



REPORT TO THE COMMUNITY

2019



INTRODUCTION



In April 2019, London City Council approved their 2019-2023 Strategic Plan. This plan includes a vision for London as, “A leader in commerce, culture, and innovation - our region’s connection to the World.” Council has committed to focus on Strengthening our Community, Building a Sustainable City, Growing our Economy, Creating a Safe London for Women and Girls, and Leading in Public Service. The specific outcomes, expected results and strategies that Council and Civic Administration will deliver on together are outlined in the Strategic Plan.



The City of London is committed to reporting regularly on progress towards implementing the Strategic Plan. This Report to the Community highlights a number of accomplishments over the past year.



MESSAGE FROM THE MAYOR



On behalf of London City Council, I am proud to present our 2019 Report to the Community.

Earlier this year, following a robust period of public consultation, Council approved a thoughtful and ambitious strategic plan to guide our work over the next four years. We have committed to Strengthening our Community, Building a Sustainable City, Growing our Economy, Creating a Safe London for Women and Girls, and Leading in Public Service. Council takes great pride in delivering on these goals and aspirations, and we hope this document serves as a testament to that ongoing commitment.

Months after approving our Strategic Plan, the City of London secured funding commitments worth nearly one-quarter of a billion dollars from the provincial and federal governments to help cover costs associated with ten transformative transportation projects. This represents the largest infrastructure investment in London's history, and will dramatically enhance how people get around our city, making roads safer while easing congestion.

London, as we know, is a kind, caring, and compassionate city. Those values are reflected in the approach of the 'Core Area Action Plan' which aims to assist London's most vulnerable, along with area businesses, while also addressing social and safety issues in the downtown and Old East Village.

While there is an urgency associated with this work, it's also important to recognize our collective successes. Several examples are contained in the 2019 Citizen Satisfaction Survey which shows 93% of respondents believe that quality of life is good in London, 90% of respondents believe London is welcoming, and 89% of respondents are satisfied with City services.

We have much to celebrate, and much still left to accomplish. We present our 2019 Report to the Community with humility and enthusiasm, and we look forward to the work we will do together on behalf of all Londoners.

Ed Holder
Mayor, City of London



STRENGTHENING our Community

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

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

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

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

LONDONERS HAVE ACCESS TO THE SUPPORTS THEY NEED TO BE SUCCESSFUL

- Through discussions with the Housing Development Corporation (HDC) and Housing proponents, 43 units have been identified for homeless prevention use. This includes 10 units for veterans experiencing homelessness and 33 units for supportive housing for people on the Homeless Prevention's By-Name List.
- Through the vulnerable occupancy response program, the Middlesex London Health Unit and its partners responded in a timely fashion to all notifications of incidents involving vulnerable occupancies and health hazards.
- Ongoing programming with First Nations and Indigenous service partners is underway at the London Public Library, including a Truth & Reconciliation Speaker Series that aims to strengthen relationships, deepen understanding and prompt action towards reconciliation and resolution of critical Indigenous and Canadian issues.

- The Child and Youth Network is making progress on many fronts. London's Good Food Box project is distributing 350 boxes each month across 12 host sites in priority neighbourhoods. Baby's Book Bag continues to be implemented across London, providing meaningful literacy-rich information and messages about the importance of literacy to approximately 1200 families. The Grade 5 ACT-i-Pass program has over 1700 students registered to access free recreational programming from eight service providers for the current school year.
- As of May, London for All, our city's roadmap to end poverty, has completed 52 projects and another 60 are in progress. The second year of implementation included more than 38 individuals identifying with lived or living experience in poverty directly involved as decision makers in London for All.
- The 2019-2023 London-Middlesex Child Care and Early Years' Service System Plan was approved by City Council in June, 2019. The Plan was developed through extensive engagement with families, service providers and community partners and included feedback from 1,730 parents and caregivers.
- The Age Friendly London Network completed Year 2 implementation in June. Highlights include the installation of 20 new park benches, and construction of 5 km of new pathways and 1.2 km of new trails.
- The Neighbourhood Decision Making program identified areas where participation was lower and extended outreach through more pop ups, flyers and targeted promotion to these neighbourhoods. Cultural Connectors hired this year engaged 1,300 Londoners and attended 25 events, supporting the program through outreach and interactions in Arabic, Hindu, Spanish and Mandarin.
- As part of the London Strengthening Neighbourhood Strategy (LSNS), the "Place Matters" conference brought more than 100 Londoners together, more than 3,200 residents enjoyed 35 movie nights in London parks, and two new neighbourhood associations (University Heights and Huron Heights) were supported.
- City Planning used virtual reality to engage the public, and held 45 community engagement events at various locations including neighbourhood movie nights, farmers markets, Masonville Mall and summer festivals in Victoria Park. The largest City Planning event this year was a panel discussion with Chief Planners from mid-sized Ontario cities that attracted approximately 250 people.
- The London Community Grants Program funded 41 organizations \$9.2M over four years (2020 - 2023) through the Multi-Year stream, and 9 organizations \$500,000 for 2020 through the Innovation and Capital stream. The Neighbourhood Small Event Fund of \$20,000 was fully extended by July 22, to support 53 small events.
- Working with the Accessibility Advisory Committee, improvements were made to the Special Event Guide: "How to Plan Outdoor Accessible Events" and the revised content and expectations were highlighted for Special Event Operators.

