

Strategic Priorities and Policy Committee

Report

10th Meeting of the Strategic Priorities and Policy Committee
February 28, 2023

PRESENT: Mayor J. Morgan (Chair), Councillors H. McAlister, S. Lewis, P. Cuddy, S. Stevenson, J. Pribil, C. Rahman, S. Lehman, A. Hopkins, P. Van Meerbergen, S. Franke, E. Pelozo, D. Ferreira, S. Hillier

ABSENT: S. Trosow

ALSO PRESENT: L. Livingstone, A. Barbon, S. Corman, K. Dickins, S. Mathers, K. Murray, C. Smith, N. Steinburg, J. Taylor, B. Westlake-Power, R. Wilcox

Remote attendance: B. Card, C. Cooper, T. Fowler, M. Galczynski, S. Glover, J. McGonigle, K. Scherr, M. Schulthess

The meeting is called to order at 3:03 PM, it being noted that Councillors S. Hillier and P. Van Meerbergen were in remote attendance; it being further noted that Councillor E. Pelozo was in remote attendance after 6:24 PM.

1. Disclosures of Pecuniary Interest

That it BE NOTED that no pecuniary interests were disclosed.

2. Consent

2.1 2023 Assessment Growth Funding Allocation

Moved by: S. Stevenson

Seconded by: P. Cuddy

That, on the recommendation of the Deputy City Manager, Finance Supports, the report dated February 28, 2023, regarding the 2023 Assessment Growth Funding Allocation BE RECEIVED for information;

it being noted that the Strategic Priorities and Policy Committee heard a delegation from M. Wallace, London Development Institute (LDI) and received a communication dated February 26, 2023 from C. Butler with respect to this matter.

Yeas: (15): J. Morgan, H. McAlister, S. Lewis, P. Cuddy, S. Stevenson, J. Pribil, S. Trosow, C. Rahman, S. Lehman, A. Hopkins, P. Van Meerbergen, S. Franke, E. Pelozo, D. Ferreira, and S. Hillier

Motion Passed (15 to 0)

ADDITIONAL VOTES:

Moved by: S. Lehman

Seconded by: S. Hillier

That the delegation request from Mr. M. Wallace, London Development Institute (LDI), BE APPROVED to be heard at this time.

Yeas: (14): J. Morgan, H. McAlister, S. Lewis, P. Cuddy, S. Stevenson, J. Pribil, C. Rahman, S. Lehman, A. Hopkins, P. Van Meerbergen, S. Franke, E. Pelozo, D. Ferreira, and S. Hillier

Absent: (1): S. Trosow

Motion Passed (14 to 0)

Moved by: S. Stevenson

Seconded by: P. Cuddy

That, on the recommendation of the Deputy City Manager, Finance Supports, the report dated February 28, 2023, regarding the 2023 Assessment Growth Funding Allocation BE RECEIVED for information, excluding Business Case #11 Police Services: Increase Complement.

Yeas: (14): J. Morgan, H. McAlister, S. Lewis, P. Cuddy, S. Stevenson, J. Pribil, C. Rahman, S. Lehman, A. Hopkins, P. Van Meerbergen, S. Franke, E. Pelozo, D. Ferreira, and S. Hillier

Absent: (1): S. Trosow

Motion Passed (14 to 0)

At 3:50 PM, His Worship Mayor J. Morgan, places Councillor E. Pelozo in the Chair.

At 3:54 PM, His Worship Mayor J. Morgan resumes the Chair.

Moved by: S. Stevenson

Seconded by: S. Lehman

That Business Case #11 Police Services: Increase Complement BE RECEIVED.

Yeas: (13): J. Morgan, H. McAlister, S. Lewis, P. Cuddy, S. Stevenson, J. Pribil, C. Rahman, S. Lehman, A. Hopkins, P. Van Meerbergen, E. Pelozo, D. Ferreira, and S. Hillier

Nays: (1): S. Franke

Absent: (1): S. Trosow

Motion Passed (13 to 1)

3. Scheduled Items

None.

4. Items for Direction

4.1 Health and Homelessness Summits - Proposed Whole of Community System Response

At 4:12 PM, His Worship Mayor J. Morgan, places Deputy Mayor S. Lewis in the Chair.

At 4:55 PM, His Worship Mayor J. Morgan resumes the Chair.

Moved by: J. Morgan

Seconded by: S. Lehman

That, the following actions be taken with respect to the Proposed Whole of Community System Response:

a) on the recommendation of the Deputy City Manager, Social and Health Development and with the concurrence of the City Manager, the report dated February 28, 2023, regarding the Health and Homelessness Summits – Proposed Whole of Community System Response Report BE RECEIVED for information;

b) the Health and Homelessness Whole of Community System Response co-developed through the Health and Homelessness Summits as appended to the staff report dated February 28, 2023 as Appendix "A", BE ENDORSED;

c) the Civic Administration BE DIRECTED to allocate the remaining fund of \$2,884,186 from the London Community Recovery Network funds towards the implementation of the system it being noted that Civic Administration will return to Council with a business case detailing the proposed use of the funds;

d) the Civic Administration BE DIRECTED to proceed with supporting the implementation of the Health and Homelessness Whole of Community System Response; and

e) the Civic Administration BE DIRECTED to report back monthly to future standing committees on progress updates;

it being noted that the Strategic Priorities and Policy Committee received the follow communications with respect to this matter.

