

REPORT TO THE COMMUNITY



London
CANADA



INTRODUCTION

In March 2015, London City Council approved their 2015-2019 Strategic Plan. This plan included a vision of London as “a leader in commerce, culture and innovation – our region’s connection to the world” and identified four areas of focus for this term of Council: Strengthening Our Community; Building a Sustainable City; Growing our Economy; and, Leading in Public Service.

In the year and a half since the approval of Council’s Strategic Plan, much work has been accomplished. This Report to the Community highlights a number of accomplishments from the past year. It also references a new Strategic Plan Dashboard and web-based reporting tool (visit: london.ca/dashboard) which allows Londoners to further explore the status of every single strategy in Council’s Strategic Plan.

Much has been accomplished and much work remains. We will continue to work with many partners towards making London “a leader in commerce, culture and innovation — our region’s connection to the world.” ▲

All photographs have been provided by Londoners through the Show Off Your NeighbourGood Photo Contest.

MESSAGE FROM THE MAYOR


Halfway through our mandate, London City Council has worked tirelessly on its commitments to the community. I am pleased at the progress that we have made and so proud of our accomplishments to date. The 2016 Report to the Community that follows shows what this Council has achieved so far, and what we are continuing to work on.

Notably, Council has worked together to pass The London Plan, the City building guide that will steer planning decisions for the next 20 years. We have also introduced Shift, our Rapid Transit Initiative that will connect our neighbourhoods and urban centres; allowing Londoners to quickly travel to school, work, shopping malls, entertainment centres, and elsewhere.

Londoners have had an overwhelming say in how initiatives like these are shaped. From The London Plan to Shift to the Neighbourhood Decision Making Pilot Project, where residents voted for ideas on how to spend a portion of the municipal budget, Londoners are committed to working together with Council to build a better city for all.

We also know that city building requires making careful and calculated spending decisions. The City of London's multi-year budget has kept us focused on our long-term strategic priorities while also setting a precedent for other municipalities to follow.

Our city is truly growing inward and upward. This Council has approved more than 1,600 new residential units in just two years, contributing to a thriving downtown. We've also taken concrete steps towards making Dundas Place, a flex street downtown, a reality.

Council is focused on making investments that continue to make London a great city to live, work, and play. On behalf of London City Council, I am proud to present our 2016 Report to the Community. 



Mayor Matt Brown



HOW ARE WE DOING?

Every year, the City of London conducts a citizen satisfaction survey to identify how Londoners feel about their city, and the services they receive from the City of London. The 2016 survey results show that Londoners continue to enjoy a very high quality of life, receive good value for their tax dollar, and enjoy many aspects about the community in which they live. ▲



TOP RATED SERVICES

Drinking Water
Public Libraries
Parks & Green Spaces
Police, Fire, & Ambulance Services
Garbage & Recycling Collection



AREAS FOR IMPROVEMENT

Roads
Public Transit
Land Use Planning
Economic Development
Planning to Manage Growth
Planning for Improvement to Core Areas

VALUE FOR TAX DOLLARS

8 out of 10 Londoners believe they get good value for their tax dollars

93% SATISFIED WITH OVERALL QUALITY OF LIFE

91% SATISFIED WITH OVERALL LEVEL OF CITY SERVICES

87%

ARE SATISFIED WITH QUALITY OF SERVICE DELIVERY

TOP 3 ISSUES FACING LONDON

1

Transportation
(23%)

2

Development & Infrastructure
(19%)

3

Economics
(13%)

WHAT RESIDENTS LOVE ABOUT LONDON



Lots to Do (Events, Activities, Etc.)



