

Strategic Priorities and Policy Committee

Report

12th Meeting of the Strategic Priorities and Policy Committee
April 8, 2019

PRESENT: Mayor E. Holder (Chair), Councillors M. van Holst, S. Lewis, M. Salih, J. Helmer, M. Cassidy, P. Squire, J. Morgan, S. Lehman, A. Hopkins, P. Van Meerbergen, S. Turner, E. Peloza, A. Kayabaga, S. Hillier

ALSO PRESENT: A. Barbon, B. Card, I. Collings, S. Corman B. Coxhead, S. Datars-Bere, J. Fleming, G. Kotsifas, L. Livingstone, J. McGonigle, K. Murray, K. Pawelec, A. Rammeloo, C. Saunders, M. Schulthess, C. Smith, S. Stafford, J. Stanford, J. Taylor, and R. Wilcox.

The meeting was called to order at 5:04 PM, with all Members present.

1. Disclosures of Pecuniary Interest

That it BE NOTED that the following pecuniary interests were disclosed:

- a) Councillor S. Turner discloses a pecuniary interest in Strategy SOC-12 and SOC-13, having to do with licensed child care and early years opportunities, by indicating that his wife is an employee of an EarlyON centre;
- b) Councillor P. Van Meerbergen discloses a pecuniary interest in Strategy SOC-12 and SOC-13, having to do with licensed child care and early years opportunities, by indicating that his wife operates a daycare; and,
- c) Councillor S. Lehman discloses a pecuniary interest in Strategy GOE-21, having to do with London's downtown, by indicating that he is a member of the London Downtown Business Association.

2. Consent

Moved by: J. Morgan
Seconded by: E. Peloza

That Items 2.1, 2.2, and 2.3 BE APPROVED.

Yeas: (15): Mayor E. Holder, M. van Holst, S. Lewis, M. Salih, J. Helmer, M. Cassidy, P. Squire, J. Morgan, S. Lehman, A. Hopkins, P. Van Meerbergen, S. Turner, E. Peloza, A. Kayabaga, and S. Hillier

Motion Passed (15 to 0)

2.1 Corporate Asset Management Policy

Moved by: J. Morgan
Seconded by: E. Peloza

That, on the recommendation of the Managing Director, Corporate Services and City Treasurer, Chief Financial Officer, with the advice of the Manager III, Corporate Asset Management, the proposed by-law appended to the staff report dated April 8, 2019 as Appendix "A" BE INTRODUCED at the Municipal Council meeting on April 23, 2019 to approve the Corporate Asset Management Policy.

Motion Passed

2.2 London Community Grants Policy Update

Moved by: J. Morgan
Seconded by: E. Pelozza

That, on the recommendation of the Managing Director, Neighbourhood, Children and Fire Services, the following actions be taken with respect to the London Community Grants Policy:

- a) that the staff report dated April 8, 2019 entitled "London Community Grants Policy Update", BE RECEIVED; and,
- b) the proposed by-law appended to the staff report dated April 8, 2019 as Appendix A BE INTRODUCED at the Municipal Council Meeting to be held on April 23, 2019, to repeal and replace By-law No. CPOL.-283-274, entitled London Community Grants Policy; it being noted that Council Policies must be reviewed annually in accordance with the Policy for the Establishment and Maintenance of Council Policies.

Motion Passed

2.3 City of London Service Review: Project Update

Moved by: J. Morgan
Seconded by: E. Pelozza

That on the recommendation of the Managing Director, Corporate Services and City Treasurer, Chief Financial Officer, the staff report dated April 8, 2019 entitled "City of London Services Review: Project Update", BE RECEIVED; it being noted that KPMG will undertake, on behalf of the City of London, in-depth reviews ("Deep Dives") of the following opportunities:

1. Service Delivery for Housing;
2. User Fees For Municipal Services; and,
3. Service Delivery for Municipal Golf.

Motion Passed

3. Scheduled Items

3.1 Council's Strategic Plan 2019-2023: Draft Outcomes, Expected Results, Strategies, Metrics, Targets and Preliminary Cost Estimates

Moved by: M. Cassidy
Seconded by: E. Pelozza

That, the following actions be taken with respect to the draft Council's Strategic Plan 2019-2023: Draft Outcomes, Expected Results and Strategies:

- a) the staff report dated April 8, 2019 entitled "Council's Strategic Plan 2019-2023: Updated Outcomes, Expected Results, Strategies, and Metrics", BE RECEIVED;
- b) the attached revised "Council's Strategic Plan 2019-2023: Final Outcomes, Expected Results, Strategies, and Metrics" BE APPROVED with the exception of Strategies SOC-12, SOC-13, and GEO-21, and the Strategy under "Building a Sustainable City" for the "replacement of surface parking with efficient, convenient and cost-effective public parking

resources to support business, personal and social activity in the Downtown (Downtown Parking Strategy)";

c) Strategies SOC-12 and SOC-13 BE APPROVED;

d) Strategy GOE-21 BE APPROVED;

e) the new Strategy under "Building a Sustainable City" for the "replacement of surface parking with efficient, convenient and cost-effective public parking resources to support business, personal and social activity in the Downtown (Downtown Parking Strategy)" BE APPROVED; and,

f) the attached "Council Strategic Plan 2019-2023", BE ADOPTED;

it being noted that the Strategic Priorities and Policy Committee received the attached presentation with respect to Back to the River from the Managing Director, Planning and City Planning;

it being further noted that Strategic Priorities and Policy Committee received the attached presentation from Martha Powell, President & CEO, London Community Foundation, and received a verbal delegation from F. Galloway with respect to Back to the River;

it being further noted that the Strategic Priorities and Policy Committee received a communication dated April 4, 2019 and heard the attached presentation from M. Walker, Abused Women's Centre, S. Yeo, and Dani Bartlett, Labour Programs & Services Coordinator, United Way Elgin Middlesex with respect to Snap Shot and for support for Anova and the London Abused Women's Centre;

it being further noted that the Strategic Priorities and Policy Committee received communications dated April 4 and 5, 2019 and heard a verbal delegation from Robert Huber, President, Thames River Anglers Association with respect to One River, Environmental Assessment;

it being further noted that the Strategic Priorities and Policy Committee received the following communications:

a communication dated April 2, 2019 from Elizabeth Gordon;

a communication dated April 1, 2019 from Steve Holland, President, CUPE 101;

a communication from Tim Kelly, Executive Director, Changing Ways;

a communication dated April 2, 2019 from John Pare, Chief of Police;

a communication dated April 2, 2019 from Linda MacDonald and Jeanne Sarson, Co-founders Persons Against Non-State Torture (NST) Human Rights Defenders;

a communication dated April 2, 2019 from Kelly Ziegner, Chief Executive Officer, United Way Elgin Middlesex;

a communication dated April 3, 2019 from Jeanette Westbrook, Survivor of Non State Torture, and Extreme Violence;

a communication from Sandy Levin regarding suggested changes to Strategic Plan metrics;

it being pointed out that the attached presentation from the Managing Director, Neighbourhood, Children & Fire Services, was received.

Motion Passed

Voting Record

Moved by: M. van Holst

Seconded by: A. Hopkins

That the request for delegation status from the London Community Foundation BE GRANTED for 10 Minutes.

Yeas: (15): Mayor E. Holder, M. van Holst, S. Lewis, M. Salih, J. Helmer, M. Cassidy, P. Squire, J. Morgan, S. Lehman, A. Hopkins, P. Van Meerbergen, S. Turner, E. Pelozo, A. Kayabaga, and S. Hillier

Motion Passed (15 to 0)

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

That the request for delegation status from Robert Huber, President, Thames River Anglers Association, BE APPROVED to be heard at this time.

Yeas: (15): Mayor E. Holder, M. van Holst, S. Lewis, M. Salih, J. Helmer, M. Cassidy, P. Squire, J. Morgan, S. Lehman, A. Hopkins, P. Van Meerbergen, S. Turner, E. Pelozo, A. Kayabaga, and S. Hillier

Motion Passed (15 to 0)

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

That the Strategic Plan section, Building a Sustainable City, Outcome 2, BSC-20 BE AMENDED to read: "Bring Londoners Back to the River by revitalizing the Thames River", deleting "radiating from the Forks"; and by deleting metric #1, "% of inaugural project at the Forks completed".

Yeas: (6): S. Lewis, P. Squire, S. Lehman, P. Van Meerbergen, E. Pelozo, and S. Hillier

Nays: (9): Mayor E. Holder, M. van Holst, M. Salih, J. Helmer, M. Cassidy, J. Morgan, A. Hopkins, S. Turner, and A. Kayabaga

Motion Failed (6 to 9)

Moved by: E. Pelozo
Seconded by: J. Helmer

That the request for delegation status from Dani Bartlett, Labour Programs & Services Coordinator, United Way Elgin Middlesex, BE APPROVED to be heard at this time.

Yeas: (15): Mayor E. Holder, M. van Holst, S. Lewis, M. Salih, J. Helmer, M. Cassidy, P. Squire, J. Morgan, S. Lehman, A. Hopkins, P. Van Meerbergen, S. Turner, E. Pelozo, A. Kayabaga, and S. Hillier

Motion Passed (15 to 0)

Moved by: M. Salih
Seconded by: J. Helmer

That the attached strategic area of focus "Creating a Safe London for Women and Girls" BE INCLUDED in the Council Strategic Plan.

Yeas: (15): Mayor E. Holder, M. van Holst, S. Lewis, M. Salih, J. Helmer, M. Cassidy, P. Squire, J. Morgan, S. Lehman, A. Hopkins, P. Van Meerbergen, S. Turner, E. Pelosa, A. Kayabaga, and S. Hillier

Motion Passed (15 to 0)

Moved by: Mayor E. Holder

Seconded by: M. Salih

That the following action be taken with respect to the Strategic Plan:

a) the following new Strategy and related Metrics BE ADDED to “Growing our Economy (GOE)”:

i) Strategy

“Increase the employment rate for Londoners who are not currently participating in the workforce.”

ii) Metrics

“% of Londoners aged 25-64 who are ‘not employed’

London’s participation rate

London’s unemployment rate”

b) the following new Metric BE ADDED to Strategy “BSC-29 – Support Londoners to access affordable public transit where they live and work”:

i) “BSC-29 Metric

% service hour improvements to industrial areas”

c) the following actions be taken with respect to Strategy GOE-23:

i) Strategy GOE-23 BE AMENDED to read as follows:

“Improve administrative and regulatory processes and by-law requirements to enhance London’s competitiveness”

ii) Metrics related to GEO-23 BE AMENDED by adding the following new Metrics:

“% of building permit applications reviewed within legislated timeframes

% of development applications meeting Planning Act timeframes”

d) the following new Strategy and related Metrics BE ADDED to “Building a Sustainable City (BSC)”:

i) Strategy

“Replacement of surface parking with efficient, convenient, and cost-effective public parking resources to support business, personal and social activity in the Downtown (Downtown Parking Strategy).”

ii) Metrics

“TBD”

e) Strategy GOE-11 BE AMENDED to read as follows:

“Undertake regional planning partnerships with neighbouring municipalities and promote regional connectivity.”

Motion Passed

Voting Record of proposed Amendment

Moved by: Mayor E. Holder

Seconded by: M. Salih

The motion to approve parts a) b) c) and e) of the above-noted proposed amendment is put.

Yeas: (15): Mayor E. Holder, M. van Holst, S. Lewis, M. Salih, J. Helmer, M. Cassidy, P. Squire, J. Morgan, S. Lehman, A. Hopkins, P. Van Meerbergen, S. Turner, E. Pelosa, A. Kayabaga, and S. Hillier

Motion Passed (15 to 0)

Moved by: Mayor E. Holder

Seconded by: M. Cassidy

The motion to approve part d) of the above-noted proposed amendment is put.

Yeas: (14): Mayor E. Holder, M. van Holst, S. Lewis, M. Salih, J. Helmer, M. Cassidy, P. Squire, J. Morgan, A. Hopkins, P. Van Meerbergen, S. Turner, E. Pelosa, A. Kayabaga, and S. Hillier

Recuse: (1): S. Lehman

Motion Passed (14 to 0)

Voting Record of Item 3.1

Moved by: S. Lewis

Seconded by: S. Turner

Motion to approve parts a), b) and f) of Item 3.1 is put.

"That, the following actions be taken with respect to the draft Council's Strategic Plan 2019-2023: Draft Outcomes, Expected Results and Strategies:

a) the staff report dated April 8, 2019 entitled "Council's Strategic Plan 2019-2023: Updated Outcomes, Expected Results, Strategies, and Metrics"; BE RECEIVED;

b) the attached revised "Council's Strategic Plan 2019-2023: Final Outcomes, Expected Results, Strategies and Metrics" BE APPROVED with the exception of Strategies SOC-12, SOC-13, and GEO-21, and the Strategy under "Building a Sustainable City" for the "replacement of surface parking with efficient, convenient and cost-effective public parking resources to support business, personal and social activity in the Downtown (Downtown Parking Strategy)";

f) the attached "Council Strategic Plan 2019-2023, BE ADOPTED;

it being noted that the Strategic Priorities and Policy Committee received the attached presentation with respect to Back to the River from the Managing Director, Planning and City Planning;

it being further noted that Strategic Priorities and Policy Committee received the attached presentation from Martha Powell, President & CEO, London Community Foundation, and received a verbal delegation from F. Galloway with respect to Back to the River;

it being further noted that the Strategic Priorities and Policy Committee received a communication dated April 4, 2019 and heard the attached presentation from M. Walker, Abused Women's Centre, S. Yeo, and Dani Bartlett, Labour Programs & Services Coordinator, United Way Elgin Middlesex with respect to Snap Shot and for support for Anova and the London Abused Women's Centre;

it being further noted that the Strategic Priorities and Policy Committee received communications dated April 4 and 5, 2019 and heard a verbal delegation from Robert Huber, President, Thames River Anglers Association with respect to One River, Environmental Assessment;

it being further noted that the Strategic Priorities and Policy Committee received the following communications:

a communication dated April 2, 2019 from Elizabeth Gordon;
a communication dated April 1, 2019 from Steve Holland, President, CUPE 101;
a communication from Tim Kelly, Executive Director, Changing Ways;
a communication dated April 2, 2019 from John Pare, Chief of Police;
a communication dated April 2, 2019 from Linda MacDonald and Jeanne Sarson, Co-founders Persons Against Non-State Torture (NST) Human Rights Defenders;
a communication dated April 2, 2019 from Kelly Ziegner, Chief Executive Officer, United Way Elgin Middlesex;
a communication dated April 3, 2019 from Jeanette Westbrook, Survivor of Non State Torture, and Extreme Violence;
a communication from Sandy Levin regarding suggested changes to Strategic Plan metrics;

it being pointed out that the attached presentation from the Managing Director, Neighbourhood, Children & Fire Services, was received."

Yeas: (15): Mayor E. Holder, M. van Holst, S. Lewis, M. Salih, J. Helmer, M. Cassidy, P. Squire, J. Morgan, S. Lehman, A. Hopkins, P. Van Meerbergen, S. Turner, E. Pelosa, A. Kayabaga, and S. Hillier

Motion Passed (15 to 0)

Moved by: A. Kayabaga
Seconded by: J. Morgan

The motion to approve part c) of Item 3.1 is put.

"c) Strategies SOC-12 and SOC-13 BE APPROVED;"

Yeas: (13): Mayor E. Holder, M. van Holst, S. Lewis, M. Salih, J. Helmer, M. Cassidy, P. Squire, J. Morgan, S. Lehman, A. Hopkins, E. Pelosa, A. Kayabaga, and S. Hillier

Recuse: (2): P. Van Meerbergen, and S. Turner

Motion Passed (13 to 0)

Moved by: S. Lewis
Seconded by: S. Hillier

The motion to approve part d) of Item 3.1 is put.

"d) Strategy GOE-21 BE APPROVED;"

Yeas: (14): Mayor E. Holder, M. van Holst, S. Lewis, M. Salih, J. Helmer, M. Cassidy, P. Squire, J. Morgan, A. Hopkins, P. Van Meerbergen, S. Turner, E. Pelosa, A. Kayabaga, and S. Hillier

Recuse: (1): S. Lehman

Motion Passed (14 to 0)

Moved by: J. Helmer
Seconded by: E. Pelozza

The motion to approve part e) of Item 3.1 is put.

"e) the new Strategy under "Building a Sustainable City" for the "replacement of surface parking with efficient, convenient and cost-effective public parking resources to support business, personal and social activity in the Downtown (Downtown Parking Strategy)" BE APPROVED;"

Yeas: (14): Mayor E. Holder, M. van Holst, S. Lewis, M. Salih, J. Helmer, M. Cassidy, P. Squire, J. Morgan, A. Hopkins, P. Van Meerbergen, S. Turner, E. Pelozza, A. Kayabaga, and S. Hillier

Recuse: (1): S. Lehman

Motion Passed (14 to 0)

4. Items for Direction

Moved by: A. Hopkins
Seconded by: J. Helmer

That Items 4.2 through 4.7 BE APPROVED

Yeas: (15): Mayor E. Holder, M. van Holst, S. Lewis, M. Salih, J. Helmer, M. Cassidy, P. Squire, J. Morgan, S. Lehman, A. Hopkins, P. Van Meerbergen, S. Turner, E. Pelozza, A. Kayabaga, and S. Hillier

Motion Passed (15 to 0)

4.2 Request for a Shareholder's Meeting - London Hydro

Moved by: A. Hopkins
Seconded by: J. Helmer

That the following actions be taken with respect to the 2018 Annual General Meeting of the Shareholder for London Hydro Inc.:

a) the 2018 Annual General Meeting of the Shareholder for London Hydro Inc. BE HELD at a meeting of the Strategic Priorities and Policy Committee on June 24, 2019, for the purpose of receiving the report from the Board of Directors of London Hydro Inc. in accordance with the Shareholder Declaration and the Business Corporations Act, R.S.O. 1990, c. B.16; and

b) the City Clerk BE DIRECTED to provide notice of the 2018 Annual Meeting to the Board of Directors for London Hydro Inc. and to invite the Chair of the Board and the Chief Executive Officer of London Hydro Inc. to attend at the Annual Meeting and present the report of the Board in accordance with the Shareholder Declaration;

it being noted that the Strategic Priorities and Policy Committee received a communication dated March 28, 2019, from G. Valente, Chair, Board of Directors, London Hydro Inc., with respect to this matter.

Motion Passed

4.3 Request for a Shareholder's Meeting - London & Middlesex Community Housing

Moved by: A. Hopkins
Seconded by: J. Helmer

That the following actions be taken with respect to the 2018 Annual General Meeting of the Shareholder for the London & Middlesex Community Housing:

- a) the 2018 Annual General Meeting of the Shareholder for the London & Middlesex Community Housing BE HELD at a meeting of the Strategic Priorities and Policy Committee on June 24, 2019, for the purpose of receiving the report from the Board of Directors of the London & Middlesex Community Housing in accordance with the Shareholder Declaration and the Business Corporations Act, R.S.O. 1990, c. B.16; and
- b) the City Clerk BE DIRECTED to provide notice of the 2018 Annual Meeting to the Board of Directors for the London & Middlesex Community Housing and to invite the Chair of the Board and the Executive Director of the London & Middlesex Community Housing to attend at the Annual Meeting and present the report of the Board in accordance with the Shareholder Declaration;

it being noted that the Strategic Priorities and Policy Committee received a communication dated March 20, 2019, from J. Browne, Chief Executive Officer, London & Middlesex Community Housing, with respect to this matter;

it being further noted that the London & Middlesex Community Housing requested delegation status at the Shareholder's Meeting to present the Corporation's Regeneration Plan.

Motion Passed

4.4 Composition of the London & Middlesex Community Housing (LMCH) Board of Directors

Moved by: A. Hopkins
Seconded by: J. Helmer

That the City Clerk BE DIRECTED to bring forward the necessary by-law at a future meeting of the Strategic Priorities and Policy Committee to amend the Board Composition (section 6.2(c)) of the London & Middlesex Community Housing Board of Directors to increase the number of Directors from nine (9) to eleven (11) that would include one (1) additional member of Municipal Council and one (1) additional citizen-at-large.

Motion Passed

4.5 2nd Report of the Governance Working Group

Moved by: A. Hopkins
Seconded by: J. Helmer

That, the following actions be taken with respect to the 2nd Report of the Governance Working Group from its meeting held on March 25, 2019:

- a) the following actions be taken with respect to the Municipal Council resolution dated December 19, 2018 regarding a communication from Councillor M. van Holst with respect to Council expense restrictions

and debate at Standing Committees:

- i) the discussion regarding the Council Members' Expense Account BE REFERRED to a meeting of the Governance Working Group (GWG) to be held in the first quarter of 2020; and,
- ii) the City Clerk BE DIRECTED to report back to the May 6, 2019 meeting of the Governance Working Group (GWG) with proposed amendments to the Council Procedure By-law that would provide for non-members of a Standing Committee to participate in the debate regarding a matter before the Standing Committee; it being noted that the non-members would continue to not be permitted to vote on the matter at the Standing Committee meeting;
- b) the matter regarding the process for public appointments to Boards and Commissions BE REFERRED to a future meeting of the Governance Working Group (GWG) when the Civic Administration submits a report on the processes other municipalities undertake to recruit and appoint members of the public to boards and commissions at the beginning of a Council term; and
- c) clauses 1.1 and 1.2 BE RECEIVED for information .

Motion Passed

4.6 Confirmation of Appointment to the Striking Committee

Moved by: A. Hopkins
Seconded by: J. Helmer

That the following representatives BE APPOINTED to the Striking Committee for the 2018-2022 Council term:

Skylar Franke - Urban League of London
Jasmine Ball - Pillar Nonprofit
Masoud Karimi - London District Labour Council

it being noted that the Strategic Priorities and Policy Committee received a communication dated April 4, 2019 from Pillar Nonprofit Network regarding this matter;

it being further noted that the Strategic Priorities and Policy Committee received a communication dated April 4, 2019 from the London District Labour Council regarding this matter; and,

it being further noted that the Strategic Priorities and Policy Committee received a communication dated March 28, 2019 from the Urban League of London regarding this matter.

Motion Passed

4.7 Consideration of Appointment to the Hamilton Road Business Improvement Area

Moved by: A. Hopkins
Seconded by: J. Helmer

That the following individuals BE APPOINTED to the Hamilton Road Business Improvement Area Board of Management for the term ending November 15, 2022:

Councillor M. van Holst
Rick Pinheiro, Pinheiro Realty
Cassi Mask-Wildman, Evans Funeral Home
Jackie Stephens, SDI Group Inc.
Joseph Battaglia, Mortgage Intelligentia
David Cardoso, Danny's Wine and Beer
Dann Burt, Ziebart
Jason Lessif, McDonald's
George Karigan, East Side Bar and Grill
Katie Dean, Hamilton Road Legal Centre
Jim Semchism, Ealing Pharma Choice
Raphael Metron, Primeweb

it being noted that the Strategic Priorities and Policy Committee received a communication dated March 29, 2018 from the Hamilton Road Business Improvement Area regarding this matter.

