

## Report to Strategic Priorities and Policy Committee

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

**From:** Lynne Livingstone, City Manager

**Subject:** Developing Council's 2023-2027 Strategic Plan: Draft Strategies and Order of Magnitude Costing

**Date:** February 28, 2023

## Recommendation

That, on the recommendation of the City Manager, the following actions be taken with respect to developing the 2023-2027 Strategic Plan:

- a) the report, entitled "Developing the 2023-2027 Strategic Plan: Draft Strategies and Order of Magnitude Costing" BE RECEIVED for information; and,
- b) Municipal Council BE REQUESTED to provide the Civic Administration with direction on the draft strategies for the 2023-2027 Strategic Plan.

## Executive Summary

The City of London's Strategic Plan identifies a shared vision, mission, values, and strategic areas of focus to guide the work of Council and Administration for the next four years and identifies the strategic direction that will drive financial and business decisions through the Multi-Year Budget and Technology Investment Strategy.

At the February 28, 2023, meeting of the Strategic Priorities and Policy Committee, Council will continue to deliberate on key elements of the 2023-2027 Strategic Plan. This will include discussion and deliberation on the draft strategies. To support Council's deliberation on the draft strategies, preliminary cost estimates (order of magnitude costing) have been tabled for any strategies that will require new investment.

An update on the community engagement results will be provided to Council through the Added Agenda on February 27, 2023.

## Linkage to the Corporate Strategic Plan

Council's Strategic Plan is a foundational document that guides the work of Council and Administration over the next four years. It identifies the strategic direction over a four-year period and drives financial and business decisions through the Multi-Year Budget and Technology Investment Strategy.

## Analysis

### 1.0 Background Information

#### 1.1 Previous Reports Related to this Matter

##### **2019-2023 Strategic Plan:**

Strategic Priorities and Policy Committee (SPPC): December 17, 2018, January 14, 2019, January 25, 2019, March 4, 2019, April 1, 2019, November 25, 2019, June 23, 2020, October 20, 2020, November 17, 2020, July 28, 2021, November 30, 2021, June 22, 2022, December 12, 2022.

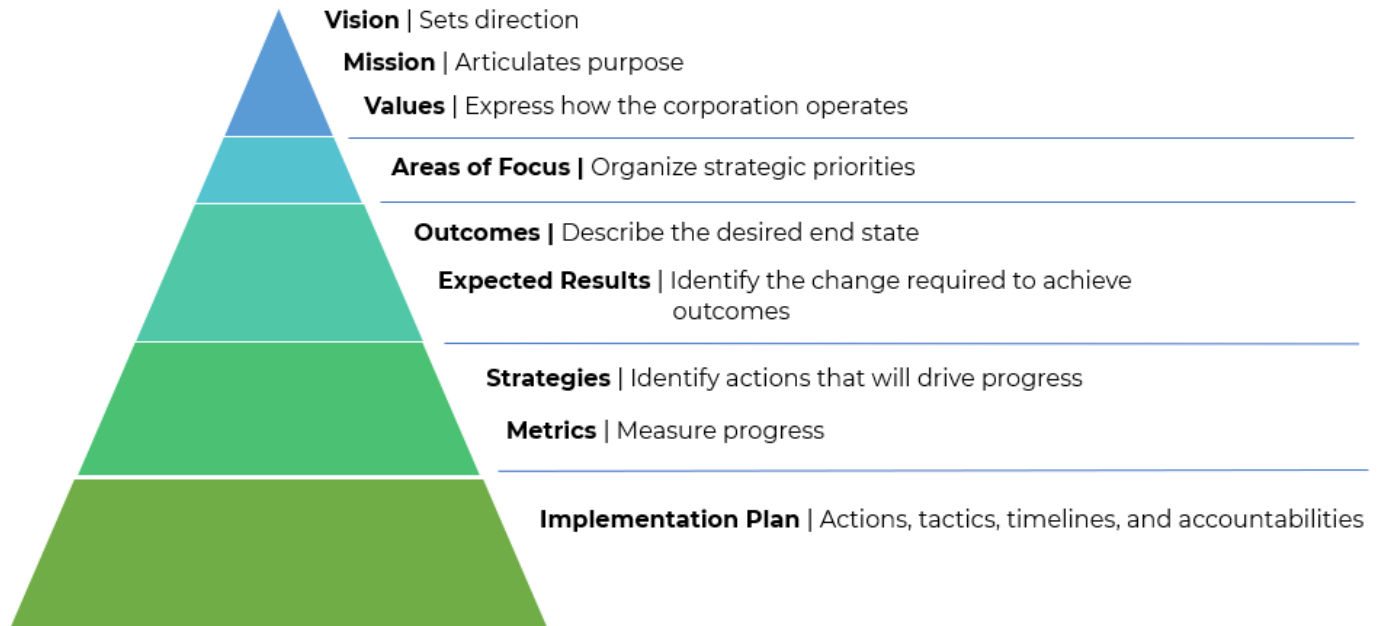
##### **2023-2027 Strategic Plan:**

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

## 1.2 Overview: 2023-2027 Strategic Plan Development Process

### Structure of Council's 2023-2027 Strategic Plan

The 2023-2027 Strategic Plan will be prepared using the following structure:



## 2.0 Discussion and Considerations

### 2.1 February 28, 2023, SPPC: Continuing to Set Key Elements of the Strategic Plan

The February 28, 2023, SPPC meeting will build on the work and direction provided at the previous SPPC meetings regarding the Strategic Plan. At this meeting, Council will deliberate and provide direction on the draft strategies. To support this deliberation, order of magnitude costing for strategies requiring new investment is being tabled.

Council will receive an update on the community engagement results (February 8 to 24) as part of the February 27, 2023, Added Agenda.

### 2.2 Draft Strategies

Strategies identify the actions that will drive progress toward achieving the outcomes (desired end state) and expected results (change required to achieve the outcomes) identified in the 2023-2027 Strategic Plan.

Draft strategies, attached as **Appendix A**, have been updated to reflect Council's direction at the February 7, 2023, SPPC meeting. The draft vision, mission, and values statements are also included as **Appendix C**.

Once the Strategic Plan has been set, Civic Administration will develop the Multi-Year Budget that sets the pacing and targets for implementation along with a detailed implementation plan that outlines the actions, tactics, timelines, and accountabilities associated with the delivery of Council's Strategic Plan.

### 2.3 Order of Magnitude Costing

To support Council's review of the draft strategies for the 2023-2027 Strategic Plan, Civic Administration, agencies, boards, and commissions have compiled preliminary "Order of Magnitude" cost estimates.

These Order of Magnitude costs reflect the potential incremental operating costs and total capital costs for the 2024-2027 period for strategies requiring new or additional investment only. Many strategies can be addressed within existing budgetary resources and, as such, there is no Order of Magnitude estimates included for those strategies.

The Order of Magnitude process also does not address inflationary impacts on existing budgets or other impacts resulting from recent legislative changes (e.g. Bill 23). These matters will be addressed in the development of the 2024-2027 Multi-Year Budget (MYB) as the budget required to maintain existing service levels is considered.

It is important to note that the Order of Magnitude process is not a full budgeting exercise. The timing and pacing of these expenditures will be established based on affordability considerations through the 2024-2027 MYB process. Additionally, it is important to emphasize that these costs are high-level estimates only; they will be further refined as the MYB is developed. Finally, financing strategies for these costs were not considered through this process; alternative funding sources other than the property tax levy may be available for many of these expenditures.

Despite these above noted cautions, the Order of Magnitude process is important because it:

- Provides additional high-level costing information for Council as it is considering the strategies for inclusion in the 2023-2027 Strategic Plan;
- Ensures an intentional linkage between the Strategic Plan and Multi-Year Budget processes;
- Provides preliminary planning information in preparation for the kick-off of the Multi-Year Budget development process which will commence in April 2023 with tax levy target-setting after approval of the Strategic Plan.

The Order of Magnitude estimates have been categorized according to the following scale, as outlined in the table below:

<b>Symbol</b>	<b>Estimated Potential Investment Range</b>
\$	Less than \$0.5 million
\$\$	\$0.5 million to \$0.9 million
\$\$\$	\$1.0 million to \$4.9 million
\$\$\$\$	\$5.0 million to \$19.9 million
\$\$\$\$\$	\$20.0 million+

These symbols and associated scale have been used consistently for both the potential incremental operating cost and total capital cost for the strategies outlined in **Appendix B** (attached). Note that the Order of Magnitude estimates have been aligned with one strategy; however, many initiatives address multiple strategies.

## **2.4 Next Steps**

Following this meeting Get Involved will be updated to reflect Council's progress and direction on the vision, mission, values, strategic areas of focus, outcomes, expected results, and strategies.

Opportunities to weigh in on the various components of the draft 2023-2027 Strategic Plan through the Community Conversation Toolkit and Get Involved will continue until March 3, 2023.

The third phase of engagement will conclude with the Public Participation Meeting that will be held on March 8, 2023.