Good, Friendly, Nice City



Just the Right Size



Safe, Low Crime

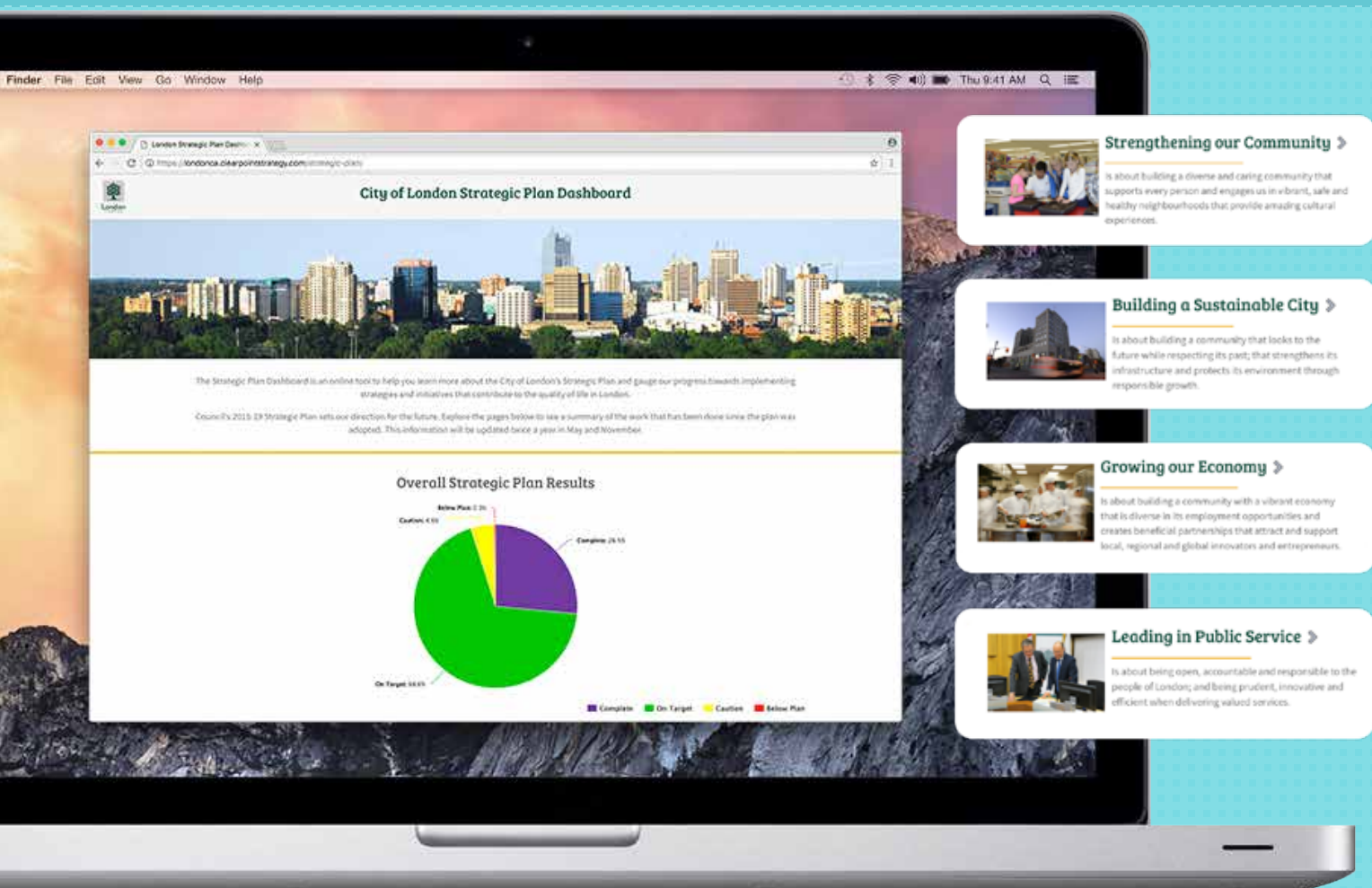


Clean, Green, And Beautiful

NEW ONLINE TOOL STRATEGIC PLAN DASHBOARD

Londoners can now learn more about the City's four areas of focus and gauge the overall progress towards implementing key strategies. The dashboard shows a summary of the work being done in each sub-strategic area of focus. It illustrates what we are doing and how we are doing it.

This dashboard provides a summary of progress and links to more detailed information on milestones, and expected target dates for each strategy. The information will be updated semi-annually in May and November. ⬆



STRENGTHENING OUR COMMUNITY

We will build a diverse community that supports every person; a caring community that welcomes and engages us in vibrant, safe and healthy neighbourhoods, that provides amazing cultural experiences that embrace and inspire us with a true sense of place.

VIBRANT, CONNECTED, AND ENGAGED NEIGHBOURHOODS

- Engaged over 4,000 Londoners to support neighbourhood driven activities and decision making
- Approved amendments to the Great Near Campus Neighbourhood Strategy and put new policies in place
- Supported affordable housing by approving new policies to allow for secondary suites in housing and accessory structures
- Completed Beaufort Gunn Irwin Saunby Neighbourhood Secondary Plan
- Implemented numerous community-led park improvements

DIVERSE, INCLUSIVE, AND WELCOMING COMMUNITY

- Partnered with community organizations to support over 1,300 Syrian Newcomers
- Submitted a proposal to obtain 3-year funding from Immigration, Refugee and Citizenship Canada for the London-Middlesex Local Immigration Partnership which was accepted
- Partnered with the Centre for Community Based Research to enhance cross sector supports for immigrants
- Developed new tools to attract immigrants to London and Middlesex
- Remained a leader in Compassionate

