Arts Council's live performances and activations in the Core Area.	Annual/ Ongoing	Neighbourhood & Community-Wide Services	92
Host festivals, events, and activations at Covent Garden Market throughout the year to bring Londoners to the core.	Annual/ Ongoing	Covent Garden Market	
Undertake tourism marketing initiatives connected to Core Area programming and experiences.	Annual/ Ongoing	Planning & Economic Development	90; 93

Strategy C

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

Action	Timeline	Reporting Lead	Rev.
Assist and collaborate with partners to host special events in municipal spaces in the Core Area.	Annual/ Ongoing	Neighbourhood & Community-Wide Services	
Create programs and exhibitions that foster an appreciation of London history and heritage of Eldon House.	Annual/ Ongoing	Eldon House	
Support museums as existing creative assets that make London a destination of choice.	Annual/ Ongoing	Neighbourhood & Community-Wide Services	90



4.5 | Increased safety in the Core Area.

Metrics	Reporting Lead	2023 Actuals	2024 Targets	2025 Targets	2026 Targets	2027 Targets	Rev.
# of property crimes reported in the core area (per 10,000 population)	London Police Service	1,422	<1,422	<1,422	<1,422	<1,422	
# of violent crimes reported in the core area (per 10,000 population)	London Police Service	541	<541	<541	<541	<541	

Strategy A

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

Action	Timeline	Reporting Lead	Rev.
Expand the Coordinated Informed Response Program.	Q1 - 2025	Social & Health Development	
Invest in security and safety infrastructure in the Core Area as supported by the Core Area Safety Audit.	Q2 - 2025	Enterprise Supports	94; 95
Enhance foot and bicycle patrols.	Annual/ Ongoing	London Police Service	
Prioritize evidence-based deployment.	Annual/ Ongoing	London Police Service	
Staff, deploy, and manage resources effectively in performing the core functions of law enforcement, crime prevention, and assistance to victims of crime.	Annual/ Ongoing	London Police Service	

Strategy B

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

Action	Timeline	Reporting Lead	Rev.
Increase community awareness and use of the Alert London notification system.	Annual/ Ongoing	Enterprise Supports	
Hold seasonal collaboration sessions with Core Area community organizations and community safety partners to address safety concerns in the Core.	Annual/ Ongoing	Enterprise Supports	96
Support community-led crime initiatives to prevent property crime.	Annual/ Ongoing	London Police Service	
Work with community partners to expand training on, and use of, Safety Audit tools.	Annual/ Ongoing	Enterprise Supports	
Implement next Generation 9-1-1.	Annual/ Ongoing	London Police Service	
Staff, deploy, and manage resources effectively in performing the core functions of law enforcement, crime prevention, and assistance to victims of crime.	Annual/ Ongoing	London Police Service	
Advocate locally for change to address systemic issues affecting public safety.	Annual/ Ongoing	London Police Service	



Strategy C

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

Action	Timeline	Reporting Lead	Rev.
Implement network of hubs and highly supportive housing units with community partners as part of the implementation of the Whole of Community System Response.	Annual/ Ongoing	Social & Health Development	19
Hold seasonal collaboration sessions with core area community organization and community safety partners to address safety concerns in the Core.	Annual/ Ongoing	Enterprise Supports	
Support community-led crime initiatives to prevent property crime.	Annual/ Ongoing	London Police Service	
Cultivate relationships that are inclusive, meaningful, and lasting.	Annual/ Ongoing	London Police Service	
Conduct frequent consultations with citizens, community groups, and partner organizations.	Annual/ Ongoing	London Police Service	

Strategy D

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

Action	Timeline	Reporting Lead	Rev.
Implement Phase 1 of the Downtown Wayfinding Plan to improve wayfinding in the core.	Q4 - 2025	Environment & Infrastructure	91
Continue to provide a Core Area Enhanced Maintenance Program to maintain high cleanliness and maintenance standards in public spaces.	Annual/ Ongoing	Planning & Economic Development	

Strategy E

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

Action	Timeline	Reporting Lead	Rev.
Implement network of hubs and highly supportive housing units with community partners as part of the implementation of the Whole of Community System Response.	Annual/ Ongoing	Social & Health Development	19
Hold seasonal collaboration sessions with core area community organization and community safety partners to address safety concerns in the Core.	Annual/ Ongoing	Enterprise Supports	
Expand the Coordinated Informed Response Program.	Q1 - 2025	Social & Health Development	



Area of Focus:

Mobility and Transportation





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.

Metrics	Reporting Lead	2023 Actuals	2024 Targets	2025 Targets	2026 Targets	2027 Targets
# of collisions causing injuries/fatalities	London Police Service	1,967	<1,661	<1,543	<1,543	<1,543
# of collisions involving pedestrians or cyclists	London Police Service	246	<246	<228	<228	<228
Travel time index	Environment & Infrastructure	1.2	1	1	1	1
# of km of Thames Valley Parkway repaired or replaced annually	Environment & Infrastructure	0.2	2	2	1	1
% of modal share split (walk, cycle, transit)	Environment & Infrastructure	23%	-	-	-	25%

Rev.

Strategy A

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

Action	Timeline	Reporting Lead
Implement annual Transportation and Mobility capital construction programs.	Annual/Ongoing	Environment & Infrastructure
Build and implement safety plan for rapid transit.	Annual/Ongoing	Enterprise Supports

Rev.

Strategy B

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

Action	Timeline	Reporting Lead
Support and participate in the London Middlesex Road Safety Committee.	Annual/Ongoing	Environment & Infrastructure
Collaborate with partner organizations to improve safety.	Annual/Ongoing	London Police Service
Implement road safety initiatives that address community concerns.	Annual/Ongoing	London Police Service
Improve road safety through enforcement, education, and proactive strategies centered on harm.	Annual/Ongoing	London Police Service

Rev.

Strategy C

Apply the Equity Tool considering mobility poverty in transportation projects.

Action	Timeline	Reporting Lead
Apply the Equity Tool to the development of the Master Mobility Plan.	Q2 - 2025	Environment & Infrastructure
Apply the Equity Tool to relevant Transportation Programs and Projects.	Annual/Ongoing	Environment & Infrastructure

Rev.

Strategy D

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

Action	Timeline	Reporting Lead
Implement targeted Road Safety Strategy projects.	Annual/Ongoing	Environment & Infrastructure

Rev.



1.2 | Increased access to sustainable mobility options.

Metrics	Reporting Lead	2023 Actuals	2024 Targets	2025 Targets	2026 Targets	2027 Targets	Rev.
% of transit fleet that is zero-emission vehicles	London Transit	0%	0%	4%	4%	4%	
# of cycling/pedestrian infrastructure improvements	Environment & Infrastructure	27	25	25	25	25	
% of Mobility Master Plan implemented	Environment & Infrastructure	50%	75%	100%	-	-	

Strategy A

Complete and implement the Mobility Master Plan.