Motion Passed

- 4.1 Request for Councillor J. Morgan to be Appointed as Council Lead for the 2020-2023 Multi-Year Budget

Moved by: S. Lehman
Seconded by: S. Hillier

That Councillor J. Morgan BE APPOINTED as the Council lead for the upcoming four-year Budget process (2020 to 2023 referred hereafter as the "Multi-Year Budget"), acting as Budget Chair with duties including coordination of Multi-Year Budget activities with the Civic Administration and the Chairing of the Strategic Priorities and Policy Committee meetings where discussion and consideration of the adoption of the Multi-Year Budget takes place.

Yeas: (15): Mayor E. Holder, M. van Holst, S. Lewis, M. Salih, J. Helmer, M. Cassidy, P. Squire, J. Morgan, S. Lehman, A. Hopkins, P. Van Meerbergen, S. Turner, E. Pelosa, A. Kayabaga, and S. Hillier

Motion Passed (15 to 0)

5. Deferred Matters/Additional Business

None.

6. Adjournment

Moved by: M. Salih
Seconded by: P. Van Meerbergen

The meeting adjourned at 8:44 PM.

Council’s Strategic Plan 2019–2023: Final Outcomes, Expected Results, Strategies, and Metrics

| STRENGTHENING OUR COMMUNITY (SOC) | | |
|---|---|--|
| Outcome 1: Londoners have access to the supports they need to be successful. | | |
| Expected Result | Strategy | Metric |
| a) Increase affordable and quality housing options. | SOC-01 Establish and revitalize community housing through a Regeneration Plan. | # of lives impacted through social housing regeneration |
| | | # of new revenue sources through the Regeneration Strategy |
| | | # of additional units |
| | SOC-02 Increase supportive and specialized housing options for households experiencing chronic homelessness. | # of chronic homeless supported through Housing First |
| | | # of individuals and families experiencing chronic homelessness receiving Homeless Prevention Housing Allowances |
| | | # of supportive housing units for individuals and families experiencing chronic homelessness |
| | SOC-03 Strengthen the support for individuals and families in need of affordable housing. | # of individuals and families supported through new supplement programs |
| | | % of Homeless Prevention and Housing Plan Recommendations implemented |
| | | % of Identified London Middlesex Community Housing (LMCH) Strategic Plan objectives Completed |
| | | % of LMCH Service Standards Met |
| | | % of LMCH Tenants Satisfied with their Homes |
| | | # of housing units inspected for safety and environmental health |
| | SOC-04 Utilize innovative regulations and investment to facilitate affordable housing development. | % of Affordable Housing Community Improvement Plan completed |
| | | % of Affordable Housing Development Strategy completed |
| | | % of Inclusionary Zoning Bylaw completed |
| | | % of available school sites analyzed for affordable housing development opportunities |
| # of Housing Development Corporation (HDC) recommended/negotiated bonus units at or below Average Market Rent | | |

Council’s Strategic Plan 2019–2023: Final Outcomes, Expected Results, Strategies, and Metrics

| STRENGTHENING OUR COMMUNITY | | |
|---|---|---|
| Outcome 1: Londoners have access to the supports they need to be successful (continued). | | |
| Expected Result | Strategy | Metric |
| b) Reduce the number of individuals and families experiencing chronic homelessness or at risk of becoming homeless. | SOC-05 Create more purpose-built, sustainable, affordable housing stock in London. | # increase of available, purpose-created new affordable rental stock new affordable housing stock (built in partnership with HDC) |
| | | # of secondary/single-unit, based stock |
| | SOC-06 Implement coordinated access to mental health and addictions services and supports. | # of chronically homeless individuals and families that achieve housing stability (housed for 6 months) |
| | | # of individuals and families that become chronically homeless |
| | | # of programs participating in coordinated access practice |
| | SOC-07 Improve emergency shelter diversion and rapid re-housing practices. | # of unique chronic residents in shelter |
| | | % of individuals successfully diverted from shelter and individuals in shelter rapidly re-housed |
| c) Support improved access to mental health and addictions services. | SOC-08 Strengthen and support the mental health and addictions system. | % of Community Mental Health and Addictions Strategy recommendations implemented |
| | | % of priority actions implemented as a result of stewardship of the Middlesex London Community Drug and Alcohol Strategy (CDAS) |
| | | # of formalized partnerships in the Coordinated Informed Response |
| | | % of individuals moved from sleeping rough to shelter or housing through the Coordinated Informed Response |
| | | # of library locations with mental health services available |
| | | # of clients served through consumption and treatment services |
| | | # of clients accessing consumption and treatment services that are referred to treatment supports |

Council’s Strategic Plan 2019–2023: Final Outcomes, Expected Results, Strategies, and Metrics

| STRENGTHENING OUR COMMUNITY | | |
|---|---|--|
| Outcome 1: Londoners have access to the supports they need to be successful (continued). | | |
| Expected Result | Strategy | Metric |
| d) Decrease the number of London residents experiencing poverty. | SOC-09 Continue to support and develop collaborative approaches to end poverty. | \$ invested to support poverty reduction initiatives |
| | | NEW - # of London residents experiencing poverty |
| e) Increase opportunities for individuals and families. | SOC-10 Enhance public trust and confidence by ensuring appropriate response to victims, the vulnerable, and racialized persons and groups. | % of reported sexual assaults that are cleared as unfounded (London Police) |
| | | % of respondents satisfied with the quality of police services in helping victims of crime |
| | | NEW – Metric to be developed by London Police |
| | SOC-11 Fund and partner with the London Public Library to increase opportunities for people to access the services they need. | % increase in circulation to meet demand for collections |
| | | % of Indigenous people residing in local First Nations served |
| | SOC-12 Improve access to licensed child care and early years opportunities. | # of additional licensed child care spaces created |
| | | # of children in receipt of child care fee subsidy monthly, each year |
| | | # of EarlyON visits made by families |
| | SOC-13 Work collectively with community partners to improve outcomes and integrated responses for children, youth, families, and older adults. | # of community organizations support collective community agendas |
| | | # of community-based plans implemented |
| | | # of community-supported initiatives implemented annually |
| | | \$ invested to support collective community agendas |
| | | % of seniors population served at library locations |
| | SOC-14 Increase programming and activities for residents and families at Dearness Home. | # of youth served at library locations |
| \$ invested in auditorium expansion | | |
| | # of programs and events offered | |

Council’s Strategic Plan 2019–2023: Final Outcomes, Expected Results, Strategies, and Metrics

STRENGTHENING OUR COMMUNITY

Outcome 1: Londoners have access to the supports they need to be successful (continued).

| Expected Result | Expected Result | Expected Result |
|--|---|--|
| f) Improve the health and well-being of Londoners. | SOC-15 Continue to provide access to planned and managed pathway systems and nature trails within parks and open spaces. | # of user trips on the Thames Valley Parkway (TVP) |
| | | # of kilometres of pathways (including TVP multi-use pathways and Secondary multi-use paths) |
| | | # of kilometres of trails (dirt, woodchip, and gravel) |
| | | NEW - # of connections completed in the Thames Valley Parkway system |
| | SOC-16 Create programs and exhibitions to foster health and well-being. | % of program participants reporting increased levels of physical activity |
| | | % of program participants reporting increased self-esteem |
| | | # of classes, exhibits, and other programs offered at Museum London |
| | SOC-17 Deliver health protection and promotion programs guided by population health surveillance. | # of personal service settings inspected by public health inspectors |
| | | % of school age children immunized against vaccine preventable diseases |
| | | # of food-serving establishments inspected by public health inspectors |
| | | % of tobacco and cannabis vendors inspected for compliance with display, handling & promotion sections of the Smoke Free Ontario Act |
| | | # of pregnant women/young families supported through public health home visiting programs and group programs |

Council’s Strategic Plan 2019–2023: Final Outcomes, Expected Results, Strategies, and Metrics

| STRENGTHENING OUR COMMUNITY | | |
|--|---|--|
| Outcome 2: Londoners are engaged and have a sense of belonging in their neighbourhoods and community. | | |
| Expected Result | Strategy | Metric |
| a) Increase the number of residents who feel welcomed and included. | SOC-18 Create inclusive engagement opportunities for Londoners. | # of people engaged in the Community Diversity and Inclusion Strategy (CDIS) |
| | | % of CDIS strategies initiated |
| | | # of individuals participate in London & Middlesex Local Immigration Partnership (LMLIP) and City newcomer events. |
| | | % annual newcomer retention rate |
| | SOC-19 Strengthen understanding of and ability to engage in practices that promote cultural safety. | % of Middlesex London Health Unit (MLHU) staff who have completed Indigenous Cultural Safety Training and/or participated in other opportunities related to Indigenous cultural safety |
| | | # of City of London participants in the Intercultural Competency program |
| | | NEW - # of ABC participants in an intercultural competency program |
| b) Increase the number of meaningful opportunities for residents to be connected in their neighbourhood and community. | SOC-20 Strengthen engagement opportunities for all Londoners to participate in their neighbourhoods. | # of residents that voted in Neighbourhood Decision Making |
| | | NEW - # of Neighbourhood Decision Making ideas implemented |
| | | # of residents who submitted ideas through Neighbourhood Decision Making |
| | | % of London neighbourhoods supported through community development |
| | | % of neighbourhoods that participate in Neighbourhood Decision Making |
| | | # of active neighbourhood associations |
| | | NEW - # of activities supported within each neighbourhood |
| | | # of Planning education and engagement events held in neighbourhoods |
| | | # of unique venues where Planning events have been held |
| | | # of Subdivision Ambassador outreach events |

Council’s Strategic Plan 2019–2023: Final Outcomes, Expected Results, Strategies, and Metrics

| STRENGTHENING OUR COMMUNITY | | | |
|--|---|---|---|
| Outcome 2: Londoners are engaged and have a sense of belonging in their neighbourhoods and community (continued). | | | |
| Expected Result | Strategy | Metric | |
| b) Increase the number of meaningful opportunities for residents to be connected in their neighbourhood and community (continued). | SOC-21 Support neighbourhood festivals, cultural events, and activities across the city. | # of neighbourhood activities supported annually | |
| | | NEW - # of movie nights hosted in neighbourhoods | |
| | | NEW - # of movie nights hosted in neighbourhoods for the first time | |
| | | # of neighbourhood events supported | |
| | | # of new neighbourhood tools | |
| | | \$ invested to support community organizations | |
| | | % increase in neighbourhoods supported | |
| | | # of permitted events | |
| | | # of special events requests | |
| | | # of festivals and events held annually by Covent Garden Market | |
| | | # of events hosted at Western Fair | |
| | | # of tasks implemented from the Music, Entertainment, and Culture Districts Strategy | |
| | | SOC-22 Expand Social Services client feedback and participation in service delivery design in their community. | # of service delivery design surveys with Ontario Works clients conducted |
| | | | # of client engagement sessions conducted |
| SOC-23 Implement programs and services that respond to neighbourhood recreation needs. | # of neighbourhoods that have had an increase in recreation participation rates as a result of targeted outreach | | |
| SOC-24 Promote and invest in urban agriculture initiatives. | # of new urban agriculture initiatives implemented and identified by urban agriculture steering committee and City Planning staff | | |
| NEW - Strengthen relationships with post-secondary institutions that promote positive, proactive and meaningful dialogue. | NEW - Create opportunities for regular dialogue with post-secondary institutional partners. | NEW – # of meetings promoting positive, proactive and meaningful dialogue | |
| | | NEW – # of shared initiatives | |
| | | NEW – # of joint advocacy submissions | |

Council’s Strategic Plan 2019–2023: Final Outcomes, Expected Results, Strategies, and Metrics

STRENGTHENING OUR COMMUNITY

Outcome 3: Londoners have access to services and supports that promote wellbeing, health, and safety in their neighbourhoods and across the city.

| Expected Result | Strategy | Metric |
|--|--|--|
| a) Continue to invest in culture. | SOC-25 Provide inclusive and diverse community-focused art and history exhibitions and interpretive programming through the implementation of Museum London’s Strategic Plan. | # of Museum visitors |
| | | # of classes, exhibits, and other programs offered at the Museum |
| | | # of experiential tourism opportunities available to Museum visitors |
| | | # of visitor surveys/focus groups |
| | SOC-26 Engage Londoners in culture to increase community vibrancy and awareness. | # of arts organizations, collectives, and artists funded through the Community Arts Investment Program (CAIP) |
| | | # of heritage organizations and historians funded through the Community Heritage Investment Program (CHIP) |
| | SOC-27 Invest in Dundas Place. | # of events hosted by the City and Dundas Street Partners (London Public Library, Museum London, Downtown London BIA, etc) |
| | | # of events |
| | | # of new targeted businesses opened on Dundas Place |
| | SOC-28 Maintain the heritage resources of Eldon House to foster an appreciation of London’s community and cultural heritage. | # of artifacts professionally conserved |
| | | # of key security risks mitigated year over year |
| | | % of permanent display artifacts digitized |
| | | # of public programs/special events hosted |
| # of new, returning, and online visitors | | |
| % increase in outreach programs year over year | | |
| # of corporate and community partners | | |
| # of staff hours conducting audience research | | |
| # of staff hours conducting audience research | | |
| % increase in volunteer participation year over year | | |

Council’s Strategic Plan 2019–2023: Final Outcomes, Expected Results, Strategies, and Metrics

STRENGTHENING OUR COMMUNITY

Outcome 3: Londoners have access to services and supports that promote wellbeing, health, and safety in their neighbourhoods and across the city (continued).

| Expected Result | Strategy | Metric |
|---|--|---|
| b) Increase participation in recreation, sport, and leisure activities. | SOC-29 Remove barriers to access recreation, sport, leisure, and leadership programs and services. | # of individuals receiving Play Your Way financial assistance |
| | | # of opportunities for free drop-in recreation programs |
| | | % of subsidized community garden plots |
| | | % of accessible community garden plots |
| | | # of new play structures with enhanced safety surfaces |
| | | # of multilingual tours offered at Museum London |
| | SOC-30 Increase the number of recreation, sport, and leisure opportunities. | # of visits to city operated community centres |
| | | # of city owned recreation facilities and major park amenities |
| | | # of registered participants in recreation programs |
| | | # of seniors satellite locations |
| | | % increase in the number of community garden plots |
| | | # of volunteers involved in sport |
| | SOC-31 Work with community partners to create a leading sustainable sport development model. | # of hours accessed through third party agreements |
| # of formal agreements with local sport associations | | |
| c) Increase resident use of community gathering spaces. | SOC-32 Invest in community building projects. | # of new seating areas introduced to existing parks |
| | | # of small-scale projects and activations implemented in core neighbourhoods. |
| | | # of tree trunks in Hamilton Road Tree Trunk Tour |
| | | % of available school sites analyzed for parkland opportunities |
| | | # of community gardens |
| | SOC-44 (NEW) Provide public Wi-Fi in recreation facilities, particularly in areas where customer need and existing appropriate network connectivity. | # of neighbourhood community facilities |
| | | % of targeted Wi-Fi implementations completed |

Council’s Strategic Plan 2019–2023: Final Outcomes, Expected Results, Strategies, and Metrics

STRENGTHENING OUR COMMUNITY

Outcome 3: Londoners have access to services and supports that promote wellbeing, health, and safety in their neighbourhoods and across the city (continued).

| Expected Result | Strategy | Metric |
|---|---|--|
| Increase neighbourhood safety. | SOC-33 Develop and implement a Community Safety and Well-Being Plan. | Metrics TBD through the development of the Plan |
| | | NEW - # of active Neighbourhood Watches in London |
| | SOC-34 Develop and implement an enhanced Public Awareness Program to educate the public on their roles and responsibilities during emergency situations. | # of enhanced awareness and education programs |
| | | # of participants in programs |
| | SOC-35 Promote and support fire safety through increased public education and prevention, utilizing all the resources of the London Fire Department. | # of inspections and inspection activities completed |
| | | # of public education activities completed |
| | | # of targeted populations reached through public education activities |
| | | Fire Education Staff per 1,000 population |
| | | Fire Prevention Staff per 1,000 population |
| | SOC-36 Reduce collision-related injuries and fatalities through public education and enhanced traffic enforcement. | Collision-related fatality rate |
| | | Collision-related injury rate |
| | SOC-37 Reduce crime through increased visibility of community patrols and partnership with other agencies to address multi-jurisdictional criminal activity. | Crime Severity Index (London Police) |
| | | Violent crime severity index (London Police) |
| | SOC-38 Reduce victimization/revictimization through public education, promotion and encouragement of public engagement in crime prevention strategies. | Victimization Rate by population and crime type (London Police) |
| | | Revictimization Rate by population and crime type (London Police) |
| | SOC-39 Improve emergency response through the development and implementation of the Fire Master Plan and new technology. | Percentile City-wide response time for first Engine to arrive on scene within the Urban Growth Boundary |
| | | NEW: Response Time for first Engine to arrive on scene within the Urban Growth Boundary |
| | | Percentile City-wide response time to assemble 15 Firefighters on scene within the Urban Growth Boundary |
| | | NEW: Response Time to assemble 15 Firefighters on scene within the Urban Growth Boundary |
| | SOC-40 Promote pedestrian safety and active transportation. | # of elementary schools with school travel plans |
| # of land development/municipal initiatives where official Middlesex London Health Unit input was provided about healthy community design | | |

Council’s Strategic Plan 2019–2023: Final Outcomes, Expected Results, Strategies, and Metrics

| STRENGTHENING OUR COMMUNITY | | |
|---|---|--|
| Outcome 4: London’s neighbourhoods have a strong character and sense of place. | | |
| Expected Result | Strategy | Metric |
| a) Ensure that new development fits within and enhances its surrounding community. | SOC-41 Prepare and implement urban design guidelines. | # of development applications with urban design review |
| | | # of design guidelines prepared for specific topics or areas |
| b) Continue to conserve London’s heritage properties and archaeological resources. | SOC-42 Conserve London's heritage through regulation and investment. | % of heritage conservation district strategy (Heritage Places) completed |
| | | % of the municipally-owned Heritage Buildings Conservation Master Plan updated and recommendations implemented |
| | | # of Heritage Alteration Permits processed |
| | | # of heritage conservation districts |
| | | # of heritage properties listed on the municipal registry |
| | | # of heritage properties protected through designation |
| c) Increase the number of community gathering spaces in neighbourhoods. | SOC-43 Invest in community building projects. | % of available surplus school sites analyzed for parkland opportunities |
| | | # of community gardens |
| | | # of neighbourhood and district community centres |

Council’s Strategic Plan 2019–2023: Final Outcomes, Expected Results, Strategies, and Metrics

| BUILDING A SUSTAINABLE CITY (BSC) | | |
|---|---|--|
| Outcome 1: London’s infrastructure is built, maintained, and operated to meet the long-term needs of our community. | | |
| Expected Result | Strategy | Metric |
| a) Maintain or increase current levels of service. | BSC-01 Continue to develop the City's Public Art/Monument program. | # of existing public art and monument maintained and restored |
| | | # of public art and monuments created to reflect London's identity |
| | BSC-02 Develop and document current levels of service and identify proposed level of services. | # of asset types with developed/documented current levels of service |
| | | # of asset types with identified proposed levels of service |
| | BSC-03 Regenerate and revitalize LMCH /Community Housing sites. | # of LMCH Units Renovated / Retrofitted |
| | b) Build infrastructure to support future development and protect the environment. | BSC-04 Complete Waste Disposal Strategy (including the Environmental Assessment for the expansion of the W12A Landfill). |
| # of Environmental Assessment approval received | | |
| % completion of Waste Disposal Strategy | | |
| # of Environmental Compliance Approvals received | | |
| BSC-05 Work with multi-sectors to finalize the Climate Change/Severe Weather Adaptation Strategy for London's built infrastructure. | | % completion of Adaptation Strategy for built infrastructure |
| | | % completion of actions assigned to the City between 2020 and 2023 |
| | | % completion of actions assigned to Conservation Authorities between 2020 and 2023 |
| BSC-06 Renew, expand, and develop parks and recreation facilities, and conservation areas in appropriate locations to address existing gaps. | | # of new neighbourhood community centres |
| | | # of new parks developed |
| | | # of new conservation areas |
| | | NEW – Metric TBD pending Parks & Recreation Master Plan |
| BSC-07 Continue annual reviews of growth infrastructure plans to balance development needs with available funding. | | # of stakeholders participating in the Growth Management Implementation Strategy Update -% of stakeholder satisfaction with the annual Growth Management Implementation Strategy Update process |

Council’s Strategic Plan 2019–2023: Final Outcomes, Expected Results, Strategies, and Metrics

| BUILDING A SUSTAINABLE CITY | | |
|--|---|---|
| Outcome 1: London’s infrastructure is built, maintained, and operated to meet the long-term needs of our community (continued). | | |
| Expected Result | Strategy | Metric |
| c) Manage the infrastructure gap for all assets. | BSC-08 Prioritize investment in assets to implement the Asset Management Plan. | Ratio of Budget to Replacement Value of Asset by functional area, including: |
| | | <ul style="list-style-type: none"> • Water • Wastewater – Sanitary • Stormwater • Roads & Structures • Traffic • Parking • Solid Waste • Recreation • Parks • Urban Forestry • Fire • Long Term Care • Corporate Facilities • Culture Facilities • Fleet • Information Technology • Land |
| | | Ratio of Budget to Corporate Asset Management Plan targeted infrastructure investment by functional area, including: |
| | | <ul style="list-style-type: none"> • Water • Wastewater – Sanitary • Stormwater • Roads & Structures • Traffic • Parking • Solid Waste • Recreation • Parks • Urban Forestry • Fire • Long Term Care • Corporate Facilities • Culture Facilities • Fleet • Information Technology • Land |
| | | % of library locations completed (water, sewer, and utility) |
| | | % completion of library building components |
| | | # of branch libraries revitalized per 10 year cycle |
| | | # of branch libraries with way finding and signage strategy completed |
| | | # of library locations per city growth |
| | | # of library locations with accessibility upgrades (automatic door openers bathrooms, meeting rooms, etc.) |
| | | \$ invested to improve Museum London infrastructure |
| | | \$ co-invested in master site plan at the Western Fair District |
| \$ invested in conservation areas | | |

Council’s Strategic Plan 2019–2023: Final Outcomes, Expected Results, Strategies, and Metrics

| BUILDING A SUSTAINABLE CITY | | |
|--|---|---|
| Outcome 1: London’s infrastructure is built, maintained, and operated to meet the long-term needs of our community (continued). | | |
| Expected Result | Strategy | Metric |
| c) Manage the infrastructure gap for all assets (continued). | BSC-09 Monitor the infrastructure gap to inform the management of City assets. | # of Corporate Asset Management Plan updates published |
| | | \$ of infrastructure gap by functional area, including: <ul style="list-style-type: none"> • Water • Wastewater – Sanitary • Stormwater • Roads & Structures • Traffic • Parking • Solid Waste • Recreation • Parks • Urban Forestry • Fire • Long Term Care • Corporate Facilities • Culture Facilities • Fleet • Information Technology • Land |
| | | \$ invested in conservation areas |
| | | # of Corporate Asset Management Plan updates published |
| | NEW – Communicate the consequences of the infrastructure gap. | NEW - # of communication channels and educational outreach activities |