Cities, sharing 8 new City initiatives with the Charter for Compassion International and serving as member of the new Canadians 4 Compassion Task Force

CARING AND COMPASSIONATE SERVICES


- Supported over 250 individuals and 70 families in housing stability efforts and assisted over 700 people experiencing homelessness to find long-term housing
- Put a flexible housing allowance in place, benefiting over 300 individuals in the start-up year
- Through the Child and Youth Network:
 - Launched Poverty OVER London campaign, focused on shifting attitudes about poverty in our community
 - Registered over 1,000 children for Acti-pass, providing access to free recreation programs throughout their entire school year
 - Leveraged \$1.8M in funding for the construction of Family Centres in northeast and northwest London
- Scored 377 London parks using the Age Friendly Checklist
- Expanded monthly animal statistic reporting to differentiate between cats and dogs
- Supported over 10,800 Ontario Works clients with employment-related services
- Opened the third Ontario Works Social Services community-based location serving the Westmount community

AMAZING ARTS, CULTURE, AND RECREATION EXPERIENCES

- Secured funding contracts to support Canada 150 Infrastructure programs including the renovation of Harris Park Pavilion, Main Trail at Westminster Ponds and the Victoria Park Cenotaph
- Supported Culture Days and Doors Open London 2016, with over 18,000 people in attendance and 20 new participating organizations

- Increased youth golf opportunities through inclusive programming and affordable access
- Partnered with Fanshawe College to assist with lighting, sound production, performances, and horticulture programming at Storybook Gardens

HEALTHY, SAFE, AND ACCESSIBLE CITY

- Achieved 100% on the annual drinking water inspection for the second year in a row
- Implemented a Vulnerable Occupancy Protocol allowing for multiple agency rapid response of property standards/ social service inspections to ensure the safety of vulnerable persons living independently in the community and receiving supports for daily living skills
- Completed the Age Friendly Business Checklist and Resource Guide
- Collaborate with London District School Board and secured \$741, 426 in funding from the Ministry of Education and a grant for \$25,000 from Cowan Foundation for the Family Centre Westminster
- Completed over 6,800 fire inspections and inspection activities, an increase of 52% since last year
- Installed 21 new pedestrian crossings to improve active and safe routes to school
- Identified new and existing businesses that should be licenced from a consumer protection and health and safety perspective, for example door-to-door sales, second hand shops, sale of tobacco, and estheticians
- Expanded proactive by-law enforcement in near campus neighbourhoods to address quality of life and property standards issues
- Completed Jenny Jones accessible playground 



BUILDING A SUSTAINABLE CITY

We will build a community that looks to the future while respecting its past; that strengthens its infrastructure and protects its environment through responsible growth and creates and connects beautiful spaces and places that build a modern, livable city.

ROBUST INFRASTRUCTURE

- Approved acquisition and implementation of the Corporate Asset Management Computer System
- Met Water and Wastewater annual targets for customer service improvements, including making account data available online
- Continued construction programs to improve asset performance, including a \$40M Greenway plant expansion

- Completed the Meadowlily Footbridge project
- Completed the Environmental Assessment process for the Blackfriars Bridge

CONVENIENT AND CONNECTED MOBILITY CHOICES

- Approved the Rapid Transit Business Case and submitted it to the Provincial and Federal governments for funding consideration

- Completed the Environmental Assessments for the Thames Valley Corridor North Branch, Kiwanis Park pathway, and Richmond St crossing at Sunningdale
- Completed the Wonderland Road Highway 401 Interchange providing alternative access from Highway 401 and spurring economic and residential development in the southwest part of the city
- Completed the London Bikes Cycling Master Plan
- Completed MyDundas Consultation Program Phase 1

STRONG AND HEALTHY ENVIRONMENT

- Implemented a new Tree Protection By-law, protecting millions of trees in the Forest City
- Strengthened communications with First Nations including discussions on the London Plan and Stormwater/Wastewater Facility tours
- Implemented policies to address activities that threaten drinking water sources
- Implemented a 3 container garbage limit and introduced a curbside Christmas tree collection pilot project
- Achieved a 5% reduction in Corporate Energy use between 2014 and 2015
- Londoners and London businesses released 25% fewer greenhouse gas emissions in 2015 than they did in 1990, along with reductions in air pollution emissions from fossil fuel use
- Completed dozens of environmental management projects in Environmentally Significant Areas and woodlands
- Updated Trail Standards for Environmentally Significant Areas
- Reduced total greenhouse gas emissions to levels 8% below 1990 levels in 2015, surpassing the Community Energy Action Plan targets