- M. Wallace, Executive Director, London Development Institute
- J. DeActis, Executive Director, Salvation Army - Centre of Hope
- J. Seeler, Co-Chair, London Homeless Coalition
- B. Mitchell, Co-CEO and L. Sibley, Co-CEO, Canadian Mental Health Association Thames Valley Addiction and Mental Health Services
- M. Oates, Executive Director and S. Ashkanase, Chair, Board of Directors, St. Leonard's Community Services London and Region
- S. Williams, Chief of Police, London Police Service
- K. Scott, Chair, Board of Directors and M. McMahon, Executive Director, Thames Valley Family Health Team
- A. Lockie, CEO, YMCA of Southwestern Ontario
- N. Memo, Executive Director, Family Service Thames Valley
- S. Courtice, Executive Director, London InterCommunity Health Centre
- K. Ziegner, President and CEO, United Way Elgin Middlesex
- J. Schleifer Taylor, President and CEO, London Health Sciences Centre
- N. Roberts, Chief, Middlesex-London Paramedic Service
- E. Ayala Ronson, Executive Director, Mission Services of London
- T. Smuck, Executive Director, Changing Ways (London) Inc.
- A. Armstrong, Executive Director, London Cares Homeless Response Services
- R. Butler, President and Chief Executive Officer, St. Joseph's Health Care London

- B. Legate, Legate Injury Lawyers
- M. Anderson
- Sister M. Ritchie, Congregational Leader and all the Sisters of St. Joseph
- B. Maly, Downtown London Executive Director and S. Collyer, LDBA Board Chair, Downtown London
- M. Davis, Supervisor - Community Support Program - Extreme Cleaning and Hoarding Support (London), VHA Home HealthCare
- R. Corneil, CEO, St. Joseph's Health Care Society
- Mayor J. Morgan
- S. Jani, Manager, Client Care and Operations, Community Support Programs, VHA Home HealthCare
- L. Crossley-Hauch, Co-Chair and M. McMahon, CoChair, Middlesex London Ontario Health Team
- School of Social Work, King's University College
- C. Nolan, Managing Director, Street Level Women at Risk
- C. Rodrigues
- B. Baginski

Yeas: (14): J. Morgan, H. McAlister, S. Lewis, P. Cuddy, S. Stevenson, J. Pribil, C. Rahman, S. Lehman, A. Hopkins, P. Van Meerbergen, S. Franke, E. Pelozza, D. Ferreira, and S. Hillier

Absent: (1): S. Trosow

Motion Passed (14 to 0)

ADDITIONAL VOTES:

Moved by: S. Stevenson
 Seconded by: C. Rahman

That the following amendment to the motion, BE APPROVED:

c) by adding "it being noted that Civic Administration will return to Council with a business case detailing the proposed use of the funds;"

Yeas: (14): J. Morgan, H. McAlister, S. Lewis, P. Cuddy, S. Stevenson, J. Pribil, C. Rahman, S. Lehman, A. Hopkins, P. Van Meerbergen, S. Franke, E. Pelozza, D. Ferreira, and S. Hillier

Absent: (1): S. Trosow

Motion Passed (14 to 0)

Moved by: S. Stevenson
 Seconded by: C. Rahman

That the following amendment to the motion, BE APPROVED:

e) to read as follows "the Civic Administration BE DIRECTED to report back monthly to future standing committees on progress updates;"

Yeas: (12): J. Morgan, H. McAlister, S. Lewis, P. Cuddy, S. Stevenson, J. Pribil, C. Rahman, S. Lehman, A. Hopkins, P. Van Meerbergen, D. Ferreira, and S. Hillier

Nays: (2): S. Franke, and E. Pelozo

Absent: (1): S. Trosow

Motion Passed (12 to 2)

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

That the Committee recess at this time.

Motion Passed

The Committee recesses at 4:55 PM and reconvenes at 5:07 PM

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

Moved by: C. Rahman
Seconded by: P. Cuddy

That, the following actions be taken with respect to developing the 2023-2027 Strategic Plan:

a) on the recommendation of the City Manager, the report dated February 28, 2023 entitled "Developing the 2023-2027 Strategic Plan: Draft Strategies and Order of Magnitude Costing" BE RECEIVED for information;

b) the attached, revised draft strategies for the 2023-2027 Strategic Plan BE ACCEPTED for additional consultation with the public;

c) the report dated February 28, 2023 entitled "Developing 2023-2027 Strategic Plan: Community Engagement Update" BE RECEIVED for information;

it being noted that the Strategic Priorities and Policy Committee received a staff presentation with the attached additional slide and the attached delegation from G. Henderson, CEO, London Chamber of Commerce with respect to this matter.

Yeas: (12): J. Morgan, H. McAlister, S. Lewis, P. Cuddy, S. Stevenson, J. Pribil, C. Rahman, S. Lehman, A. Hopkins, S. Franke, D. Ferreira, and S. Hillier

Absent: (3): S. Trosow, P. Van Meerbergen, and E. Pelozo

Motion Passed (12 to 0)

ADDITIONAL VOTES:

Moved by: E. Pelozo
Seconded by: A. Hopkins

That the delegation request from G. Henderson, London Chamber of Commerce, BE APPROVED to be heard at this time.

Yeas: (14): J. Morgan, H. McAlister, S. Lewis, P. Cuddy, S. Stevenson, J. Pribil, C. Rahman, S. Lehman, A. Hopkins, P. Van Meerbergen, S. Franke, E. Pelozo, D. Ferreira, and S. Hillier

Absent: (1): S. Trosow

Motion Passed (14 to 0)

Moved by: S. Franke
Seconded by: D. Ferreira

That the Committee recess at this time.

Motion Passed

The Committee recesses at 5:36 PM and reconvenes at 6:08 PM.

Moved by: C. Rahman
Seconded by: J. Pribil

That Strategic Area of Focus Economic Growth, Culture, and Prosperity: Expected Result 2.2, BE AMENDED subsections a) through e) BE AMENDED in the Draft Strategic Plan by including London Chamber of Commerce's expected results and draft strategies.