Council’s Strategic Plan 2019–2023: Final Outcomes, Expected Results, Strategies, and Metrics

| BUILDING A SUSTAINABLE CITY | | | |
|--|--|---|--|
| Outcome 2: London’s growth and development is well planned and sustainable over the long term (continued). | | | |
| Expected Result | Strategy | Metric | |
| a) Improve London’s resiliency to respond to potential future challenges. | BSC-10 Advance sustainability and resiliency strategies. | % of green city strategy completed | |
| | | % of resiliency strategy completed | |
| | | # of low impact development (LID) projects completed | |
| b) Direct growth and intensification to strategic locations. | BSC-11 Advance the growth and development policies of the London Plan through enhanced implementations tools and investments in infrastructure. | % of new zoning tool evaluation completed (Phase 1) | |
| | | % of new zoning tool completed (Phase 2) | |
| | | # of London Plan policies in force | |
| | | % of agricultural land preserved | |
| | | % of Urban Growth Boundary review completed | |
| | | % growth that is intensification (within Built Area Boundary) | |
| | | % intensification within Primary Transit Area | |
| | | % growth within Urban Growth Boundary | |
| | | 100% of Provincially Significant Wetlands, Areas of Natural and Scientific Interest, and Environmentally Significant Areas retained | |
| | | # of additional permit ready lots available | |
| | | # of additional market ready units available | |
| | | BSC-12 Prepare detailed plans for strategic locations. | # of secondary plans completed |
| | | BSC-13 Revitalize London's downtown and urban areas. | # of dwelling units in Downtown Community Improvement Plan |
| | | | # of dwelling units in Old East Village Community Improvement Plan |
| # of dwelling units in SoHo Community Improvement Plan | | | |
| BSC-14 Monitor city building outcomes with the London Plan. | Metrics TBD pending the development of the monitoring tool | | |
| NEW – Replace surface parking with efficient, convenient, and cost-effective public parking resources to support business, personal, and social activity in the Downtown (Downtown Parking Strategy). | TBD | | |

Council’s Strategic Plan 2019–2023: Final Outcomes, Expected Results, Strategies, and Metrics

| BUILDING A SUSTAINABLE CITY | | |
|--|---|---|
| Outcome 3: London has a strong and healthy environment. | | |
| Expected Result | Strategy | Metric |
| a) Increase waste reduction, diversion, and resource recovery. | BSC-15 Work with residents and organizations to implement the 60% Waste Diversion Action Plan. | # of groups or organizations actively involved in promoting waste diversion |
| | | % reduction in per capita waste generation |
| | | % of residential waste is diverted from landfill |
| | | % of households participating in the Green Bin Program |
| | | NEW - % of industrial, commercial and institutional (IC&I) waste diverted from landfill |
| b) Increase community knowledge and action to support the environment. | BSC-16 Collaborate on environmental actions with community groups through the London Environmental Network (LEN) and businesses as part of Green Economy London. | # of businesses/institutions that have joined because of City collaboration |
| | | # of collaborative projects with community groups undertaken |
| | BSC-17 Increase community environmental outreach for the built environment through CityGreen. | # of CityGreen activities or events hosted |
| | | # of participants in environmental education provided by Conservation Authorities |
| c) Protect and enhance waterways, wetlands, and natural areas. | BSC-18 Implement strategies, policies, and programs to conserve natural areas and features. | # of Conservation master plans/ecological restoration plans completed |
| | | # of hectares of buckthorn removed |
| | | # of hectares of Environmentally Sensitive Area (ESA) land managed through Upper Thames River Conservation Authority (UTRCA) contract |
| | | # of Hectares of invasive species other than buckthorn or phragmites removed |
| | | # of ecological assessments reviewed |
| | | # of Environmental Impact Studies monitoring compliance prior to subdivision assumption |
| | | # hectares of phragmites removed |
| | | # of hectares of wetlands created by Conservation Authorities |
| | | # of trees planted by Conservation Authorities |
| | | # of hectares of grasslands created by Conservation Authorities |

Council’s Strategic Plan 2019–2023: Final Outcomes, Expected Results, Strategies, and Metrics

BUILDING A SUSTAINABLE CITY

Outcome 3: London has a strong and healthy environment (continued).

| Expected Result | Strategy | Metric |
|--|---|--|
| c) Protect and enhance waterways, wetlands, and natural areas (continued). | BSC-19 Improve water quality in the Thames River. | # of Thames River water quality samples taken |
| | | NEW – Surface Water Quality Report Card for the Thames River (published every 5 years by UTRCA) |
| | | # of homeowner grants provided to reduce basement flooding and treatment plant bypasses |
| | | # of kilometers of combined sewer replaced |
| | | # of litres reduction in raw sewage bypasses to the Thames River during large rain storms |
| | | # of litres per day increase in ability to treat sewage during large rain storms |
| | BSC-20 Bring Londoners 'Back to the River' by revitalizing the Thames River radiating from the Forks. | % completion of the Forks Inaugural Project |
| | | % completion of the SoHo Back to the River Environmental Assessment |
| | | % completion of the SoHo Inaugural Construction Project |
| | BSC-21 Implement recommendations associated with the River Management Plan and One River Environmental Assessment. | # of projects completed from Environmental Assessment |
| d) Conserve energy and increase actions to respond to climate change and severe weather. | BSC-22 Develop and implement the next Corporate Energy Management Conservation & Demand Management (CDM) Strategy. | % completion of CDM Strategy (2019-2023) |
| | | % completion of CDM Strategy actions |
| | | % completion of the updated Green Fleet Plan |
| | | % reduction in corporate energy use on a per person basis compared to 2007 |
| | | % reduction in greenhouse gas generation levels from 2007 levels |

Council’s Strategic Plan 2019–2023: Final Outcomes, Expected Results, Strategies, and Metrics

| BUILDING A SUSTAINABLE CITY | | |
|--|--|---|
| Outcome 3: London has a strong and healthy environment (continued). | | |
| Expected Result | Strategy | Metric |
| d) Conserve energy and increase actions to respond to climate change and severe weather (continued). | BSC-23 Work with multi-sectors to develop and implement the next Community Energy Action Plan (CEAP). | % completion of CEAP Strategy (2019-2023) |
| | | % completion of CEAP actions assigned to the City between 2020 and 2023 |
| | | % completion of CEAP actions assigned to Conservation Authorities between 2020 and 2023 |
| | | % reduction in energy use on a per person basis compared to 2007 |
| | | % reduction in greenhouse gas generation levels from 1990 levels |
| | | # of stakeholder organizations, groups or businesses actively engaged in CEAP |
| | | % reduction in greenhouse gas per person from 1990 levels |
| | BSC-24 Update flood forecast and warning system to address a changing climate. | # of updates completed annually |
| | BSC-25 Assess health vulnerability to climate change. | # of days of heat warnings |
| | | # of days of cold weather alerts |
| | | # of ticks testing positive for Lyme disease |
| | | # of Vector Borne Diseases not previously reported in London |

Council’s Strategic Plan 2019–2023: Final Outcomes, Expected Results, Strategies, and Metrics

| BUILDING A SUSTAINABLE CITY | | |
|--|---|--|
| Outcome 4: Londoners can move around the city safely and easily in a manner that meets their needs. | | |
| Expected Result | Strategy | Metric |
| a) Increase access to transportation options. | BSC-26 Build more infrastructure for walking and bicycling. | # of metres of sidewalks built |
| | | NEW – % decrease in Urban Growth Area streets without sidewalks |
| | | # of metres of bike lanes built |
| | | NEW - # metres of protected bike lanes built |
| | BSC-27 Continue to expand options and programs to increase mobility. | % completion of a Bike Parking Action Plan |
| | | % completion of a monitoring program for building a bike-friendly London |
| | | % completion of a Transportation Management Association Feasibility Study |
| | | % completion of Bike Share Business Case |
| | | % completion of transportation demand management actions between 2020 and 2023 |
| | BSC-28 Develop a strategic plan for a future with connected and autonomous vehicles. | % completion of the strategic plan |
| | BSC-29 Support Londoners to access affordable public transit where they live and work. | # of subsidized passes rides (Income-Related, Youth, and Visually Impaired, Seniors and Children 12 and Under) sold on average per month |
| | | # of subsidized rides (Children 12 and Under and Seniors) on average per month |
| | | % of service hour improvements to industrial areas |
| | BSC-30 Implement the London Transit Commission (LTC) 5 Year Specialized Service Plan. | # of lower and level non-accommodated trips |
| | | Increase rides per capita (of specialized transit) |
| | | NEW - # of paratransit rides |
| | BSC-31 Implement the LTC Ridership Growth Strategy. | Increase ridership |
| | | Increase rides per capita |
| | BSC-32 Implement a rapid transit system to improve the reliability and capacity of existing transit service and support London Plan city building. | % increase in people carrying capacity |
| | | % of PM peak period boardings and alightings at a fully accessible transit platform |
| % of residences within walking distance of higher order transit | | |
| % of jobs within walking distance of higher order transit | | |
| BSC-33 Implement the LTC 5 Year Conventional Service Plan. | Increase ridership | |
| | Increase rides per capita | |

Council’s Strategic Plan 2019–2023: Final Outcomes, Expected Results, Strategies, and Metrics

| BUILDING A SUSTAINABLE CITY | | | |
|--|--|--|---|
| Outcome 4: Londoners can move around the city safely and easily in a manner that meets their needs (continued). | | | |
| Expected Result | Strategy | Metric | |
| b) Manage congestion and travel times. | BSC-34 Continue to improve the traffic signal system for the benefit of all road users. | % reduction in the afternoon peak Travel Time Index (ratio of off-peak to peak travel times on busy roads) | |
| | | NEW - # of traffic signals upgraded to the TIMMS Advanced Traffic Management System | |
| | BSC-35 Implement the strategic program of road improvements identified in the Smart Moves Transportation Master Plan. | # of lane kilometres of road added to the transportation network # of new road-rail underpasses constructed | |
| c) Improve safety for all modes of transportation. | BSC-36 Implement infrastructure improvements and programs to improve road safety. | % reduction in total injury and fatality collisions | |
| | | NEW - % reduction in pedestrian injury and fatality collisions | |
| | | NEW - % reduction in cyclist injury and fatality collisions | |
| d) Improve the quality of pedestrian environments to support healthy and active lifestyles. | BSC-37 Plant more trees to increase the city’s tree canopy cover. | # trees planted on streets, open spaces and parks | |
| | | BSC-38 Respond to changing participation patterns and emerging activities by adapting public spaces and programs. | |
| | BSC-38 Respond to changing participation patterns and emerging activities by adapting public spaces and programs. | # of benches added to parks | |
| | | # of lights added to parks | |
| | | % of public satisfied with park and open space | |
| | | # of kilometres of pathway improved | |
| | BSC-39 Increase pedestrian amenities on streets. | BSC-39 Increase pedestrian amenities on streets. | % of street projects with urban design review |
| | | | # street trees planted |
| \$ made available for cost-sharing neighbourhood street lighting projects | | | |
| NEW – % decrease in neighbourhood streets without streetlights | | | |

Council’s Strategic Plan 2019–2023: Final Outcomes, Expected Results, Strategies, and Metrics

| GROWING OUR ECONOMY (GOE) | | | |
|---|---|--|---|
| Outcome 1: London will develop a top quality workforce. | | | |
| Expected Result | Strategy | Metric | |
| a) Increase access employers have to the talent they require. | GOE-01 Increase employers’ access to resources to help achieve best practices in talent recruitment and retention. | # of agencies and institutions committed to developing a top quality workforce | |
| | | # of activities to support employers | |
| | | # of employer meetings | |
| | GOE-02 Increase Ontario Works client participation within employment activities. | % of Ontario Works file terminations exiting to employment % of Ontario Works cases terminated as a result of participants exiting to employment | % of eligible clients that have an active outcome plan |
| | | | NEW – Increase the employment rate for Londoners who are not currently participating in the workforce. |
| | | | NEW - % of Londoners aged 25-64 who are ‘not employed’ |
| | | | NEW – London’s participation rate |
| NEW – London’s unemployment rate | | | |
| b) Increase opportunities between potential employers, post-secondary institutions, and other employment and training agencies. | GOE-03 Increase the number of local internship opportunities for post-secondary students. | Metrics TBD | |
| | GOE-04 Increase the number of connections between employers, post-secondary students, newcomers, and other employment and training agencies. | # of activities to support connections of students to business | |
| | | # of activities to support connections of employers to employment and other training agencies | |
| | | # of activities to support connections of employers to newcomers | |
| | | # of networking opportunities provided for cultural workers in art, history, literature, music, and digital technology | |
| | GOE-05 Attract, retain, and integrate international students, and newcomer skilled workers, and entrepreneurs. | # of newcomer attraction activities supported | |
| | | # of newcomer retention and integration activities supported | |
| % annual newcomer retention rate | | | |

Council’s Strategic Plan 2019–2023: Final Outcomes, Expected Results, Strategies, and Metrics

GROWING OUR ECONOMY

Outcome 2: London is a leader in Ontario for attracting new jobs and investments.

| Expected Result | Strategy | Metric |
|---|---|--|
| a) Increase partnerships that promote collaboration, innovation, and investment. | GOE-06 Expand opportunities and activities through the London Waste to Resources Innovation Centre. | # of resource recovery pilot projects initiated |
| | | # of companies collaborating on resource recovery projects |
| | | # of signed Memorandums of Understanding (MoUs) |
| | GOE-07 Implement the Smart City Strategy. | % of Smart City Strategy completed |
| | GOE-08 Seek out and develop new partnerships and opportunities for collaboration. | # of City Planning projects completed in collaboration with educational institutions |
| | GOE-09 Plan for High Speed Rail. | Metrics TBD |
| | GOE-10 Collaborate with regional partners on international missions for new investment attraction. | # of regional investment promotion missions |
| | GOE-11 Undertake regional planning partnerships with neighbouring municipalities and promote regional connectivity. | # of area municipalities engaged in regional planning |
| | GOE-12 Grow tourism revenues through initiatives that build awareness and interest in London. | # of overnight visitors to London |
| | | \$ of tourism spending in London |
| | GOE-13 Support tourism by facilitating local, provincial, and national stakeholders to encourage community economic development, business partnerships, product development and legacy development for London. | \$ of economic impact of tourism in London |
| | | \$ tourism revenue generated as a total of Gross Domestic Product (GDP) for Ontario |
| | | \$ tourism revenue generated as a total of Gross Domestic Product (GDP) for London |
| | GOE-14 Support the development of agricultural industry and promote its value to the urban community through the establishment of an Agricultural Centre of Excellence. | # of industry leading farm and poultry shows |
| \$ leveraged to support Agricultural Centre of Excellence | | |
| # of Agricultural Centre of Excellence partners | | |
| # of Agricultural Centre of Excellence users | | |
| NEW – Work with multi-sector stakeholders to develop a Screen-Based Industry Strategy. | NEW – Metric TBD through strategy development | |

Council’s Strategic Plan 2019–2023: Final Outcomes, Expected Results, Strategies, and Metrics

| GROWING OUR ECONOMY | | |
|---|---|--|
| Outcome 2: London is a leader in Ontario for attracting new jobs and investments (continued). | | |
| Expected Result | Strategy | Metric |
| b) Maintain viability in key global markets. | GOE-15 Continue to engage the community to attract conventions, conferences, and multi-day events to London contributing to the community's economic prosperity. | \$ of economic impact (in millions) |
| | | \$ of total revenue (in millions) |
| | GOE-16 Create a vibrant entertainment district in the City of London. | # of events held at the Western Fair |
| | | # of outdoor patio venues |
| c) Increase public and private investment in strategic locations. | GOE-17 Revitalize London's downtown and urban areas. | # of private music venues |
| | | \$ value of all construction projects in receipt of CIP loans |
| | | Ratio of Construction Value to CIP loans within Community Improvement Plan (CIP) areas |
| | | % per year assessment growth rate above inflation in CIP areas |
| | | \$ of Covent Garden Market sales revenue |
| | | % of Covent Garden Market tenant vacancy |
| d) Increase public and private investment in amenities that attract visitors, a talented workforce, and investment. | GOE-18 Invest in city building projects. | NEW – \$ contributed to a reserve fund for property acquisition within Community Improvement Plan areas |
| | | # of city building project studies completed |
| | | # of Downtown Plan initiatives implemented |
| | GOE-19 Increase partnership funding, sponsorships, and donations to recreation services and amenities. | # of units zoned within Old Victoria Hospital lands |
| | | \$ of partnerships, sponsorships and donations |
| | | # of adopt-a-parks |
| e) Maintain foreign investment attraction, local retention, and growth and entrepreneurship support programs. | GOE-20 Ensure job growth through attraction of new capital from a diverse range of markets and industries. | # of jobs created |
| | | NEW- # of active retention and expansion files |
| | | NEW - # of jobs retained |

Council’s Strategic Plan 2019–2023: Final Outcomes, Expected Results, Strategies, and Metrics

| GROWING OUR ECONOMY | | |
|---|--|---|
| Outcome 3: London creates a supportive environment where entrepreneurs, businesses, and talent can thrive. | | |
| Expected Result | Strategy | Metric |
| a) Increase access to supports for entrepreneurs and small businesses, and community economic development. | GOE-21 Revitalize London's Downtown and urban areas. | # of Business Improvement Areas (BIAs) supported |
| | | # of Community Improvement Plan financial incentive applications processed |
| | | % of targeted businesses in BIAs |
| | | # of net new businesses in BIAs |
| | | \$ invested in BIA administration |
| | GOE-22 Support entrepreneurs, start-up, and scale-up companies. | # of supports provided for start-ups and scale-ups |
| | | # of activities to support entrepreneurship growth |
| | | # of artist performance opportunities created |
| | | # of music workshops and networking opportunities created |
| | b) Increase efficiency and consistency for administrative and regulatory processes. | GOE-23 Improve administrative and regulatory processes and by-law requirements to enhance London’s competitiveness. |
| # of bylaws reviewed and amended or repealed | | |
| # of building processes reviewed and improved | | |
| % of building permit applications reviewed within legislated timeframes | | |
| % of development applications meeting <i>Planning Act</i> timeframes | | |
| GOE-24 Improve access and navigation of City services and supports through Service London Business. | | # of development processes reviewed and improved |
| | | # attendees at collaborative regulatory workshops |
| | | # of customer journeys mapped and improved |
| | | # of visits to Service London Business Counter |
| | | # of visits to Service London Business website |
| c) Increase the availability of serviced land in strategic locations. | GOE-25 Continue to invest in land acquisition and servicing to recruit and retain new industrial employees. | # hectares sold of City-owned industrial land inventory |
| | | # of new jobs created in City-owned industrial parks |
| | | \$ increase in taxes paid by companies operating in City-owned industrial parks |
| | | NEW – # of hectares of industrial land purchased to meet minimum Industrial Land Development Strategy target of 200 hectares of available land |

Council’s Strategic Plan 2019–2023: Final Outcomes, Expected Results, Strategies, and Metrics

CREATING A SAFE LONDON FOR WOMEN AND GIRLS

Outcome: London has enhanced the potential for women and girls to live safe lives.

| Expected Result | Strategy | Metric |
|--|---|--------|
| Decrease male violence against women and girls who are subjected to abuse, assault and non-state torture in their intimate relationships; sex trafficking; sexual assault; and workplace harassment. | Apply a three pillared framework (legislation, public awareness, and funded services) in policy and by-law development. | TBD |
| | Ensure women and girls with lived experience, including but not exclusive to Indigenous and newcomer women and girls, are included in the development of policies, by-laws, and programs that affect them. | TBD |
| | Develop policies, by-laws and programs that make the safety of women and girls a priority, including policies and procedures that ensure workplace harassment is addressed appropriately with sanctions against harassers and supports for victims. | TBD |
| | Implement mandatory comprehensive training on male violence against women and girls in their intimate relationships; sex trafficking, workplace and sexual harassment; non-state torture; and sexual violence for all City employees and encourage all London’s agencies, boards and commissions to also implement the training. | TBD |
| | Increase the number of women in senior management positions and other positions of power. | TBD |
| | Work with the London Transit Commission to enhance the safety of women and girls on public transit, for example longer hours of bus service and free service to low-income women. | TBD |
| | Work together with City of London Housing Services, Housing Development Corporation, London-Middlesex Housing Corporation to build more accessible and safer housing options for women and girls. | TBD |
| | Maintain or increase the number of shelter beds available to abused women and their children, and to homeless women and girls. Full implementation of Housing First policy to be contingent on availability of immediate access to safe, affordable housing. | TBD |
| | Work with landlords and developers to end discrimination and bias against abused, sex trafficked and/or sexually assaulted women and girls attempting to access affordable housing. | TBD |
| | Recognize London as a sex trafficking hub and take action to work collaboratively towards solutions. | TBD |
| | Investigate signing the Global Every Woman Treaty and encourage AMO, FCM, other provincial associations, the governments of each province and the federal government to do the same. | TBD |
| | Include male violence against women and girls in discussions and decisions made at the Town and Gown Committee. | TBD |
| | Support community-based initiatives and organizations committed to ending male violence against women including but not limited to Anova (UN Safe Cities); Atlohsa Family Healing Services; the London Abused Women’s Centre/Youth Opportunities Unlimited/Salvation Army Correctional and Justice Services (Phoenix and Choices programs); and London Police Services (DV Unit and HT Unit). | TBD |
| Commit to applying a trauma and violence-informed lens to strategic plan for the City of London, ensuring that an intersectional approach is applied to address violence against women and girls in our community. | TBD | |

Council’s Strategic Plan 2019–2023: Final Outcomes, Expected Results, Strategies, and Metrics

| LEADING IN PUBLIC SERVICE (LPS) | | |
|---|--|---|
| Outcome 1: The City of London is trusted, open, and accountable in service of our community. | | |
| Expected Result | Strategy | Metric |
| a) Increase opportunities for residents to be informed and participate in local government. | LPS-01 Develop and deliver a corporate communications strategy, including staff training and tools to enhance communications and public engagement. | Metrics TBD through the development of the Corporate Communications Strategy |
| | | # of media relations training sessions offered |
| | | # of Public Engagement Forum meetings |
| | | % Resident public engagement satisfaction score |
| | | % of City Planning outreach and education strategy completed |
| | | # of residents that participate in the Neighbourhood Decision Making process |
| | | # of communication channels for Multi-Year Budget (MYB) engagement process |
| | | # of resident interactions in the Multi-Year Budget engagement process |
| b) Improve public accountability and transparency in decision making. | LPS-02 Measure and publicly report on corporate performance. | # of public reports the City of London participates in (BMA Consulting, Municipal Benchmarking Network Canada (MBNC), etc.) |
| | | # of strategic plan progress and performance reports |
| | LPS-03 Increase access to information to support community decision making. | # of reports to the community, including the annual community survey |
| | | # of open data sets available |
| | | # of new tools available, such as a citizen dashboard |
| c) Build relationships with Indigenous peoples that are respectful, transparent, responsive, and accountable. | LPS-04 This strategy must be developed in partnership with Indigenous peoples, including local First Nations. | Metrics TBD through the development of the strategy |
| | | % of Middlesex London Health Unit (MLHU) staff who have completed Indigenous Cultural Safety Training and/or participated in other opportunities related to Indigenous cultural safety |
| | | # of City of London participants in the Intercultural Competency program |
| | | NEW - # of ABC participants in the intercultural competency program |
| | | NEW – Indigenous Relations position filled |
| | | NEW – # initiatives supporting reconciliation implemented |
| d) NEW - Increase the effectiveness of London’s strategic advocacy. | NEW – Promote London’s intergovernmental priorities through Municipal Associations. | TBD |
| | NEW – Increase the awareness of, and support of, Council’s strategic advocacy priorities. | TBD |