All feedback gathered between February 25 to March 3 will be themed and presented to Council at the March 8, 2023, SPCC meetings.

## Conclusion

The City of London's Strategic Plan defines the vision, mission, values, and priorities that will guide the work of Council and Civic Administration for the next four years. It will drive decision-making through the Multi-Year Budget and Technology Investment Strategy. Most importantly, it is a statement of commitment to the community; a reflection of the priorities of Londoners.

The 2023-2027 Strategic Plan will set London's course for the future, building on progress made through the City's current and past Strategic Plans, while recognizing and adapting to a very different global context.

**Prepared by:** Nick Steinburg, Specialist, Strategy and Innovation

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

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

**Strategic Area of Focus: Reconciliation, Equity, and Inclusion**

Expected Result		Draft Strategies
<b>Outcome 1:</b> The City of London enhances the confidence of Indigenous Peoples by furthering truth and reconciliation efforts.		
1.1	Establishment of new and strengthening current relationship with local First Nation and urban Indigenous communities and Indigenous-serving organizations.	<ul style="list-style-type: none"> <li>a) Support Indigenous-led actions and initiatives that move the City of London and its agencies, boards, and commissions closer towards addressing injustices, and collective healing.</li> <li>b) Undertake regular, meaningful engagement with local Indigenous communities and organizations on matters of shared interest.</li> <li>c) Engage with First Nation communities early in any project or process around water and improve awareness by incorporating the recommendations of the Shared Waters Approach and Traditional Ecological Knowledge where and / or when offered.</li> </ul>
1.2	Enhanced understanding of the Truth and Reconciliation Commission Calls to Action and how to best implement them.	<ul style="list-style-type: none"> <li>a) With Indigenous People, develop a Truth and Reconciliation Action Plan to implement the 13 municipal focused Truth and Reconciliation Commission Calls to Action and other Indigenous-led initiatives.</li> <li>b) Strengthen partnerships to deliver Indigenous-led education and training to the City of London, and its agencies, boards, and commissions.</li> <li>c) Strengthen and establish new partnerships for including Indigenous programming and services at the City of London, and its agencies, boards, and commissions.</li> </ul>
<b>Outcome 2:</b> The City of London is a leader in becoming an equitable and inclusive community.		
2.1	Meaningful relationships and partnerships with equity-denied groups and with organizations led by, for, and with equity-denied communities.	<ul style="list-style-type: none"> <li>a) Engage with equity-denied communities to co-create and implement Action Plans that address their needs, with an added focus on the diverse Indigenous, Black, and Muslim communities.</li> <li>b) Implement recommendations from the Action Plan to Disrupt Islamophobia, specifically those that affect youth and that have a gendered impact on women and girls.</li> <li>c) Establish a city-wide Community of Practice to strengthen and support equity related initiatives and strategies.</li> </ul>
2.2	Equity-denied groups come to London and choose to stay in our community.	<ul style="list-style-type: none"> <li>a) Support the community in attracting, integrating and retaining new Londoners through education, celebration, employment, and other actions.</li> <li>b) Support community-based inclusion and anti-hate initiatives and events.</li> </ul>
2.3	Our services are informed and delivered by the communities we serve.	<ul style="list-style-type: none"> <li>a) Apply the City of London Equity Tool to City led programs, policies, services, agreements, and budget decisions.</li> <li>b) Promote equitable, inclusive, and welcoming City of London spaces for all communities with an added focus on women and girls from Indigenous and Muslim communities.</li> </ul>
<b>Outcome 3:</b> All Londoners have opportunities to participate in civic engagement.		
3.1	Increased access for, and participation of, equity-denied groups in civic engagement.	<ul style="list-style-type: none"> <li>a) Identify and remove barriers faced by equity-denied groups in participating in civic engagement opportunities.</li> <li>b) Use focused community engagement practices to specifically reach equity-denied groups.</li> <li>c) Apply a trauma and violence-informed care approach to community engagement practices.</li> </ul>
3.2	Increased participation in City of London internship programs and employment opportunities for equity-denied groups.	<ul style="list-style-type: none"> <li>a) Identify and remove barriers faced by equity-denied groups in pursuing and retaining employment with the City of London.</li> <li>b) Work with community partners to develop, promote, and support internship programs creating opportunities for equity-denied groups.</li> </ul>

## Strategic Area of Focus: Housing and Homelessness

Expected Result		Draft Strategies
<b>Outcome 1:</b> The City of London demonstrates leadership and builds partnerships to increase quality, affordable, and supportive housing options.		
1.1	Increased access to a range of quality, affordable, and supportive housing options that meet the unique needs of individuals and families.	<ul style="list-style-type: none"> <li>a) Increase the supply, range, and depth of affordability of quality housing options where people feel safe.</li> <li>b) Align policies and programs recognizing the broad range of factors that contribute to accessing and maintaining transitional, supportive, community, affordable and market housing.</li> <li>c) Address the specific needs of populations, including equity-denied groups, and prioritize housing initiatives that are affordable.</li> </ul>
<b>Outcome 2:</b> London has a robust community system of health, homelessness, housing stability services, policies, procedures and by-laws in place to support individuals and families at risk of or experiencing homelessness or in precarious housing.		
2.1	Decreased number of individuals and families at risk of or experiencing homelessness.	<ul style="list-style-type: none"> <li>a) Implement the whole of community system response to the health and homelessness crisis that creates pathways to housing.</li> <li>b) Work collaboratively across sectors to identify and prevent individuals and families at risk of homelessness from experiencing homelessness.</li> <li>c) Improve the collection, sharing, and use of data across the homeless prevention system.</li> <li>d) Complete the actions in the existing Housing Stability Action Plan and begin to develop and implement the next one to reflect community priorities.</li> <li>e) Implement a program of continuous review of policies, procedures, and by-laws to create opportunities for balanced and compassionate solutions to homelessness.</li> </ul>
2.2	Improved quality and safety in social housing.	<ul style="list-style-type: none"> <li>a) Work collaboratively across sectors to improve safety of individuals and families living in social housing.</li> <li>b) Address the specific safety needs of populations, including equity-denied groups, living in social housing.</li> <li>c) Support improvements to policies and programs in the delivery of both responsive and preventative safety services throughout the social housing sector.</li> </ul>
2.3	Improved safety in shelter system.	<ul style="list-style-type: none"> <li>a) Establish and implement a set of community standards of care and system values to create safe spaces for people to shelter in.</li> <li>b) Collect feedback and input on sense of safety directly from service providers and those that access services.</li> </ul>
2.4	London has a strong system of enforcement to protect the health and safety of tenants.	<ul style="list-style-type: none"> <li>a) Implement a program of proactive rental property compliance blitzes.</li> </ul>
<b>Outcome 3:</b> A well planned and growing community.		
3.1	London's growth and development is well-planned and considers use, intensity, and form.	<ul style="list-style-type: none"> <li>a) Develop and enhance planning implementation tools that advance the policies of The London Plan.</li> <li>b) Increase the efficiency and consistency of planning and development processes.</li> <li>c) Direct growth and intensification to strategic locations in a way that maximizes existing assets and resources.</li> <li>d) Protect natural heritage areas and agricultural areas for the needs of Londoners now and into the future.</li> </ul>

3.2	The City of London supports faster/streamlined approvals and increasing the supply of housing with a focus on achieving our intensification targets.	a) Increase the efficiency and consistency of processes that support housing access and supply. b) Target new housing development to capitalize on our investments in new servicing, Rapid Transit, and the Core.
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## Strategic Area of Focus: Wellbeing and Safety

Expected Result	Draft Strategies
<b>Outcome 1:</b> London has safe, vibrant, and healthy neighbourhoods and communities.	
1.1 Londoners feel safe across the city, in the core, and in their neighbourhoods and communities.	<ul style="list-style-type: none"> <li>a) Continue to deliver and enhance high-quality and effective police, fire, and emergency preparedness services that make London a safe city for residents, businesses, and visitors.</li> <li>b) Strengthen collaboration and coordinated action among community safety partners through the implementation of the Community Safety and Wellbeing Plan.</li> <li>c) Support improvements to the delivery of public safety programs and services in the core and across the city.</li> <li>d) Provide public education about emergency preparedness, crime prevention, and fire and life safety.</li> <li>e) Modify municipal compliance protocol to proactively address emerging issues, including the health and homelessness crisis, using a balanced compassionate approach.</li> <li>f) Design and plan communities with evidence-informed health and safety tools and principles.</li> </ul>
1.2 Londoners have a strong sense of belonging and sense of place.	<ul style="list-style-type: none"> <li>a) Create meaningful opportunities for all Londoners to contribute to the health and vibrancy of their neighbourhoods.</li> <li>b) Create cultural opportunities that reflect the arts, heritage, and diversity of the community.</li> <li>c) Promote neighbourhood planning and design that creates safe, accessible, diverse, walkable, healthy, and connected communities.</li> <li>d) Remove barriers to participation and integration for equity-denied groups within neighbourhoods and across the community.</li> </ul>
1.3 Londoners have safe access to public spaces, services, and supports that increase wellbeing and quality of life.	<ul style="list-style-type: none"> <li>a) Deliver programs and activities that foster improved physical, mental, and social wellbeing.</li> <li>b) Invest in infrastructure for publicly-owned facilities, parks, open spaces, and natural amenities that provide cultural, social, and recreational opportunities, programming and engagement.</li> <li>c) Remove barriers to participation and integration for equity-denied groups within neighbourhoods and across the community.</li> <li>d) Continue to support community partners to host special events in publicly-owned spaces across the city.</li> <li>e) Support and enhance resident-led programs and decision-making initiatives.</li> </ul>
1.4 Improved emergency services response time and reporting.	<ul style="list-style-type: none"> <li>a) Continue to respond to emergency and non-emergency events, including fires, medical emergencies, motor vehicle collisions, public hazard situations, water and ice rescues, hazardous materials incidents, and technical rescues.</li> <li>b) Maintain an appropriate fleet of fire vehicles.</li> <li>c) Enhance police response times for emergency calls, urgent calls and in progress property calls.</li> </ul>