Yeas: (7): J. Morgan, H. McAlister, J. Pribil, C. Rahman, A. Hopkins, S. Franke, and D. Ferreira

Nays: (6): S. Lewis, P. Cuddy, S. Stevenson, S. Lehman, E. Pelozo, and S. Hillier

Absent: (2): S. Trosow, and P. Van Meerbergen

Motion Passed (7 to 6)

Moved by: S. Lewis
Seconded by: J. Pribil

That the Committee recess at this time.

Motion Passed

The Committee recesses at 7:52 PM and reconvenes at 8:05 PM.

4.3 Developing Council's 2023-2027 Strategic Plan: Draft Metrics

Moved by: C. Rahman
Seconded by: S. Franke

That, the following actions be taken with respect to developing the 2023-2027 Strategic Plan:

a) on the recommendation of the City Manager, the report dated February 28, 2023 entitled "Developing the 2023-2027 Strategic Plan: Draft Metrics" BE RECEIVED for information; and,

b) the attached revised draft metrics BE INCLUDED with the draft 2023-2027 Strategic Plan.

Yeas: (13): J. Morgan, H. McAlister, S. Lewis, P. Cuddy, S. Stevenson, J. Pribil, C. Rahman, S. Lehman, A. Hopkins, S. Franke, E. Pelozza, D. Ferreira, and S. Hillier

Absent: (2): S. Trosow, and P. Van Meerbergen

Motion Passed (13 to 0)

ADDITIONAL VOTES:

Moved by: S. Franke
Seconded by: D. Ferreira

That the Strategic Area of Focus: Housing and Homelessness, Expected Result 2.2, BE AMENDED in the Draft Strategic Plan by adding a new Draft Metric c)

Yeas: (4): H. McAlister, A. Hopkins, S. Franke, and D. Ferreira

Nays: (9): J. Morgan, S. Lewis, P. Cuddy, S. Stevenson, J. Pribil, C. Rahman, S. Lehman, E. Pelozza, and S. Hillier

Absent: (2): S. Trosow, and P. Van Meerbergen

Motion Failed (4 to 9)

Moved by: S. Franke
Seconded by: A. Hopkins

That the Strategic Area of Focus: Wellbeing and Safety, Expected Result 1.3, BE AMENDED in the Draft Strategic Plan by adding a new Draft Metric b) % of residents who indicate they are happy or very happy.

Yeas: (5): J. Morgan, H. McAlister, A. Hopkins, S. Franke, and D. Ferreira

Nays: (8): S. Lewis, P. Cuddy, S. Stevenson, J. Pribil, C. Rahman, S. Lehman, E. Pelozza, and S. Hillier

Absent: (2): S. Trosow, and P. Van Meerbergen

Motion Failed (5 to 8)

Moved by: S. Franke
Seconded by: D. Ferreira

That the Strategic Area of Focus: Wellbeing and Safety, Expected Result 1.6, BE AMENDED in the Draft Strategic Plan by adding a new Draft Metric f) # of hectares of naturalized parkland.

Yeas: (4): H. McAlister, A. Hopkins, S. Franke, and D. Ferreira

Nays: (8): J. Morgan, S. Lewis, P. Cuddy, S. Stevenson, J. Pribil, C. Rahman, S. Lehman, and S. Hillier

Absent: (3): S. Trosow, P. Van Meerbergen, and E. Pelozza

Motion Failed (4 to 8)

Moved by: S. Franke
Seconded by: S. Lewis

That the Strategic Area of Focus: Wellbeing and Safety, Expected Result 1.6, Draft Metric c) and Expected Result 1.7, Draft Metric a) BE REMOVED from the Draft Strategic Plan.

Yeas: (6): H. McAlister, S. Lewis, P. Cuddy, A. Hopkins, S. Franke, and D. Ferreira

Nays: (6): J. Morgan, S. Stevenson, J. Pribil, C. Rahman, S. Lehman, and S. Hillier

Absent: (3): S. Trosow, P. Van Meerbergen, and E. Pelozza

Motion Failed (6 to 6)

Moved by: S. Franke

Seconded by: A. Hopkins

That the Strategic Area of Focus: Climate Action and Sustainable Growth 1.2, BE AMENDED in the Draft Strategic Plan by adding a new Draft Metric i) grade level for watershed.

Yeas: (6): H. McAlister, C. Rahman, A. Hopkins, S. Franke, E. Pelozza, and D. Ferreira

Nays: (7): J. Morgan, S. Lewis, P. Cuddy, S. Stevenson, J. Pribil, S. Lehman, and S. Hillier

Absent: (2): S. Trosow, and P. Van Meerbergen

Motion Failed (6 to 7)

Moved by: S. Franke

Seconded by: D. Ferreira

That the Strategic Area of Focus: Well-Run City, Expected Result 3.1, BE AMENDED in the Draft Strategic Plan by adding a new Draft Metric d) % of employees who say they are happy with their work and workplace.

Yeas: (4): H. McAlister, S. Franke, D. Ferreira, and S. Hillier

Nays: (9): J. Morgan, S. Lewis, P. Cuddy, S. Stevenson, J. Pribil, C. Rahman, S. Lehman, A. Hopkins, and E. Pelozza

Absent: (2): S. Trosow, and P. Van Meerbergen

Motion Failed (4 to 9)

Moved by: H. McAlister

Seconded by: A. Hopkins

That the Strategic Area of Focus: Well-Run City, Expected Result 1.2, BE AMENDED in the Draft Strategic Plan by adding a new Draft Metric d) # of Londoners participating in public participation meetings (in person and online).

Yeas: (11): J. Morgan, H. McAlister, S. Lewis, P. Cuddy, J. Pribil, C. Rahman, S. Lehman, A. Hopkins, S. Franke, E. Pelozza, and D. Ferreira

Nays: (2): S. Stevenson, and S. Hillier

Absent: (2): S. Trosow, and P. Van Meerbergen

Motion Passed (11 to 2)

4.4 Consideration of Appointment to the London and Middlesex Community Housing (Requires 1 Tenant)

Moved by: S. Lewis
Seconded by: H. McAlister

That Cara Awcock BE APPOINTED to the London & Middlesex Community Housing Board of Directors for the term ending December 31, 2025 (Third Class); it being noted that the Strategic Priorities and Policy Committee received a communication from S. Chowns, Board of Directors, London & Middlesex Community Housing with respect to this matter.