BEAUTIFUL PLACES AND SPACES

- Completed and circulated the draft Urban Design Manual
- Adopted Old East Village Commercial Area Design Guidelines
- Completed Queens Park Market Plaza project
- Continued community consultations regarding the Glen Cairn Arena Decommissioning including ongoing surveys
- Commenced construction of the Southwest Community Centre, YMCA, and Library
- Held two community open houses on the East Community Centre
- Finished over 30 park redevelopment projects including 2 new off-leash dog parks, several neighbourhood sports courts & playgrounds, and Graham Arboretum enhancements
- Completed the Back to the River Design competition and selected a winner under the leadership of the London Community Foundation

RESPONSIBLE GROWTH

- Adopted the London Plan on June 23, 2016 and forwarded it to the province for review
- Adopted Urban Agriculture Strategy Study Terms of Reference
- Adopted Byron Pits Secondary Plan Terms of Reference

HERITAGE CONSERVATION

- Completed heritage restoration of the Normal School
- Launched a study to update the Archaeological Master Plan
- Completed heritage designation of King Street bridge
- Added Western Counties Cultural Heritage Landscape to London's Heritage Register 



GROWING OUR ECONOMY

A vibrant economy is the backbone of our community, providing Londoners and their families with jobs and financial security. We will build a community diverse in its employment opportunities and create beneficial partnerships that attract and support local, regional and global innovators and entrepreneurs.

DIVERSE AND RESILIENT ECONOMY

- Sold over 80 acres of city industrial land for new and expanding businesses
- Hosted a number of events and promotional campaigns during Country Music Week in London including: the unofficial kick off show at Cowboys and 3 local artist showcases at Delta Double Tree Hilton
- Gave consideration to including Transportation Network Companies as a form of brokerage, subject to the development of a new Vehicle for Hire bylaw including advertised public participation meetings for discussions on consumer protection and health and safety of the travelling public
- Created several guides for small businesses as well as a Business 101 guide to help customers navigate the process of starting or expanding a business

URBAN REGENERATION

- Confirmed several Back to the River projects including: Forks of Thames shoreline work, plaza and “ribbon lookout”
- Established a governance structure, policies and Board recruitment for the Housing Development Corporation
- Initiated the first Housing Development Corporation project in May 2016 and secured new funding to advance two more projects, creating 161 new affordable housing units in London and Middlesex
- Launched the Lambeth and Hamilton Road Area Community Improvement Plans
- Recommended approval of approximately 900 new downtown residential units and \$500,000 in public art contributions through bonus zoning

LOCAL, REGIONAL, AND GLOBAL INNOVATION

- Selected IBI Group to undertake the Smart City Strategy consultant work
- Expanded the eligible area for the Fiber Optic Last Mile Program

- London's industrial, commercial, and institutional sector improved its energy productivity by 44% between 1990 and 2015 on a dollar gross domestic product (GDP) per unit energy basis
- Continued work on London Waste to Resources Innovation Centre Project including the establishment of a network of 19 internationally recognized experts from Western, and the establishment of a Municipal Working Group for Mixed Waste Processing

STRATEGIC, COLLABORATIVE PARTNERSHIPS

- Led the creation of the Mayors of Southwest Ontario (MOSO) caucus which shares information and identifies key advocacy priorities across Southwest Ontario
- Supported the Entrepreneurship Support Network in their efforts to review current incubation spaces and accelerator programs in London
- Established a Governing Council to oversee the London Medical Network. This group is responsible for the strategic oversight of the community's entire medical innovation initiative

DIVERSE EMPLOYMENT OPPORTUNITIES

- Expansion of Bridges out of Poverty/Circles initiative led to 71% participation rate in education, training and employment
- Engagement of key community stakeholder groups supporting Bridges out of Poverty/Circles initiative underway
- Entered into agreements with Community Organizations to deliver Ontario Works Employment Assistance
- Continued to attract and retain young talent through Community Economic Roadmap initiatives including the apprenticeship network, job fairs, and regional partnerships
- Expanded Urban Growth Boundary to accommodate lands for future industrial uses ▲



LEADING IN PUBLIC SERVICE

We will be open, accountable and responsible to the people of London. We will be prudent financial managers. We will innovate where possible and adapt when necessary to deliver valued services efficiently.