1.5	Improved traffic safety, traffic calming.	a) Prioritize walking and cycling in the development or retrofitting of streets and roadways.
		b) Expand the Automated Speed Enforcement and Red Light Camera programs as feasible.
		c) Complete the installation of the 40 km/h Area Speed Limit program.
		d) Advance the installation of proactive traffic calming in school zones.
		e) Design and construct safer infrastructure.
1.6	Improved park maintenance and garbage collection.	a) Expand winter garbage collection in parks.
		b) Increase maintenance service level frequencies and extend park maintenance season into the fall months.
		c) Review the provision of drinking water in appropriate parks.
		d) Increase service level frequency for cleaning park washrooms.
		e) Increase service levels for supporting event and tournament clean-up and maintenance.
1.7	Improved boulevard and bus shelter maintenance and garbage collection.	a) Increase frequency of roadside litter collection on major roads.
		b) Assess opportunities to enhance garbage collection in bus shelters.
1.8	Improved wayfinding and walkability.	a) Implement a pilot wayfinding project from a section of the Thames Valley Parkway to nearby attractions and services.
		b) Implement a pilot wayfinding project for parks to help people find their way within the park and to and from nearby destinations on foot or bike.
1.9	Improved health equity across neighbourhoods.	a) Continue to apply a health equity lens to the delivery of MLHU programs and services.
		b) Increase focus on addressing food insecurity in priority neighbourhoods.
		c) Increase the capacity of employees to understand and have empathy for mental health as we deliver services to Londoners.
<b>Outcome 2:</b> London is an affordable and supportive community for individuals and families.		
2.1	Housing in London is affordable and attainable.	a) Prioritize approval of housing projects that increase the depth of affordability in available housing options.
		b) Ensure there is an adequate supply of lands for new homes and services.
2.2	Londoners have timely/faster access to quality, affordable services.	a) Consider affordability when making service decisions through the application of the Equity Tool.
		b) Support community-led initiatives and partnerships through grants, collaboration and community plans that promote the wellbeing of Londoners.
		c) Support the delivery of, and timely access to, high-quality licensed child care and early years opportunities for families.

2.3	Londoners have equitable access to key services, community supports and recreational opportunities and supports that enhance wellbeing and resilience.	<ul style="list-style-type: none"> <li>a) Identify and remove barriers and improve access to municipal programs, services, and supports.</li> <li>b) Improve resident satisfaction, safety, service, and recreation programming at Dearness Home.</li> <li>c) Provide, enhance, and promote access to municipal subsidy programs.</li> <li>d) Bridge the digital equity divide through the technology resources and related educational and programming support available at the London Public Library.</li> </ul>
2.4	London continues its efforts to promote animal welfare including companion pets and wild animals.	<ul style="list-style-type: none"> <li>a) Continue to encourage animal adoption and animal welfare initiatives.</li> <li>b) Continue to provide education and resources that promote animal welfare.</li> <li>c) Enhance and increase the number of off-leash dog park opportunities.</li> </ul>

**Strategic Area of Focus: Safe London for Women, Girls, and Gender-Diverse and Trans People**

Expected Result	Draft Strategies
<p><b>Outcome 1:</b> The City of London demonstrates leadership by taking meaningful actions to address and eliminate all forms of violence against women and girls, gender-based violence*, and sexual violence**.</p>	
<p>1.1 Increased capacity to recognize, address, and prevent all forms of violence against women and girls and gender-based violence.</p>	<ul style="list-style-type: none"> <li>a) Implement Indigenous-led actions that move the City of London closer toward addressing injustices against Indigenous women, girls, and 2SLGBTQIA+ people, collective healing, and prevention.</li> <li>b) Increase awareness of the pervasiveness of violence against women and girls, and gender-based violence, recognizing the historical and systemic intersections of racism and gender.</li> <li>c) Work alongside community-based organizations, leaders, and survivors to design a community-wide approach to address, prevent, and raise awareness about violence against women and girls, and gender-based violence.</li> <li>d) Provide training, tools, and resources that increase the capacity of the City of London, agencies, boards, and commissions to recognize, address, and prevent violence against women and girls, and gender-based violence.</li> <li>e) Apply the City of London Equity Tool to City-led programs, policies, services, budget decisions, and advocacy, specifically considering the needs of women, girls, and gender-diverse and trans people.</li> <li>f) Build programs, policies, by-laws, and services that are rooted in trauma and violence-informed care and informed by community-based organizations, leaders, and survivors.</li> <li>g) Continue to support women, gender-diverse and trans people, and survivors to access a continuum of safe and quality housing and homeless prevention options.</li> </ul>
<p>1.2 Increased capacity to recognize, address, and prevent sexual exploitation and trafficking.</p>	<ul style="list-style-type: none"> <li>a) Increase awareness of the pervasiveness of sexual exploitation and trafficking.</li> <li>b) Provide training, tools, and resources that support the City of London, agencies, boards, and commissions to recognize, address, and prevent sexual exploitation and trafficking.</li> </ul>
<p>1.3 London is a safe city where women, girls, nonbinary and trans individuals, and survivors access public spaces and freely participate in public life without fear or experience of sexual violence.</p>	<ul style="list-style-type: none"> <li>a) Explore new ways to collaborate with community partners to increase awareness of the prevalence and impacts of sexual violence and ways to prevent and eliminate it, through the implementation of the Safe Cities Action Plan.</li> <li>b) Increase the capacity of the City of London, agencies, boards, and commissions to recognize, address, and prevent sexual violence.</li> <li>c) Apply the City of London Equity tool to City-led planning, design and construction of public spaces and amenities, specifically considering the safety of women, girls, nonbinary and trans individuals and survivors.</li> </ul>

**Strategic Area of Focus: Economic Growth, Culture, and Prosperity**

Expected Result		Draft Strategies
<b>Outcome 1:</b> London encourages equitable economic growth and diversification.		
1.1	Small and growing businesses, entrepreneurs and non-profits are supported to be successful.	<ul style="list-style-type: none"> <li>a) Strengthen partnerships and programs that support small and growing businesses, non-profits, and entrepreneurs.</li> <li>b) Improve City of London processes and supports for businesses and entrepreneurs.</li> </ul>
1.2	Increased economic activity from our core and the greater community.	<ul style="list-style-type: none"> <li>a) Support economic development initiatives through key service partners including LEDC, TechAlliance, SBC, and Business Improvement Areas.</li> <li>b) Expand marketing and promotions initiatives focusing on events, activity, and business opportunities in London.</li> <li>c) Develop and enhance planning processes and tools to support a wide range of economic opportunities.</li> </ul>
1.3	London has a sufficient supply of serviced lands in strategic locations.	<ul style="list-style-type: none"> <li>a) Update and support the implementation of the Industrial Land Development Strategy.</li> </ul>
1.4	London is a regional center that proactively attracts talent, business, and investment.	<ul style="list-style-type: none"> <li>a) Attract and retain a skilled workforce by marketing London as a destination for new investments and talent.</li> <li>b) Foster and leverage strategic partnerships that promote collaboration, innovation, and investment in business and employment.</li> <li>c) Strengthen London’s position as a regional centre for economic opportunity, and connectivity.</li> </ul>
<b>Outcome 2:</b> London is a destination of choice.		
2.1	London is a UNESCO City of Music and is recognized as a centre for arts, sport, and culture.	<ul style="list-style-type: none"> <li>a) Implement the UNESCO four-year action plan.</li> <li>b) Use existing assets in creative ways that support London’s profile as a destination for arts, culture, sport, and recreation.</li> </ul>
2.2	Continued growth of London’s film industry.	<ul style="list-style-type: none"> <li>a) Create databases for filming locations and local talent.</li> <li>b) Market London to productions in Toronto and other markets.</li> <li>c) Support the Forest City Film Festival with industry events and location tours.</li> <li>d) Continue to promote London’s film industry through social media, newsletters and online campaigns.</li> </ul>
<b>Outcome 3:</b> London encourages the growth of local artistic and musical talent		
3.1	Londoners have more opportunities to engage in diverse arts and music events.	<ul style="list-style-type: none"> <li>a) Provide professional development, mentorship, networking, and collaboration opportunities for artists, creators, and arts and culture workers.</li> <li>b) Provide accessible development/incubation opportunities for equity-denied artists, creators, and arts and culture workers.</li> </ul>
3.2	Increased opportunities for performances or displays.	<ul style="list-style-type: none"> <li>a) Nurture, incubate and provide more job opportunities for arts and culture talent.</li> <li>b) Provide more opportunities for artists and creators to perform and exhibit at diverse events and activations.</li> </ul>
3.3	Increased use of municipal and cultural spaces for local talent.	<ul style="list-style-type: none"> <li>a) Increase access to existing spaces (e.g. parks, open spaces, meeting rooms, maker spaces, etc.) for creation, rehearsals, and performances.</li> </ul>