Council’s Strategic Plan 2019–2023: Final Outcomes, Expected Results, Strategies, and Metrics

| LEADING IN PUBLIC SERVICE | | |
|--|--|---|
| Outcome 2: Londoners experience exceptional and valued customer service. | | |
| Expected Result | Strategy | Metric |
| a) Increase community and resident satisfaction of their service experience with the City. | LPS-05 Create new and/or enhance opportunities for residents and neighbourhood groups to engage on program and service needs. | % of all community centre visitors rating overall experience as good or excellent |
| | | % program utilization rate |
| | | % satisfaction rate of annual community survey |
| b) Increase responsiveness to our customers. | LPS-06 Research and respond to emerging planning trends and issues. | % of Provincial Planning legislation and policy updates reviewed and reported to Council |
| | | # of reports addressing emergent planning issues |
| | LPS-07 Streamline customer intake and follow-up across the corporation. | % of identified City staff that receive customer service training by Service Area |
| | | % of customers surveyed at point of transaction |
| | | % of customers satisfied with the services they received at point of transaction |
| | | % of service requests completed by planned completion date |
| | | % of Eligibility Determinations into Ontario Works made within 4 days |
| | | % of Ontario Works clients that access intake within 5 minutes |
| # of building and development processes reviewed and improved | | |

Council’s Strategic Plan 2019–2023: Final Outcomes, Expected Results, Strategies, and Metrics

| LEADING IN PUBLIC SERVICE | | |
|--|--|--|
| Outcome 2: Londoners experience exceptional and valued customer service (continued). | | |
| Expected Result | Strategy | Metric |
| c) Increase efficiency and effectiveness of service delivery. | LPS-08 Implement customer service standards. | % of Service Requests completed by Planned Completion Date |
| | | % of customers satisfied with the service they received |
| | LPS-09 Conduct targeted service reviews. | # of zero-based budget reviews completed |
| | | # of additional reviews completed |
| | | NEW – Total service reviews completed with efficiencies identified |
| | LPS-10 Promote and strengthen continuous improvement practices. | # of City employees with Lean training |
| | | # of individuals that participate in continuous improvement events |
| | | # of employees engaged in continuous improvements |
| | | # of financial process improvements |
| | | # of continuous improvements projects undertaken across the corporation |
| | LPS-11 Demonstrate leadership and accountability in the management and provision of quality programs, and services. | % satisfaction rate of annual community survey |
| | LPS-12 Accommodate long-term space needs for the City of London and optimize service delivery locations. | TBD - Pending approval of Master Accommodation Business Plan (MAP) business case through MYB |
| | LPS-13 Improve animal welfare by encouraging more animal adoption. | % rate of companion animal live release |
| | LPS-30 Improve residents' satisfaction with winter road and sidewalk maintenance. | % average of winter storms where the response exceeds provincial road maintenance standards |
| NEW – % increase in London residents indicating they are very/somewhat satisfied with snow clearing and removal in the annual citizen satisfaction survey | | |

Council’s Strategic Plan 2019–2023: Final Outcomes, Expected Results, Strategies, and Metrics

| LEADING IN PUBLIC SERVICE | | |
|---|---|--|
| Outcome 2: Londoners experience exceptional and valued customer service (continued). | | |
| Expected Result | Strategy | Metric |
| d) Reduce barriers to access city services and information. | LPS-14 Enhance collaboration between Service Areas and community stakeholders to assist residents to access services and supports. | # of new processes developed to ensure that city resources are shared across Service Areas |
| | | # of cross-functional teams supporting community initiatives |
| | | % of community initiatives that share information and resources across the corporation |
| | | # of staff training sessions related to mental health and addictions, cultural competency, and community resources |
| | | # of multi-Service Area initiatives implemented |
| | LPS-15 Implement the 2018 to 2021 Multi-Year Accessibility Plan. | # of front counters made accessible |
| | | # of pedestrian crosswalks made accessible |
| | | % of accessibility initiatives implemented |
| | | NEW – Metric TBD in consultation with the Accessibility Advisory Committee |
| | LPS-16 Implement ways to improve access to services and information. | # of services available at customer service counters |
| | | # of new Service London tools and resources available in multiple languages |
| | | % of customers satisfied with the service they received |
| | | % of information provided in alternate formats |
| | | % satisfaction rate with accessibility of services |
| | | # of Service London Portal users |
| NEW – # calls made to 311 and 519.661.CITY | | |
| NEW - # of City message campaigns advertised on digital billboards | | |
| e) Increase the use of technology to improve service delivery. | LPS-17 Continue to maintain, build, and enhance a high-performing and secure computing environment. | # of technical service requests and incidents successfully completed |
| | | % availability of City of London core computing environment |
| | | % of Information Technology customers satisfied |

Council’s Strategic Plan 2019–2023: Final Outcomes, Expected Results, Strategies, and Metrics

| LEADING IN PUBLIC SERVICE | | |
|--|--|---|
| Outcome 3: The City of London is a leader in public service as an employer, a steward of public funds, and an innovator of service. | | |
| Expected Result | Strategy | Metric |
| a) Increase the diversity of the city’s workforce. | LPS-18 Update and implement an Equity and Inclusion Plan. | % of new hires that identify as Women |
| | | % of new hires that identify as LGBTQ+ |
| | | % of new hires that identify as Indigenous People |
| | | % of new hires that identify as Racialized People |
| | | % of new hires that identify as People with Disabilities |
| | | % of new hires that identify as Immigrants |
| b) Attract and retain a talented workforce. | LPS-19 Develop and implement a People Plan. | Metrics TBD through the development of the Plan |
| c) Maintain a safe and healthy workplace. | LPS-20 Develop and implement a People Plan. | Metrics TBD through the development of the Plan |
| d) Maintain London’s finances in a transparent and well-planned manner to balance equity and affordability over the long term. | LPS-21 Plan, conduct, and support annual internal and external audits. | # of audits completed |
| | LPS-22 Continue to ensure the strength and sustainability of London’s finances. | # of consecutive years the Aaa credit rating is maintained |
| | | NEW – Debt financing as a percentage of the lifecycle renewal capital budget |
| | | NEW - Debt servicing costs as a percentage of total revenues |
| | LPS-23 Establish and monitor targets for reserves and reserve funds. | % of reserve and reserve fund targets that are established and monitored |
| | LPS-24 Maximize investment returns, adhering to the City's investment policy. | Actual investment returns compared to the City of London contractual bank rate |
| LPS-25 Review and update the City's financial strategic planning, principles, and policies. | # of Strategic Financial Plan update completed | |

Council’s Strategic Plan 2019–2023: Final Outcomes, Expected Results, Strategies, and Metrics

LEADING IN PUBLIC SERVICE

Outcome 3: The City of London is a leader in public service as an employer, a steward of public funds, and an innovator of service (continued).

| Expected Result | Strategy | Metric |
|--|--|---|
| d) Maintain London’s finances in a transparent and well-planned manner to balance equity and affordability over the long term (continued). | LPS-26 Develop and monitor the Multi-Year Budget to align financial resources with Council's Strategic Plan. | Average annual tax levy, water and wastewater rate increases approved through annual budget updates compared to the average annual tax levy, water and wastewater rate increases approved through Multi-Year Budget process |
| | LPS-27 Adhere to City of London limit on authorized debt (internal debt cap). | Actual debt authorized compared to internal debt cap |
| | LPS-28 Develop tax policy to align with Council priorities of the Strategic Plan. | City of London Commercial tax ratio compared to average Provincial Commercial tax ratio |
| | | City of London Industrial tax ratio compared to average Provincial Industrial tax ratio |
| | | City of London Multi-residential tax ratio compared to average Provincial Multi-residential tax ratio |
| | | NEW – Average tax increases by property class including education |
| NEW – Metric TBD pending the tax policy strategy | | |
| e) Enhance the ability to respond to new and emerging technologies and best practices. | LPS-29 Deliver and maintain innovative digital solutions to increase efficiency and effectiveness across the Corporation. | # of digital solutions delivered |
| | | # of Lessons Learned Outcomes communicated to ITS Project Managers |
| | | % of digital solutions that resulted in an increase in efficiency and/or effectiveness |
| | | % of time spent on projects |
| | | % of paperless trials (Provincial Offences Court) |
| | | % of disclosure requests available electronically (Provincial Offences Court) |
| | | % progress towards completion of digital application tracking initiatives |

COUNCIL’S STRATEGIC PLAN 2019-2023: RECOMMENDATIONS FROM ANOVA AND LONDON ABUSED WOMEN’S CENTRE

Strategic Area of Focus: Creating a Safe London for Women and Girls

| Outcome: London has enhanced the potential for women and girls to live safe lives | |
|--|---|
| Expected Result | Strategy |
| <p>Decrease male violence against women and girls who are subjected to abuse, assault and non-state torture in their intimate relationships; sex trafficking; sexual assault; and workplace harassment.</p> | Apply a three pillared framework (legislation, public awareness, and funded services) in policy and by-law development. |
| | Ensure women and girls with lived experience, including but not exclusive to Indigenous and newcomer women and girls, are included in the development of policies, by-laws, and programs that affect them. |
| | Develop policies, by-laws and programs that make the safety of women and girls a priority, including policies and procedures that ensure workplace harassment is addressed appropriately with sanctions against harassers and supports for victims. |
| | Implement mandatory comprehensive training on male violence against women and girls in their intimate relationships; sex trafficking, workplace and sexual harassment; non-state torture; and sexual violence for all City employees and encourage all London’s agencies, boards and commissions to also implement the training. |
| | Increase the number of women in senior management positions and other positions of power. |
| | Work with the London Transit Committee to enhance the safety of women and girls on public transit, for example longer hours of bus service and free service to low-income women. |
| | Work together with City of London Housing Services, Housing Development Corporation, London-Middlesex Housing Corporation to build more accessible and safer housing options for women and girls. |
| | Maintain or increase the number of shelter beds available to abused women and their children, and to homeless women and girls. Full implementation of Housing First policy to be contingent on availability of immediate access to safe, affordable housing. |
| | Work with landlords and developers to end discrimination and bias against abused, sex trafficked and/or sexually assaulted women and girls attempting to access affordable housing. |
| | Recognize London as a sex trafficking hub and take action to work collaboratively towards solutions |
| | Investigate signing the Global Every Woman Treaty and encourage AMO, FCM, other provincial associations, the governments of each province and the federal government to do the same. |
| | Include male violence against women and girls in discussions and decisions made at the Town and Gown Committee. |
| | Support community-based initiatives and organizations committed to ending male violence against women including but not limited to Anova (UN Safe Cities); Atlohsa Family Healing Services; the London Abused Women’s Centre/Youth Opportunities Unlimited/Salvation Army Correctional and Justice Services (Phoenix and Choices programs); and London Police Services (DV Unit and HT Unit). |
| Commit to applying a trauma and violence-informed lens to strategic plan for the City of London, ensuring that an intersectional approach is applied to address violence against women and girls in our community. | |



2019 – 2023

Strategic Plan for the City of London

Vision

A leader in commerce, culture and innovation –
our region's connection to the World.

Mission

A responsive and modern public service partner
that fosters change to build a better London for all.

Values

Good Governance
Driven by Community
Acting with Compassion
Moving Forward through Innovation

Council's Strategic Plan 2019 – 2023

STRENGTHENING Our Community

Londoners have access to the supports they need to be successful.

| Expected Result | Strategy |
|--|---|
| Increase affordable and quality housing options. | <p>Establish and revitalize community housing through a Regeneration Plan.</p> <p>Increase supportive and specialized housing options for households experiencing chronic homelessness.</p> <p>Strengthen the support for individuals and families in need of affordable housing.</p> <p>Utilize innovative regulations and investment to facilitate affordable housing development.</p> |
| Reduce the number of individuals and families experiencing chronic homelessness or at risk of becoming homeless. | <p>Create more purpose-built, sustainable, affordable housing stock in London.</p> <p>Implement coordinated access to mental health and addictions services and supports.</p> <p>Improve emergency shelter diversion and rapid re-housing practices.</p> |
| Support improved access to mental health and addictions services. | <p>Strengthen and support the mental health and addictions system.</p> |
| Decrease the number of London residents experiencing poverty. | <p>Continue to support and develop collaborative approaches to end poverty.</p> |
| Increase opportunities for individuals and families. | <p>Enhance public trust and confidence by ensuring appropriate response to victims, the vulnerable, and racialized persons and groups.</p> <p>Fund and partner with the London Public Library to increase opportunities for people to access the services they need.</p> <p>Improve access to licensed child care and early years opportunities.</p> <p>Work collectively with community partners to improve outcomes and integrated responses for children, youth, families, and older adults.</p> <p>Increase programming and activities for residents and families at Dearness Home.</p> |
| Improve the health and well-being of Londoners. | <p>Continue to provide access to planned and managed pathway systems and nature trails within parks and open spaces.</p> <p>Create programs and exhibitions to foster health and well-being.</p> <p>Deliver health protection and promotion programs guided by population health surveillance.</p> |

Londoners are engaged and have a sense of belonging in their neighbourhoods and community.

| Expected Result | Strategy |
|---|---|
| Increase the number of residents who feel welcomed and included. | <p>Create inclusive engagement opportunities for Londoners.</p> <p>Strengthen understanding of and ability to engage in practices that promote cultural safety.</p> |
| Increase the number of meaningful opportunities for residents to be connected in their neighbourhood and community. | <p>Strengthen engagement opportunities for all Londoners to participate in their neighbourhoods.</p> <p>Support neighbourhood festivals, cultural events, and activities across the city.</p> <p>Expand Social Services client feedback and participation in service delivery design in their community.</p> <p>Implement programs and services that respond to neighbourhood recreation needs.</p> |

Council's Strategic Plan 2019 – 2023

STRENGTHENING Our Community

Promote and invest in urban agriculture initiatives.

Londoners are engaged and have a sense of belonging in their neighbourhoods and community (continued).

| Expected Result | Strategy |
|---|---|
| Strengthen relationships with post-secondary institutions that promote positive, proactive and meaningful dialogue. | Create opportunities for regular dialogue with post-secondary institutional partners. |

Londoners have access to the services and supports that promote well-being, health, and safety in their neighbourhoods and across the city.

| Expected Result | Strategy |
|--|--|
| Continue to invest in culture. | <p>Provide inclusive and diverse community-focused art and history exhibitions and interpretive programming through the implementation of Museum London's Strategic Plan.</p> <p>Engage Londoners in culture to increase community vibrancy and awareness.</p> <p>Invest in Dundas Place.</p> <p>Maintain the heritage resources of Eldon House to foster an appreciation of London's community and cultural heritage.</p> |
| Increase participation in recreation, sport, and leisure activities. | <p>Remove barriers to access recreation, sport, leisure, and leadership programs and services.</p> <p>Increase the number of recreation, sport, and leisure opportunities.</p> <p>Work with community partners to create a leading sustainable sport development model.</p> |
| Increase resident use of community gathering spaces. | <p>Invest in community building projects.</p> <p>Provide public Wi-Fi in recreation facilities, particularly in areas where there is customer need and existing appropriate network connectivity.</p> |
| Increase neighbourhood safety. | <p>Develop and implement a Community Safety and Well-Being Plan.</p> <p>Develop and implement an enhanced Public Awareness Program to educate the public on their roles and responsibilities during emergency situations.</p> <p>Promote and support fire safety through increased public education and prevention, utilizing all the resources of the London Fire Department.</p> <p>Reduce collision-related injuries and fatalities through public education and enhanced traffic enforcement.</p> <p>Reduce crime through increased visibility of community patrols and partnership with other agencies to address multi-jurisdictional criminal activity.</p> <p>Reduce victimization/revictimization through public education, promotion and encouragement of public engagement in crime prevention strategies.</p> <p>Improve emergency response through the development and implementation of the Fire Master Plan and new technology.</p> <p>Promote pedestrian safety and active transportation.</p> |

Council's Strategic Plan 2019 – 2023

STRENGTHENING Our Community

London's neighbourhoods have a strong character and sense of place.

| Expected Result | Strategy |
|---|---|
| Ensure that new development fits within and enhances its surrounding community. | Prepare and implement urban design guidelines. |
| Continue to conserve London's heritage properties and archaeological resources. | Conserve London's heritage through regulation and investment. |
| Increase the number of community gathering spaces in neighbourhoods. | Invest in community building projects. |

Council's Strategic Plan 2019 – 2023

BUILDING A Sustainable City

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

| Expected Result | Strategy |
|---|--|
| Maintain or increase current levels of service. | <p>Continue to develop the City's Public Art/Monument program.</p> <p>Develop and document current levels of service and identify proposed level of services.</p> <p>Regenerate and revitalize LMCH/Community Housing sites.</p> |
| Build infrastructure to support future development and protect the environment. | <p>Complete Waste Disposal Strategy (including the Environmental Assessment for the expansion of the W12A Landfill).</p> <p>Work with multi-sectors to finalize the Climate Change/Severe Weather Adaptation Strategy for London's built infrastructure.</p> <p>Renew, expand, and develop parks and recreation facilities, and conservation areas in appropriate locations to address existing gaps.</p> <p>Continue annual reviews of growth infrastructure plans to balance development needs with available funding.</p> |
| Manage the infrastructure gap for all assets. | <p>Prioritize investment in assets to implement the Asset Management Plan.</p> <p>Monitor the infrastructure gap to inform the management of City assets.</p> <p>Communicate the consequences of the infrastructure gap.</p> |

London's growth and development is well planned and sustainable over the long term.

| Expected Result | Strategy |
|--|--|
| Improve London's resiliency to respond to potential future challenges. | <p>Advance sustainability and resiliency strategies.</p> |
| Direct growth and intensification to strategic locations. | <p>Advance the growth and development policies of the London Plan through enhanced implementations tools and investments in infrastructure.</p> <p>Prepare detailed plans for strategic locations.</p> <p>Revitalize London's downtown and urban areas.</p> <p>Monitor city building outcomes with the London Plan.</p> <p>Replace surface parking with efficient, convenient, and cost-effective public parking resources to support business, personal, and social activity in the Downtown (Downtown Parking Strategy).</p> |

London has a strong and healthy environment.

| Expected Result | Strategy |
|---|--|
| Increase waste reduction, diversion, and resource recovery. | <p>Work with residents and organizations to implement the 60% Waste Diversion Action Plan.</p> |
| Increase community knowledge and action to support the environment. | <p>Collaborate on environmental actions with community groups through the London Environmental Network (LEN) and businesses as part of Green Economy London.</p> <p>Increase community environmental outreach for the built environment through CityGreen.</p> |

Council's Strategic Plan 2019 – 2023

BUILDING A Sustainable City

London has a strong and healthy environment (continued).

| Expected Result | Strategy |
|---|--|
| Protect and enhance waterways, wetlands, and natural areas. | <p>Implement strategies, policies, and programs to conserve natural areas and features.</p> <p>Improve water quality in the Thames River.</p> <p>Bring Londoners 'Back to the River' by revitalizing the Thames River radiating from the Forks.</p> <p>Implement recommendations associated with the River Management Plan and One River Environmental Assessment.</p> |
| Conserve energy and increase actions to respond to climate change and severe weather. | <p>Develop and implement the next Corporate Energy Management Conservation & Demand Management (CDM) Strategy.</p> <p>Work with multi-sectors to develop and implement the next Community Energy Action Plan (CEAP).</p> <p>Update flood forecast and warning system to address a changing climate.</p> <p>Assess health vulnerability to climate change.</p> |

Londoners can move around the city safely and easily in a manner that meets their needs.

| Expected Result | Strategy |
|--|--|
| Increase access to transportation options. | <p>Build more infrastructure for walking and bicycling.</p> <p>Continue to expand options and programs to increase mobility.</p> <p>Develop a strategic plan for a future with connected and autonomous vehicles.</p> <p>Support Londoners to access affordable public transit where they live and work.</p> <p>Implement the London Transit Commission (LTC) 5 Year Specialized Service Plan.</p> <p>Implement the LTC Ridership Growth Strategy.</p> <p>Implement a rapid transit system to improve the reliability and capacity of existing transit service and support London Plan city building.</p> <p>Implement the LTC 5 Year Conventional Service Plan.</p> |
| Manage congestion and travel times. | <p>Continue to improve the traffic signal system for the benefit of all road users.</p> <p>Implement the strategic program of road improvements identified in the Smart Moves Transportation Master Plan.</p> |
| Improve safety for all modes of transportation. | <p>Implement infrastructure improvements and programs to improve road safety.</p> |
| Improve the quality of pedestrian environments to support healthy and active lifestyles. | <p>Plant more trees to increase the city's tree canopy cover.</p> <p>Respond to changing participation patterns and emerging activities by adapting public spaces and programs.</p> <p>Increase pedestrian amenities on streets.</p> |

Council's Strategic Plan 2019 – 2023

GROWING Our Economy

London will develop a top quality workforce.

| Expected Result | Strategy |
|--|---|
| Increase access employers have to the talent they require. | <p>Increase employers' access to resources to help achieve best practices in talent recruitment and retention.</p> <p>Increase Ontario Works client participation within employment activities.</p> <p>Increase the employment rate for Londoners who are not currently participating in the workforce.</p> |
| Increase opportunities between potential employers, post-secondary institutions, and other employment and training agencies. | <p>Increase the number of local internship opportunities for post-secondary students.</p> <p>Increase the number of connections between employers, post-secondary students, newcomers, and other employment and training agencies.</p> <p>Attract, retain, and integrate international students, and newcomer skilled workers, and entrepreneurs.</p> |

London is a leader in Ontario for attracting new jobs and investments.

| Expected Result | Strategy |
|---|--|
| Increase partnerships that promote collaboration, innovation, and investment. | <p>Expand opportunities and activities through the London Waste to Resources Innovation Centre.</p> <p>Implement the Smart City Strategy.</p> <p>Seek out and develop new partnerships and opportunities for collaboration.</p> <p>Plan for High Speed Rail.</p> <p>Collaborate with regional partners on international missions for new investment attraction.</p> <p>Undertake regional planning partnerships with neighbouring municipalities and promote regional connectivity.</p> <p>Grow tourism revenues through initiatives that build awareness and interest in London.</p> <p>Support tourism by facilitating local, provincial, and national stakeholders to encourage community economic development, business partnerships, product development and legacy development for London.</p> <p>Support the development of agricultural industry and promote its value to the urban community through the establishment of an Agricultural Centre of Excellence.</p> <p>Work with multi-sector stakeholders to develop a Screen-Based Industry Strategy.</p> |
| Maintain viability in key global markets. | <p>Continue to engage the community to attract conventions, conferences, and multi-day events to London contributing to the community's economic prosperity.</p> <p>Create a vibrant entertainment district in the City of London.</p> |
| Increase public and private investment in strategic locations. | <p>Revitalize London's downtown and urban areas.</p> |
| Increase public and private investment in amenities that attract visitors, a talented workforce and investment. | <p>Invest in city building projects.</p> <p>Increase partnership funding, sponsorships, and donations to recreation services and amenities.</p> |