Action	Timeline	Reporting Lead	Rev.
Complete Phase 1 (Establish vision and understand shared needs).	Q4 - 2023	Environment & Infrastructure	
Complete Phase 2 (Explore solutions and make connections).	Q4 - 2024	Environment & Infrastructure	44
Complete Phase 3 (Confirm and refine path forward).	Q2 - 2025	Environment & Infrastructure	
Create Transportation Development Charges Background Study.	Q2 - 2026	Environment & Infrastructure	97

Strategy B

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

Action	Timeline	Reporting Lead	Rev.
Complete the Connected Automated Vehicle (CAV) Plan.	Q1 - 2024	Environment & Infrastructure	38
Monitor developments in Connected Automated Vehicle (CAV) technology using the Connected Automated Vehicle Plan.	Annual/Ongoing	Environment & Infrastructure	98

Strategy C

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

Action	Timeline	Reporting Lead	Rev.
Proceed with initial purchase of zero-emission busses as appropriate based on Council's approved capital budget.	Q3 - 2024	London Transit	99; 100



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

Metrics	Reporting Lead	2023 Actuals	2024 Targets	2025 Targets	2026 Targets	2027 Targets	Rev.
% of events where minimum maintenance standards for sidewalk snow plowing are met	Environment & Infrastructure	100%	100%	100%	100%	100%	111
% rider satisfaction with specialized service (Paratransit)	London Transit	91%	95%	95%	95%	95%	
% growth in service hours and capacity (Conventional)	London Transit	10%	3%	3%	3%	3%	
% growth in service hours and capacity (Specialized)	London Transit	11%	8%	7%	7%	5%	

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.

Action	Timeline	Reporting Lead	Rev.
Implement service improvements based on Council's approval of service growth business cases.	Annual/Ongoing	London Transit	

Strategy B

Assess opportunities to increase access to accessible vehicles for hire.

Action	Timeline	Reporting Lead	Rev.
Continuous review of Vehicle for Hire By-law with a focus on accessibility.	Annual/Ongoing	Planning & Economic Development	

Strategy C

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

Action	Timeline	Reporting Lead	Rev.
Provide winter maintenance as per Council-approved service levels.	Annual/Ongoing	Environment & Infrastructure	

Strategy D

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

Action	Timeline	Reporting Lead	Rev.
Review New Sidewalk Program prioritization criteria to support and connect to transit.	Q2 - 2024	Environment & Infrastructure	



1.4 Improved ridership and rider satisfaction.

Metrics	Reporting Lead	2023 Actuals	2024 Targets	2025 Targets	2026 Targets	2027 Targets	Rev.
% rider satisfaction with conventional bus service	London Transit	71%	75%	78%	81%	84%	102
% ridership change over previous year (Conventional)	London Transit	38%	3%	1.4%	1.4%	1.4%	
% ridership change over previous year (Specialized)	London Transit	12%	39%	6.1%	5.7%	5.1%	

Strategy A

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

Action	Timeline	Reporting Lead	Rev.
Implement service improvements based on Council's approval of service growth business cases.	Annual/ Ongoing	London Transit	

Strategy B

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

Action	Timeline	Reporting Lead	Rev.
Implement service improvements based on Council's approval of service growth business cases.	Annual/ Ongoing	London Transit	

Strategy C

Support transit rider survey initiatives to improve rider satisfaction.

Action	Timeline	Reporting Lead	Rev.
Implement service improvements based on Council's approval of service growth business cases.	Annual/ Ongoing	London Transit	

Strategy D

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

Action	Timeline	Reporting Lead	Rev.
Construct approved rapid transit corridors to support increased transit frequency and reliability.	Annual/ Ongoing	Environment & Infrastructure	



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

Metrics	Reporting Lead	2023 Actuals	2024 Targets	2025 Targets	2026 Targets	2027 Targets	Rev.
# of kms of maintained multi-use pathways	Environment & Infrastructure	189	191	193	195	197	
# metres of sidewalks built or repaired	Environment & Infrastructure	6,800	5,000	5,000	5,000	5,000	
# metres of new bike lanes built or upgraded	Environment & Infrastructure	5,700	5,000	5,000	5,000	5,000	

Strategy A

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

Action	Timeline	Reporting Lead	Rev.
Construct new pedestrian connections via the New Sidewalk Program.	Annual/Ongoing	Environment & Infrastructure	
Construct new cycling routes via the Active Transportation Program.	Annual/Ongoing	Environment & Infrastructure	
Construct new parkways, pathways and trails to provide active transportation and recreational benefits.	Annual/Ongoing	Environment & Infrastructure	
Maintain and upgrade Conservation Area infrastructure.	Annual/Ongoing	Conservation Authorities	

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

Metrics	Reporting Lead	2023 Actuals	2024 Targets	2025 Targets	2026 Targets	2027 Targets	Rev.
% rider satisfaction with conventional bus service	London Transit	72%	75%	78%	81%	84%	103
% rider satisfaction with specialized service (Paratransit)	London Transit	91%	95%	95%	95%	95%	104
% rider satisfaction with Alternative Service Delivery (ASD)	London Transit	N/A	N/A	N/A	TBD	TBD	105

Strategy A

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

Action	Timeline	Reporting Lead	Rev.
Implement service improvements based on Council's approval of service growth business cases.	Annual/Ongoing	London Transit	

Strategy B

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

Action	Timeline	Reporting Lead	Rev.
Implement service improvements based on Council's approval of service growth business cases.	Annual/Ongoing	London Transit	



1.7 | Improved intercity transit connections with neighbouring communities.

Metrics	Reporting Lead	2023 Actuals	2024 Targets	2025 Targets	2026 Targets	2027 Targets	Rev.
# of regional transit services providing connection to London Transit services	Planning & Economic Development	11	11	12	12	12	
# of partnerships with neighbouring communities and organizations that support improved intercity transit	Planning & Economic Development	2	3	3	4	4	

Strategy A

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

Action	Timeline	Reporting Lead	Rev.
Review regional transit needs and accommodate in project designs where applicable.	Annual/Ongoing	Environment & Infrastructure	106
Complete ReThink Zoning Initiative.	Q4 - 2025	Planning & Economic Development	22

Strategy B

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

Action	Timeline	Reporting Lead	Rev.
Construct park-and-ride facility in coordination with the Ontario Ministry of Transportation.	Q3 - 2027	Environment & Infrastructure	



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.

Metrics	Reporting Lead	2023 Actuals	2024 Targets	2025 Targets	2026 Targets	2027 Targets	Rev.
% of Circular Economy Innovation Plan implemented	Environment & Infrastructure	0%	0%	25%	50%	100%	
% waste diversion from landfill	Environment & Infrastructure	45%	55%	57%	60%	60%	

Strategy A

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

Action	Timeline	Reporting Lead	Rev.
Work with residents and organizations to implement the 60% Waste Diversion Action Plan including the Green Bin.	Q2 - 2025	Environment & Infrastructure	107
Complete Resource Recovery Plan to maximize value and divert more materials from landfill.	Q2 - 2025	Environment & Infrastructure	108
Pursue beneficial reuse of waste solids from the wastewater treatment process.	Q2 - 2024	Environment & Infrastructure	

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.