Outcome 4: London's core area (Downtown, Midtown, Old East Village) is a vibrant neighbourhood and attractive destination.		
4.1	Increased and diversified economic activity from our core area.	a) Decrease commercial vacancy in the Core Area through new program and initiatives.
		b) Implement an economic opportunity attraction strategy to encourage businesses to locate in the Core Area.
		c) Create a single point of contact to better serve the business community in the Core Area.
4.2	Increased residential occupancy and livability in the core area.	a) Develop programs to encourage commercial conversions and new housing development in the Core Area.
		b) Invest in public spaces and amenities to attract residents to the Core Area.
		c) Finalize a review of Core Area Community Improvement Plans and recommend enhancements to address key priorities.
4.3	Increased commercial occupancy in the core area.	a) Finalize and implement Core Area Vacancy Reduction Strategy.
		b) Promote the current supply of available space in the Core Area to attract new business.
		c) Increase awareness of the City's Core Area Community Improvement Plan incentives.
4.4	More inclusive cultural, recreational and sport activities and events.	a) Provide opportunities for visitors to experience exciting events and activations in inviting and accessible spaces.
		b) Provide arts, culture, sport and recreation events and activations for residents and visitors in the core.
		c) Support year-round arts, cultural, and music events to encourage people to visit the core area.
4.5	Increased safety in the core area.	a) Increase presence of London Police Service (LPS) officers in the core.
		b) Continue to provide public safety education for core area residents, businesses, organizations, and property owners.
		c) Increase presence in core for support and safety.
		d) Strengthen collaboration and coordinated action among core-area residents, businesses, organizations, and community safety partners.
		e) Support improvements to the delivery of public safety programs and services.

## Strategic Area of Focus: Mobility and Transportation

Expected Result		Draft Strategies
<b>Outcome 1:</b> Londoners of all identities, abilities and means can move throughout the city safely and efficiently.		
1.1	Improved reliability, quality and safety of all modes of mobility.	<ul style="list-style-type: none"> <li>a) Build infrastructure that provides safe, integrated, connected, reliable, and efficient transportation choices.</li> <li>b) Work with community partners to promote and improve safety of all modes of mobility.</li> </ul>
1.2	Increased access to sustainable mobility options.	<ul style="list-style-type: none"> <li>a) Complete and implement the Mobility Master Plan.</li> <li>b) Be ready for future transportation technologies, including connected and automated vehicles.</li> </ul>
1.3	More equitable access to reliable public transportation options for people with disabilities including paratransit.	<ul style="list-style-type: none"> <li>a) Support greater access to affordable, reliable public transit and paratransit through the implementation of the London Transit Commission's 5 Year Service Plans, including growth hours.</li> <li>b) Assess opportunities to increase access to accessible vehicles for hire.</li> <li>c) Continue to provide an enhanced level of sidewalk and bus stop snow clearing.</li> <li>d) Consider first and last mile transit connections when constructing new sidewalks.</li> </ul>
1.4	Improved ridership and rider satisfaction.	<ul style="list-style-type: none"> <li>a) Implement the London Transit Commission Conventional 5 Year Service Plan, including growth hours.</li> <li>b) Support implementation of the London Transit Commission Ridership Growth Strategy initiatives.</li> <li>c) Implement the London Transit Commission Specialized 5 Year Service Plan, including growth hours.</li> <li>d) Support initiatives identified through Voice of the Customer surveys to improve rider satisfaction.</li> <li>e) Implement London's Rapid Transit Corridors to provide improved reliability for current conventional transit and Rapid Transit Operations to come.</li> </ul>
1.5	Better connected active transportation network serving persons of all ages and abilities.	<ul style="list-style-type: none"> <li>a) Build, maintain, enhance, and connect more infrastructure for walking and cycling.</li> </ul>
1.6	Public transit that better meets the needs of our workforce.	<ul style="list-style-type: none"> <li>a) Implement the London Transit Commission Conventional 5 Year Service Plan, including growth hours.</li> <li>b) Support the implementation of Alternative Service Delivery options to areas of the City not currently served by transit.</li> </ul>
1.7	Improved intercity transit connections with neighbouring communities.	<ul style="list-style-type: none"> <li>a) Plan for regional transit connection locations in Secondary Plans and infrastructure projects.</li> <li>b) Implement a park-and-ride facility as part of the rapid transit network.</li> </ul>

**Strategic Area of Focus: Climate Action and Sustainable Growth**

Expected Result		Draft Strategies
<b>Outcome 1: London has a strong and healthy environment.</b>		
1.1	Increased actions towards a circular economy.	<ul style="list-style-type: none"> <li>a) Work with residents and organizations to reduce waste and divert more materials from landfill.</li> <li>b) Create a plan for sustainable growth through waste diversion and energy management innovation that addresses the flow of materials (manufactured and natural), resources and energy.</li> </ul>
1.2	Waterways, wetlands, watersheds, and natural areas are protected and enhanced.	<ul style="list-style-type: none"> <li>a) Protect the natural environment and avoid natural hazards when building new infrastructure or development.</li> <li>b) Improve the natural environment and build resiliency when replacing aging infrastructure.</li> <li>c) Protect and enhance the health of the Thames River watershed through the implementation of the Shared Waters Approach and the Thames Valley Corridor Plan.</li> <li>d) Support the Watershed Resource Management Strategies to improve the health of the City's watersheds.</li> <li>e) Protect natural heritage areas for the needs of Londoners now and into the future.</li> </ul>
<b>Outcome 2: London is a model for climate action and sustainability in alignment with the Council-declared climate emergency and the Climate Emergency Action Plan.</b>		
2.1	London is on track to achieve emission reduction progress by 2027; on the path to community milestone target 2030 and to be a net zero community by 2050.	<ul style="list-style-type: none"> <li>a) Implement the Climate Emergency Action Plan with a focus on actions up to 2027 that will contribute towards community milestone emission reduction 2030 target.</li> <li>b) Plan for and adopt the use of zero-emissions, clean energy, and green infrastructure technologies.</li> </ul>
2.2	Improved community capacity and resilience to be ready for current and future changes to the climate and its impacts.	<ul style="list-style-type: none"> <li>a) Encourage community-led climate action through education, partnership, and promotion.</li> <li>b) Support community preparedness for the impacts of climate change and extreme weather.</li> <li>c) Implement the Climate Lens Framework across the City of London and its agencies, boards, and commissions and report on the results.</li> <li>d) Coordinate collecting and sharing environment and climate data to support evidence-informed decision-making.</li> </ul>
<b>Outcome 3: London's infrastructure and systems are built, maintained, and operated to meet the long-term needs of our community.</b>		
3.1	The infrastructure gap is managed for all assets.	<ul style="list-style-type: none"> <li>a) Monitor and communicate changes in the infrastructure gap to inform management of City assets.</li> <li>b) Invest in publicly-owned assets to maintain existing levels of service and to implement planned levels of service.</li> </ul>
3.2	Infrastructure is built, maintained, and secured to support future growth and protect the environment.	<ul style="list-style-type: none"> <li>a) Adapt infrastructure and assets to fit evolving community needs.</li> <li>b) Build, maintain and operate assets with consideration for accessibility, energy efficiency, environmental sustainability and climate resilience.</li> <li>c) Continue to develop and maintain cultural assets in our community.</li> <li>d) Integrate arts and culture into public infrastructure.</li> <li>e) Build, maintain, and operate technology focused on information security, performance, and value.</li> </ul>