Yeas: (13): J. Morgan, H. McAlister, S. Lewis, P. Cuddy, S. Stevenson, J. Pribil, C. Rahman, S. Lehman, A. Hopkins, S. Franke, E. Pelozza, D. Ferreira, and S. Hillier

Absent: (2): S. Trosow, and P. Van Meerbergen

Motion Passed (13 to 0)

4.5 Consideration of Appointment to the Committee of Adjustment (Requires 1 Member)

Moved by: S. Lehman
Seconded by: P. Cuddy

That Mariam Hamou BE APPOINTED to the Committee of Adjustment for the term ending November 14, 2026.

Yeas: (13): J. Morgan, H. McAlister, S. Lewis, P. Cuddy, S. Stevenson, J. Pribil, C. Rahman, S. Lehman, A. Hopkins, S. Franke, E. Pelozza, D. Ferreira, and S. Hillier

Absent: (2): S. Trosow, and P. Van Meerbergen

Motion Passed (13 to 0)

Election

Consideration of Appointment to the Committee of Adjustment

Mahmood Badvi (0.00 %):None

Denise Brown (0.00 %):None

Mariam Hamou (69.23 %):J. Morgan, S. Lewis, S. Hillier, E. Pelozza, S. Lehman, P. Cuddy, S. Stevenson, J. Pribil, C. Rahman

Matt Nicolaidis (23.08 %):A. Hopkins, H. McAlister, D. Ferreira

Antonio D Santiago (7.69 %):S. Franke

Conflict (0): None

Majority Winner: Mariam Hamou

4.6 2nd Report of the Diversity, Inclusion and Anti-Oppression Community Advisory Committee

Moved by: D. Ferreira
Seconded by: P. Cuddy

That the following actions be taken with respect to the 2nd Report of the Diversity, Inclusion and Anti-Oppression Community Advisory Committee from its meeting held on February 9, 2023:

a) the Diversity Inclusion and Anti-Oppression Community Advisory Committee BE AUTHORIZED to organize and host an event on Friday, March 31 at approximately 6 PM, to recognize and celebrate Trans Day of Visibility; it being noted that Victoria Park would be the preferred location for the event;

b) the Civic Administration BE REQUESTED to investigate the Corporate use and potential cessation of the term "stakeholder"; it being noted that the Diversity, Inclusion and Anti-Oppression Community Advisory Committee, received a verbal presentation from B. Hill with respect to this matter; and,

c) clause 1.1, 2.1, 2.2, 3.1, 4.1, 4.2, 5.1 and 7.2 BE RECEIVED.

Yeas: (13): J. Morgan, H. McAlister, S. Lewis, P. Cuddy, S. Stevenson, J. Pribil, C. Rahman, S. Lehman, A. Hopkins, S. Franke, E. Pelozza, D. Ferreira, and S. Hillier

Absent: (2): S. Trosow, and P. Van Meerbergen

Motion Passed (13 to 0)

5. Deferred Matters/Additional Business

None.

6. Adjournment

Moved by: S. Stevenson

Seconded by: P. Cuddy

That the meeting BE ADJOURNED.

Motion Passed

The meeting adjourned at 10:25 PM.

Reconciliation, Equity, and Inclusion

Expected Result	Draft Strategies
Outcome 1: The City of London enhances the confidence of Indigenous Peoples by furthering truth and reconciliation efforts.	
1.1 Establishment of new and strengthening current relationship with local First Nation and urban Indigenous communities and Indigenous-serving organizations.	<ul style="list-style-type: none"> 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.	<ul style="list-style-type: none"> 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.
Outcome 2: The City of London is a leader in becoming an equitable and inclusive community.	
2.1 Meaningful relationships and partnerships with equity-denied groups and with organizations led by, for, and with equity-denied communities.	<ul style="list-style-type: none"> 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.	<ul style="list-style-type: none"> 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.	<ul style="list-style-type: none"> 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.

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.

Housing and Homelessness

Expected Result	Draft Strategies
Outcome 1: The City of London demonstrates leadership and builds partnerships to increase quality, affordable, and supportive housing options.	
1.1 Increased access to a range of quality, affordable, and supportive housing options that meet the unique needs of individuals and families.	<ul style="list-style-type: none"> 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.
Outcome 2: London has a robust community system of health, homelessness, housing stability services, policies, procedures and by-laws in place to support individuals and families at risk of or experiencing homelessness or in precarious housing.	
2.1 Decreased number of individuals and families at risk of or experiencing homelessness.	<ul style="list-style-type: none"> 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.	<ul style="list-style-type: none"> 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.	<ul style="list-style-type: none"> 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.	<ul style="list-style-type: none"> a) Implement a program of proactive rental property compliance blitzes.

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.

Wellbeing and Safety

Expected Result	Draft Strategies
Outcome 1: London has safe, vibrant, and healthy neighbourhoods and communities.	
1.1 Londoners feel safe across the city, in the core, and in their neighbourhoods and communities.	<ul style="list-style-type: none"> 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.	<ul style="list-style-type: none"> 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.	<ul style="list-style-type: none"> 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.

1.4	Improved emergency services response time and reporting.	<ul style="list-style-type: none"> 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 presence and improve response times for emergency calls, urgent calls and in progress property calls.
1.5	Improved traffic safety, traffic calming.	<ul style="list-style-type: none"> 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.	<ul style="list-style-type: none"> 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.	<ul style="list-style-type: none"> a) Increase frequency of roadside litter collection on major roads. b) Assess opportunities to enhance garbage collection in bus shelters. c) Develop a policy for the planting of perennial native species for roadsides, boulevards, and medians.
1.8	Improved wayfinding and walkability.	<ul style="list-style-type: none"> 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.	<ul style="list-style-type: none"> 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.