LONDONERS ARE ENGAGED AND HAVE A SENSE OF BELONGING IN THEIR NEIGHBOURHOODS AND COMMUNITY

- Over 100 volunteers participated in London's Community Diversity and Inclusion Strategy (CDIS) meetings, with a focus on building the foundation for the implementation of CDIS. Five community chairs were elected by their peers to lead each of the priority working groups, and development of the work plan is underway. The first annual Newcomer Day took place in October.

LONDONERS HAVE ACCESS TO THE SERVICES AND SUPPORTS THAT PROMOTE WELL-BEING, HEALTH, AND SAFETY IN THEIR NEIGHBOURHOODS AND ACROSS THE CITY

- Two new London history summer walking tours were offered and all 14 sessions sold out. A permanent art exhibition of 19th - 21st century works showcasing London and area artists was installed.
- The Play Your Way subsidy program was promoted at various community events (Age Friendly Conference, Neighbourhood Service Days, etc.) and to various City of London service providers so they are better able to educate their customers about the program.
- Accessibility at community gardens was enhanced by adding features in Thames Park including: a pathway to the garden, accessible plots, and water taps. Accessible water taps were also added to Proudfoot, and accessible parking spaces to Carling Heights and Ann Street gardens. Formal accessible seating areas have been implemented in Sherwood Forest Park, Mitches Park, Piccadilly Park, Sheffield Park, and Vanderlinder Parkette in 2019.

LONDON'S NEIGHBOURHOODS HAVE A STRONG CHARACTER AND SENSE OF PLACE

- Heritage Places 2.0, a long-term strategy for the preparation of future heritage conservation district plans, was approved by City Council in August.
- Draft Urban Design Guidelines were developed in consultation with internal staff and key stakeholders including the development industry. The draft was circulated for public review and feedback in October. These Guidelines will aid in the evaluation of development applications as well as public space projects.
- Four surplus school sites have been reviewed according to the Surplus School Site Evaluation and Acquisition Policy. Through this process new community gathering spaces will be created at 1958 Duluth Crescent, 18 Elm Street, 723 Lorne Avenue, and 7 Annadale Drive.
- Progress on the London Community Gardens Program Strategic Plan included the addition of 5 bulletin boards with shelving and vegetable boxes so gardeners can take or leave a vegetable or tool, two Gardening 101 courses, five gardening workshops, and one garden tour.



BUILDING a Sustainable City

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

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

London has a strong and healthy environment.

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

LONDON'S INFRASTRUCTURE IS BUILT, MAINTAINED, AND OPERATED TO MEET THE LONG-TERM NEEDS OF OUR COMMUNITY

- The 2019 Corporate Asset Management (CAM) Plan identified that through actions taken as a result of the 2014 CAM Plan, the infrastructure gap was reduced from 4.3% of replacement value to 2.8%.
- The Federation of Canadian Municipalities and the Global Covenant of Mayors for Climate and Energy (GCoM) selected London as one of several "showcase cities" in Canada. This is a city knowledge exchange initiative designed to enhance climate change adaptation initiatives in London and Canada.
- Seven new parks were established in the city.
- Applications were submitted to the Investing in Canada Infrastructure Program - Community, Culture and Recreation Stream for \$40 million to support seven projects.

LONDON'S GROWTH AND DEVELOPMENT IS WELL PLANNED AND SUSTAINABLE OVER THE LONG TERM

- The Terms of Reference for ReThink Zoning were approved by Council. The next step is to retain a consultant to partner with the City on this project.
- Progress was made on a number of Secondary Plans including the adoption of the Old East Village Dundas Corridor Secondary Plan, the Draft Victoria Park Secondary Plan, and Draft principles and development concepts for the Masonville Secondary Plan.
- The Lambeth Community Improvement Plan was developed and adopted by Council, providing the framework for improvement in the Lambeth area and providing financial incentives to local businesses. In addition, community improvement has been supported by loans and grants issued through existing programs including 18 in the Downtown, 17 in Old East Village, and 1 in SoHo.