Council's Strategic Plan 2019 – 2023

GROWING Our Economy

London is a leader in Ontario for attracting new jobs and investments (continued).

| Expected Result | Strategy |
|--|---|
| Maintain foreign investment attraction, local retention, and growth and entrepreneurship support programs. | Ensure job growth through attraction of new capital from a diverse range of markets and industries. |

London creates a supportive environment where entrepreneurs, businesses, and talent can thrive.

| Expected Result | Strategy |
|---|--|
| Increase access to supports for entrepreneurs and small businesses, and community economic development. | Revitalize London's Downtown and urban areas. Support entrepreneurs, start-up, and scale-up companies. |
| Increase efficiency and consistency for administrative and regulatory processes. | Improve administrative and regulatory processes and by-law requirements to enhance London's competitiveness. Improve access and navigation of City services and supports through Service London Business. |
| Increase the availability of serviced land in strategic locations. | Continue to invest in land acquisition and servicing to recruit and retain new industrial employees. |

Council's Strategic Plan 2019 – 2023

CREATING A Safe London

For Women and Girls

London has enhanced the potential for women and girls to live safe lives.

| Expected Result | Strategy |
|---|---|
| <p>Decrease male violence against women and girls who are subjected to abuse, assault and non-state torture in their intimate relationships; sex trafficking; sexual assault; and workplace harassment.</p> | <p>Apply a three pillared framework (legislation, public awareness, and funded services) in policy and by-law development.</p> <p>Ensure women and girls with lived experience, including but not exclusive to Indigenous and newcomer women and girls, are included in the development of policies, by-laws, and programs that affect them.</p> <p>Develop policies, by-laws and programs that make the safety of women and girls a priority, including policies and procedures that ensure workplace harassment is addressed appropriately with sanctions against harassers and supports for victims.</p> <p>Implement mandatory comprehensive training on male violence against women and girls in their intimate relationships; sex trafficking, workplace and sexual harassment; non-state torture; and sexual violence for all City employees and encourage all London's agencies, boards and commissions to also implement the training.</p> <p>Increase the number of women in senior management positions and other positions of power.</p> <p>Work with the London Transit Commission to enhance the safety of women and girls on public transit, for example longer hours of bus service and free service to low-income women.</p> <p>Work together with City of London Housing Services, Housing Development Corporation, London-Middlesex Community Housing to build more accessible and safer housing options for women and girls.</p> <p>Maintain or increase the number of shelter beds available to abused women and their children, and to homeless women and girls. Full implementation of Housing First policy to be contingent on availability of immediate access to safe, affordable housing.</p> <p>Work with landlords and developers to end discrimination and bias against abused, sex trafficked and/or sexually assaulted women and girls attempting to access affordable housing.</p> <p>Recognize London as a sex trafficking hub and take action to work collaboratively towards solutions.</p> <p>Investigate signing the Global Every Woman Treaty and encourage AMO, FCM, other provincial associations, the governments of each province and the federal government to do the same.</p> <p>Include male violence against women and girls in discussions and decisions made at the Town and Gown Committee.</p> <p>Support community-based initiatives and organizations committed to ending male violence against women including but not limited to Anova (UN Safe Cities); Atlohsa Family Healing Services; the London Abused Women's Centre/Youth Opportunities Unlimited/Salvation Army Correctional and Justice Services (Phoenix and Choices programs); and London Police Services (DV Unit and HT Unit).</p> <p>Commit to applying a trauma and violence-informed lens to strategic plan for the City of London, ensuring that an intersectional approach is applied to address violence against women and girls in our community.</p> |

Council's Strategic Plan 2019 – 2023

LEADING In Public Service

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

| Expected Result | Strategy |
|--|--|
| Increase opportunities for residents to be informed and participate in local government. | Develop and deliver a corporate communications strategy, including staff training and tools to enhance communications and public engagement. |
| Improve public accountability and transparency in decision making. | Measure and publicly report on corporate performance. Increase access to information to support community decision making. |
| Build relationships with Indigenous peoples that are respectful, transparent, responsive, and accountable. | This strategy must be developed in partnership with Indigenous peoples, including local First Nations. |
| Increase the effectiveness of London's strategic advocacy. | Promote London's intergovernmental priorities through Municipal Associations. Increase the awareness of, and support of, Council's strategic advocacy priorities. |

Londoners experience exceptional and valued customer service.

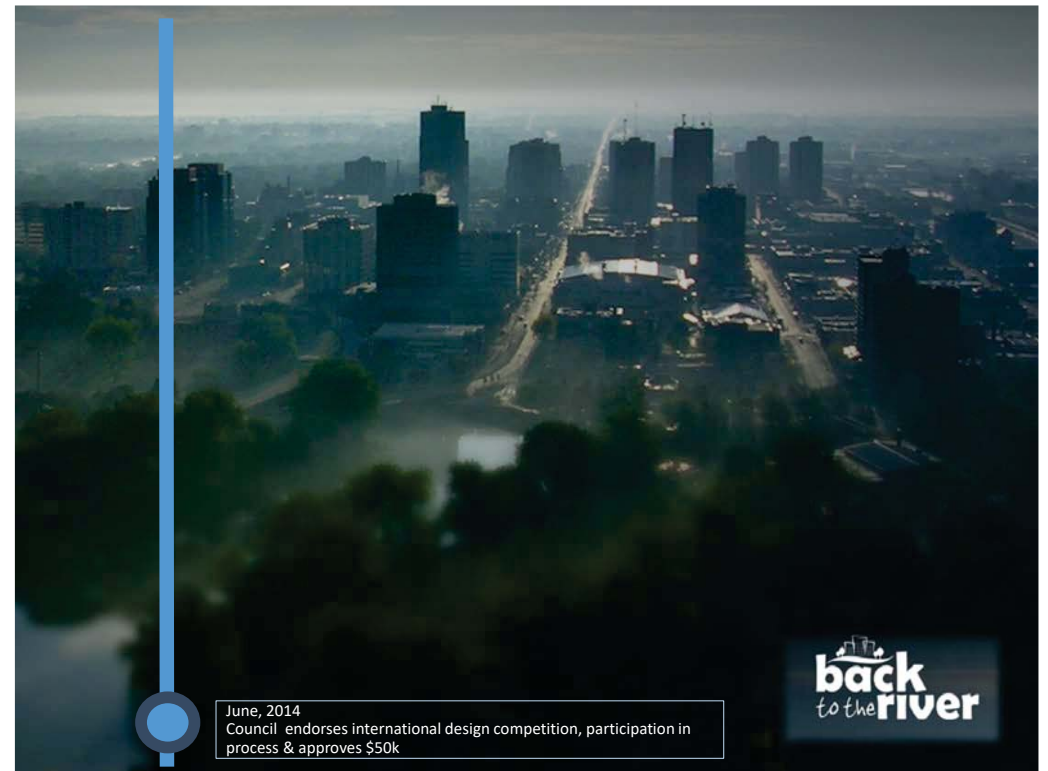
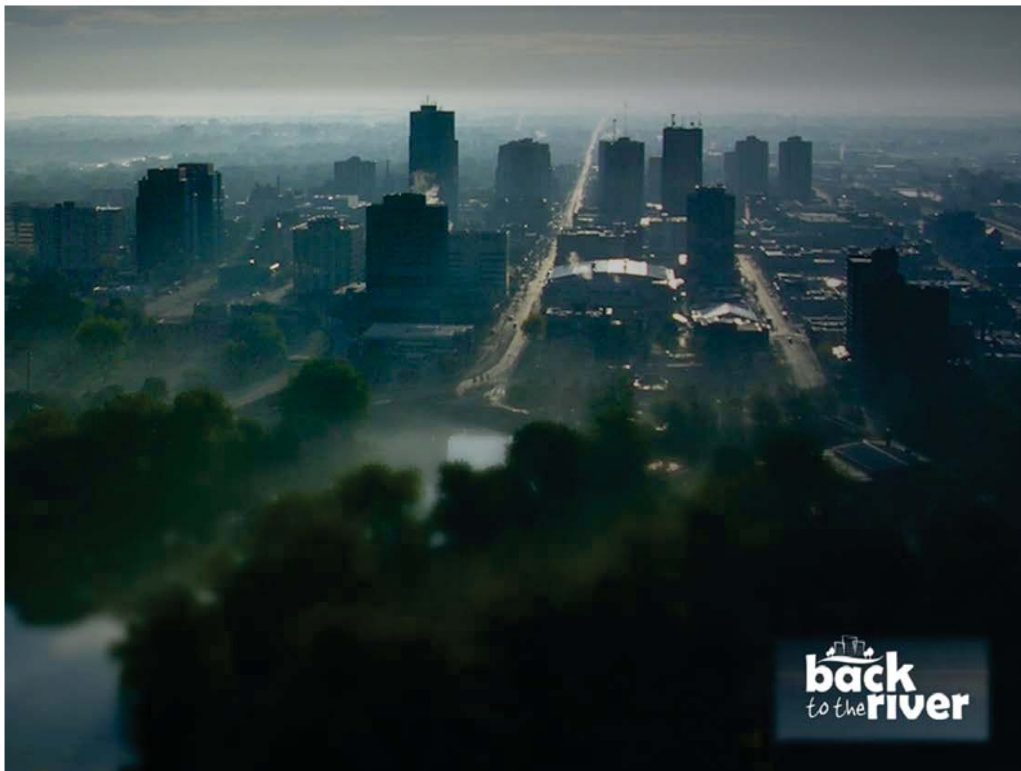
| Expected Result | Strategy |
|---|--|
| Increase community and resident satisfaction of their service experience with the City. | Create new and/or enhance opportunities for residents and neighbourhood groups to engage on program and service needs. |
| Increase responsiveness to our customers. | Research and respond to emerging planning trends and issues. Streamline customer intake and follow-up across the corporation. |
| Increase efficiency and effectiveness of service delivery. | Implement customer service standards. Conduct targeted service reviews. Promote and strengthen continuous improvement practices. Demonstrate leadership and accountability in the management and provision of quality programs, and services. Accommodate long-term space needs for the City of London and optimize service delivery locations. Improve animal welfare by encouraging more animal adoption. Improve residents' satisfaction with winter road and sidewalk maintenance. |
| Reduce barriers to access city services and information. | Enhance collaboration between Service Areas and community stakeholders to assist residents to access services and supports. Implement the 2018 to 2021 Multi-Year Accessibility Plan. Implement ways to improve access to services and information. |
| Increase the use of technology to improve service delivery. | Continue to maintain, build, and enhance a high-performing and secure computing environment. |

Council's Strategic Plan 2019 – 2023

LEADING In Public Service

The City of London is a leader in public service as an employer, a steward of public funds, and an innovator of service.

| Expected Result | Strategy |
|---|--|
| Increase the diversity of the city's workforce. | Update and implement an Equity and Inclusion Plan. |
| Attract and retain a talented workforce. | Develop and implement a People Plan. |
| Maintain a safe and healthy workplace. | Develop and implement a People Plan. |
| Maintain London's finances in a transparent and well-planned manner to balance equity and affordability over the long term. | <p>Plan, conduct, and support annual internal and external audits.</p> <p>Continue to ensure the strength and sustainability of London's finances.</p> <p>Establish and monitor targets for reserves and reserve funds.</p> <p>Maximize investment returns, adhering to the City's investment policy.</p> <p>Review and update the City's financial strategic planning, principles, and policies.</p> <p>Develop and monitor the Multi-Year Budget to align financial resources with Council's Strategic Plan.</p> <p>Adhere to City of London limit on authorized debt (internal debt cap).</p> <p>Develop tax policy to align with Council priorities of the Strategic Plan.</p> |
| Enhance the ability to respond to new and emerging technologies and best practices. | Deliver and maintain innovative digital solutions to increase efficiency and effectiveness across the Corporation. |



Back to the River Core Area Waterfront Improvement

1. Social

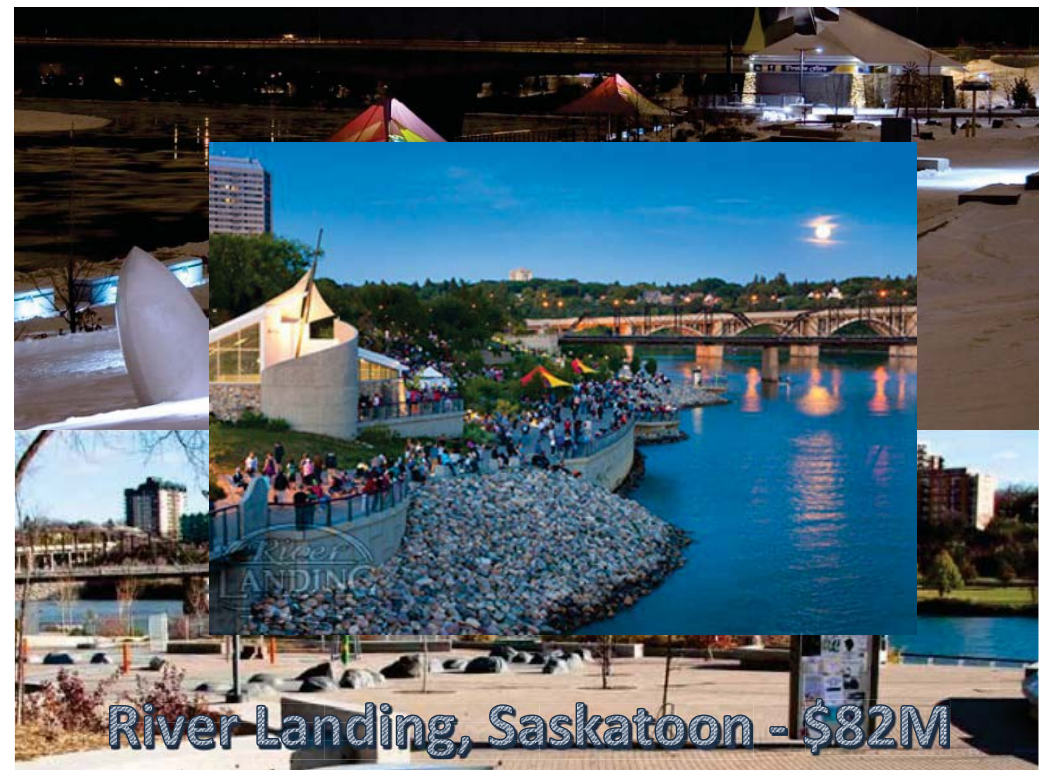
- Bring Londoners “Back to the River” – Core Area
- Give better access to the river
- A place for large community gatherings
- Public places for everyone

2. Environmental

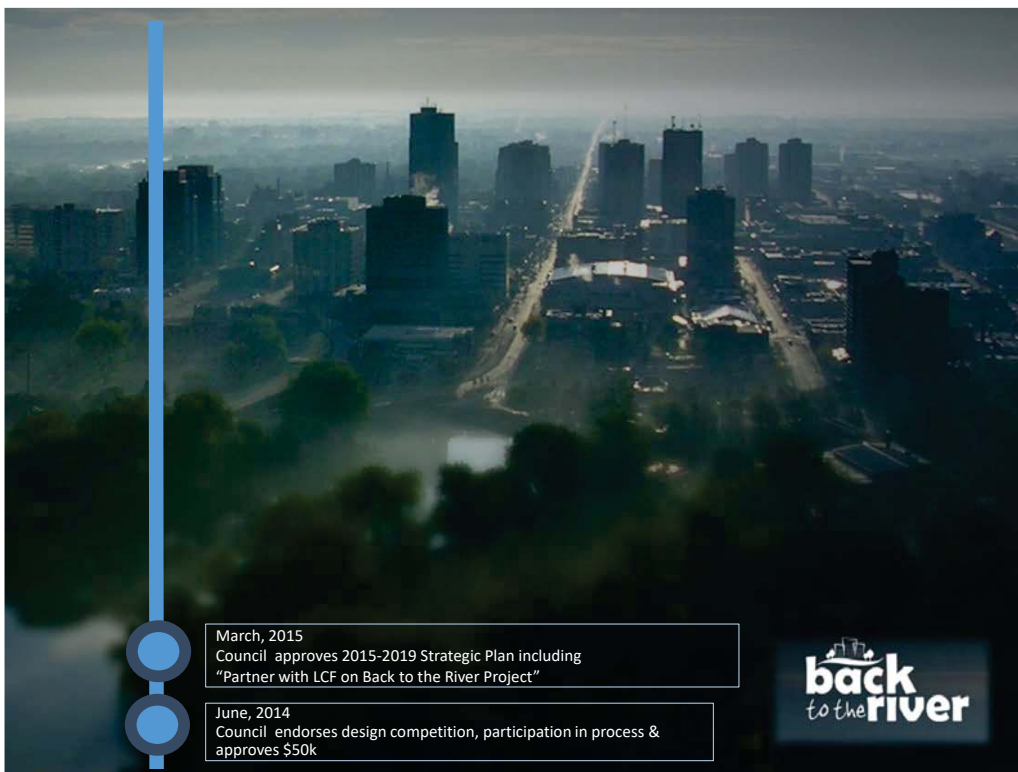
- Improve health of the river
- Grow appreciation and long term stewardship for River

3. Economic

- Assist in Downtown/Core Area regeneration
- Public space that is part of London’s quality of life offering – building a city that attracts and retains labour force
- Another piece of tourism infrastructure



Halton gets set to approve world-class waterfront plan for Burlington



March, 2015
Council approves 2015-2019 Strategic Plan including "Partner with LCF on Back to the River Project"

June, 2014
Council endorses design competition, participation in process & approves \$50k



West Bay Pier 8 Promenade Park Design winner "Hamilton: Hammer City" by Forrec Ltd

Forrec Ltd, has been selected by the competition jury as the winner of the Pier 8 Promenade Park Design Competition for their proposal "Hamilton: Hammer City".



[Find out the jury process and next steps for Pier 8 Promenade](#)

Hamilton West Harbour - \$172M

GROWING OUR ECONOMY

2. Urban regeneration

| STRATEGY | |
|--------------------|---|
| What are we doing? | How are we doing it? |
| A | <p>Invest in London's downtown as the heart of our city.</p> <ul style="list-style-type: none"> London's Downtown Plan Dundas Flexible Street Dundas Place Scoping Study Forks of the Thames Re-development London Community Foundation's "Back to the River Project" Alleyway Program Various infrastructure upgrades Downtown management organization - new |
| | <ul style="list-style-type: none"> Foundation on the "Back to the River Project". London's Downtown Plan Thames Valley Corridor Plan |
| E | <p>Invest in making London's riverfront beautiful and accessible for all Londoners.</p> <ul style="list-style-type: none"> Thames Valley Corridor Plan London Community Foundation "Back to the River Project" The London Plan (City Design and Culturally Rich & Diverse City) - draft |



April, 2015
Council adopts "Our Move Forward: London's Downtown Plan". Includes Transformation Project #3 – "Forks of the Thames" – LCF Design Competition

March, 2015
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June, 2014
Council endorses design competition, participation in process & approves \$50k

OUR MOVE FORWARD
LONDON

Transformational Project 3
Forks of the Thames

What is the project?
The Forks of the Thames project envisions an urban promenade along the bank of the Thames River and a captivating urban park space at the foot of Dundas Street, linking activity on Dundas Place with riverfront activities. River views will be reestablished to reconnect the downtown and the riverfront.

Why is this project important?
Riverfronts in cities all over North America are entering a period of rejuvenation. These natural assets, which for the past many decades have not been a focus, are now becoming prominent economic development tools. Creating great riverfront public space has been a successful tool in revitalizing many downtowns, large and small, across the continent. For London, the Forks of the Thames is not only the historical founding site of our city, but it has long been the centre point of social life in London.

What will this project do for the downtown?
A redeveloped and reconnected Forks of the Thames can be the iconic city image for London. A vibrant active riverfront has the ability to draw visitors and Londoners; providing a positive experience and a wide variety of activities has the potential to draw them back again and again to support the continued vitality of the downtown.

The Forks of the Thames will be an asset and a significant community amenity, showcasing the city's profile and reputation for the desirability of living and locating businesses within the downtown.

The location of Transformational Project #3, the Performance Venue, has not yet been identified.

Council adopted April 14, 2015

A conceptual rendering of the Forks of the Thames.

Forks of the Thames project area.