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.

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

Expected Result	Draft Strategies
Outcome 1: The City of London demonstrates leadership by taking meaningful actions to address and eliminate all forms of violence against women and girls, gender-based violence*, and sexual violence**.	
1.1 Increased capacity to recognize, address, and prevent all forms of violence against women and girls and gender-based violence.	<ul style="list-style-type: none"> 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.	<ul style="list-style-type: none"> 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.	<ul style="list-style-type: none"> 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.

Economic Growth, Culture, and Prosperity

Expected Result	Draft Strategies
Outcome 1: 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"> a) Strengthen existing and introduce new 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.	<ul style="list-style-type: none"> a) Support economic development initiatives through key service partners including the London Chamber of Commerce, Pillar, 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.	<ul style="list-style-type: none"> a) Update and support the implementation of the Industrial Land Development Strategy.
1.4 London is a regional center that proactively attracts and retains talent, business, and investment.	<ul style="list-style-type: none"> a) Attract and retain a skilled workforce by marketing London as a destination for new investments, education, 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.
Outcome 2: London is a destination of choice.	
2.1 London is a UNESCO City of Music and is recognized as a centre for arts, sport, and culture.	<ul style="list-style-type: none"> a) Implement the UNESCO four-year action plan. b) Use existing and create new assets in creative ways that support London's profile as a destination for arts, culture, sport, and recreation.
2.2 Enhanced and increased creation and distribution of cultural activities, goods and services; notably the film and music industries. Continued growth of London's film industry.	<ul style="list-style-type: none"> a) Create databases for filming and recording locations and local talent. b) Market London to creative producers throughout the cultural industries, including film and music productions in Toronto and other markets. c) Support and promote festivals and events including 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.

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 individuals working in the arts and culture sector.
		b) Provide accessible development/incubation opportunities for equity-denied individuals working in the arts and culture sector. 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 programs 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.
		d) Develop capacities in Midtown to increase economic and community wellbeing.
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.
		d) [Parking Strategy – Draft language to be developed]

4.4	More inclusive cultural, recreational and sport activities and events.	<ul style="list-style-type: none"> 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.	<ul style="list-style-type: none"> 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. f) Identify balanced and compassionate solutions to social service delivery, balancing the needs of businesses, community, and service providers.

Mobility and Transportation

Expected Result	Draft Strategies
Outcome 1: Londoners of all identities, abilities and means can move throughout the city safely and efficiently.	
1.1 Improved reliability, quality and safety of all modes of mobility.	<ul style="list-style-type: none"> 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.	<ul style="list-style-type: none"> a) Complete and implement the Mobility Master Plan. b) Be ready for future transportation technologies, including connected and automated vehicles. c) Continue our path towards transitioning our bus fleet to zero-emissions.
1.3 More equitable access to reliable public transportation options for people with disabilities including paratransit.	<ul style="list-style-type: none"> 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.	<ul style="list-style-type: none"> 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.	<ul style="list-style-type: none"> a) Build, maintain, enhance, and connect more infrastructure for walking and cycling.
1.6 Public transit that better meets the needs of our workforce.	<ul style="list-style-type: none"> 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.

Climate Action and Sustainable Growth

Expected Result	Draft Strategies
Outcome 1: London has a strong and healthy environment.	
1.1 Increased actions towards a circular economy.	<ul style="list-style-type: none"> 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.	<ul style="list-style-type: none"> 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.
Outcome 2: London is a model for climate action and sustainability in London is one of the greenest and most resilient cities in Canada in alignment with the Council-declared climate emergency and the Climate Emergency Action Plan.	
2.1 London is on track to achieve 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"> 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.	<ul style="list-style-type: none"> 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.
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.	<ul style="list-style-type: none"> 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.

Well-Run City

Expected Result	Draft Strategies
Outcome 1: 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.	<ul style="list-style-type: none"> 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.	<ul style="list-style-type: none"> 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.	<ul style="list-style-type: none"> a) Review municipal best practices, identifying gaps and opportunities, and deliver projects that improve performance. b) Apply the Equity Tool to our governance processes.
Outcome 2: Londoners experience good stewardship, exceptional and valued service.	
2.1 Residents, businesses, and visitors' satisfaction with our services is high.	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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.	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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.	<ul style="list-style-type: none"> 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, and fun. c) Implement Master Accommodation Plan and Alternative Work Strategies.
3.2	The City of London is a safe, respectful, diverse, and healthy workplace.	<ul style="list-style-type: none"> 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.	<ul style="list-style-type: none"> a) Build, maintain, and operate facility assets to provide expected levels of service and optimize reliability and functionality.

Metrics – Target Setting

Strategy	Metrics	Targets				
		2019	2020	2021	2022	2023
BSC-11 Advance the growth and development policies of the London Plan through enhanced implementations tools and investments in infrastructure.	100% of new zoning tool evaluation completed (Phase 1)	50%	50%	0%	0%	0%
	100% of new zoning tool completed (Phase 2)	0%	0%	25%	25%	50%
	100% of London Plan policies in force	80%	95%	100%	100%	100%
	100% of agricultural land preserved	100%	100%	100%	100%	100%
	100% of Urban Growth Boundary review completed	0%	10%	80%	10%	0%
	45% growth that is intensification (within Built Area Boundary)	45%	45%	45%	45%	45%
	75% intensification within Primary Transit Area	75%	75%	75%	75%	75%
	100% urban growth within Urban Growth Boundary	100%	100%	100%	100%	100%
	100% of Provincially Significant Wetlands, Areas of Natural and Scientific Interest, and Environmentally Significant Areas retained	100%	100%	100%	100%	100%
	1,869 additional permit ready lots available	2,391	3,063	3,407	3,748	4,260
	2,870 additional market ready units available	23,625	25,226	24,664	26,556	26,495

Outcome 1: London encourages equitable economic growth and diversification.