LONDON HAS A STRONG AND HEALTHY ENVIRONMENT

- London was selected to be the first city in Canada to implement a pilot project to recover hard-to-recycle plastics items (e.g., flexible plastic packaging) called the Hefty® EnergyBag™ to create valuable recyclable resources and energy rather than placing them in the garbage. 20,000 households will eventually be participating in the pilot project.
- The City helped to establish and is a founding partner of Green Economy London (GEL), one of seven Green Economy Hubs across Ontario supporting networks of businesses to set and achieve sustainability targets. GEL was launched in May by the London Environmental Network. As of October 1, GEL has over 20 business members surpassing the first year target.
- A task force of multiple stakeholders was established to review trail policies and implementation within Medway Valley. This approach has received commendation from the Invasive Species Centre.

- 100% of Provincially Significant Wetlands, Areas of Natural or Scientific Interest, and Environmentally Significant Areas have been retained.
- The Environmental Assessment for the Back to the River Forks project was completed. Detailed design and construction of the inaugural project at the Forks is on track, subject to Council approval through the Multi-Year Budget process.

LONDONERS CAN MOVE AROUND THE CITY SAFELY AND EASILY IN A MANNER THAT MEETS THEIR NEEDS

- The Transit Project Assessment Process (TPAP) environmental assessment was completed for Rapid Transit Initiatives, and procurement of design services for the Downtown Loop is underway. Provincial and federal funding was announced for three components of a Rapid Transit system. Corridor design and implementation is underway.
- The Environmental Assessment for Adelaide / CPR Grade Separation was completed, and design and property acquisition is now underway. Federal and provincial funding for active transportation components was announced. Design and property acquisition for Wharncliffe / CN Grade Separation is underway.
- A number of road safety initiatives were implemented including the use of student silhouettes, a "make eye contact" awareness campaign, and a recommendation for a contract award for automated speed enforcement in school zones. There continues to be a decline in the number of serious collisions.
- Mobility policies noted in the Complete Streets Design manual on a large number of street projects were implemented. Some notable projects include the transformation of Dundas Place into a flex-street, and the redesign of Talbot Street and York Street in downtown to improve the street for pedestrians including the addition of trees and the narrowing of Talbot Street.



GROWING our Economy

London will develop a top quality workforce.

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

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

LONDON WILL DEVELOP A TOP QUALITY WORKFORCE

- Through a number of employment programs with Social Services, there has been a 20% increase in employment preparation, job placement, skills training, and job search referrals. Two successful London and Area Works Job Fairs were held in April and September and a new Jobs Now Hub was launched in partnership with labour market partners to assist job seekers in effectively and efficiently finding employment opportunities.
- Working with Western University, Fanshawe College and support agencies, the LondonTechJobs and LondonMfgJobs portals were integrated to create a more seamless experience for job seekers and employers.
- Museum London partnered with Western University to offer four internship positions for students and to host the 6th annual literary and creative arts Words Festival. The Museum also developed two digital education projects to enhance student learning, funded by the Canada Council for the Arts' Digital Strategy Fund.
- Launched international student graduate internship program. Participated in the London Economic Development Corporation's 2019 Immigration Update for local employers.

LONDON IS A LEADER IN ONTARIO FOR ATTRACTING NEW JOBS AND INVESTMENTS

- A draft Smart City Strategy has been created and will be reviewed and finalized in 2020. An internal committee has been created to provide leadership to the Smart City Strategy.
- CityStudio was launched to facilitate collaboration between the City of London, Brescia University, Fanshawe College, Huron University, King's University College, Western University, and Pillar Nonprofit Network. This innovation hub brings together City staff, students, faculty and community to co-create experimental projects that make our community more sustainable, livable and joyful. Work on the initial CityStudio projects began in September.
- Building on the announcement of the new 10-year naming partnership in June, RBC Place London continues to work with its key partners to execute its annual marketing strategy, and is on pace to achieve 2019 total revenue of \$6.1 million and generate \$20 million in economic impact to London.
- The development approvals process is near completion for phase 1 of the Old Victoria Hospital redevelopment and construction is scheduled to begin in the first quarter of 2020. The demolition of the phase 2 lands is nearing completion and the procurement process is on track to begin at the end of 2019, including the conservation of the War Memorial Children's Hospital and the Health Services Building.
- The sponsorship and advertising program that provides opportunities for private sponsorship of advertising in City facilities and programs has generated \$210,000 in 2019 (to date). These funds are used to improve customer experience and reduce the need for increased user fees.