Action	Timeline	Reporting Lead	Rev.
Complete a Circular Economy Plan for London and region.	Q2 - 2025	Environment & Infrastructure	109
Grow the circular economy with a focus on London and region.	Annual/Ongoing	Environment & Infrastructure	



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

Metrics	Reporting Lead	2023 Actuals	2024 Targets	2025 Targets	2026 Targets	2027 Targets	Rev.
# of projects that use green infrastructure or nature-based restoration	Environment & Infrastructure	8	6	6	6	6	
# of projects that protect or enhance watersheds	Environment & Infrastructure	8	6	6	6	6	
# of hectares of invasive species managed	Environment & Infrastructure	2	2	2	2	2	
# of hectares of city-owned protected environmental lands	Environment & Infrastructure	985	990	995	1,000	1,005	110
# of hectares of enhancement and environmental improvement projects in ESAs	Environment & Infrastructure	2	2	3	3	4	111
Volume of storage constructed to reduce overflows and bypasses (ML/d capacity)	Environment & Infrastructure	0	0	6	0	50,000	
# of raw overflow and bypass events	Environment & Infrastructure	30	N/A	N/A	N/A	N/A	112
Volume of raw overflow and bypasses as a percentage of treated flow	Environment & Infrastructure	30	N/A	N/A	N/A	N/A	
# kms of combined sewers separated	Environment & Infrastructure	0.65	1	2	1	2	

Strategy A

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

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

Strategy B

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

Action	Timeline	Reporting Lead	Rev.
Continuously update floodplain mapping taking into account climate change.	Annual/ Ongoing	Conservation Authorities	
Maintain and enhance comprehensive regulation, planning, forecasting and warning programs.	Annual/ Ongoing	Conservation Authorities	
Complete Pollution Prevention Control Plan (PPCP) Master Plan Update to identify priority sewer overflows and implementation plans to mitigate/reduce overflows to waterways.	Q4 - 2024	Environment & Infrastructure	44
Replace and separate combined sewers through the annual sewer/water infrastructure renewal program.	Annual/ Ongoing	Environment & Infrastructure	
Implement the recommendations of the Watershed Resource Management Strategy.	Annual/ Ongoing	Conservation Authorities	
Support Conservation Authority stewardship programs and services including tree planting, wetland creation and tall grass prairie.	Annual/ Ongoing	Conservation Authorities	
Implement the recommendations of the Shared Waters Approach and Shared Waters Action Plans.	Annual/ Ongoing	Conservation Authorities	



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.

Action	Timeline	Reporting Lead	Rev.
Undertake and update Conservation Master Plans for Environmentally Significant Areas.	Annual/ Ongoing	Planning & Economic Development	
Undertake Biennial review of Environmental Management Guidelines.	Annual/ Ongoing	Planning & Economic Development	
Review sewer use by-laws and enhance related public education and enforcement capacity.	Q3 - 2024	Environment & Infrastructure	44
Implement the recommendations of the Watershed Resource Management Strategy.	Annual/ Ongoing	Conservation Authorities	
Support Conservation Authority stewardship programs and services including tree planting, wetland creation and tall grass prairie, monitoring and reporting.	Annual/ Ongoing	Conservation Authorities	
Implement Invasive Species Management strategies on Conservation Authority owned and managed lands, including municipal and private lands.	Annual/ Ongoing	Conservation Authorities	
Implement the recommendations of the Shared Waters Approach and Shared Waters Action Plans.	Annual/ Ongoing	Conservation Authorities	

Strategy D

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

Action	Timeline	Reporting Lead	Rev.
Manage Environmentally Significant Areas based on ecological protection.	Annual/ Ongoing	Planning & Economic Development	
Review approaches and needs for by-law compliance for natural heritage lands, parks, and open spaces.	Q2 - 2026	Environment & Infrastructure	113
Maintain and enhance Conservation Area programs.	Annual/ Ongoing	Conservation Authorities	





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.

Metrics	Reporting Lead	2023 Actuals	2024 Targets	2025 Targets	2026 Targets	2027 Targets	Rev.
% change in per-person community GHG emissions	Environment & Infrastructure	-38% (2022)	-42%	-46%	-53%	-58%	
% change in total Corporate energy-related GHG emissions	Environment & Infrastructure	58%	58.5%	59%	60%	61%	
total installed capacity for renewable energy	Environment & Infrastructure	25,302	TBD	TBD	TBD	TBD	114

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.

Action	Timeline	Reporting Lead	Rev.
Implement energy efficiency and resiliency measures for facilities lifecycle renewal activities.	Annual/Ongoing	Finance Supports	
Monitor and report utility and GHG reductions annually and update Conservation Demand Management Plan as required.	Annual/Ongoing	Environment & Infrastructure	
Implement the Climate Emergency Action Plan with a focus on community milestone target year 2030.	Annual/Ongoing	Environment & Infrastructure	
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.	Annual/Ongoing	Environment & Infrastructure	

Strategy B

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

Action	Timeline	Reporting Lead	Rev.
Develop a plan for fleet optimization and adoption of alternative fuel vehicles and alternative modes of transportation.	Q4 - 2026	Finance Supports	115
Procure EV passenger vehicles at replacement, where availability matches need.	Annual/Ongoing	Finance Supports	
Develop renewable energy generation facilities and implement alternative heating sources to natural gas in Wastewater Treatment Operations.	Q4 - 2027	Environment & Infrastructure	
Proceed with initial purchase of zero-emission busses as appropriate based on Council's approved capital budget.	Q4 - 2023	London Transit	116



2.2

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

Metrics	Reporting Lead	2023 Actuals	2024 Targets	2025 Targets	2026 Targets	2027 Targets	Rev.
% of City Divisions and City Agencies, Boards and Commissions using the Climate Lens Framework	Environment & Infrastructure	19%	28%	47%	75%	100%	117
# of adaptation projects to protect critical City facilities and neighbourhoods from flooding	Environment & Infrastructure	3	5	3	4	3	
# of community-focused climate action engagement events encouraged and/or supported	Environment & Infrastructure	18	19	21	23	25	

Strategy A

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

Action	Timeline	Reporting Lead	Rev.
Support and provide Community Science efforts and educational opportunities related to climate change and extreme weather.	Annual/Ongoing	Conservation Authorities	117
Educate, promote, and encourage community leadership for climate action.	Annual/Ongoing	Environment & Infrastructure	
Ensure all Londoners are considered in the planning and implementation of equitable climate actions.	Annual/Ongoing	Environment & Infrastructure	
Establish and promote visible actions and infrastructure that encourage more climate action.	Annual/Ongoing	Environment & Infrastructure	