Expected Result	Draft Strategies
<p>1.1 - Small and growing businesses, entrepreneurs and not-for-profits are supported to be successful.</p>	<ul style="list-style-type: none"> a. Strengthen existing and introduce new partnerships and programs that support small and growing businesses. b. Create a regulatory framework in which businesses, entrepreneurs, cultural and not-for-profit organizations can prosper and grow.
<p>1.2 - Increased economic activity from our core and the greater community.</p>	<ul style="list-style-type: none"> a. Support economic development initiatives through key service partners including The London Chamber of Commerce, Pillar, 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.
<p>1.3 - London has a sufficient supply of serviced lands in strategic locations.</p>	<ul style="list-style-type: none"> a. Update and support the implementation of the Industrial Land Development Strategy.
<p>1.4 - London is a regional center that proactively attracts and retains talent, business, and investment.</p>	<ul style="list-style-type: none"> 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.

Outcome 2: London is a destination of choice for working, living and recreation.

Expected Result	Draft Strategies
<p>2.1 – London is a UNESCO City of Music and is recognized as a centre for arts, sport, and recreation.</p>	<ul style="list-style-type: none"> a. Implement the UNESCO four-year action plan. b. Use existing and create new assets in creative ways that support London’s profile as a destination for arts, culture, sport, and recreation. c. Initiate professional and artistic exchange programmes and networks. d. Undertake research and analysis on the local impacts of culture, sport, and heritage. e. Undertake communication and awareness raising activities. f. Work collaboratively to ensure London’s culture and heritage venues are inclusive and well-maintained. g. Actively support Heritage London’s initiatives to preserve, celebrate and increase awareness of London’s heritage properties
<p>2.2 - Enhanced and increased creation and distribution of cultural activities, goods and services; notably the film and music industries.</p>	<ul style="list-style-type: none"> a. Create databases for filming and recording locations and local talent. b. Market London to creative producers throughout the cultural industries, including film and music productions, in Toronto and other markets. c. Support and promote festivals and events including the Forest City Film Festival. d. Continue to promote London’s creative industries through social media, newsletters and online campaigns. e. Develop a plan to attract and retain creators and cultural workers
<p>2.3 London is recognized as a premiere tourism destination domestically and internationally.</p>	

Outcome 3: London will integrate creativity and culture into local development strategies and plans

Expected Result	Draft Strategies
<p>3.1 - Londoners have increased access to and participation in cultural and creative activities both as creators and consumers of culture.</p>	<ul style="list-style-type: none"> a. Provide professional development, mentorship, networking, and collaboration opportunities for artists, creators, and arts and culture workers. b. Provide accessible and equitable access to development/incubation opportunities for equity-denied artists, creators, and arts and culture workers. c. develop hubs of creativity and innovation and more opportunities for creators and professionals in the creative and cultural sector; notably including cultural exchanges with other communities domestically and internationally and the opportunity to perform and exhibit at diverse events and activations. d. Increase access to existing spaces (e.g. parks, open spaces, meeting rooms, maker spaces, etc.) for creation, rehearsals, and performances. e. Simplify permitting procedures and reduce costs. f. Rationalize and improve bylaws and regulations to create a more music and musician-friendly environment. g. Update Cultural Prosperity Plan

Outcome 4: London's core area (Downtown, Midtown, Old East Village) is a vibrant neighbourhood and attractive destination.

Expected Result	Draft Strategies
4.1 - Increased and diversified economic activity from our core area	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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 cultural activities, events, and recreational and sport activities	<ul style="list-style-type: none"> a. Provide opportunities for visitors to experience exciting events and activations in inviting and accessible spaces. b. Provide increased opportunities for residents of the core neighbourhood to experience diverse culture, recreation, and sports programs and activities that foster improved physical, mental, and social wellbeing. 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.

Outcome 1: London encourages equitable economic growth and diversification.

Expected Result	Draft Strategies
<p>1.1 - Small and growing businesses, entrepreneurs and not-for-profits are supported to be successful.</p>	<ul style="list-style-type: none"> a. Strengthen existing and introduce new partnerships and programs that support small and growing businesses. b. Create a regulatory framework in which businesses, entrepreneurs, cultural and not-for-profit organizations can prosper and grow.Improve City of London processes and supports for businesses and entrepreneurs.
<p>1.2 - Increased economic activity from our core and the greater community.</p>	<ul style="list-style-type: none"> a. Support economic development initiatives through key service partners including The London Chamber of Commerce, Pillar, 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.
<p>1.3 - London has a sufficient supply of serviced lands in strategic locations.</p>	<ul style="list-style-type: none"> a. Update and support the implementation of the Industrial Land Development Strategy.
<p>1.4 - London is a regional center that proactively attracts and retains talent, business, and investment.</p>	<ul style="list-style-type: none"> 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.

Outcome 2: London is a destination of choice for working, living and recreation.