OPEN, ACCOUNTABLE, AND RESPONSIVE GOVERNMENT

- Launched a new mobile friendly website, with a refreshed design and over 50 language options
- Began live streaming Standing Committee and Council meetings on YouTube and promoting on social media
- Rolled out a new online dashboard to help Londoners learn about the City's Strategic Plan and gauge our progress towards implementing strategies
- Launched a new Community Grants Program, and supported 37 multi-year funding applications totaling \$6.9M (over 3 years) as well as 5 capital funding applications totalling \$174,000 for 2017
- Provided the City's responses to Provincial consultations on potential Ontario Municipal Board reforms, agriculture components of Provincial Policy Statement, and inclusionary zoning provisions in the Planning Act

INNOVATIVE AND SUPPORTIVE ORGANIZATIONAL PRACTICES

- Rolled out the Workplace Health Strategy to the Corporation
- Commenced implementation of a new Learning Management system

PROACTIVE FINANCIAL MANAGEMENT


- Approved London's first ever Multi-Year Budget
- Received public input on the Multi-Year Budget through surveys, build-a-budget workshops, community open houses, the online budget simulator, email and social media
- Achieved 2016 Service Review Target of \$500,000
- Received the highest possible credit rating from Moody's Investor Service, Aaa, for the 40th consecutive year

- Launched Community Improvement Plan Incentives Review

COLLABORATIVE, ENGAGED LEADERSHIP

- Invited municipal agencies, boards and commissions to present at Standing Committee Meetings with 12 out of 24 organizations participating
- Engaged 24 agencies, boards and commissions and other partners in an exercise to further understand the alignment of their strategic plans with the City's Strategic Plan
- Provided Lean Six Sigma training opportunities and support to municipal agencies, boards and commissions
- Integrity Commissioner appointed

EXCELLENT SERVICE DELIVERY

- Initiated Lean Six Sigma training of 30 staff members from across all Service Areas who are now working on 16 process improvement projects
- Identified 18 service reviews to be completed for the remainder of 2016 and 2017
- Incorporated \$5.2M in cost avoidance, cost savings or new revenue into the Multi-Year Budget
- Completed zero-based budgeting audits for Animal Services and Dearness Cafeteria
- Improved customer service by adding 100 new services to the Customer Relationship Management (CRM) System and processed over 10,000 service requests in the first 9 months of 2016
- Completed the soft launch of 661-CITY with the public launch scheduled for 2017 

YOUR LONDON CITY COUNCIL



**MAYOR
MATT BROWN**

mayor@london.ca
519-661-2500 ext. 4920



**WARD 1
MICHAEL VAN HOLST**

mvanholst@london.ca
519-661-2500 ext. 4001
226-919-7631 (Cell)



**WARD 2
BILL ARMSTRONG**

barmstro@london.ca
519-661-2500 ext. 4002



**WARD 3
MOHAMED SALIH**

msalih@london.ca
519-661-2500 ext. 4003
226-926-7615 (Cell)



**WARD 4
JESSE HELMER**

jhelmer@london.ca
519-661-2500 ext. 4004
226-926-9063 (Cell)



**WARD 5
MAUREEN CASSIDY**

mcassidy@london.ca
519-661-2500 ext. 4005
226-927-0283 (Cell)



**WARD 6
PHIL SQUIRE**

psquire@london.ca
519-661-2500 ext. 4006
226-927-1835 (Cell)



**WARD 7
JOSH MORGAN**

joshmorgan@london.ca
519-661-2500 ext. 4007
226-927-0395 (Cell)



**WARD 8
PAUL HUBERT**

phubert@london.ca
519-661-2500 ext. 4008
519-851-5062 (Cell)



**WARD 9
ANNA HOPKINS**

ahopkins@london.ca
519-661-2500 ext. 4009
226-927-0439 (Cell)



**WARD 10
VIRGINIA RIDLEY**

[vridley@london.ca](mailto:vr Ridley@london.ca)
519-661-2500 ext. 4010
226-927-0539 (Cell)



**WARD 11
STEPHEN TURNER**

sturner@london.ca
519-661-2500 ext. 4011
226-927-0765 (Cell)



**WARD 12
HAROLD L. USHER**

husher@london.ca
519-661-2500 ext. 4012
519-636-3405 (Cell)



**WARD 13
TANYA PARK**

tpark@london.ca
519-661-2500 ext. 4013
226-927-1468 (Cell)



**WARD 14
JARED ZAIFMAN**

jzaifman@london.ca
519-661-2500 ext. 4014
226-927-1505 (Cell)

YOUR LONDON WARD MAP



THE CITY OF LONDON

300 Dufferin Avenue
London, Ontario
PO BOX 5035 N6A 4L9

london.ca
519-661-4500

 /LondonCanada

 @CityofLdnOnt

 /CityofLondonOntario