Strategy B

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

Action	Timeline	Reporting Lead	Rev.
Adapt Flood Forecasting and Warning Program to a changing climate.	Annual/Ongoing	Conservation Authorities	117
Increase community awareness and use of the Alert London notification system.	Annual/Ongoing	Enterprise Supports	
Support and provide Community Science efforts and educational opportunities related to climate change and extreme weather.	Annual/Ongoing	Conservation Authorities	
Expand partnerships that support climate action-related educational programs and resources in London Public Library locations.	Annual/Ongoing	London Public Library	

Strategy C

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

Action	Timeline	Reporting Lead	Rev.
Ensure the Climate Lens framework is used enterprise-wide.	Annual/Ongoing	Environment & Infrastructure	117
Report on the use of the Climate Lens framework.	Annual/Ongoing	Environment & Infrastructure	



Strategy D

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

Action	Timeline	Reporting Lead	Rev.
Develop and implement a Middlesex-London Health Unit framework to monitor and communicate the health impacts of climate change on London residents.	Annual/ Ongoing	MLHU	118
Maintain or enhance environmental monitoring stations throughout watersheds.	Annual/ Ongoing	Conservation Authorities	119





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.

Metrics	Reporting Lead	2023 Actuals	2024 Targets	2025 Targets	2026 Targets	2027 Targets	Rev.
% of 10-year infrastructure gap compared to the cost to replace all City-owned assets	Finance Supports	3.32%	3.32%	3.31%	3.3%	3.29%	
% of 10-year infrastructure gap compared to the cost to replace all tax-supported assets	Finance Supports	11.39%	11.37%	11.34%	11.31%	11.27%	
% of 10-year infrastructure gap compared to the cost to replace all water and wastewater rate-supported assets	Finance Supports	0.32%	0.32%	0.32%	0.32%	0.32%	

Strategy A

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

Action	Timeline	Reporting Lead	Rev.
Implement the Corporate Asset Management Plan.	Q3 - 2024	Finance Supports	
Report annually on progress on the Corporate Asset Management Plan.	Annual/Ongoing	Finance Supports	
Annual Update of London Police Service Asset Management Plan.	Annual/Ongoing	London Police Service	
Implement a capital asset management plan to ensure continued use and enjoyment of recreational opportunities and programming.	Annual/Ongoing	Conservation Authorities	
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.	Annual/Ongoing	Conservation Authorities	

Strategy B

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

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



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

Metrics	Reporting Lead	2023 Actuals	2024 Targets	2025 Targets	2026 Targets	2027 Targets	Rev.
% of municipally-owned assets in "Fair", "Good" or "Very Good" condition	Finance Supports	89%	89%	89%	89%	89%	
# of projects that enhance energy efficiency, environmental sustainability, or climate resiliency, tracked by additional measures such as number of kilowatt-hours conserved, litres of water reduced, kilograms of waste diverted, greenhouse gas reduced, etc	Environment & Infrastructure	3	6	TBD	TBD	TBD	120

Strategy A

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

Action	Timeline	Reporting Lead	Rev.
Continue to facilitate a balanced distribution and network of recreation and sport programs and facilities recognizing that different locations may serve different needs.	Annual/ Ongoing	Neighbourhood & Community-Wide Services	
Align resources to effectively complete infrastructure projects, service requests, and regular maintenance.	Annual/ Ongoing	London Police Service	
Continue to implement London Police Service Facility Master Plan.	Annual/ Ongoing	London Police Service	

Strategy B

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

Action	Timeline	Reporting Lead	Rev.
Invest in neighbourhood facilities through the implementation of the London Public Library's Asset Management Plan.	Annual/ Ongoing	London Public Library	
Utilize Cured In Place Pipe (CIPP) lining to renew sewers at end of useful life.	Annual/ Ongoing	Environment & Infrastructure	
Undertake inspection of buried infrastructure to support reliable and cost effective management of the water and sewer systems.	Annual/ Ongoing	Environment & Infrastructure	
Leverage federal funding to Implement significant Climate Change Adaptation projects to protect neighbourhoods or infrastructure from flooding.	Annual/ Ongoing	Environment & Infrastructure	
Implement Electric Vehicle Strategy.	Annual/ Ongoing	London Police Service	
Align resources to effectively complete infrastructure projects, service requests, and regular maintenance.	Annual/ Ongoing	London Police Service	
Maintain and improve Conservation Areas and Flood Control Structures.	Annual/ Ongoing	Conservation Authorities	
Complete the 2028 Development Charge Background Study, including approval of DC Bylaw.	Q4 - 2027	Finance Supports	121



Strategy C

Continue to develop and maintain cultural assets in the community.

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

Strategy D

Integrate arts and culture into public infrastructure.

Action	Timeline	Reporting Lead	Rev.
Continue to wrap traffic signal boxes with Public Art.	Annual/ Ongoing	Neighbourhood & Community-Wide Services	
Create Public Art that represents the identity of communities in conjunction with Rapid Transit bus shelters.	Annual/ Ongoing	Neighbourhood & Community-Wide Services	122

Strategy E

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

Action	Timeline	Reporting Lead	Rev.
Implement and continuously update the Information Security Program.	Annual/ Ongoing	Enterprise Supports	
Complete annual Information Technology environmental scan, demand review, capability maturity assessment, and continuous improvement.	Annual/ Ongoing	Enterprise Supports	
Update annual Information Technology Business Planning process and complete performance based work area plans.	Annual/ Ongoing	Enterprise Supports	



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.

Metrics	Reporting Lead	2023 Actuals	2024 Targets	2025 Targets	2026 Targets	2027 Targets	Rev.
% of residents satisfied with the quality of service delivery	City Manager's Office	78%	78%	78%	78%	78%	
% of residents satisfied with the accessibility of service delivery	City Manager's Office	74%	74%	75%	75%	75%	
% of London residents satisfied with the time it takes to receive municipal services	City Manager's Office	67%	67%	70%	72%	75%	

Strategy A

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

Action	Timeline	Reporting Lead	Rev.
Conduct and report annually to Council and the community on the results of the Resident Satisfaction Survey.	Annual/ Ongoing	City Manager's Office	
Report annually to Council and the community on the progress, performance, and impact of implementing Council's 2023-2027 Strategic Plan.	Annual/ Ongoing	City Manager's Office	
Design and implement an online, public-facing Strategic Plan performance dashboard.	Q4 - 2024	City Manager's Office	27

Strategy B

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

Action	Timeline	Reporting Lead	Rev.
Undertake continuous improvement projects to review and update Council reporting tools and processes.	Annual/ Ongoing	Legal Services	
Implement continuous improvement enhancements to the public engagement plan for the Multi Year Budget and annual budget updates.	Annual/ Ongoing	Finance Supports	

Strategy C

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

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



1.2 | Reduced barriers to public participation in municipal government.