Expected Result	Draft Strategies
<p>2.1 – London is a UNESCO City of Music and is recognized as a centre for arts, sport, and recreation.</p>	<ul style="list-style-type: none"> a. Implement the UNESCO four-year action plan. b. Use existing <u>and create new</u> assets in creative ways that support London’s profile as a destination for arts, culture, sport, and recreation. c. <u>Initiate professional and artistic exchange programmes and networks</u> d. <u>Undertake research and analysis on the local impacts of culture, sport, and heritage;</u> b.e. <u>Undertake communication and awareness raising activities.</u> e.f. Work collaboratively to ensure London’s culture and heritage venues are inclusive and well-maintained. d.g. Actively support Heritage London’s initiatives to preserve, celebrate and increase awareness of London’s heritage properties
<p>2.2 - <u>Enhanced and increased creation and distribution of cultural activities, goods and services; notably the film and music industries. Continued growth of London’s film industry.</u></p>	<ul style="list-style-type: none"> a. Create databases for filming <u>and recording</u> locations and local talent. b. Market London to <u>creative producers throughout the cultural industries, including film and music productions,</u> in Toronto and other markets. c. Support <u>and promote festivals and events including</u> the Forest City Film Festival with industry events and location tours. d. Continue to promote London’s <u>creative film</u> industries through social media, newsletters and online campaigns. d.e. <u>Develop a plan to attract and retain creators and cultural workers</u>
<p>2.3 <u>London is recognized as a premiere tourism destination domestically and internationally.</u></p>	

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Outcome 3: London will integrate creativity and culture into local development strategies and plans ~~London encourages the growth of local artistic and musical talent.~~

Expected Result	Draft Strategies
<p>3.1 - Londoners have <u>increased access to and participation in cultural and creative activities both as creators and consumers of culture, more opportunities to engage in diverse arts and music events.</u></p>	<p>a. Provide professional development, mentorship, networking, and collaboration opportunities for artists, creators, and arts and culture workers.</p> <p>b. Provide accessible <u>and equitable access to</u> development/incubation opportunities for equity-denied artists, creators, and arts and culture workers.</p> <p>b.c. <u>develop hubs of creativity and innovation and more opportunities for creators and professionals in the creative and cultural sector; notably including cultural exchanges with other communities domestically and internationally and the opportunity to perform and exhibit at diverse events and activations.</u></p> <p>d. <u>Increase access to existing spaces (e.g. parks, open spaces, meeting rooms, maker spaces, etc.) for creation, rehearsals, and performances.</u></p> <p>e. <u>Simplify permitting procedures and reduce costs.</u></p> <p>e.f. <u>Rationalize and improve bylaws and regulations to create a more music and musician-friendly environment.</u></p> <p>e.g. <u>Update Cultural Prosperity Plan</u></p>
<p>3.2—Increased opportunities for performances or displays.</p>	<p>a. Nurture, incubate and provide more job opportunities for arts and culture talent.</p> <p>b. Provide more opportunities for artists and creators to perform and exhibit at diverse events and activations.</p>
<p>3.3—Increased use of municipal and cultural spaces for local talent.</p>	

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Outcome 4: London's core area (Downtown, Midtown, Old East Village) is a vibrant neighbourhood and attractive destination.

Expected Result	Draft Strategies
4.1 - Increased and diversified economic activity from our core area	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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 multicultural activities, events and recreational and sport activities	<ul style="list-style-type: none"> a. Provide opportunities for visitors to experience exciting events and activations in inviting and accessible spaces. b. Provide increased opportunities for residents of the core neighbourhood to experience diverse culture, recreation, and sports programs and activities that foster improved physical, mental, and social wellbeing. 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.

METRICS

Reconciliation, Equity, and Inclusion

Population Level Indicator: Newcomer Retention

Expected Result	Draft Metrics (what is the unit of measure? How will we measure success?)
Outcome 1: The City of London enhances the confidence of Indigenous Peoples by furthering truth and reconciliation efforts.	
1.1 Establishment of new and strengthening current relationships with local First Nation and urban Indigenous communities and Indigenous-serving organizations.	a) # of activities with First Nation and urban Indigenous communities and Indigenous-serving organizations b) # of initiatives developed with or led-by First Nation and urban Indigenous communities and Indigenous-serving organizations c) # of new or strengthened relationships with local First Nation and urban Indigenous communities and Indigenous-serving organizations d) % of identified communities and organizations feel that their engagement with the municipality feels more inclusive
1.2 Enhanced understanding of the Truth and Reconciliation Commission Calls to Action and how to best implement them.	a) # of staff trained on the Truth and Reconciliation Calls to Action b) # of actions from the Truth and Reconciliation Action Plan that are implemented
Outcome 2: The City of London is a leader in becoming an equitable and inclusive community.	
2.1 Meaningful relationships and partnerships with equity-denied groups and with organizations led by, for, and with equity-denied communities.	a) # of new relationships/partnerships created with or led by equity-denied communities b) # of equity-driven initiatives, strategies, and actions implemented
2.2 Equity-denied groups come to London and choose to stay in our community.	a) Net average annual Newcomer inflow through direct and secondary migration b) Newcomer annual retention rate
2.3 Our services are informed and delivered by the communities we serve.	a) # of community engagement activities intentionally focused on engaging equity-denied groups b) # of services, programs, policies, and projects where the Equity Tool was applied
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) # of community engagement activities intentionally focused on engaging equity-denied groups

		b) % of applicants to boards, commissions, and advisory committees who self-identify as being part of equity-denied groups
3.2	Increased participation in City of London internship programs and employment opportunities for equity-denied groups.	a) # of new internship positions filled by individuals who identify as being part of equity-denied groups
		b) % of new hires that identify as representing an equity-denied group
		c) % of respondents indicating satisfaction with how they feel included in the system that is the municipality

Housing and Homelessness

Population Level Indicators: Rate of Homelessness; Percentage of Households in Core Housing Need

Expected Result	Draft Metrics (what is the unit of measure? How will we measure success?)
Outcome 1: The City of London demonstrates leadership and builds partnerships to increase quality, affordable, and supportive housing options.	
1.1 Increased access to a range of quality, affordable, and supportive housing options that meet the unique needs of individuals and families.	<ul style="list-style-type: none"> a) # of portable benefits/supplements issued b) # of individuals and families matched to housing through housing stability services c) # of transitional, supportive, social, affordable units d) # of people on community housing waitlist
Outcome 2: London has a robust community system of health, homelessness, housing stability services, policies, procedures and bylaws in place to support individuals and families at risk of or experiencing homelessness or in precarious housing situations.	
2.1 Decreased number of individuals and families at risk of or experiencing homelessness.	<ul style="list-style-type: none"> a) # of households matched to support programs b) # of individuals and families housed c) # of individuals who retain housing d) # of people on By-Name list
2.2 Improved quality and safety in social housing.	<ul style="list-style-type: none"> a) % of established community standards implemented b) # of units regenerated in social housing
2.3 Improved safety in shelter system.	<ul style="list-style-type: none"> a) # of community standards and practices implemented to promote safety and security in shelters b) % of shelter users who identified feeling safe in shelter
2.4 London has a strong system of enforcement to protect the health and safety of tenants.	<ul style="list-style-type: none"> a) # of properties/rental units involved in proactive blitzes

Outcome 3: A well planned and growing community.