## Strategic Area of Focus: Well-Run City

Expected Result		Draft Strategies
<b>Outcome 1:</b> The City of London is trusted, open, and accountable in service of our community.		
1.1	Londoners have trust and confidence in their municipal government.	a) Measure and regularly report to the community on our performance.
		b) Increase transparency and accountability in decision making and the delivery of municipal programs and services.
		c) Continue to deliver the municipal services that meet the needs of a growing and changing community.
1.2	Reduced barriers to public participation in municipal government.	a) Increase the availability and accessibility of information through a variety of formats.
		b) Improve the quality, inclusivity, and accessibility of public participation opportunities.
		c) Improve voter engagement, participation, and awareness for the 2026 municipal election.
1.3	Improved governance processes.	a) Review municipal best practices, identifying gaps and opportunities, and deliver projects that improve performance.
		b) Apply the Equity Tool to our governance processes.
<b>Outcome 2:</b> Londoners experience good stewardship, exceptional and valued service.		
2.1	Residents, businesses, and visitors' satisfaction with our services is high.	a) Deliver services that are easily accessed, simple to use, timely, and accountable to residents, businesses, and visitors.
		b) Engage Londoners and use their feedback in the planning, design, and delivery of City services.
2.2	Our services are designed and delivered putting the resident/business at the centre and using innovative approaches and continuously improving to meet the needs of Londoners	a) Provide high quality enterprise-wide staff training informed by industry best practices.
		b) Implement continuous improvement approaches enterprise-wide.
		c) Implement technology, business processes, data and analytics through the Technology Investment Strategy.
		d) Conduct targeted service reviews to ensure the efficient and effective allocation of resources.
2.3	The City of London's regional and community relationships support the delivery of exceptional and valued service.	a) Implement the Strategic Advocacy Framework.
		b) Build mutually beneficial relationships locally and regionally in support of Council's Strategic Plan.
2.3	London's finances are maintained in a transparent, sustainable, and well-planned manner, incorporating intergenerational equity, affordability and environmental, social, and governance considerations	a) Develop and monitor the Multi-Year Budget to align financial resources with Council's Strategic Plan.
		b) Review, update and implement the City's strategic financial principles, policies and practices.
		c) Support London's competitiveness through prudent and equitable fiscal policy.
		d) Conduct targeted service reviews to ensure the efficient and effective allocation of resources.



Outcome 3: The City of London is a leader in public service.		
3.1	The City of London is recognized as an employer of choice.	a) Attract and retain dedicated, highly skilled, and committed public servants to the City of London while identifying and removing barriers faced by equity-denied groups.
		b) Implement the People Plan to build an enterprise-wide culture that is inclusive, inspiring, and motivating.
		c) Implement Master Accommodation Plan and Alternative Work Strategies.
3.2	The City of London is a safe, respectful, diverse, and healthy workplace.	a) Implement the People Plan and other health and safety initiatives.
		b) Prioritize a respectful and supportive workplace for every employee, contractor, and member of the public.
		c) Strengthen a safe, and safety-conscious workplace for every employee, contractor, and member of the public.
		d) Strengthen the current mental health strategy as part of the implementation of the People Plan.
3.3	The City of London has effective facilities and infrastructure management.	a) Build, maintain, and operate facility assets to provide expected levels of service and optimize reliability and functionality.

**Strategic Area of Focus: Reconciliation, Equity, and Inclusion**

Expected Result	Draft Strategies	Order of Magnitude Potential Additional Investment	
		Incremental Operating Cost (2024-2027)	Total Capital Cost (2024-2027)
<b>Outcome 1: The City of London enhances the confidence of Indigenous Peoples by furthering truth and reconciliation efforts.</b>			
1.1 Establishment of new and strengthening current relationship with local First Nation and urban Indigenous communities and Indigenous-serving organizations.	a) Support Indigenous-led actions and initiatives that move the City of London and its agencies, boards, and commissions closer towards addressing injustices, and collective healing.		
	b) Undertake regular, meaningful engagement with local Indigenous communities and organizations on matters of shared interest.	\$\$\$	
	c) Engage with First Nation communities early in any project or process around water and improve awareness by incorporating the recommendations of the Shared Waters Approach and Traditional Ecological Knowledge where and / or when offered.	\$	
1.2 Enhanced understanding of the Truth and Reconciliation Commission Calls to Action and how to best implement them.	a) With Indigenous People, develop a Truth and Reconciliation Action Plan to implement the 13 municipal focused Truth and Reconciliation Commission Calls to Action and other Indigenous-led initiatives.		
	b) Strengthen partnerships to deliver Indigenous-led education and training to the City of London, and its agencies, boards, and commissions.		
	c) Strengthen and establish new partnerships for including Indigenous programming and services at the City of London, and its agencies, boards, and commissions.	\$	
<b>Outcome 2: The City of London is a leader in becoming an equitable and inclusive community.</b>			
2.1 Meaningful relationships and partnerships with equity-denied groups and with organizations led by, for, and with equity-denied communities.	a) Engage with equity-denied communities to co-create and implement Action Plans that address their needs, with an added focus on the diverse Indigenous, Black, and Muslim communities.	\$	
	b) Implement recommendations from the Action Plan to Disrupt Islamophobia, specifically those that affect youth and that have a gendered impact on women and girls.	\$	
	c) Establish a city-wide Community of Practice to strengthen and support equity related initiatives and strategies.		
2.2 Equity-denied groups come to London and choose to stay in our community.	a) Support the community in attracting, integrating and retaining new Londoners through education, celebration, employment, and other actions.		
	b) Support community-based inclusion and anti-hate initiatives and events.		
2.3 Our services are informed and delivered by the communities we serve.	a) Apply the City of London Equity Tool to City led programs, policies, services, agreements, and budget decisions.		
	b) Promote equitable, inclusive, and welcoming City of London spaces for all communities with an added focus on women and girls from Indigenous and Muslim communities.		

\$ = Less than \$0.5 million

\$\$ = \$0.5 million to \$0.9 million

\$\$\$ = \$1.0 million to \$4.9 million

\$\$\$\$ = \$5.0 million to \$19.9 million

\$\$\$\$\$ = \$20.0 million and above

Outcome 3: All Londoners have opportunities to participate in civic engagement.				
3.1	Increased access for, and participation of, equity-denied groups in civic engagement.	a) Identify and remove barriers faced by equity-denied groups in participating in civic engagement opportunities.	\$	
		b) Use focused community engagement practices to specifically reach equity-denied groups.	\$	
		c) Apply a trauma and violence-informed care approach to community engagement practices.		
3.2	Increased participation in City of London internship programs and employment opportunities for equity-denied groups.	a) Identify and remove barriers faced by equity-denied groups in pursuing and retaining employment with the City of London.		
		b) Work with community partners to develop, promote, and support internship programs creating opportunities for equity-denied groups.		

\$ = Less than \$0.5 million

\$\$ = \$0.5 million to \$0.9 million

\$\$\$ = \$1.0 million to \$4.9 million

\$\$\$\$ = \$5.0 million to \$19.9 million

\$\$\$\$\$ = \$20.0 million and above

Strategic Area of Focus: Housing and Homelessness

Expected Result	Draft Strategies	Order of Magnitude Potential Additional Investment		
		Incremental Operating Cost (2024-2027)	Total Capital Cost (2024-2027)	
<b>Outcome 1:</b> The City of London demonstrates leadership and builds partnerships to increase quality, affordable, and supportive housing options.				
1.1	Increased access to a range of quality, affordable, and supportive housing options that meet the unique needs of individuals and families.	a) Increase the supply, range, and depth of affordability of quality housing options where people feel safe.	\$\$\$\$	\$\$\$\$\$
		b) Align policies and programs recognizing the broad range of factors that contribute to accessing and maintaining transitional, supportive, community, affordable and market housing.	\$\$\$\$	
		c) Address the specific needs of populations, including equity-denied groups, and prioritize housing initiatives that are affordable.	\$	
<b>Outcome 2:</b> London has a robust community system of health, homelessness, housing stability services, policies, procedures and by-laws in place to support individuals and families at risk of or experiencing homelessness or in precarious housing.				
2.1	Decreased number of individuals and families at risk of or experiencing homelessness.	a) Implement the whole of community system response to the health and homelessness crisis that creates pathways to housing.		
		b) Work collaboratively across sectors to identify and prevent individuals and families at risk of homelessness from experiencing homelessness.	\$\$\$	
		c) Improve the collection, sharing, and use of data across the homeless prevention system.		
		d) Complete the actions in the existing Housing Stability Action Plan and begin to develop and implement the next one to reflect community priorities.		
		e) Implement a program of continuous review of policies, procedures, and by-laws to create opportunities for balanced and compassionate solutions to homelessness.		
2.2	Improved quality and safety in social housing.	a) Work collaboratively across sectors to improve safety of individuals and families living in social housing.	\$	
		b) Address the specific safety needs of populations, including equity-denied groups, living in social housing.		\$\$\$
		c) Support improvements to policies and programs in the delivery of both responsive and preventative safety services throughout the social housing sector.		
2.3	Improved safety in shelter system.	a) Establish and implement a set of community standards of care and system values to create safe spaces for people to shelter in.		
		b) Collect feedback and input on sense of safety directly from service providers and those that access services.		
2.4	London has a strong system of enforcement to protect the health and safety of tenants.	a) Implement a program of proactive rental property compliance blitzes.	\$	