LONDON CREATES A SUPPORTIVE ENVIRONMENT WHERE ENTREPRENEURS, BUSINESSES, AND TALENT CAN THRIVE

- There have been 63 showcase opportunities for artist entrepreneurs, including the JUNOS Awards and lunch hour programs that featured 85 artists. There were also 17 workshops for artist entrepreneurs, including the JUNOS Awards.
- Using a Continuous Improvement approach towards Site Plan application review, Development and Compliance Services, together with the community, set targets (30 days for standard applications, and 15 days for administrative applications) and reduced instances of applications needing to be resubmitted for revisions by nearly half.
- The City currently has 254 acres of serviced land available. Approximately 48 acres have been sold or are under contract in 2019 (to date), which is projected to create more than 200 new jobs. Engineering/planning studies are underway for approximately 353 additional acres. To further enhance the marketing and branding of the City's industrial land, four new Entryway Signs have been installed at Innovation Park.
- The construction of Forest City 2 Stormwater Management Facility was completed. As well, sanitary upgrades on Wilton Grove Road to increase servicing capacity to Forest City Industrial Park and surrounding area, and the Huron Industrial Lands Master Servicing Strategy and Stormwater Management Facility Environmental Assessment were both completed.
- The projected building values on all sold and under contract lands for 2019 is estimated at \$18.8 million dollars. The City of London currently remains highly competitive in terms of the largest City-owned industrial land supply in all of Southwestern Ontario.
- The Core Area Action Plan was presented to Council, outlining a number of initiatives to help with homelessness and health issues, safety and security, creating a supportive business environment and attracting more people to the core.



CREATING a Safe London for Women and Girls

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

LONDON HAS ENHANCED THE POTENTIAL FOR WOMEN AND GIRLS TO LIVE SAFE LIVES

- London was the first Canadian city to make a clear and focused commitment to creating a safe community for women and girls.
- Introductory Respectful Workplace training was developed and provided to 358 managers.
- Investing in Canada Infrastructure Program funding announcements by the Federal Government included a bus stop amenities program that will see the installation of 60 additional bus shelters (which include solar lighting). Additionally 150 stop locations will be upgraded to include lighting (solar powered) to support safer locations. These two projects will be rolled out over 2020/2021.

- Homeless Prevention staff have met with local Violence Against Women (VAW) service providers to investigate and, as possible, initiate a Housing First / Rapid Rehousing support model for abused women and their children. This is likely to include the realignment of resources to provide "housing finder" supports, housing stability workers and additional housing supplements for VAW shelter participants to increase access to housing and improve housing stability.
- Members from the London Police Service (LPS) Human Trafficking Unit meet consistently with external community partners to assist trafficked women to exit their situation. A significant multi-jurisdictional Human Trafficking investigation was conducted in July 2019. The LPS is also continuing to assist the OPP with an ongoing Human Trafficking investigation.
- The London Community Grants Program Review Panel includes up to three community members who are subject matter experts in Council's Strategic Areas of Focus. One of the panel members is a subject matter expert in Creating a Safe London for Women and Girls.
- The London Community Grants Program, Multi-Year Stream (2020-2023) has allocated more than \$580,000 over the four-year funding period to four community programs that advance the goals of the Strategic Area of Focus: Creating a Safe London for Women and Girls.
- By-law Enforcement notified tenants of near campus neighbourhoods of future enforcement action for the display of signage containing inappropriate and offensive messaging towards women and girls.
- The Business Licensing By-law was updated, reducing the number of permitted locations for adult entertainment businesses.
- In order to protect the safety of employees and clients, charges were issued against an adult entertainment body rub parlour.



LEADING in Public Service

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

Londoners experience exceptional and valued customer service.

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

THE CITY OF LONDON IS TRUSTED, OPEN, AND ACCOUNTABLE IN SERVICE OF OUR COMMUNITY

- An initial framework for the overall Corporate Communications Strategy has been developed. Draft strategies have been completed for Social Media and Media Relations.
- A comprehensive engagement strategy has been developed and is currently being implemented, with more than half a dozen communications channels available for the public to provide feedback on the Multi-Year Budget.
- Civic Administration continues to actively partner with community organizations to promote and obtain feedback on the Multi-Year Budget, contributing to more than 1,000 resident interactions for the 2019 Budget Update.
- Middlesex-London Health Unit hosted a placement for an Oneida Indigenous masters student; made progress towards First Nations data sharing agreements; and programmed three Indigenous spiritual wellness days led by an elder.