June, 2015
Council approves process, jury, and \$250k for detailed design of the inaugural project at Forks July – Design competition begins

April, 2015
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Council endorses design competition, participation in process & approves \$50k

International Design Competition is Held in London, ON

July 2015 - International Design Competition

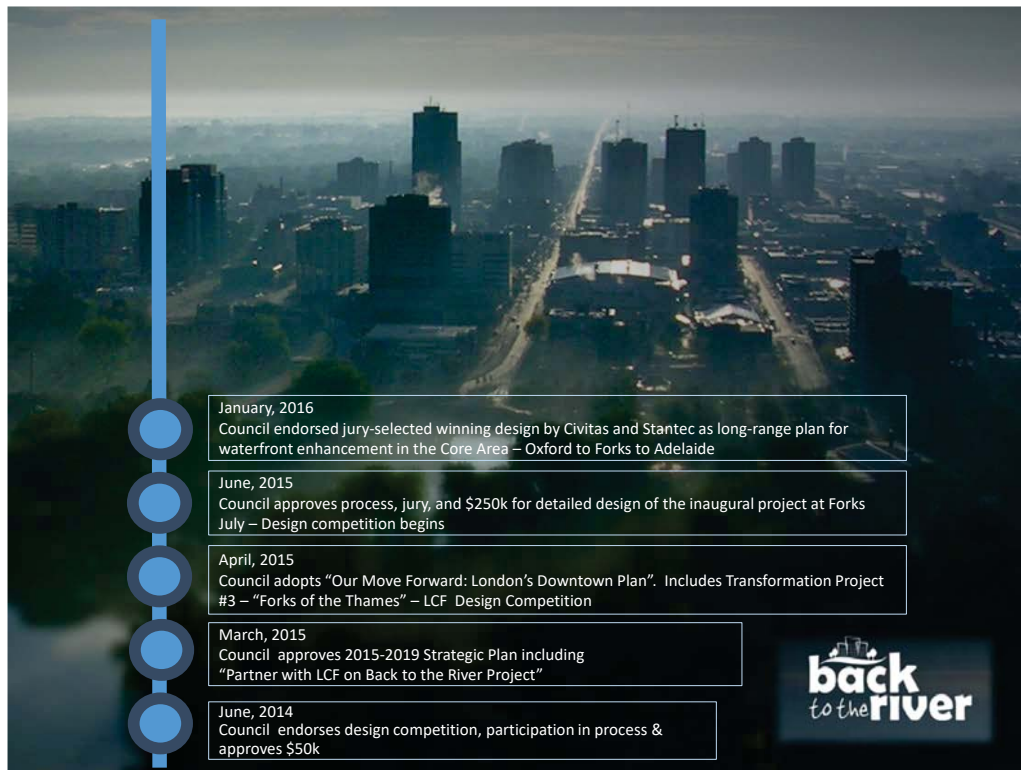
- Interest from 300 firms worldwide
- 19 submissions
- 5 finalists
- 4 community consultations
- 2 river tours

October 2015 - Public Presentations

- 5 firms presenting
- 300 excited Londoners
- 1 international adjudicating committee
- 5 jurors

November 2015 - Winner Announcement

- Civitas + Stantec "Ribbon of the Thames"



January, 2016
Council endorses jury-selected winning design by Civitas and Stantec as long-range plan for waterfront enhancement in the Core Area – Oxford to Forks to Adelaide

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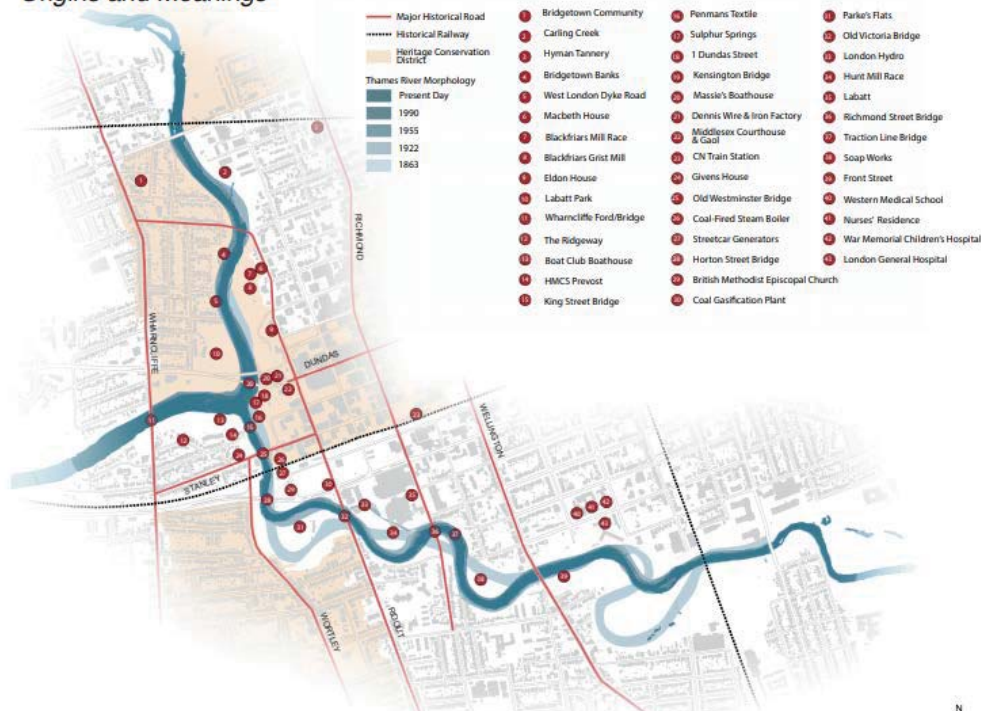
June, 2014
Council endorses design competition, participation in process & approves \$50k



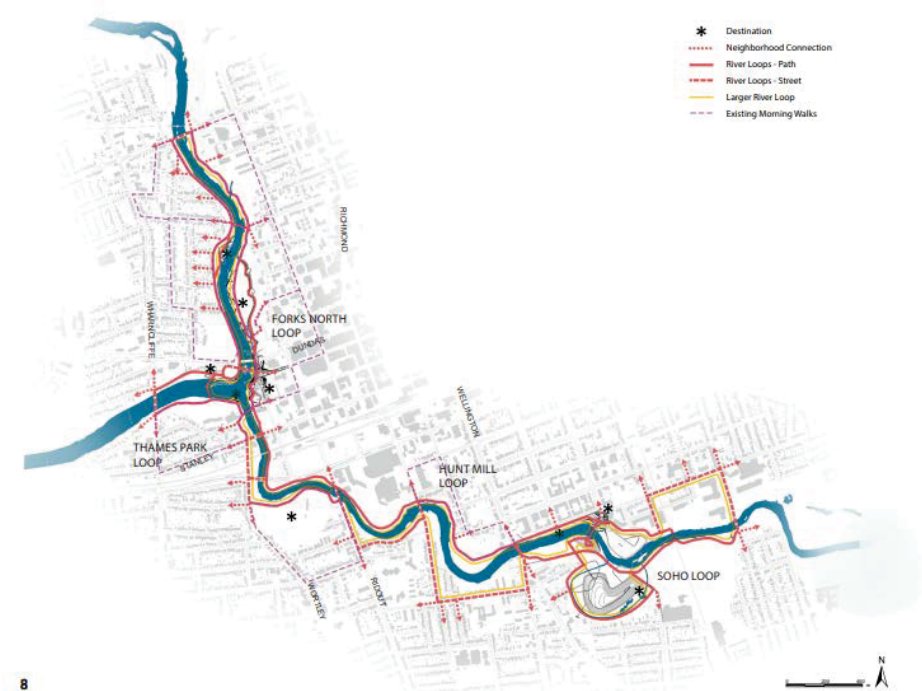
- a) the Jury-selected winning design, "The Ribbon of the Thames" created by Civitas and Stantec, BE ENDORSED as the long-range Concept Plan for further enhancement of the Thames Valley Corridor between Oxford Street, Wharncliffe Road and Adelaide Street South;
- b) the London Community Foundation and its funders and partners BE THANKED for their vision and leadership in initiating and executing the Back to the River initiative, and;
- c) the Civic Administration BE DIRECTED to report back on the scope of the Inaugural Project at the Forks of the Thames, its potential implications for other City Projects in the area and the implementation process for the Inaugural Project;

it being noted that the scope of the Inaugural Project and timing of implementation will be based on a future design process, subject to funding through the Strategic Investments portion of the Multi-Year Budget process and the City will continue to work with the London Community Foundation on opportunities to collaborate on the implementation of the Inaugural Project;

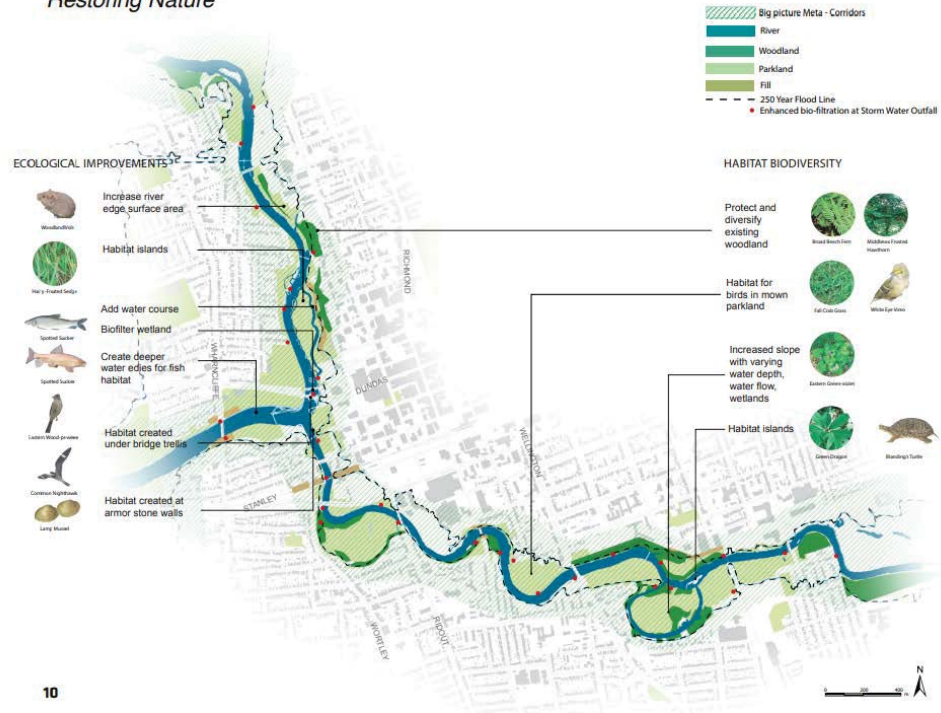
Origins and Meanings



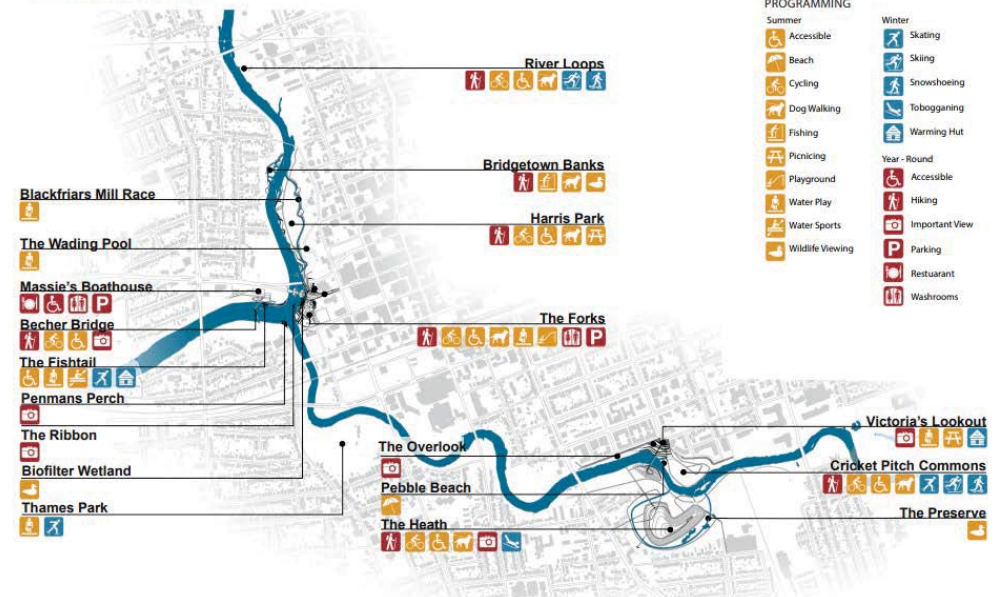
Beauty of a Nice Walk



Restoring Nature



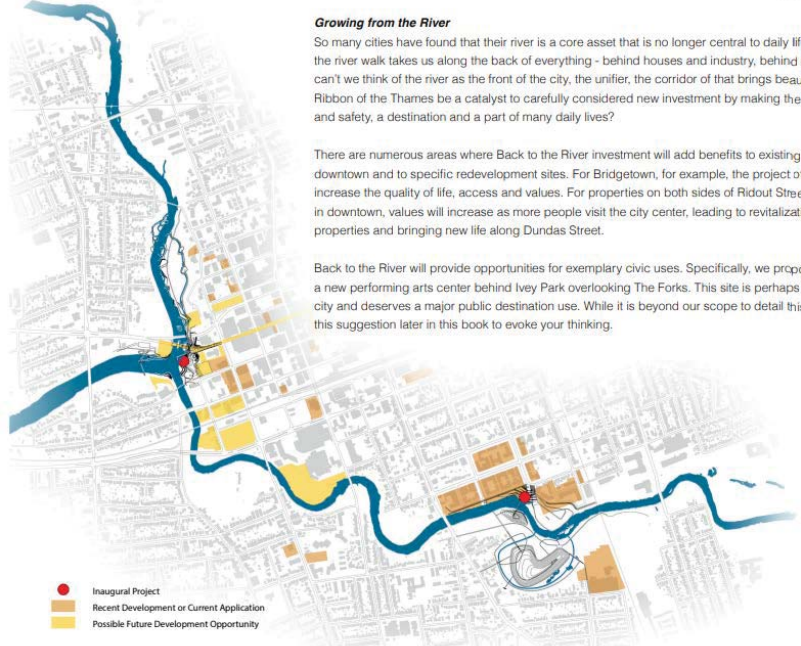
Everyone's River



The above maps show a wide array of places, activities and programs that can be developed along the Ribbon of the Thames. It is critical to integrate a wide variety of things to do into the loops that will be developed. This will distribute people throughout the many places created, along the corridor, increasing social activity and fostering security.



Growing from the River



Growing from the River

So many cities have found that their river is a core asset that is no longer central to daily life. Often we feel that the river walk takes us along the back of everything - behind houses and industry, behind empty lots. Yet why can't we think of the river as the front of the city, the unifier, the corridor of that brings beauty and value? Can The Ribbon of the Thames be a catalyst to carefully considered new investment by making the river a place of health and safety, a destination and a part of many daily lives?

There are numerous areas where Back to the River investment will add benefits to existing neighborhoods, downtown and to specific redevelopment sites. For Bridgetown, for example, the project offers benefits that will increase the quality of life, access and values. For properties on both sides of Ridout Street north, south and in downtown, values will increase as more people visit the city center, leading to revitalization of underutilized properties and bringing new life along Dundas Street.

Back to the River will provide opportunities for exemplary civic uses. Specifically, we propose the development of a new performing arts center behind Ivey Park overlooking The Forks. This site is perhaps the most iconic in the city and deserves a major public destination use. While it is beyond our scope to detail this, we have illustrated this suggestion later in this book to evoke your thinking.

The River Corridor

Capital Costs + Phasing



The Forks Inaugural Project

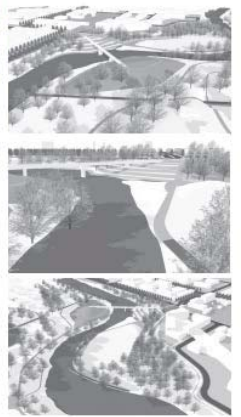


- ① THAMES VALLEY PARKWAY (CONCRETE PAVING)
- ② THE RIBBON (NOT IN PHASE ONE)
- ③ ONE DUNDAS COFFEE AND GELATO
- ④ PROTECT EXISTING WATER FEATURES
- ⑤ BIO-FILTER WETLAND AT OUTFALL
- ⑥ CONCRETE STEPS (SAND FINISH)
- ⑦ STONE COBBLE PAVING
- ⑧ ARMORSTONE SEATWALLS
- ⑨ ARMORSTONE RETAINING WALLS
- ⑩ IPE WOOD DECKING
- ⑪ PROTECT EXISTING TREES
- ⑫ PROTECT EXISTING PLAY STRUCTURES (AND ADD NEW PLAY STRUCTURES AND PLAY SURFACE)
- ⑬ SLOPING LAYOUT LAWN TERRACES
- ⑭ ENHANCED NATIVE PLANTED EDGE
- ⑮ PLAZA WITH PATIO SEATING
- ⑯ PERFORMING ARTS CENTER (NOT IN PHASE ONE)



SOHO Neighbourhood

- ① VICTORIA'S LOOKOUT
- ② SOHO LANDING
- ③ PEBBLE BEACH
- ④ BRISK POINT
- ⑤ CRICKET PITCH COMMONS
- ⑥ THE OVERLOOK
- ⑦ THE WALK
- ⑧ THE HEATH
- ⑨ THE OXBOW PRESERVE



SOHO Inaugural Project



SOHO INAUGURAL PROJECT

- A STONE PAVED PLAZA FOR SOCIAL EVENTS
- B POP-JETS W/ NEGATIVE EDGE WATER LENS
- C PICNIC GROVE TERRACES
- D BIOFILTER PLANTING TERRACES
- E CONCRETE STEPS (SAND FINISH)
- F STONE COBBLE PAVING AT LANDING
- G ARMORSTONE RETAINING SEATWALLS
- H LAWN TERRACES
- I NATURAL PEBBLE BEACH
- J PEDESTRIAN/ BICYCLE BRIDGE
- K SHADE CANOPY
- L MIXED-USE BUILDING W/ GROUND FLOOR CAFE
- M PATIO GROVE
- N PICNIC GROVE



- March, 2016
Business Case #18 approved as part of the 2016-19 Multi-year Budget. \$700k in 2016 to complete EA and \$5M identified in Economic Development Reserve Fund for inaugural project
- January, 2016
Council endorses jury-selected winning design by Civitas and Stantec as long-range plan for waterfront enhancement in the Core Area – Oxford to Forks to Adelaide
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16 MULTI-YEAR BUDGET FOR THE CITY OF LONDON 2016 • 2019
INVESTING IN OUR FUTURE



2016 – 2019 CITY OF LONDON STRATEGIC MULTI-YEAR BUDGET

ADDITIONAL INVESTMENTS BUSINESS CASE #18

| | |
|---------------------------------|---|
| STRATEGIC AREA OF FOCUS: | GROWING OUR ECONOMY |
| SUB-PRIORITY: | DIVERSE AND RESILIENT ECONOMY |
| STRATEGY: | PARTNER WITH THE LONDON COMMUNITY FOUNDATION ON THE "BACK TO THE RIVER PROJECT" |
| INITIATIVE: | LONDON COMMUNITY FOUNDATION'S "BACK TO THE RIVER PROJECT" |
| INITIATIVE LEAD(S): | JOHN FLEMING |
| SERVICE(S): | PLANNING SERVICES |

TOTAL 2016 – 2019 INVESTMENT REQUESTED (\$000'S): \$5,350

TOTAL 2016 – 2019 NET BUDGET REQUESTED (\$000'S): \$0*

* Initiative to be funded from one-time London Hydro dividend; no tax levy impact.

| CUMULATIVE CAPITAL BUDGET (\$000'S): | 2016 | 2017 | 2018 | 2019 | 2016-2019 TOTAL | 2020-2025 |
|--------------------------------------|------|-------|------|------|-----------------|-----------|
| Expenditure | 350 | 5,000 | 0 | 0 | 5,350 | 7,000 |
| Source of Funding: | | | | | | |
| Debt | | | | | | |
| Reserve Fund | | | | | | |
| Other – London Hydro Dividend | 350 | 5,000 | 0 | 0 | 5,350 | 0 |
| Capital Levy | 0 | 0 | 0 | 0 | 0 | 7,000 |

November, 2016
Council endorses the One River EA Terms of Reference

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Q1, 2017- Stage 1 of One River EA launched
January 2018 – Stage 1 of One River EA concluded – Council approved decommissioning of Springbank Dam

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One River Master Plan



Q1, 2018- Stage 2 of One River EA Launched with focus on Forks Inaugural project as previously planned

Q1, 2017- Stage 1 of One River EA launched
January 2018 – Stage 1 of One River EA concluded – Council approves decommissioning of Springbank Dam

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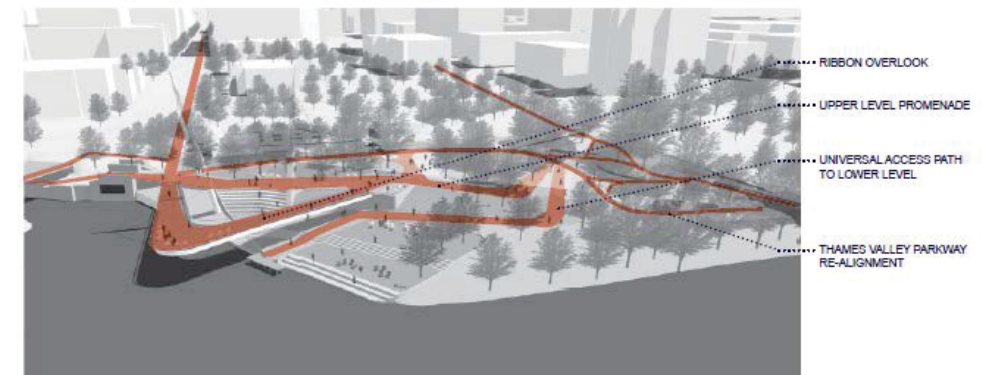
Forks of the Thames



Forks of the Thames

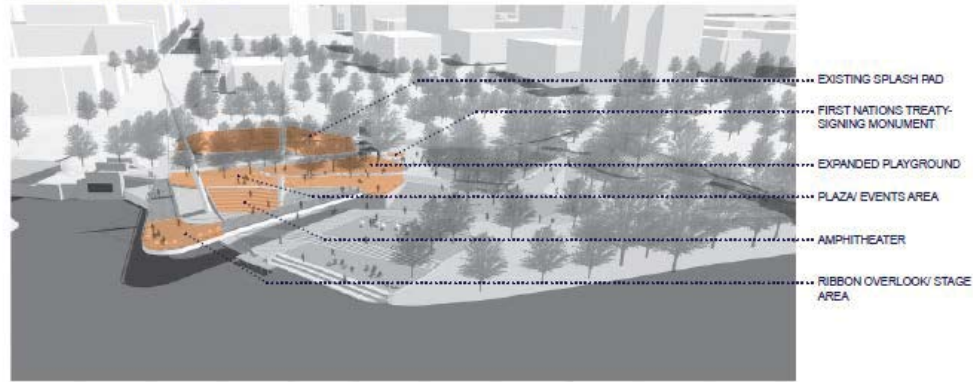


UNIVERSAL ACCESS

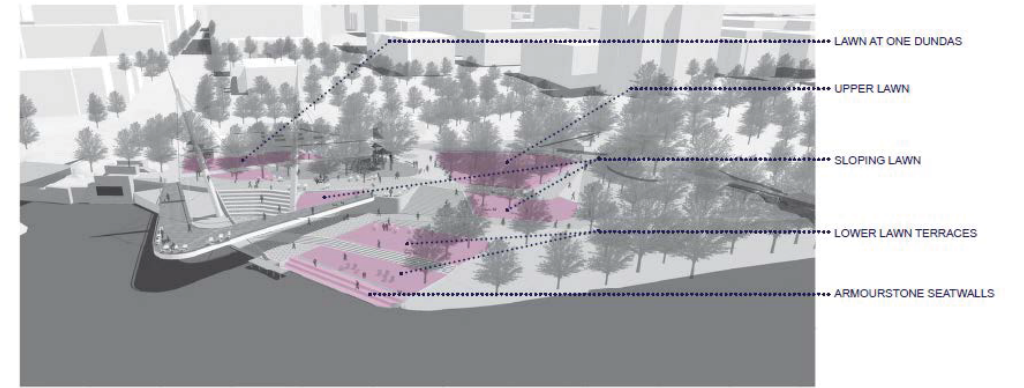




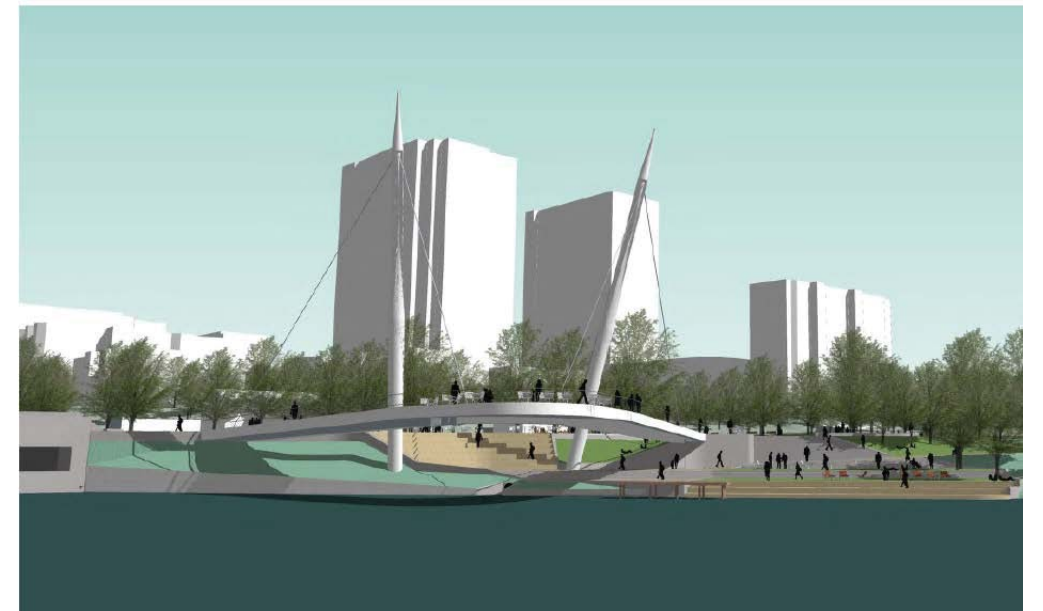
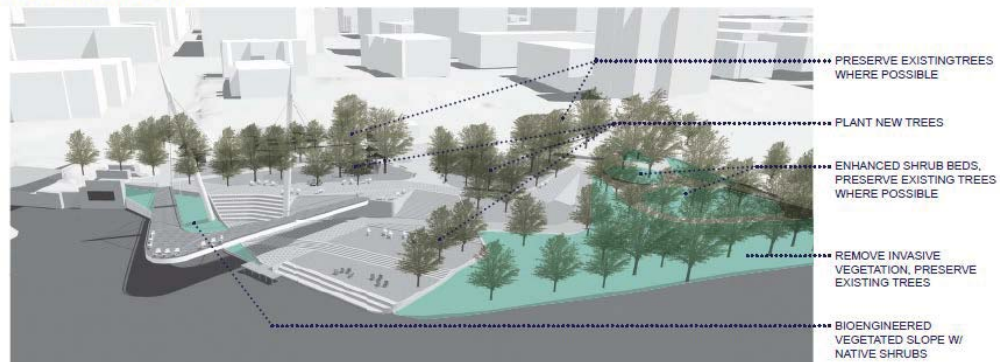
ACTIVE DESTINATIONS