\$ = Less than \$0.5 million    \$\$ = \$0.5 million to \$0.9 million    \$\$\$ = \$1.0 million to \$4.9 million    \$\$\$\$ = \$5.0 million to \$19.9 million    \$\$\$\$\$ = \$20.0 million and above

Outcome 3: A well planned and growing community.				
3.1	London's growth and development is well-planned and considers use, intensity, and form.	a) Develop and enhance planning implementation tools that advance the policies of The London Plan.	\$	\$\$\$
		b) Increase the efficiency and consistency of planning and development processes.	\$\$	\$\$
		c) Direct growth and intensification to strategic locations in a way that maximizes existing assets and resources.	\$	\$
		d) Protect natural heritage areas and agricultural areas for the needs of Londoners now and into the future.	\$	\$\$
3.2	The City of London supports faster/streamlined approvals and increasing the supply of housing with a focus on achieving our intensification targets.	a) Increase the efficiency and consistency of processes that support housing access and supply.	\$\$\$\$	\$\$\$
		b) Target new housing development to capitalize on our investments in new servicing, Rapid Transit, and the Core.		\$

\$ = Less than \$0.5 million

\$\$ = \$0.5 million to \$0.9 million

\$\$\$ = \$1.0 million to \$4.9 million

\$\$\$\$ = \$5.0 million to \$19.9 million

\$\$\$\$\$ = \$20.0 million and above

Strategic Area of Focus: Wellbeing and Safety

Expected Result	Draft Strategies	Order of Magnitude Potential Additional Investment	
		Incremental Operating Cost (2024-2027)	Total Capital Cost (2024-2027)
<b>Outcome 1:</b> London has safe, vibrant, and healthy neighbourhoods and communities.			
1.1 Londoners feel safe across the city, in the core, and in their neighbourhoods and communities.	a) Continue to deliver and enhance high-quality and effective police, fire and emergency preparedness services that make London a safe city for residents, businesses, and visitors.	\$\$	
	b) Strengthen collaboration and coordinated action among community safety partners through the implementation of the Community Safety and Wellbeing Plan.	\$	\$
	c) Support improvements to the delivery of public safety programs and services in the core and across the city.	\$\$\$	\$\$\$
	d) Provide public education about emergency preparedness, crime prevention, and fire and life safety.	\$	
	e) Modify municipal compliance protocol to proactively address emerging issues, including the health and homelessness crisis, using a balanced compassionate approach.		
	f) Design and plan communities with evidence-informed health and safety tools and principles.		
1.2 Londoners have a strong sense of belonging and sense of place.	a) Create meaningful opportunities for all Londoners to contribute to the health and vibrancy of their neighbourhoods.	\$	
	b) Create cultural opportunities that reflect the arts, heritage, and diversity of the community.		
	c) Promote neighbourhood planning and design that creates safe, accessible, diverse, walkable, healthy, and connected communities.	\$	
	d) Remove barriers to participation and integration for equity-denied groups within neighbourhoods and across the community.		
1.3 Londoners have safe access to public spaces, services, and supports that increase wellbeing and quality of life.	a) Deliver programs and activities that foster improved physical, mental, and social wellbeing.	\$	
	b) Invest in infrastructure for publicly-owned facilities, parks, open spaces, and natural amenities that provide cultural, social, and recreational opportunities, programming and engagement.	\$	\$\$\$\$
	c) Remove barriers to participation and integration for equity-denied groups within neighbourhoods and across the community.		
	d) Continue to support community partners to host special events in publicly-owned spaces across the city.		
	e) Support and enhance resident-led programs and decision-making initiatives.	\$	

\$ = Less than \$0.5 million

\$\$ = \$0.5 million to \$0.9 million

\$\$\$ = \$1.0 million to \$4.9 million

\$\$\$\$ = \$5.0 million to \$19.9 million

\$\$\$\$\$ = \$20.0 million and above

1.4	Improved emergency services response time and reporting.	a) Continue to respond to emergency and non-emergency events, including fires, medical emergencies, motor vehicle collisions, public hazard situations, water and ice rescues, hazardous materials incidents, and technical rescues.	\$\$\$	\$\$\$\$
		b) Maintain an appropriate fleet of fire vehicles.	\$	\$\$\$\$\$
		c) Enhance police response times for emergency calls, urgent calls and in progress property calls.	\$\$\$\$	\$\$\$
1.5	Improved traffic safety, traffic calming.	a) Prioritize walking and cycling in the development or retrofitting of streets and roadways.		
		b) Expand the Automated Speed Enforcement and Red Light Camera programs as feasible.		
		c) Complete the installation of the 40 km/h Area Speed Limit program.		
		d) Advance the installation of proactive traffic calming in school zones.		
		e) Design and construct safer infrastructure.	\$	\$\$\$
1.6	Improved park maintenance and garbage collection.	a) Expand winter garbage collection in parks.		
		b) Increase maintenance service level frequencies and extend park maintenance season into the fall months.	\$	
		c) Review the provision of drinking water in appropriate parks.		
		d) Increase service level frequency for cleaning park washrooms.		
		e) Increase service levels for supporting event and tournament clean-up and maintenance.	\$\$\$	\$\$
1.7	Improved boulevard and bus shelter maintenance and garbage collection.	a) Increase frequency of roadside litter collection on major roads.	\$\$	
		b) Assess opportunities to enhance garbage collection in bus shelters.		
1.8	Improved wayfinding and walkability.	a) Implement a pilot wayfinding project from a section of the Thames Valley Parkway to nearby attractions and services.		
		b) Implement a pilot wayfinding project for parks to help people find their way within the park and to and from nearby destinations on foot or bike.		
1.9	Improved health equity across neighbourhoods.	a) Continue to apply a health equity lens to the delivery of MLHU programs and services.		
		b) Increase focus on addressing food insecurity in priority neighbourhoods.		
		c) Increase the capacity of employees to understand and have empathy for mental health as we deliver services to Londoners.		

\$ = Less than \$0.5 million

\$\$ = \$0.5 million to \$0.9 million

\$\$\$ = \$1.0 million to \$4.9 million

\$\$\$\$ = \$5.0 million to \$19.9 million

\$\$\$\$\$ = \$20.0 million and above

Outcome 2: London is an affordable and supportive community for individuals and families.				
2.1	Housing in London is affordable and attainable.	a) Prioritize approval of housing projects that increase the depth of affordability in available housing options.		
		b) Ensure there is an adequate supply of lands for new homes and services.		
2.2	Londoners have timely/faster access to quality, affordable services.	a) Consider affordability when making service decisions through the application of the Equity Tool.		
		b) Support community-led initiatives and partnerships through grants, collaboration and community plans that promote the wellbeing of Londoners.		
		c) Support the delivery of, and timely access to, high-quality licensed child care and early years opportunities for families.		
2.3	Londoners have equitable access to key services, community supports and recreational opportunities and supports that enhance wellbeing and resilience.	a) Identify and remove barriers and improve access to municipal programs, services, and supports.		
		b) Improve resident satisfaction, safety, service, and recreation programming at Dearness Home.	\$	
		c) Provide, enhance, and promote access to municipal subsidy programs.		
		d) Bridge the digital equity divide through the technology resources and related educational and programming support available at the London Public Library.		
2.4	London continues its efforts to promote animal welfare including companion pets and wild animals.	a) Continue to encourage animal adoption and animal welfare initiatives.	\$	
		b) Continue to provide education and resources that promote animal welfare.	\$	
		c) Enhance and increase the number of off-leash dog park opportunities.	\$	\$

\$ = Less than \$0.5 million

\$\$ = \$0.5 million to \$0.9 million

\$\$\$ = \$1.0 million to \$4.9 million

\$\$\$\$ = \$5.0 million to \$19.9 million

\$\$\$\$\$ = \$20.0 million and above



**Strategic Area of Focus: Safe London for Women, Girls, and Gender-Diverse and Trans People**

Expected Result	Draft Strategies	Order of Magnitude Potential Additional Investment	
		Incremental Operating Cost (2024-2027)	Total Capital Cost (2024-2027)
<b>Outcome 1:</b> The City of London demonstrates leadership by taking meaningful actions to address and eliminate all forms of violence against women and girls, gender-based violence*, and sexual violence**.			
1.1 Increased capacity to recognize, address, and prevent all forms of violence against women and girls and gender-based violence.	a) Implement Indigenous-led actions that move the City of London closer toward addressing injustices against Indigenous women, girls, and 2SLGBTQIA+ people, collective healing, and prevention.	\$	
	b) Increase awareness of the pervasiveness of violence against women and girls, and gender-based violence, recognizing the historical and systemic intersections of racism and gender.	\$\$	
	c) Work alongside community-based organizations, leaders, and survivors to design a community-wide approach to address, prevent, and raise awareness about violence against women and girls, and gender-based violence.		
	d) Provide training, tools, and resources that increase the capacity of the City of London, agencies, boards, and commissions to recognize, address, and prevent violence against women and girls, and gender-based violence.		
	e) Apply the City of London Equity Tool to City-led programs, policies, services, budget decisions, and advocacy, specifically considering the needs of women, girls, and gender-diverse and trans people.		
	f) Build programs, policies, by-laws, and services that are rooted in trauma and violence-informed care and informed by community-based organizations, leaders, and survivors.		
	g) Continue to support women, gender-diverse and trans people, and survivors to access a continuum of safe and quality housing and homeless prevention options.	\$\$	
1.2 Increased capacity to recognize, address, and prevent sexual exploitation and trafficking.	a) Increase awareness of the pervasiveness of sexual exploitation and trafficking.		
	b) Provide training, tools, and resources that support the City of London, agencies, boards, and commissions to recognize, address, and prevent sexual exploitation and trafficking.		
1.3 London is a safe city where women, girls, nonbinary and trans individuals, and survivors access public spaces and freely participate in public life without fear or experience of sexual violence.	a) Explore new ways to collaborate with community partners to increase awareness of the prevalence and impacts of sexual violence and ways to prevent and eliminate it, through the implementation of the Safe Cities Action Plan.		
	b) Increase the capacity of the City of London, agencies, boards, and commissions to recognize, address, and prevent sexual violence.		
	c) Apply the City of London Equity tool to City-led planning, design and construction of public spaces and amenities, specifically considering the safety of women, girls, nonbinary and trans individuals and survivors.		\$