Metrics	Reporting Lead	2023 Actuals	2024 Targets	2025 Targets	2026 Targets	2027 Targets	Rev.
# of community engagement activities intentionally focused on engaging equity-denied groups	Multiple Service Areas	76	42	48	59	65	
% of London residents satisfied with the accessibility of municipal services	City Manager's Office	74%	74%	75%	75%	75%	
# of Londoners participating in Neighbourhood Decision Making	Neighbourhood & Community-Wide Services	5,970	6,000	6,060	6,120	6,180	

Strategy A

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

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

Strategy B

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

Action	Timeline	Reporting Lead	Rev.
Identify new channels and approaches to encourage greater public participation, in line with the Equity Tool and the People Plan.	Annual/Ongoing	Legal Services	
Review and update the Community Engagement Council Policy.	Q2 - 2024	City Manager's Office	13



Strategy C

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

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

1.3 Improved governance processes.

Metrics	Reporting Lead	2023 Actuals	2024 Targets	2025 Targets	2026 Targets	2027 Targets	Rev.
# of services, programs, policies, and projects where the Equity Tool was applied	City Manager's Office	15	10	15	20	25	

Strategy A

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

Action	Timeline	Reporting Lead	Rev.
Undertake continuous improvement projects to review and update Council reporting tools and processes.	Annual/Ongoing	Legal Services	
Implement an enterprise-wide project management governance framework	Q1 - 2025	City Manager's Office	14
Complete Ward Boundary review.	Q4 - 2024	Legal Services	

Strategy B

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

Action	Timeline	Reporting Lead	Rev.
Integrate the use of the Equity Tool in the review and updating of Council policies.	Annual/Ongoing	Legal Services	





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

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

Metrics	Reporting Lead	2023 Actuals	2024 Targets	2025 Targets	2026 Targets	2027 Targets	Rev.
% of Londoners satisfied with the overall level and quality of services provided by the City of London.	City Manager's Office	72%	72%	75%	>75%	>75%	
% of Londoners who contacted the City that were satisfied with the overall service they received.	City Manager's Office	64%	64%	70%	72%	75%	

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.

Action	Timeline	Reporting Lead	Rev.
Improve the capacity of our staff to deliver excellent and consistent service at any point of contact.	Annual/Ongoing	Enterprise Supports	
Regularly gather and report on feedback from Londoners to drive continuous improvement.	Annual/Ongoing	Enterprise Supports	
Continue to modernize our systems to meet the changing needs and expectations of our growing community.	Annual/Ongoing	Enterprise Supports	
Establish and uphold enterprise-wide standards for the quality, accessibility, and timeliness of service.	Annual/Ongoing	Enterprise Supports	

Strategy B

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

Action	Timeline	Reporting Lead	Rev.
Implement mechanisms to capture and analyze feedback including surveys and continuous improvement initiatives.	Q2 - 2025	City Manager's Office	
Review and update the Community Engagement Council Policy.	Q2 - 2024	City Manager's Office	13



2.2

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

Metrics	Reporting Lead	2023 Actuals	2024 Targets	2025 Targets	2026 Targets	2027 Targets	Rev.
# of times users engaged with the City of London on Facebook, Instagram, X (Twitter) and LinkedIn	City Manager's Office	1,679,555	N/A	N/A	N/A	N/A	123
# of posts, stories and reels published to the City of London's Facebook, Instagram, X (Twitter) and LinkedIn profiles	City Manager's Office	3,403	N/A	N/A	N/A	N/A	
# of engagement webpages published on GetInvolved	City Manager's Office	154	N/A	N/A	N/A	N/A	
# of times users engaged with the City of London on Facebook, Instagram, X (Twitter) and LinkedIn	City Manager's Office	1,679,555	N/A	N/A	N/A	N/A	
# of visitors annually to City of London operated recreation and sport facilities	Neighbourhood & Community-Wide Services	3,000,000	3,100,000	3,200,000	3,300,000	3,700,000	
# of processes and practices implemented related to continuous improvement	City Manager's Office	84	85	100	115	130	
# of Londoners participating in public participation meetings (in person and online)	Legal Services	352	N/A	N/A	N/A	N/A	

Strategy A

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

Action	Timeline	Reporting Lead	Rev.
Develop and deliver training on Organizational Capabilities: project management, data literacy, continuous improvement, policy and report writing, business analysis and innovation.	Annual/Ongoing	City Manager's Office	124
Provide learning and development courses, programs and services that support the Corporation's current and future needs.	Annual/Ongoing	Enterprise Supports	

Strategy B

Implement continuous improvement approaches enterprise-wide.

Action	Timeline	Reporting Lead	Rev.
Continue to expand our capacity for continuous improvement through training, tools, and resources.	Annual/Ongoing	City Manager's Office	124
Partner with service areas to identify and implement continuous improvement projects/opportunities.	Annual/Ongoing	City Manager's Office	

Strategy C

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

Action	Timeline	Reporting Lead	Rev.
Deliver and maintain innovative digital solutions to increase efficiency and effectiveness across the Corporation.	Annual/Ongoing	Enterprise Supports	125

Strategy D

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

Action	Timeline	Reporting Lead	Rev.
Reflect budgetary implications of completed service reviews in the Multi-Year Budget or Annual Budget Update.	Annual/Ongoing	Finance Supports	126



2.3

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

Metrics	Reporting Lead	2023 Actuals	2024 Targets	2025 Targets	2026 Targets	2027 Targets	Rev.
# of successful advocacy projects delivered through the Strategic Advocacy Framework	City Manager's Office	N/A	TBD	TBD	TBD	TBD	125
# of advocacy projects that engage London's local and regional relationships.	City Manager's Office	N/A	TBD	TBD	TBD	TBD	125

Strategy A

Implement the Strategic Advocacy Framework.

Action	Timeline	Reporting Lead	Rev.
Advance City of London advocacy priorities through the Strategic Advocacy Framework.	Annual/Ongoing	City Manager's Office	
Report progress on Strategic Advocacy Framework priorities annually.	Annual/Ongoing	City Manager's Office	

Strategy B

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

Action	Timeline	Reporting Lead	Rev.
Support regional cooperation through the City-County Liaison Committee.	Annual/Ongoing	City Manager's Office	
Foster local partnerships that advance shared community-wide priorities.	Annual/Ongoing	City Manager's Office	

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.