LEISURE



ENHANCE NATURE



View From Blackburn Memorial Fountain





View From Armourstone Seatwalls

Order of Magnitude Cost Analysis

(Preliminary Design Estimate)

Low Range - High Range

| | Low Range | High Range |
|---|---------------------|---------------------|
| Ribbon Overlook | \$ 4,870,000 | |
| General Requirements 15% | \$ 730,000 | |
| Construction Fee 5% | \$ 240,000 | |
| Consultant Fees 15% | \$ 730,000 | |
| Estimating Contingency 15% | \$ 730,000 | |
| Contingency Allowance 20% | \$ 0 | \$ 970,000 |
| Ribbon Overlook Total | \$7,300,000 | \$8,270,000 |
| Site Development | | |
| Demolition | \$ 17,000 | |
| Excavation, Earthwork, Grading | \$ 344,300 | |
| Paving | \$ 301,290 | |
| Walls and Steps | \$ 970,250 | |
| Planting/ slope stabilization | \$ 74,230 | |
| Site Furnishings | \$ 177,500 | |
| Misc. Site Development allowance | \$ 100,000 | |
| Protect in Place: Sewers, Trees, Lawn, One Dundas | \$ 97,000 | |
| Irrigation allowance | \$ 100,000 | |
| Lighting allowance | \$ 250,000 | |
| Site Development Sub-Total | \$ 2,431,500 | |
| General Requirements 15% | \$ 364,700 | |
| Construction Fee 5% | \$ 121,500 | |
| Consultant Fees 15% | \$ 364,700 | |
| Estimating Contingency 15% | \$ 364,700 | |
| Contingency Allowance 20% | \$ 0 | \$ 486,300 |
| Site Development Total | \$ 3,647,100 | \$ 4,133,400 |

Q2, 2019 - Back to the River initiative included in DRAFT Council Strategic Plan submitted by Staff - Stage 2 of One River EA scheduled for completion

Q1, 2018- Stage 2 of One River EA Launched with focus on Forks Inaugural project as previously planned

Q1, 2017- Stage 1 of One River EA Launched

November, 2016
Council endorses the One River EA Terms of Reference

March, 2016
Business Case #18 adopted as part of the 2016-19 Multi-year Budget. \$700k in 2016 to complete EA and \$5M identified in Economic Development Reserve Fund for Inaugural project

January, 2016
Council endorses jury-selected winning design by Civitas and Stantec as long-range plan for waterfront enhancement in the Core Area – Oxford to Forks to Adelaide

June, 2015
Council approves process, jury, and \$250k for detailed design of the inaugural project at Forks
July – Design competition begins

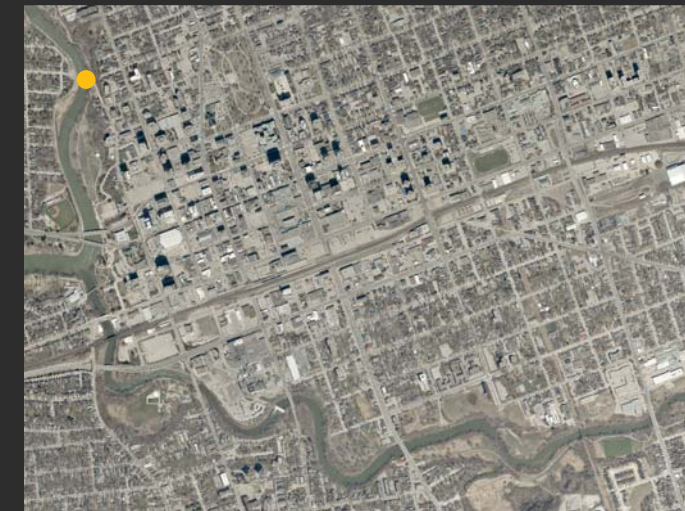
April, 2015
Council adopts "Our Move Forward: London's Downtown Plan". Includes Transformation Project #3 – "Forks of the Thames" – LCF Design Competition

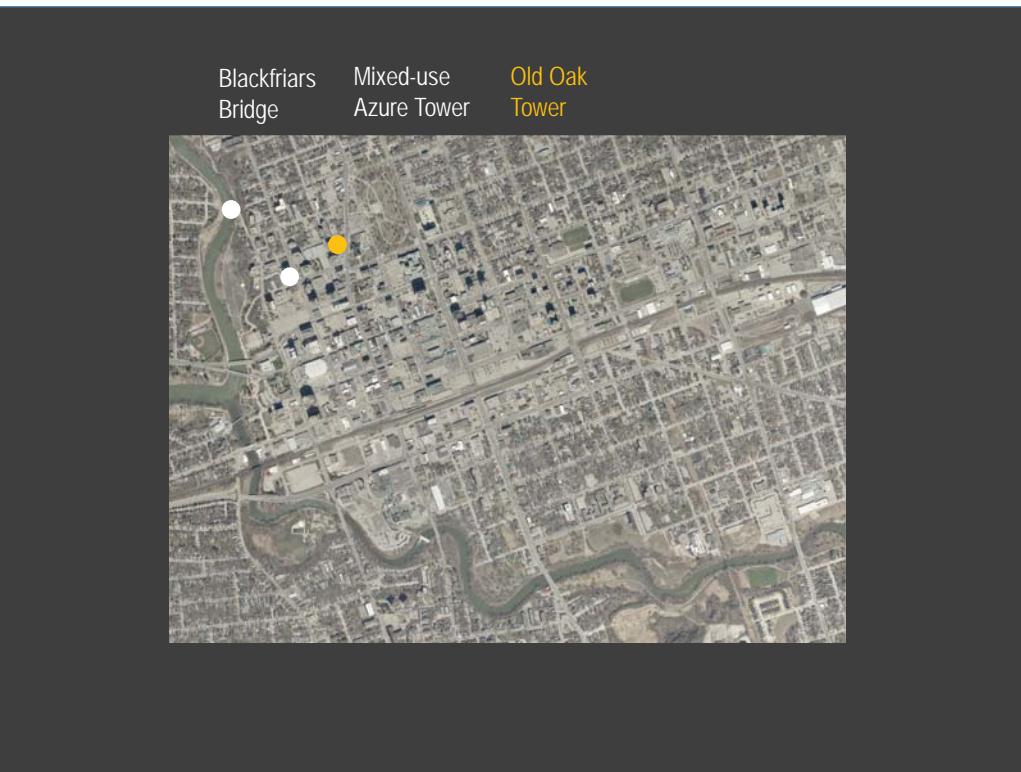
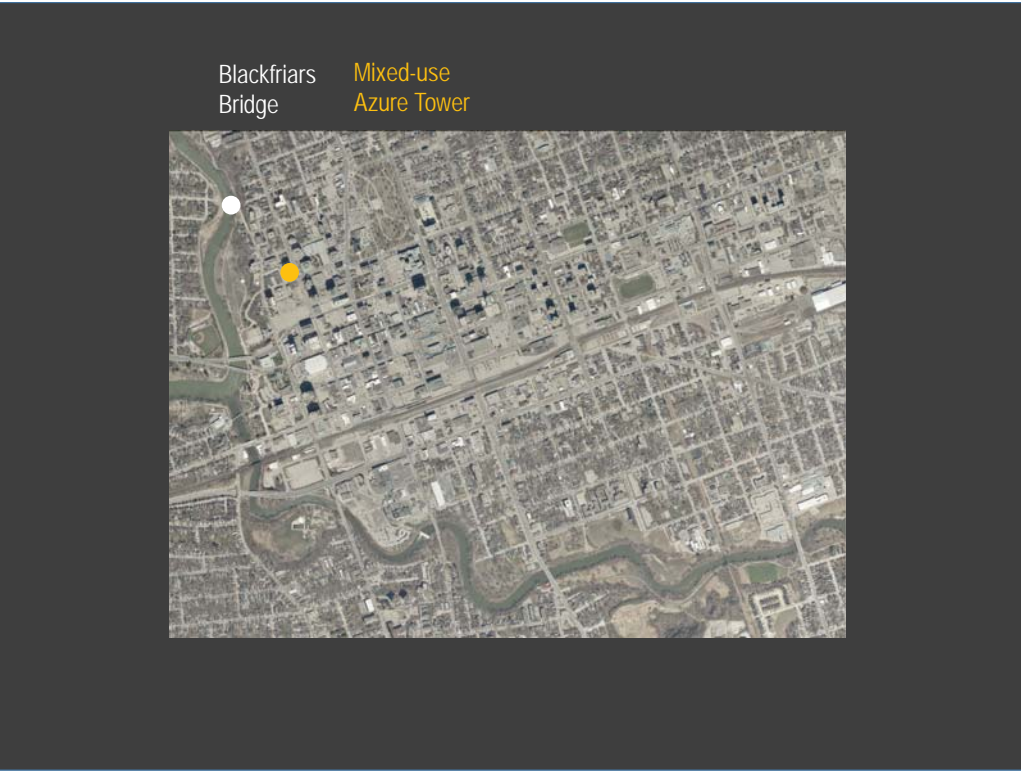
March, 2015
Council approves 2015-2019 Strategic Plan including "Partner with LCF on Back to the River Project"

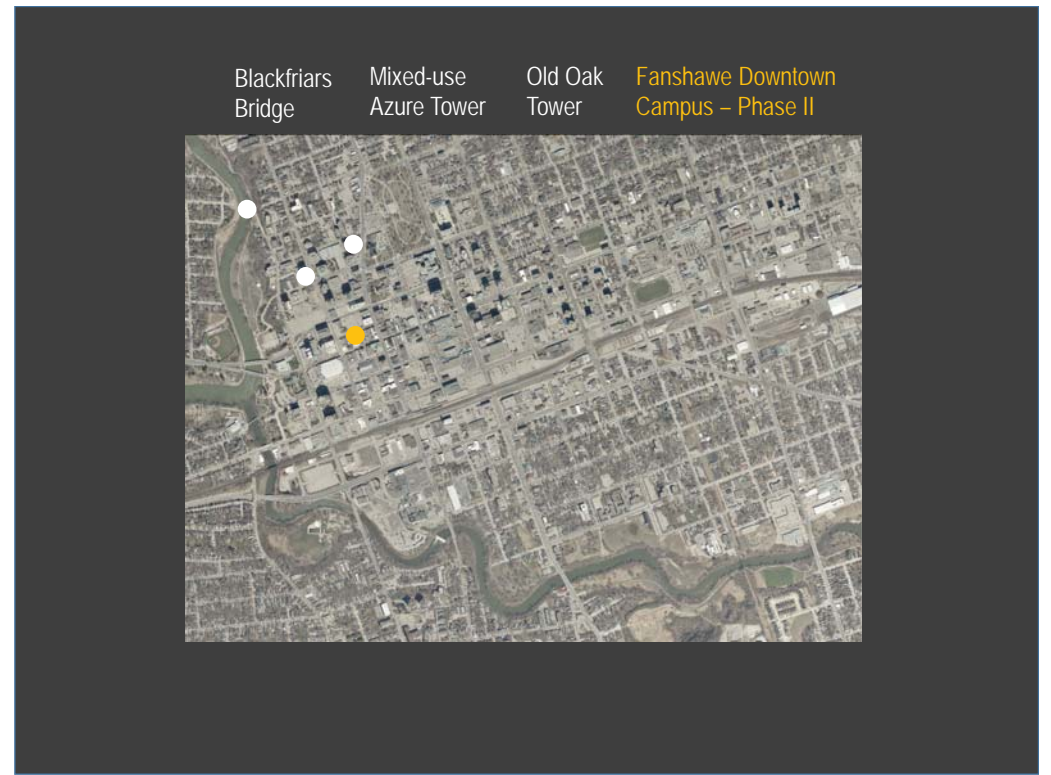
June, 2014
Council endorses design competition, participation in process & approves \$50k

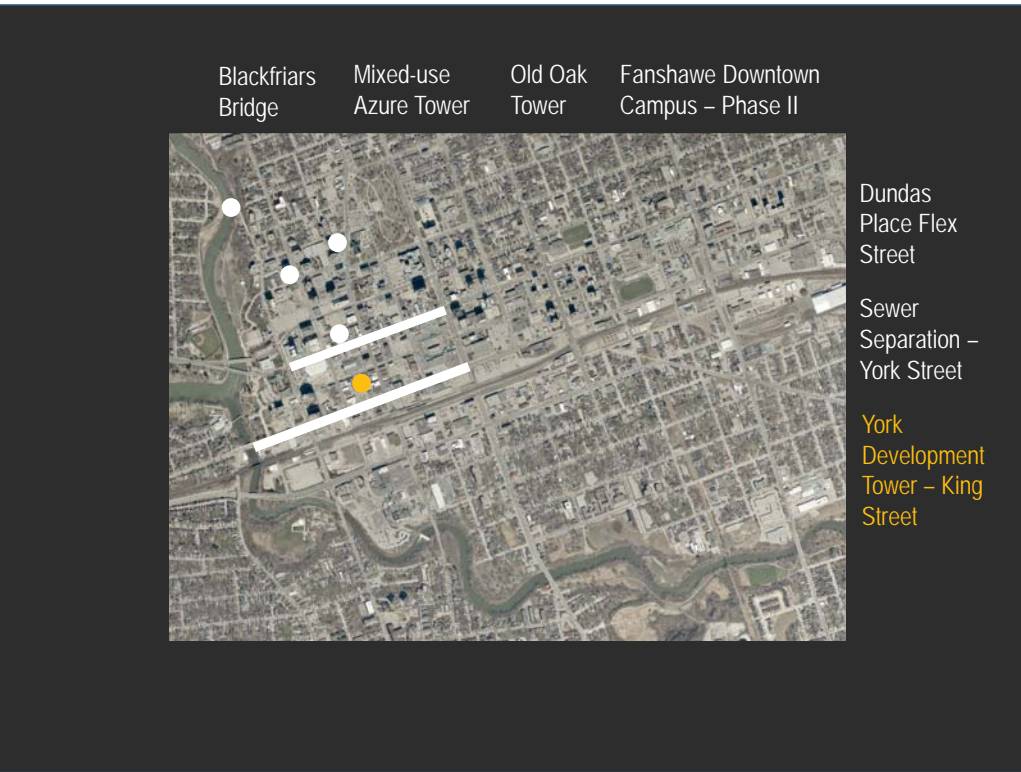
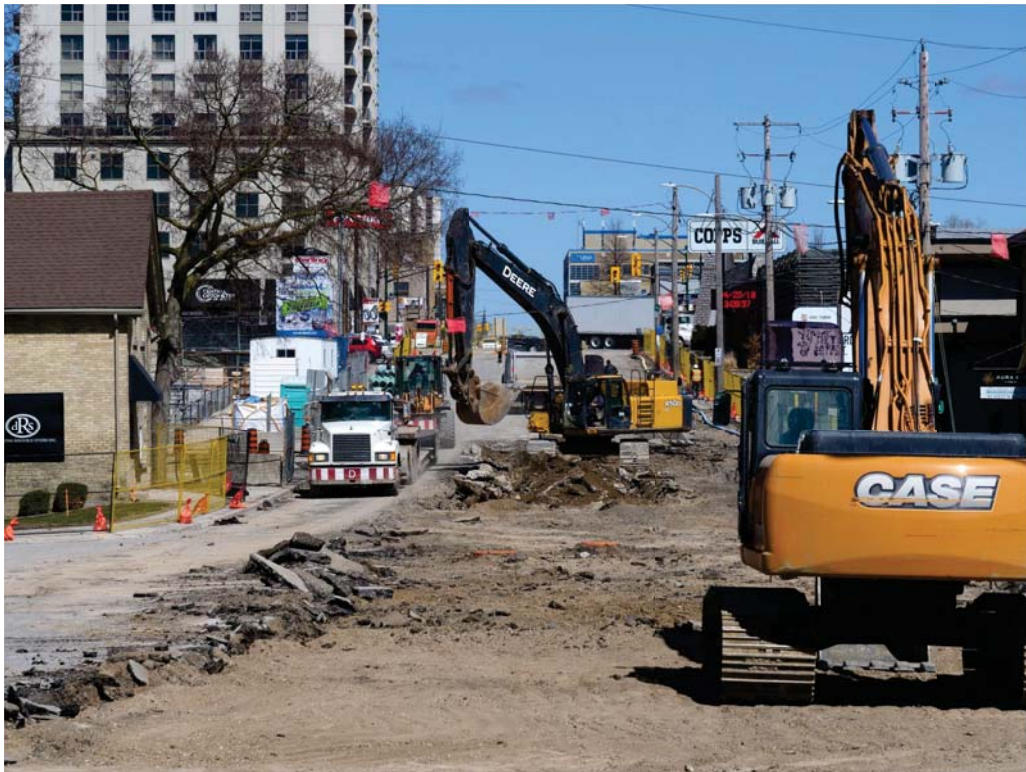


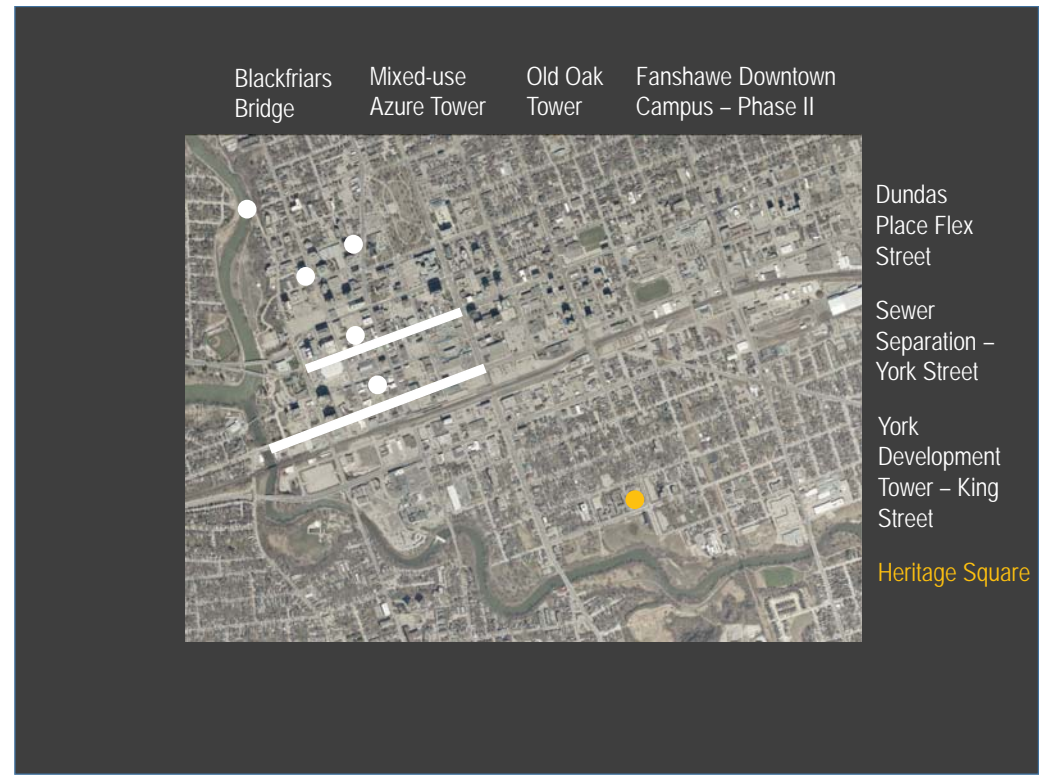
Blackfriars
Bridge











Blackfriars Bridge
 Mixed-use Azure Tower
 Old Oak Tower
 Fanshawe Downtown Campus – Phase II

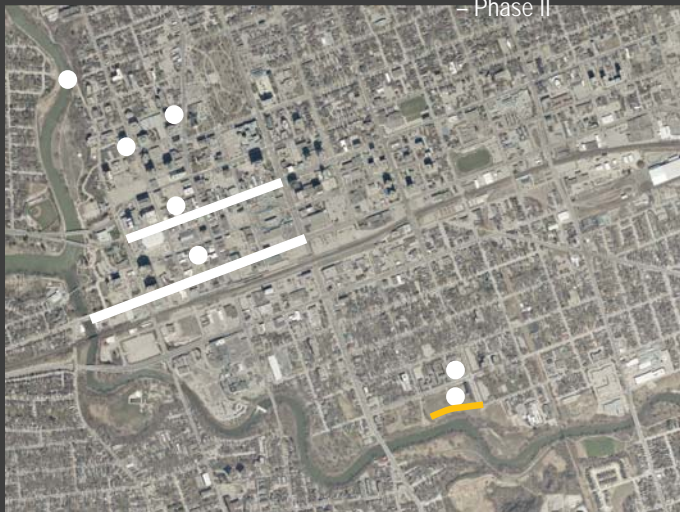


Dundas Place Flex Street
 Sewer Separation – York Street
 York Development Tower – King Street
 Heritage Square

Medallion 2 Tower Development

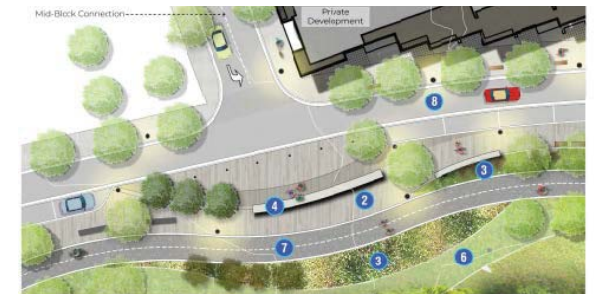


Blackfriars Bridge
 Mixed-use Azure Tower
 Old Oak Tower
 Fanshawe Downtown Campus – Phase II