LONDONERS EXPERIENCE EXCEPTIONAL AND VALUED CUSTOMER SERVICE

- Results from the 2019 Citizen Satisfaction Survey show that 93% of respondents believe that quality of life is good, 90% of respondents believe London is welcoming and 89% of respondents are satisfied with City services.
- Customer service improvements at community centres included: free menstrual products at all community centres; new literacy elements at Kinsmen Recreation Community Centre and Byron Optimist Community Centre; and, a hearing loop in the Kinsmen Recreation Community Centre computer lab to assist with accessibility.
- More than 220 employees have received formal Lean training. Standard work, visual management and team huddles have been implemented in some Service Areas giving employees the tools to improve service delivery. The City has worked collaboratively to include agencies, boards and commissions to increase their Lean capacity, supporting a culture of Continuous Improvement.
- The City partnered with two additional animal rescue organizations, and is now working with a total of 25 approved fostering organizations that engage in animal welfare programs. The City is now also involved with three adoption locations.
- 17 services are on the Service London portal, providing residents, businesses and visitors with an easy and convenient way to initiate non-emergency City service requests.

THE CITY OF LONDON IS A LEADER IN PUBLIC SERVICE AS AN EMPLOYER, A STEWARD OF PUBLIC FUNDS, AND AN INNOVATOR OF SERVICE

- The 2019 Moody's review has been completed, with the City of London retaining the Aaa credit rating for the 43rd consecutive year.
- The 2019 Service Review Initiatives Update report was presented to the Strategic Priorities and Policy Committee on September 30. This provided an overview of the initiatives that were undertaken during the year that resulted in the Corporation exceeding its \$1 million service review target for 2019.
- The first corporate People Plan is on track. The initial phase of this project involved gathering input from employees through a variety of ways. A people plan is a formal strategy to ensure our workforce and supporting systems are able to meet current and future business needs.
- Information Technology Services (ITS) has delivered 33 digital solutions in 2019, improving corporate efficiency and effectiveness. Through a Deloitte audit, ITS has been identified as a Corporate leader in Project Management.
- At least eight zero-based budget reviews were completed, six of which resulted in savings of more than \$680,000 to contribute to the Corporation's service review target, with savings from the others being reallocated to address other emerging budget needs. Two additional reviews were completed, identifying an additional \$350,000 to be contributed to the Corporation's service review target.



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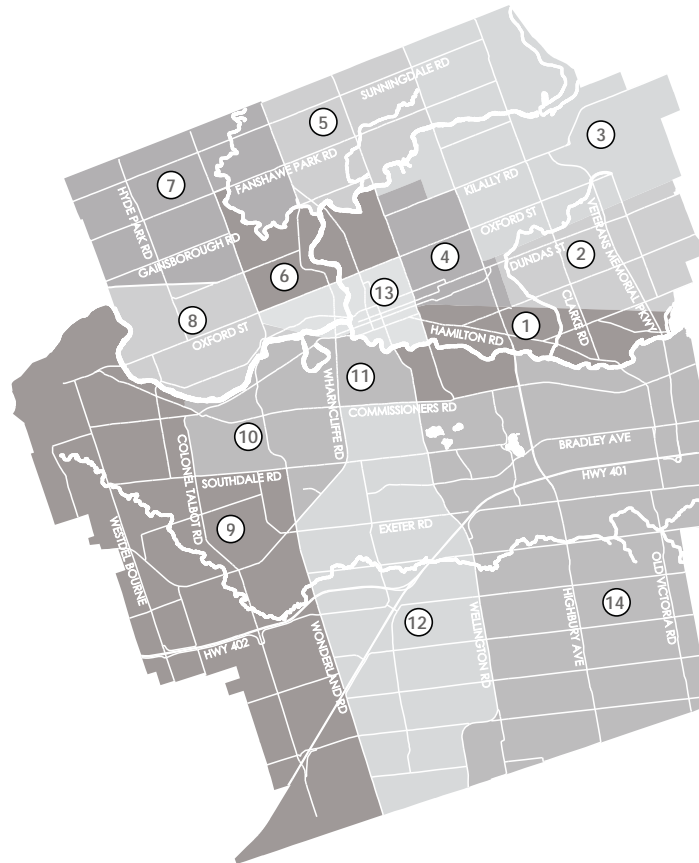
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CITY OF LONDON

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