Metrics	Reporting Lead	2023 Actuals	2024 Targets	2025 Targets	2026 Targets	2027 Targets	Rev.
City of London's credit rating	Finance Supports	Aaa	Aaa	Aaa	Aaa	Aaa	
# of third-party audits completed	Finance Supports	9	8	8	8	8	
# of enhanced financial processes and reporting incorporating intergenerational equity, affordability and environmental, social, and governance considerations	Finance Supports	2	2	2	2	2	

Strategy A

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

Action	Timeline	Reporting Lead	Rev.
Develop and approve the 2024-2027 Multi-Year Budget.	Q1 - 2024	Finance Supports	
Develop and approve the Annual Updates to the 2024-2027 Multi-Year Budget.	Annual/Ongoing	Finance Supports	
Provide semi-annual Operating and Capital Budget Monitoring reports.	Annual/Ongoing	Finance Supports	



Strategy B

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

Action	Timeline	Reporting Lead	Rev.
Finalize and publish the Strategic Financial Framework.	Q4 - 2023	Finance Supports	
Complete the City's annual credit rating review.	Annual/ Ongoing	Finance Supports	

Strategy C

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

Action	Timeline	Reporting Lead	Rev.
Review and set tax policy on an annual basis.	Annual/ Ongoing	Finance Supports	

Strategy D

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

Action	Timeline	Reporting Lead	Rev.
Reflect budgetary implications of completed service reviews in the Multi-Year Budget or Annual Budget Update.	Annual/ Ongoing	Finance Supports	





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.

Metrics	Reporting Lead	2023 Actuals	2024 Targets	2025 Targets	2026 Targets	2027 Targets	Rev.
% of employee retention	Enterprise Supports	91%	92%	92%	92%	92%	126
% of employees who say they are engaged	Enterprise Supports	N/A	N/A	TBD	TBD	TBD	
# of interns who are offered paid positions following internship	Enterprise Supports	1	2	3	4	5	

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.

Action	Timeline	Reporting Lead	Rev.
Implement the recommendations from the Recruitment and Selection Audit.	Q3 - 2025	Enterprise Supports	14
Establish a workforce planning model and tools with a focus on aligning the needs and priorities of the organization with those of our workforce.	Annual/Ongoing	Enterprise Supports	127
Review and increase spaces where employment opportunities with the City of London are advertised and methods to communicate these opportunities.	Q4 - 2024	Enterprise Supports	
Continue to monitor and increase the reach of advertising for employment opportunities with the City of London.	Annual/Ongoing	Enterprise Supports	
Develop an Equity and Inclusion Action Plan.	Completed (Q1 - 2024)	City Manager's Office	16
Implement the Equity and Inclusion Action Plan.	Annual/Ongoing	City Manager's Office	127
Continue to implement the People Plan.	Annual/Ongoing	Enterprise Supports	

Strategy B

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

Action	Timeline	Reporting Lead	Rev.
Continue to implement the People Plan.	Annual/Ongoing	Enterprise Supports	127

Strategy C

Implement the Master Accommodation Plan and Alternative Work Strategies.

Action	Timeline	Reporting Lead	Rev.
Implement and evaluate Master Accommodation Plan and Alternative Work Strategies pilot projects.	Q2 - 2024	Finance Supports	128
Initiate competitive procurement process to guide space allocations and redevelopment requirements to accommodate administrative space and governance functions.	Q2 - 2025	Finance Supports	



3.2

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

Metrics	Reporting Lead	2023 Actuals	2024 Targets	2025 Targets	2026 Targets	2027 Targets	Rev.
% of lost time due to injury	Enterprise Supports	162	160	155	150	145	
# of complaints received under the Respectful Workplace Policy	Enterprise Supports	43	N/A	N/A	N/A	N/A	
# of complaints received under the Workplace Violence Prevention Policy	Enterprise Supports	2	N/A	N/A	N/A	N/A	
# of employees who self-identify as being a member of an equity-denied group	Enterprise Supports	39%	42%	45%	48%	50%	

Strategy A

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

Action	Timeline	Reporting Lead	Rev.
Continue to implement the People Plan.	Annual/ Ongoing	Enterprise Supports	
Develop an Equity and Inclusion Action Plan.	Completed (Q1 - 2024)	City Manager's Office	16
Implement the Equity and Inclusion Action Plan.	Annual/ Ongoing	City Manager's Office	
Implement the 2022-2026 Accessibility Plan.	Annual/ Ongoing	City Manager's Office	

Strategy B

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

Action	Timeline	Reporting Lead	Rev.
Complete a review of the Respectful Workplace policy.	Annual/ Ongoing	Enterprise Supports	
Update the Respectful Workplace Policy for Members of Council and all City of London employees.	Q3 - 2024	Enterprise Supports	129
Provide training on, and ensure accountability to, the Respectful Workplace Policy for Members of Council and all City of London employees.	Annual/ Ongoing	Enterprise Supports	

Strategy C

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

Action	Timeline	Reporting Lead	Rev.
Continue to implement contractor safety management.	Annual/ Ongoing	Enterprise Supports	
Implement the People Plan actions that support a culture of safety.	Annual/ Ongoing	Enterprise Supports	

Strategy D

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

Action	Timeline	Reporting Lead	Rev.
Develop and implement a revised Mental Health Strategy as determined under the People Plan.	Q4 - 2026	Enterprise Supports	14



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

Metrics	Reporting Lead	2023 Actuals	2024 Targets	2025 Targets	2026 Targets	2027 Targets	Rev.
% facilities reinvestment rate	Finance Supports	1.56%	2%	2%	3%	3%	
% facility assets in fair or better condition	Finance Supports	75%	75%	75%	75%	75%	
% planned / preventative maintenance activities vs. all maintenance activities	Finance Supports	51%	53%	55%	57%	60%	

Strategy A

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

Action	Timeline	Reporting Lead	Rev.
Develop and implement capital and maintenance plans for facilities with priority on critical components.	Annual/ Ongoing	Finance Supports	

Strategy B

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

Action	Timeline	Reporting Lead	Rev.
Maintain and enhance efforts to communicate construction impacts to the community through various channels.	Annual/ Ongoing	City Manager's Office	
Assess and implement opportunities to improve wayfinding.	Annual/ Ongoing	Planning & Economic Development	