\$ = Less than \$0.5 million

\$\$ = \$0.5 million to \$0.9 million

\$\$\$ = \$1.0 million to \$4.9 million

\$\$\$\$ = \$5.0 million to \$19.9 million

\$\$\$\$\$ = \$20.0 million and above

**Strategic Area of Focus: Economic Growth, Culture, and Prosperity**

Expected Result	Draft Strategies	Order of Magnitude Potential Additional Investment		
		Incremental Operating Cost (2024-2027)	Total Capital Cost (2024-2027)	
<b>Outcome 1: London encourages equitable economic growth and diversification.</b>				
1.1	Small and growing businesses, entrepreneurs and non-profits are supported to be successful.	a) Strengthen partnerships and programs that support small and growing businesses, non-profits, and entrepreneurs.	\$	\$
		b) Improve City of London processes and supports for businesses and entrepreneurs.	\$	
1.2	Increased economic activity from our core and the greater community.	a) Support economic development initiatives through key service partners including LEDC, TechAlliance, SBC, and Business Improvement Areas.	\$	
		b) Expand marketing and promotions initiatives focusing on events, activity, and business opportunities in London.		
		c) Develop and enhance planning processes and tools to support a wide range of economic opportunities.		
1.3	London has a sufficient supply of serviced lands in strategic locations.	a) Update and support the implementation of the Industrial Land Development Strategy.	\$	\$\$\$\$\$
1.4	London is a regional center that proactively attracts talent, business, and investment.	a) Attract and retain a skilled workforce by marketing London as a destination for new investments and talent.	\$	
		b) Foster and leverage strategic partnerships that promote collaboration, innovation, and investment in business and employment.	\$	
		c) Strengthen London's position as a regional centre for economic opportunity, and connectivity.	\$\$\$	
<b>Outcome 2: London is a destination of choice.</b>				
2.1	London is a UNESCO City of Music and is recognized as a centre for arts, sport, and culture.	a) Implement the UNESCO four-year action plan.		
		b) Use existing assets in creative ways that support London's profile as a destination for arts, culture, sport, and recreation.	\$	
2.2	Continued growth of London's film industry.	a) Create databases for filming locations and local talent.		
		b) Market London to productions in Toronto and other markets.		
		c) Support the Forest City Film Festival with industry events and location tours.		
		d) Continue to promote London's film industry through social media, newsletters and online campaigns.		

\$ = Less than \$0.5 million

\$\$ = \$0.5 million to \$0.9 million

\$\$\$ = \$1.0 million to \$4.9 million

\$\$\$\$ = \$5.0 million to \$19.9 million

\$\$\$\$\$ = \$20.0 million and above

Outcome 3: London encourages the growth of local artistic and musical talent				
3.1	Londoners have more opportunities to engage in diverse arts and music events.	a) Provide professional development, mentorship, networking, and collaboration opportunities for artists, creators, and arts and culture workers.		
		b) Provide accessible development/incubation opportunities for equity-denied artists, creators, and arts and culture workers.		
3.2	Increased opportunities for performances or displays.	a) Nurture, incubate and provide more job opportunities for arts and culture talent.	\$\$\$	
		b) Provide more opportunities for artists and creators to perform and exhibit at diverse events and activations.		
3.3	Increased use of municipal and cultural spaces for local talent.	a) Increase access to existing spaces (e.g. parks, open spaces, meeting rooms, maker spaces, etc.) for creation, rehearsals, and performances.		
Outcome 4: London's core area (Downtown, Midtown, Old East Village) is a vibrant neighbourhood and attractive destination.				
4.1	Increased and diversified economic activity from our core area.	a) Decrease commercial vacancy in the Core Area through new program and initiatives.		
		b) Implement an economic opportunity attraction strategy to encourage businesses to locate in the Core Area.		
		c) Create a single point of contact to better serve the business community in the Core Area.	\$\$	
4.2	Increased residential occupancy and livability in the core area.	a) Develop programs to encourage commercial conversions and new housing development in the Core Area.	\$\$	
		b) Invest in public spaces and amenities to attract residents to the Core Area.	\$\$	\$\$\$
		c) Finalize a review of Core Area Community Improvement Plans and recommend enhancements to address key priorities.		
4.3	Increased commercial occupancy in the core area.	a) Finalize and implement Core Area Vacancy Reduction Strategy.	\$\$\$	
		b) Promote the current supply of available space in the Core Area to attract new business.	\$\$	
		c) Increase awareness of the City's Core Area Community Improvement Plan incentives.	\$	
4.4	More inclusive cultural, recreational and sport activities and events.	a) Provide opportunities for visitors to experience exciting events and activations in inviting and accessible spaces.	\$\$\$	
		b) Provide arts, culture, sport and recreation events and activations for residents and visitors.		
		c) Support year-round arts, cultural, and music events to encourage people to visit the Core Area.		

\$ = Less than \$0.5 million

\$\$ = \$0.5 million to \$0.9 million

\$\$\$ = \$1.0 million to \$4.9 million

\$\$\$\$ = \$5.0 million to \$19.9 million

\$\$\$\$\$ = \$20.0 million and above

4.5	Increased safety in the core area.	a) Increase presence of London Police Service (LPS) officers in the core.		
		b) Continue to provide public safety education for core area residents, businesses, organizations, and property owners.		
		c) Increase presence in core for support and safety.	\$\$\$	\$
		d) Strengthen collaboration and coordinated action among core-area residents, businesses, organizations, and community safety partners.		
		e) Support improvements to the delivery of public safety programs and services.	\$\$	

\$ = Less than \$0.5 million

\$\$ = \$0.5 million to \$0.9 million

\$\$\$ = \$1.0 million to \$4.9 million

\$\$\$\$ = \$5.0 million to \$19.9 million

\$\$\$\$\$ = \$20.0 million and above

## Strategic Area of Focus: Mobility and Transportation

Expected Result		Draft Strategies	Order of Magnitude Potential Additional Investment	
			Incremental Operating Cost (2024-2027)	Total Capital Cost (2024-2027)
<b>Outcome 1:</b> Londoners of all identities, abilities and means can move throughout the city safely and efficiently.				
1.1	Improved reliability, quality and safety of all modes of mobility.	a) Build infrastructure that provides safe, integrated, connected, reliable, and efficient transportation choices.		\$\$\$
		b) Work with community partners to promote and improve safety of all modes of mobility.	\$	
1.2	Increased access to sustainable mobility options.	a) Complete and implement the Mobility Master Plan.		
		b) Be ready for future transportation technologies, including connected and automated vehicles.		
1.3	More equitable access to reliable public transportation options for people with disabilities including paratransit.	a) Support greater access to affordable, reliable public transit and paratransit through the implementation of the London Transit Commission's 5 Year Service Plans, including growth hours.		
		b) Assess opportunities to increase access to accessible vehicles for hire.		
		c) Continue to provide an enhanced level of sidewalk and bus stop snow clearing.		
		d) Consider first and last mile transit connections when constructing new sidewalks.		
1.4	Improved ridership and rider satisfaction.	a) Implement the London Transit Commission Conventional 5 Year Service Plan, including growth hours.		
		b) Support implementation of the London Transit Commission Ridership Growth Strategy initiatives.	\$\$\$\$	
		c) Implement the London Transit Commission Specialized 5 Year Service Plan, including growth hours.		
		d) Support initiatives identified through Voice of the Customer surveys to improve rider satisfaction.		
		e) Implement London's Rapid Transit Corridors to provide improved reliability for current conventional transit and Rapid Transit Operations to come.		
1.5	Better connected active transportation network serving persons of all ages and abilities.	a) Build, maintain, enhance, and connect more infrastructure for walking and cycling.	\$\$	\$\$\$
1.6	Public transit that better meets the needs of our workforce.	a) Implement the London Transit Commission Conventional 5 Year Service Plan, including growth hours.		
		b) Support the implementation of Alternative Service Delivery options to areas of the City not currently served by transit.		
1.7	Improved intercity transit connections with neighbouring communities.	a) Plan for regional transit connection locations in Secondary Plans and infrastructure projects.		
		b) Implement a park-and-ride facility as part of the rapid transit network.		