Dundas Place Flex Street
 Sewer Separation – York Street
 York Development Tower – King Street
 Heritage Square

Riverbank Promenade
 Medallion 2 Tower Development



Viewing / Gathering Area
 Scale 1:200



Blackfriars Bridge
 Mixed-use Azure Tower
 Old Oak Tower
 Fanshawe Downtown Campus – Phase II

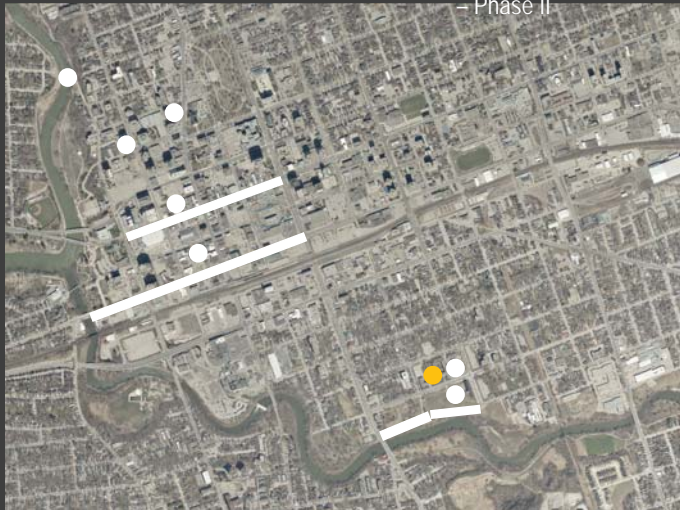


Dundas Place Flex Street
 Sewer Separation – York Street
 York Development Tower – King Street
 Heritage Square

Extension of Multi-Use Pathway
 Riverbank Promenade
 Medallion 2 Tower Development



Blackfriars Bridge
 Mixed-use Azure Tower
 Old Oak Tower
 Fanshawe Downtown Campus – Phase II



Dundas Place Flex Street
 Sewer Separation – York Street
 York Development Tower – King Street
 Heritage Square

Phase II – Old Victoria Hospital Lands Release
 Extension of Multi-Use Pathway
 Riverbank Promenade
 Medallion 2 Tower Development



Blackfriars Bridge Mixed-use Azure Tower Old Oak Tower Fanshawe Downtown Campus – Phase II

The Cube – Adaptive Re-Use

Dundas Place Flex Street
Sewer Separation – York Street
York Development Tower – King Street
Heritage Square

Phase II – Old Victoria Hospital Lands Release Extension of Multi-Use Pathway Riverbank Promenade Medallion 2 Tower Development



Blackfriars Bridge Mixed-use Azure Tower Old Oak Tower Fanshawe Downtown Campus – Phase II

Riverwalk Tower

The Cube – Adaptive Re-Use

Dundas Place Flex Street
Sewer Separation – York Street
York Development Tower – King Street
Heritage Square

Phase II – Old Victoria Hospital Lands Release Extension of Multi-Use Pathway Riverbank Promenade Medallion 2 Tower Development

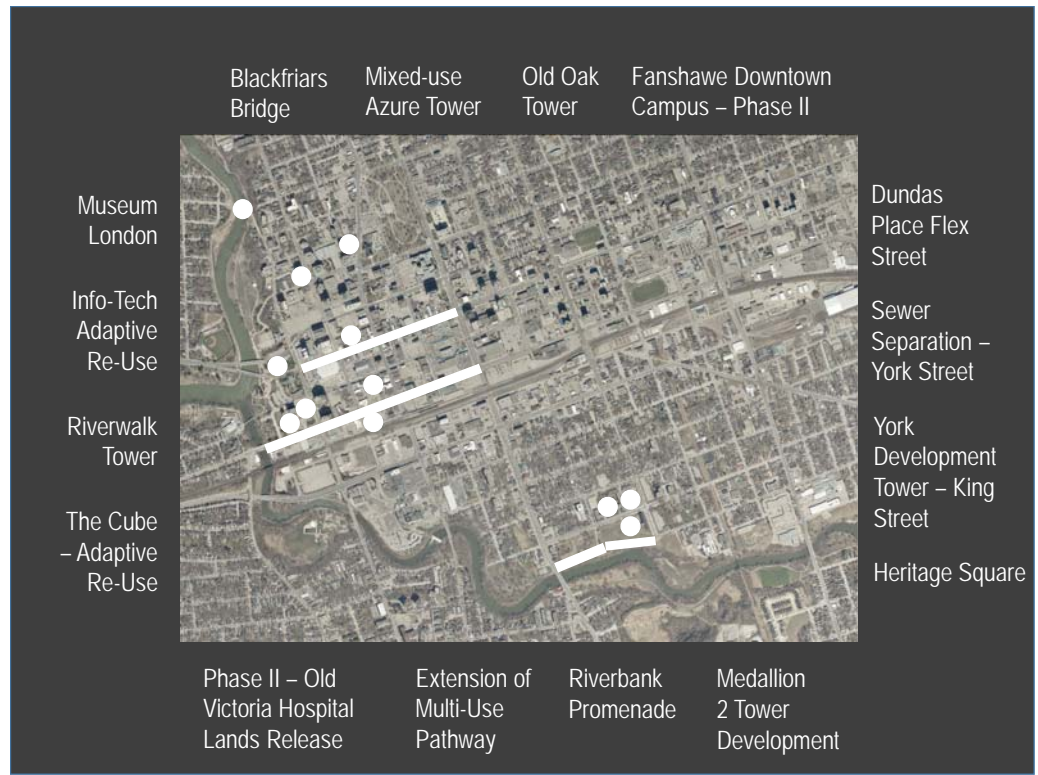


| | | | | | |
|----------------------------------|--|--------------------------------------|------------------------|---|---|
| | Blackfriars Bridge | Mixed-use Azure Tower | Old Oak Tower | Fanshawe Downtown Campus - Phase II | |
| | | | | | Dundas Place Flex Street |
| Info-Tech Adaptive Re-Use | | | | | Sewer Separation - York Street |
| Riverwalk Tower | | | | | York Development Tower - King Street |
| The Cube - Adaptive Re-Use | | | | | Heritage Square |
| | Phase II - Old Victoria Hospital Lands Release | Extension of Multi-Use Pathway | Riverbank Promenade | Medallion 2 Tower Development | |



| | | | | | |
|----------------------------------|--|--------------------------------------|------------------------|---|---|
| | Blackfriars Bridge | Mixed-use Azure Tower | Old Oak Tower | Fanshawe Downtown Campus - Phase II | |
| | | | | | Dundas Place Flex Street |
| Museum London | | | | | Sewer Separation - York Street |
| Info-Tech Adaptive Re-Use | | | | | York Development Tower - King Street |
| Riverwalk Tower | | | | | Heritage Square |
| The Cube - Adaptive Re-Use | Phase II - Old Victoria Hospital Lands Release | Extension of Multi-Use Pathway | Riverbank Promenade | Medallion 2 Tower Development | |







back to the river

Re-imagining our relationship with the river



Why London Community Foundation?

We are a catalyst, creating systemic change by funding initiatives that will tackle our community's most pressing issues.

Investing in our Community

- \$3.5 to \$4.5 million a year granted
- \$20 million granted over the last 5 years to:
 - Mental Health
 - Homelessness
 - Neighborhood development
 - Food Security
 - Children and Youth
 - Addictions
 - Environment
 - Community Health


Social Impact Fund

- \$8.6 million fund, ~10% of LCF assets
- Helped build 130 units of affordable housing to date
- 5 social enterprises supported with more on the way



Community Mobilization

- London United for Syrian Refugees
- Mental Health and Addictions
- Food Policy Council
- Emerging affordable housing initiative
- Back to the River



Back to the River

Four years ago a group of partners identified an opportunity to engage with the river on a **higher level**, one of the 10 Heritage Rivers in Canada

So we partnered with **Upper Thames River Conservation Authority** and the **City of London** and created a **20 plus year vision** for the river



Consulting our Community

- Conducted focus groups with Indigenous peoples, landowners around the river, environmental groups, and other communities and corporate stakeholders
- Hosted a community workshop at the Western Fair with over 500 engaged Londoners who wanted to hear about Back to the River and the design proposals for the river



A Community Vision

- To build our local economy by developing a prosperous and bustling riverfront
- To improve and maintain the health of the community's river
- To strengthen the social and cultural fabric of London with dynamic and inclusive gathering places for all Londoners
- To connect Back to the River to affordable housing
- To create a community space for **everyone**

Investment

- **\$550,000 initial funding**
 - \$100,000 from a donor
 - \$400,000 from London Community Foundation
 - \$50,000 from the City of London
- **4 years and 1000+ hours of work from**
 - London Community Foundation
 - Upper Thames River Conservation Authority
 - City of London
 - Corporate volunteers

Donor Support

Without a formal campaign, we have secured:

- Two \$1 Million donations towards the Ribbon
- A \$1 Million donation toward river development in SoHo
- \$3 Million for affordable housing in SoHo adjacent the river
- A development grant from the McConnell Foundation
- TD Friends of the Environment grant for community consultations

Community Support

Corporate leaders including:

McConnell

MEDALLION
CORPORATION

TROJAN
technologies™

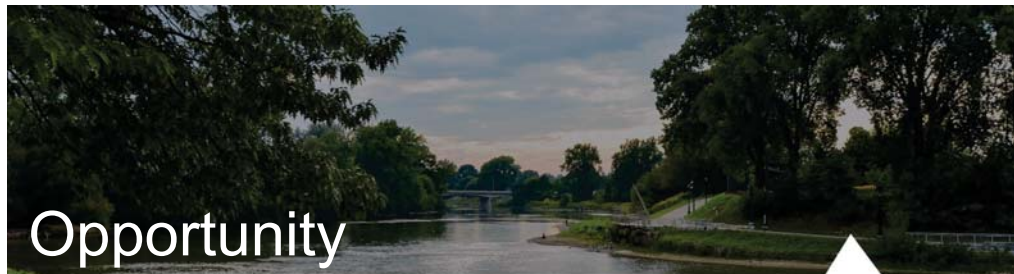


TD Friends of the
Environment
Foundation

The Mitchell
and Kathryn
Baran Family
Foundation

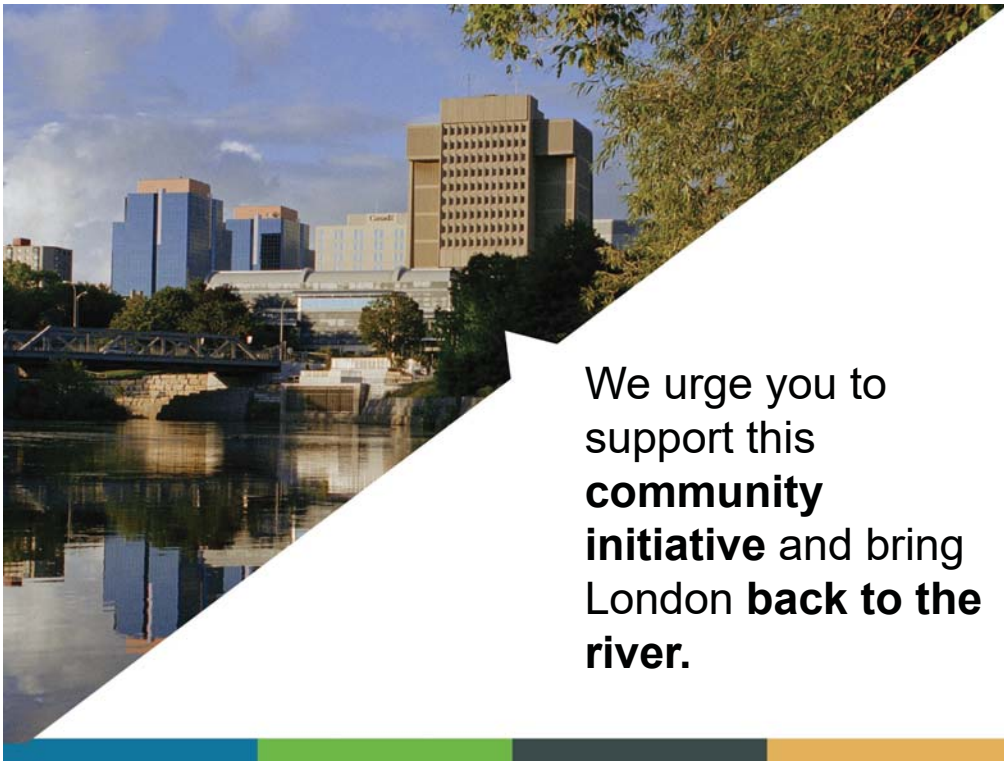

rtraction

And nearly 50 letters of public support sent to LCF, city councillors, and the mayor



Back to the River means:

- Attracting donors and developers to invest
- Growing our economy
- Civic engagement
- Improving access to London's heritage river
- Generating significant volunteer contributions



We urge you to support this **community initiative** and bring London **back to the river.**



Thank you!

www.backtotheriver.ca

Appreciation to council, Cheryl, Lynn

Women with lived experience are recommending that Creating a Safe London for Women and Girls be a stand-alone strategic area of focus

The evidence supports the need for this

LAWC

- We serve women and girls as young as 12 and into their 90's and provide specialized groups for youth and seniors
- We acknowledging how different forms of discrimination (for example race, gender, class, ability, language, sexual orientation) intersect with and amplify gender-based discrimination and we use that lens as we develop programming and policies so all women will reap the benefits of women's rights
- Over Last two years, LAWC has seen a 108% increase in service demands (no waitlist)

Canadian Femicide Observatory for Justice and Accountability

- 2018 – 148 women and girls killed by violence in Canada
- Every 2.5 days one woman or girl is killed – a four-decade trend
- Indigenous women and girls are overrepresented as victims (36% of those killed but only 4.7% of population)
- Women and girls aged 25-34 years are overrepresented as victims (27% of those killed but only 14% of population)
- Most common method used to kill was shooting (34%) followed by stabbing (28%) and beating (24%)
- Where an accused has been identified, 91% are male

- Since 1961, at least 10,495 women and girls have been killed by violence when official data began to be collected
- Murders of countless other women and girls in Canada have gone unrecorded because many remain missing or they have been killed but deaths have not been recorded

- These numbers provide the knowledge that most women and girls experience violence perpetrated primarily by men because they ARE women and girls
- Between 2015 and 2017, London dropped from 6th to 12th place in the best and worst places to be a woman in Canada (Canadian Centre for Policy Alternatives)

When we enhance the safety of women and girls, we make our city one where everyone is counted and the safety of all is enhanced

London will be a groundbreaking leader in adopting this area of focus and in doing so will increase economic development opportunities by making London a place women want to move to.



Council's Strategic Plan 2019-2023

April 8, 2019 SPPC

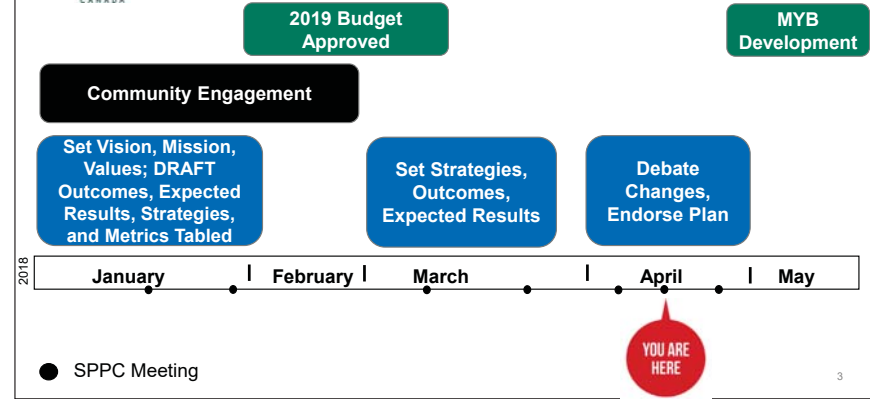


Agenda

- **Key Timelines, Deliverables, and Next Steps**
- **Outcomes, Expected Results, and Strategies**
 - Back to the River
 - Anova and London Abused Women's Centre recommendations
 - Council debates any final changes to the Strategic Plan



Strategic Plan 2019-2023: Timelines and Deliverables



Next Steps

April 23, 2019 Special SPPC Meeting:

- Council receives and approves the Strategic Plan 2019-2023

April 23, 2019 Council Meeting:

- Council approves the Strategic Plan 2019-2023



Outcomes, Expected Results, and Strategies



Back to the River

Building a Sustainable City

Outcome: London has a strong and healthy environment

Expected Result: Protect and enhance waterways, wetlands, and natural areas

| Strategy | Metric |
|--|---|
| Bring Londoners 'Back to the River' by revitalizing the Thames River radiating from the Forks. | % completion of the Forks Inaugural Project |
| | % completion of the SoHo Back to the River Environmental Assessment |
| | % completion of the SoHo Inaugural Construction Project |



March 26, 2019 Council Resolution:

The Civic Administration BE DIRECTED to consult and seek input from the broader community and with those individuals and organizations that are working to eliminate gender-based violence in London with respect to the communication received from the London Abused Women's Centre and report back to the April 8, 2019 meeting of Strategic Priorities and Policy Committee with the outcome of the above-noted consultation; it being noted that the communication from the London Abused Women's Centre will be posted on the City of London website.



Recommendations from Anova and London Abused Women's Centre

Strategic Area of Focus: Creating a Safe London for Women and Girls

| Outcome: London has enhanced the potential for women and girls to live safe lives | |
|--|---|
| Expected Result | Strategy |
| Decrease male violence against women and girls who are subjected to abuse, assault and non-state torture in their intimate relationships; sex trafficking; sexual assault; and workplace harassment. | <p>Apply a three pillar framework (legislation, public awareness, and funded services) in policy and by-law development.</p> <p>Ensure women and girls with lived experience, including but not exclusive to Indigenous and newcomer women and girls, are included in the development of policies, by-laws, and programs that affect them.</p> <p>Develop policies, by-laws and programs that make the safety of women and girls a priority, including policies and procedures that ensure workplace harassment is addressed appropriately with sanctions against harassers and supports for victims.</p> <p>Implement mandatory comprehensive training on male violence against women and girls in their intimate relationships; sex trafficking, workplace and sexual harassment, non-state torture, and sexual violence for all City employees and encourage all London's agencies, boards and commissions to also implement the training.</p> <p>Increase the number of women in senior management positions and other positions of power.</p> <p>Work with the London Transit Committee to enhance the safety of women and girls on public transit, for example longer hours of bus service and free service to low-income women.</p> <p>Work together with City of London Housing Services, Housing Development Corporation, London-Middlesex Housing Corporation to build more accessible and safer housing options for women and girls.</p> <p>Maintain or increase the number of shelter beds available to abused women and their children, and to homeless women and girls. Full implementation of Housing First policy to be contingent on availability of immediate access to safe, affordable housing.</p> <p>Work with landlords and developers to end discrimination and bias against abused, sex trafficked and/or sexually assaulted women and girls attempting to access affordable housing.</p> <p>Recognize London as a sex trafficking hub and take action to work collaboratively towards solutions.</p> <p>Investigate signing the Global Every Woman Treaty and encourage AMO, FCM, other provincial associations, the governments of each province and the federal government to do the same.</p> <p>Include male violence against women and girls in discussions and decisions made at the Town and Gown Committee.</p> <p>Support community-based initiatives and organizations committed to ending male violence against women including but not limited to Anova (UN Safe Cities); Aloha Family Healing Services; the London Abused Women's Centre/Youth Opportunities Unlimited/Salvation Army Correctional and Justice Services (Phoenix and Choices programs); and London Police Services (DV Unit and HT Unit). Commit to applying a trauma and violence-informed lens to strategic plan for the City of London, ensuring that an intersectional approach is applied to address violence against women and girls in our community.</p> |



On line Community Feedback

“Please provide feedback on the new Strategic Area of Focus, Outcome, and Expected Result”

Themes

- Positions London as a municipal leader
- Contributes towards increased happiness in communities
- Closes the gender gap
- Protects sex workers
- Addresses human trafficking
- Prevents violence



On line Community Feedback cont'd

“Please select all the Strategies that are most important to you”

1. Support community-based initiatives and organizations committed to ending male violence against women including but not limited to Anova (UN Safe Cities); Aloha Family Healing Services; the London Abused Women's Centre/Youth Opportunities Unlimited/Salvation Army Correctional and Justice Services (Phoenix and Choices programs); and London Police Services (DV Unit and HT Unit). Commit to applying a trauma and violence-informed lens to strategic plan for the City of London, ensuring that an intersectional approach is applied to address violence against women and girls in our community.
2. Work with the London Transit Committee to enhance the safety of women and girls on public transit, for example longer hours of bus service and free service to low-income women.



On line Community Feedback cont'd

“Please select all the Strategies that are most important to you”

3. Work together with City of London Housing Services, Housing Development Corporation, London-Middlesex Housing Corporation to build more accessible and safer housing options for women and girls.
4. Recognize London as a sex trafficking hub and take action to work collaboratively towards solutions.
5. Maintain or increase the number of shelter beds available to abused women and their children, and to homeless women and girls. Full implementation of Housing First policy to be contingent on availability of immediate access to safe, affordable housing.
6. Implement mandatory comprehensive training on male violence against women and girls in their intimate relationships; sex trafficking, workplace and sexual harassment; non-state torture; and sexual violence for all City employees and encourage all London's agencies, boards and commissions to also implement the training.



On line Community Feedback cont'd

“Please select all the Strategies that are most important to you”

7. Ensure women and girls with lived experience, including but not exclusive to Indigenous and newcomer women and girls, are included in the development of policies, by-laws, and programs that affect them.
8. Develop policies, by-laws and programs that make the safety of women and girls a priority, including policies and procedures that ensure workplace harassment is addressed appropriately with sanctions against harassers and supports for victims.
9. Apply a three pillar framework (legislation, public awareness, and funded services) in policy and by-law development.
10. Increase the number of women in senior management positions and other positions of power.



On line Community Feedback cont'd

“Please select all the Strategies that are most important to you”

11. Work with landlords and developers to end discrimination and bias against abused, sex trafficked and/or sexually assaulted women and girls attempting to access affordable housing.
12. Include male violence against women and girls in discussions and decisions made at the Town and Gown Committee.
13. Investigate signing the Global Every Woman Treaty and encourage AMO, FCM, other provincial associations, the governments of each province and the federal government to do the same.



On line Community Feedback cont'd

“Is there anything missing?”

Themes

- Access to safe and affordable housing
- Support and respect for women
- Protection against human trafficking
- Education on respecting women
- City services reviewed and provided with a gender equity lens
- Training for healthcare professionals to address violence against women
- Consultation with the sex worker community
- Trauma training for Ontario Works staff
- Hygiene products in City spaces
- Hub services – one stop shop centres for women and children
- Funding for these goals
- Peer to peer support



Council Sets Outcomes, Expected Results, and Strategies

- Council debates any final changes to the Strategic Plan



Thank You!