Appendix:
Revision Notes



Revision #	Description
1	Metric Updates/Targets TBD pending development of Truth and Reconciliation Action Plan.
2	Split original Action, "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.", to provide nearer-term milestone.
3	Targets/Actuals TBD pending development of Truth and Reconciliation Action Plan.
4	Replaced "# of new relationships/partnerships created with or led by equity-denied communities", to allow for quantitative measurement.
5	Replaced "# of equity-driven initiatives, strategies, and actions implemented", for greater clarity on scope of reporting.
6	Replaced "% of community members and organizations serving equity-denied groups that feel their interactions with the municipality are inclusive", to allow for quantitative measurement.
7	Split original Action, "Develop and implement an Anti-Black Racism Plan.", to provide nearer-term milestone.
8	Split original Action, "Update the City of London's Newcomer Strategy.", as development of the plan is complete.
9	New Action.
10	Action removed following conclusion of Multi-Year Budget process: "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."
11	Updated original action, "Update and implement the Safe Cities London Action Plan" and original "Ongoing" timeline, to provide nearer-term milestone.
12	Targets/Actuals TBD pending review and development of policy regarding data collection from applicants.
13	Updated timeline from Q1 - 2024 based on project schedule updates.
14	Updated timeline from Q4 - 2027 based on project schedule updates.
15	Targets TBD pending policy review and survey development.
16	Split original Action, "Develop and implement an Equity and Inclusion Action Plan", as development of the plan is complete.
17	Split original Metric, "# of transitional, supportive, social, affordable units", for clarity on unit-type contributions to overall count.
18	Updated wording from "# of enforcement actions" for clarity on the scope of reporting.
19	Adjusted wording from "... supportive housing units..." to "... highly supportive housing units..." to reflect sector-based language.
20	Number of units is specific to regeneration projects and does not include ongoing/regular maintenance and repairs to social housing units. Targets for 2024 include LMHC's Reimagine Southdale project; targets for 2025-2027 will be set once project plans are confirmed.
21	Targets TBD pending the establishment of baseline data.
22	Accelerated timeline from Q4 - 2025 to align with Housing Accelerator Fund initiatives, as reported to Council in November 2023.
23	Timing updated from Q3 - 2024 to Q4 - 2025 to provide additional time for community consultations, best practice scans, analysis of growth projections, etc. prior to Council's adoption of the P&R Master Plan.
24	Change wording from "# of registered participants in recreation and sport programs", to provide consistency with data collected for the Parks and Rec Master Plan, which includes participants in programs where registration is not required.
25	Revised wording from "natural heritage lands" to "woodlands" to align with Urban Forestry Strategy.



Revision #	Description
26	Timing updated from Q2 - 2025 to Q4 - 2025 to provide additional time for community consultations, best practice scans, analysis of growth projections, etc. prior to Council's adoption of the P&R Master Plan.
27	Updated timeline from Q2 - 2024 based on project schedule updates.
28	Updated timeline from Q1 - 2024, as positions were posted following the conclusion of the Multi-Year Budget but had not been filled as of the end of Q1.
29	Split original Action, "Develop and implement a 15 year lifecycle replacement plan for larger Fire Department Emergency Vehicles.", as plan development is complete.
30	Updated timeline from Q4 - 2023 based on project schedule updates.
31	Action removed following conclusion of Multi-Year Budget process: "Implement expanded winter garbage collection in parks."
32	Action removed following conclusion of Multi-Year Budget process: "Implement enhanced levels of service for parks maintenance and extended operations."
33	Action removed following conclusion of Multi-Year Budget process: "Implement increased frequency of maintenance for park washrooms."
34	Action removed following conclusion of Multi-Year Budget process: "Implement increased service levels for event and tournament support."
35	Timing updated from Q3 - 2026 to align with other updates to operational service delivery standards.
36	Action removed following conclusion of Multi-Year Budget process: "Implement increased service levels for roadside litter collection on major roads."
37	Action removed following conclusion of Multi-Year Budget process: "Identify options to increase garbage collection in Multi-Year Budget Business Case and implement Council's direction."
38	Updated timeline from Q1 - 2025 based on project schedule updates.
39	Merged "# of new downtown wayfinding signs" and "# of new wayfinding signs for active modes", given overlap between reporting on these two metrics.
40	Updated data source from "# of London residents experiencing poverty (based on the Low Income Cut-Off-After Tax (LICO-AT)", as Statistics Canada reports annually on the low-income situation of individuals using the Census Family Low Income After-Tax Measure (CFLIM-AT).
41	Updated wording from "Food bank utilization" to provide clarity on reporting source.
42	Action Completed.
43	Revised wording from "% of Ontario Works cases who exit Ontario Works within one year" to align with data collected for Provincial reporting requirements. Targets for 2025-2027 will be updated once Provincial performance requirements have been set.
44	Updated timeline from Q1 - 2024 based on project schedule updates.
45	Split original Metric, "# of subsidized transit passes and tickets sold", for clarity on contributions to overall count.
46	Split original Metric, "# of individuals and groups who access free or subsidized neighbourhood, recreation and sport programs and spaces", for clarity on contributions to overall count.
47	Timeline updated from Q3 - 2024 based on project schedule updates.
48	Targets TBD pending update of the Safe Cities Action Plan.
49	Currently in pilot phase; targets for 2025-2027 to be set following project evaluation and determination of next steps.
50	Split original action, "Update and implement a Gender Equity and Inclusion Plan.", to provide nearer-term milestone.
51	Targets for 2025-2027 TBD pending development of the Gender Equity and Inclusion Action Plan.



Revision #	Description
52	Updated original wording, "# of collaborative partnerships developed and strengthened", to enable quantitative measurement and provide clarity on scope. Targets for 2025-2027 TBD pending development of the Safe Cities Action Plan.
53	Updated original wording, "In collaboration with community partners, launch Safe Cities community campaign." to provide greater clarity on the scope and intent of this Action.
54	Updated timeline from "Ongoing", as initiative would have a defined end date; timeline may be adjusted following update of Safe Cities Action Plan.
55	Split original Action, "Develop and deliver training on Handling Disclosures of Sexual Violence." to provide nearer-term milestone.
56	Targets will be updated corresponding to service agreements with economic development agencies.
57	Action removed following conclusion of Multi-Year Budget process: "Develop partnerships, provide equipment and technology, and offer programs that support the needs of small businesses and entrepreneurs."
58	Action removed following conclusion of Multi-Year Budget process: "Increase the small business community's awareness of, and access to, labour market information and resources."
59	Replaced original wording, "Encourage workforce development partnerships between post secondary institutions, workforce agencies and economic development partners.", pending development of the economic framework.
60	Wording updated from "# of net-new jobs created" to reflect data available at the Census Metropolitan Area (CMA)-level through Statistics Canada.
61	Action removed following conclusion of Multi-Year Budget process: "Promote programs and incentives available through the Community Improvement Plans (CIPs)."
62	Action removed following conclusion of Multi-Year Budget process: "Undertake proactive attraction and retention of people."
63	Action removed following conclusion of Multi-Year Budget process: "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."
64	Updated original wording, "# of jobs created" to reflect data available at the Census Metropolitan Area (CMA)-level through Statistics Canada.
65	Updated original wording, "\$ of assessment change in City-owned industrial parks", to enable quantitative measurement and alignment with existing data collection.
66	Split original Action, "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.", into three parts to provide greater specificity on timing, and adjusted based on partial completion.
67	Action removed following conclusion of Multi-Year Budget process: "Establish and implement creative sector initiatives that align with the UNESCO City of Music designation."
68	Action removed following conclusion of Multi-Year Budget process: "Explore and attract investment opportunities in the creative sector."
69	Action removed following conclusion of Multi-Year Budget process: "Seek opportunities to advance the creation of a Creative Sector Incubation Hub."
70	Action removed following conclusion of Multi-Year Budget process: "Collaborate with creative sector entrepreneurs and professionals to advance work related to the Creative Sector Incubation Hub."
71	Metric removed, "# of cultural events supported", as this data is being reported under Outcomes 3 and 4.
72	Updated original wording, "# of arts and music events held in London", to clarify scope of reporting.
73	Action removed following conclusion of Multi-Year Budget process: "Develop and connect creative professionals, emerging artists and students through mentorship and training opportunities."