\$ = Less than \$0.5 million

\$\$ = \$0.5 million to \$0.9 million

\$\$\$ = \$1.0 million to \$4.9 million

\$\$\$\$ = \$5.0 million to \$19.9 million

\$\$\$\$\$ = \$20.0 million and above

## Strategic Area of Focus: Climate Action and Sustainable Growth

Expected Result	Draft Strategies	Order of Magnitude Potential Additional Investment		
		Incremental Operating Cost (2024-2027)	Total Capital Cost (2024-2027)	
<b>Outcome 1:</b> London has a strong and healthy environment.				
1.1	Increased actions towards a circular economy.	a) Work with residents and organizations to reduce waste and divert more materials from landfill.	\$\$	\$\$\$
		b) Create a plan for sustainable growth through waste diversion and energy management innovation that addresses the flow of materials (manufactured and natural), resources and energy.		
1.2	Waterways, wetlands, watersheds, and natural areas are protected and enhanced	a) Protect the natural environment and avoid natural hazards when building new infrastructure or development.	\$	\$\$\$
		b) Improve the natural environment and build resiliency when replacing aging infrastructure.		\$\$\$\$
		c) Protect and enhance the health of the Thames River watershed through the implementation of the Shared Waters Approach and the Thames Valley Corridor Plan.	\$	\$\$\$\$\$
		d) Support the Watershed Resource Management Strategies to improve the health of the City's watersheds.	\$	
		e) Protect natural heritage areas for the needs of Londoners now and into the future.	\$	\$
<b>Outcome 2:</b> London is a model for climate action and sustainability in alignment with the Council-declared climate emergency and the Climate Emergency Action Plan.				
2.1	London is on track to achieve emission reduction progress by 2027; on the path to community milestone target 2030 and to be a net zero community by 2050.	a) Implement the Climate Emergency Action Plan with a focus on actions up to 2027 that will contribute towards community milestone emission reduction 2030 target.	\$\$\$	\$\$\$\$\$
		b) Plan for and adopt the use of zero-emissions, clean energy, and green infrastructure technologies.	\$	\$\$\$\$\$
2.2	Improved community capacity and resilience to be ready for current and future changes to the climate and its impacts.	a) Encourage community-led climate action through education, partnership, and promotion.	\$\$	\$\$\$
		b) Support community preparedness for the impacts of climate change and extreme weather.	\$	
		c) Implement the Climate Lens Framework across the City of London and its agencies, boards, and commissions and report on the results.	\$	\$
		d) Coordinate collecting and sharing environment and climate data to support evidence-informed decision-making.	\$	\$

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\$\$ = \$0.5 million to \$0.9 million

\$\$\$ = \$1.0 million to \$4.9 million

\$\$\$\$ = \$5.0 million to \$19.9 million

\$\$\$\$\$ = \$20.0 million and above

Outcome 3: London's infrastructure and systems are built, maintained, and operated to meet the long-term needs of our community.				
3.1	The infrastructure gap is managed for all assets.	a) Monitor and communicate changes in the infrastructure gap to inform management of City assets.	\$\$\$	\$\$\$
		b) Invest in publicly owned assets to maintain existing levels of service and to implement planned levels of service.	\$\$\$\$	\$\$\$\$
3.2	Infrastructure is built, maintained, and secured to support future growth and protect the environment.	a) Adapt infrastructure and assets to fit evolving community needs.	\$\$\$\$	\$\$\$\$
		b) Build, maintain and operate assets with consideration for accessibility, energy efficiency, environmental sustainability and climate resilience.	\$\$\$	\$\$\$\$
		c) Continue to develop and maintain cultural assets in our community.		
		d) Integrate arts and culture into public infrastructure.		\$\$\$
		e) Build, maintain, and operate technology focused on information security, performance, and value.		\$\$\$

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**Strategic Area of Focus: Well-Run City**

Expected Result		Draft Strategies	Order of Magnitude Potential Additional Investment Incremental Operating Cost (2024-2027)	Total Capital Cost (2024-2027)
<b>Outcome 1:</b> The City of London is trusted, open, and accountable in service of our community.				
1.1	Londoners have trust and confidence in their municipal government.	a) Measure and regularly report to the community on our performance.	\$	
		b) Increase transparency and accountability in decision making and the delivery of municipal programs and services.		
		c) Continue to deliver the municipal services that meet the needs of a growing and changing community.		
1.2	Reduced barriers to public participation in municipal government.	a) Increase the availability and accessibility of information through a variety of formats.	\$\$\$	\$\$\$\$
		b) Improve the quality, inclusivity, and accessibility of public participation opportunities.		
		c) Improve voter engagement, participation, and awareness for the 2026 municipal election.		
1.3	Improved governance processes.	a) Review municipal best practices, identifying gaps and opportunities, and deliver projects that improve performance.		
		b) Apply the Equity Tool to our governance processes.		
<b>Outcome 2:</b> Londoners experience good stewardship, exceptional and valued service.				
2.1	Residents, businesses, and visitors' satisfaction with our services is high.	a) Deliver services that are easily accessed, simple to use, timely, and accountable to residents, businesses, and visitors.	\$	\$\$\$
		b) Engage Londoners and use their feedback in the planning, design, and delivery of City services.	\$\$	\$
2.2	Our services are designed and delivered putting the resident/business at the centre and using innovative approaches and continuously improving to meet the needs of Londoners.	a) Provide high quality enterprise-wide staff training informed by industry best practices.	\$\$	
		b) Implement continuous improvement approaches enterprise-wide.	\$\$\$	
		c) Implement technology, business processes, data and analytics through the Technology Investment Strategy.	\$\$\$	
		d) Conduct targeted service reviews to ensure the efficient and effective allocation of resources.		

\$ = Less than \$0.5 million

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2.3	The City of London's regional and community relationships support the delivery of exceptional and valued service.	a) Implement the Strategic Advocacy Framework.	\$	
		b) Build mutually beneficial relationships locally and regionally in support of Council's Strategic Plan.	\$	
2.4	London's finances are maintained in a transparent, sustainable, and well-planned manner, incorporating intergenerational equity, affordability and environmental, social, and governance considerations.	a) Develop and monitor the Multi-Year Budget to align financial resources with Council's Strategic Plan.	\$	
		b) Review, update and implement the City's strategic financial principles, policies and practices.	\$	\$\$
		c) Support London's competitiveness through prudent and equitable fiscal policy.		
		d) Conduct targeted service reviews to ensure the efficient and effective allocation of resources.		
<b>Outcome 3: The City of London is a leader in public service.</b>				
3.1	The City of London is recognized as an employer of choice.	a) Attract and retain dedicated, highly skilled, and committed public servants to the City of London while identifying and removing barriers faced by equity-denied groups.		
		b) Implement the People Plan to build an enterprise-wide culture that is inclusive, inspiring, and motivating.		
		c) Implement Master Accommodation Plan and Alternative Work Strategies.	\$	\$\$\$
3.2	The City of London is a safe, respectful, diverse, and healthy workplace.	a) Implement the People Plan and other health and safety initiatives.	\$	\$
		b) Prioritize a respectful and supportive workplace for every employee, contractor, and member of the public.		
		c) Strengthen a safe, and safety-conscious workplace for every employee, contractor, and member of the public.	\$	\$
		d) Strengthen the current mental health strategy as part of the implementation of the People Plan.		
3.3	The City of London has effective facilities and infrastructure management.	a) Build, maintain, and operate facility assets to provide expected levels of service and optimize reliability and functionality.		\$\$\$

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### Council's 2023-2027 Strategic Plan Drafts for Consultation

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The following reflects the draft vision, mission, and values statements that were developed by Council.

#### Vision Statement

**Definition/Purpose:**

The Vision is an aspirational, future-focused statement that sets direction and serves as the foundation for decisions made throughout the life of the plan.

**Draft Vision Statement**

London is a sustainable city within a thriving region, committed to innovation and providing a safe, affordable, welcoming, and healthy future for today and for the next generation.

#### Mission Statement

**Definition/Purpose:**

The Mission communicates our purpose as an organization – who we are, what we do, and who we do it for.

**Draft Mission Statement**

Our mission is to improve quality of life and build a strong and vibrant community through bold, proactive, and accountable City services.

#### Values

**Definition/Purpose:**

Our values are the core principles and ideals that inform everything we do. They set the standards of behaviour, serving as a touchstone against which any decision or action can be assessed.

**Draft 2023-2027 Values**

Inclusive and Respectful  
Accountability and Trust  
Compassion  
Teamwork  
Committed and Driven  
Learning  
Financial stewardship