Revision #	Description
74	Updated original wording, "# of events hosted in municipal facilities", to clarify scope of reporting.
75	Updated original wording, "Explore and evaluate a coordinated approach to making culture facilities and infrastructure space available.", to clarify scope of reporting.
76	Removed Metric, "Floor area converted from commercial to residential", as this data is not available through existing sources.
77	Metric removed, "Floor area of commercial space occupied vs vacant, ground level and upper floors", as this data is not available through existing sources.
78	Action removed following conclusion of Multi-Year Budget process: "Align City services to enhance support for the Core Area including a dedicated staff person accountable for overall service delivery."
79	Action removed following conclusion of Multi-Year Budget process: "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."
80	Metric removed, "# of new public amenities in the core area", as this data is not available through existing sources.
81	Updated original Action, "Improve transit infrastructure in Primary Transit Areas to make it easy for people to visit, work and live in the Core.", to provide greater clarity on the scope of reporting.
82	Updated timeline from Q2 - 2025 based on project schedule updates.
83	Action removed following conclusion of Multi-Year Budget process: "Enhance public spaces to provide a community amenity for residents and visitors to the core."
84	Data will be available starting in 2025.
85	Replaced original Action, "Implement a Core Area Business Support Program that includes Core Area Vacancy Reduction strategies and related Community Improvement Plan 5-year review recommendations.", pending completion of the Downtown Masterplan.
86	Action removed following conclusion of Multi-Year Budget process: "Initiate an update of the Downtown Parking Strategy."
87	Replaced original Action, "Develop a Core Area Business Growth and Attraction Program working with economic partners and the core area BIAs.", pending completion of the Downtown Masterplan.
88	Updated original wording, "# of recreational and sports activities hosted in the Core Area", to provide clarity on the scope of reporting.
89	Updated original wording, "# of events and festivals hosted in the Core Area", to provide greater clarity on the scope of reporting.
90	Action removed following conclusion of Multi-Year Budget process: "Implement a Core Area Activation Program to support events throughout the core area."
91	Adjusted wording to reflect funding status following completion of the Multi-Year Budget process. Timing adjusted from Q4 - 2027 to reflect adjusted project scope.
92	Updated wording from original Action, "Increase number of London Arts Council's Live Performances and Activations in the Core Area.", following the conclusion of the Multi-Year Budget process.
93	Action removed following conclusion of Multi-Year Budget process: "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."
94	Action removed following conclusion of Multi-Year Budget process: "Encourage and support an enhanced presence of London Police Service in the Core Area."
95	Updated timeline from Q4 - 2027, as additional funding obtained through LPS Grant Application will allow for completion of DT Camera Program sooner than anticipated.
96	Action removed following conclusion of Multi-Year Budget process: "Continue to implement and support the Core Area Safety Audit Grant Program and future safety and security improvements."
97	Updated timeline from Q1 - 2027 based on project schedule updates.



Revision #	Description
98	Updated timeline from Q4 - 2026 based on the completion of the Connected Automated Vehicle Plan.
99	Updated timeline from Q4 - 2023, following conclusion of Multi Year Budget process.
100	Action removed following conclusion of Multi-Year Budget process: "Continue fleet transition as appropriate based on Council's approved capital budget."
101	Split original Metric, "% growth in service hours and capacity", as service plans are separate.
102	Split original Metric, "% ridership change over previous year", as data is collected and monitored by service type.
103	Updated original wording: "% rider satisfaction with conventional bus service."
104	Updated original wording: "% rider satisfaction with specialized service (Paratransit)"
105	Targets TBD pending development of London Transit's 2025-2029 service plan.
106	Timeline adjusted from Q4 - 2026 to reflect ongoing need to review regional transit and project-based reporting.
107	Timeline updated from "Ongoing" to reflect first reporting period.
108	Updated timeline from Q4 - 2024 based on project schedule updates.
109	Updated timeline from Q1 - 2025 based on project schedule updates.
110	Added "city-owned" to original Metric, "# of hectares of protected environmental lands": including private lands makes this difficult to track, as environmental studies through applications will add/delete lands based on significance.
111	Original metric, "# of hectares of enhancement and environmental improvement projects"; revised to only include ESAs as Planning is reporting on this and ESAs are the lands we manage.
112	Original metric, "% reduction in sewage overflow volume annually", split into two parts to improve reporting efficacy.
113	Timeline updated from Q4 - 2024, following conclusion of Multi Year Budget process.
114	Updated original wording, "total kWh/year of renewable energy produced", to align with available data. Targets TBD in discussion with London Hydro.
115	Removed Action, "Develop a Net-Zero Emission Plan for Corporate Assets to achieve 2045 corporate targets.", following conclusion of Multi-Year Budget process.
116	Action removed following conclusion of Multi-Year Budget process: "Continue zero-emission fleet transition as appropriate based on Council's approved capital budget."
117	Metric removed following conclusion of Multi-Year Budget process: "# of sources contributing local climate change data annually."
118	Updated timeline from Q3 - 2025, as this work will continue through 2027.
119	Action removed following conclusion of Multi-Year Budget process: "Participate in the coordination of data collection and access to information."
120	Definition and target setting has not been completed at this time. Conservation Demand Management planning process underway and will be improved in July, including planned projects for energy efficiency improvement.
121	Action, "Utilize London's UNESCO City of Music designation to explore sustainable urban development projects." removed given overlap with other UNESCO City of Music-linked Actions.
122	Action removed following conclusion of Multi-Year Budget process: Incorporate Public Art in Capital Infrastructure Projects to the extent possible within existing resources, grants and partnerships.
123	Expanded original Metric, "# of resident/business/visitor engagement initiatives", to provide greater clarity on contributing measures.



Revision #	Description
124	Action removed following conclusion of Multi-Year Budget process: "Develop, build, and implement a vendor management program at the City of London."
125	Targets TBD as part of Government Relations portfolio restructuring.
126	Last employee engagement was done in 2014; therefore, no actuals for 2023. Updated survey to occur in the fall of 2024.
127	Split original action, "Review and increase spaces where employment opportunities with the City of London are advertised and methods to communicate these opportunities.", to provide nearer-term milestone.
128	Updated timeline to align with when a Request For Proposals is anticipated to be issued.
129	Split original Action, "Update, provide training on, and ensure accountability to the Respectful Workplace Policy for Members of Council and all City of London employees.", to provide nearer-term milestone.