2.1	London's growth and development is well-planned and considers use, intensity, and form.	a) # of completed planning initiatives that consider use, intensity, and form.
		b) # housing units constructed within the built-out city.
2.2	The City of London supports faster/streamlined approvals and increasing the supply of housing with a focus on achieving our intensification targets.	a) # of new housing units
		b) % of planning and development approvals issued within mandated timelines.

Wellbeing and Safety

Population Level Indicators: Poverty Rate; Crime Severity Index; London's average home price

Expected Result	Draft Metrics (what is the unit of measure? How will we measure success?)
Outcome 1: London has safe, vibrant, and healthy neighbourhoods and communities.	
1.1 Londoners feel safe across the city, in the core, and in their neighbourhoods and communities.	<ul style="list-style-type: none"> a) % of residents who feel safe in their neighbourhoods during daylight hours b) % of residents who feel safe in their neighbourhoods at night c) # of safety and well-being activities, initiatives, programs and supports
1.2 Londoners have a strong sense of belonging and sense of place.	<ul style="list-style-type: none"> a) # of activities or actions implemented to create a sense of belonging and place b) % of residents that believe London is a welcoming community and that they have a strong sense of belonging to the city
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"> a) % of residents that rate their quality of life in London as good or very good b) % of Londoners who live 800 metres from a park that allows for a choice of mobility options to enjoy the green space. c) % of Dearness residents who are satisfied
1.4 Improved emergency services response time and reporting.	<ul style="list-style-type: none"> a) Dispatch Priority 1 (Emergency) Response Time (received to first at scene) <i>Police: 90th Percentile response time</i> b) Dispatch Priority 2 (Urgent) Response time (received to first at scene) <i>Police: 90th Percentile response time</i> c) Actual 90th percentile total response time for emergency incidents d) # of structure fires e) # of fire related injuries per 100,000 population in London
1.5 Improved traffic safety, traffic calming.	<ul style="list-style-type: none"> a) # of traffic safety measures, including traffic calming measures implemented b) # of collisions causing injuries/fatalities c) # of collisions involving pedestrians or cyclists d) % Residents who feel satisfied with the quality of police services provided by the London Police Service for traffic safety

1.6	Improved park maintenance and garbage collection.	a) # of garbage receptacles in parks
		b) # of pet waste receptacles
		c) # of grass cutting cycles per year
		d) % of public satisfied with parks and open spaces
		e) [quantify] native perennial species planted
1.7	Improved boulevard and bus shelter maintenance and garbage collection.	a) # of grass cutting cycles per year
		b) # of routine cleanings of bus shelters
1.8	Improved wayfinding and walkability.	a) # of new downtown wayfinding signs
		b) # of new wayfinding signs for active modes
		c) % of Londoners who live 800 metres from a park that allows for a choice of mobility options to enjoy the green space
		d) # of neighbourhood connectivity plans completed annually
1.9	Improved health equity across neighbourhoods.	a) # of basic need programs in priority neighbourhoods
		b) # of London residents experiencing poverty (based on the Low Income Cut-Off-After Tax (LICO-AT))
		c) Food bank utilization
		d) # of hectares of public land devoted to community gardens
		e) # of neighbourhoods with community gardens
Outcome 2: London is an affordable and supportive community for individuals and families.		
2.1	Housing in London is affordable and attainable.	a) # of new housing units

		b) # of transitional, supportive, social, affordable units
		c) # of new attainable housing units
		d) Apartment vacancy rate (%)
		e) London's average rental rates
2.2	Londoners have timely/faster access to quality, affordable services.	a) # of new affordable licensed child care spaces supported
		b) # of affordable/subsidized spaces in services
		c) % of Ontario Works cases who exit Ontario Works within one year
		d) % of London residents satisfied with the time it takes to receive municipal services.
2.3	Londoners have equitable access to key services, community supports and recreational opportunities and supports that enhance wellbeing and resilience.	a) # of subsidized transit passes and tickets sold
		b) # of individuals and groups who access free or subsidized neighbourhood, recreation and sport programs and spaces
2.4	London continues its efforts to promote animal welfare including companion pets and wild animals.	a) # of animals supported by animal welfare programs
		b) # of animal related premise improvements

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

Population Level Indicators: Violent crime against women; Rate of intimate partner violence

Expected Result	Draft Metrics (what is the unit of measure? How will we measure success?)
Outcome 1: The City of London demonstrates leadership by taking meaningful actions to address and eliminate all forms of violence against women and girls, gender-based violence*, and sexual violence**.	
1.1 Increased capacity to recognize, address, and prevent all forms of violence against women and girls and gender-based violence.	a) % of victims/survivors who participated in the Victim Support Initiative and found the program helpful b) # of programs developed and delivered to prevent violence against women, girls, and gender-based violence c) # of employees trained on recognizing, addressing, and preventing violence against women and girls and gender-based violence d) # of collaborative partnerships developed and/or strengthened
1.2 Increased capacity to recognize, address, and prevent sexual exploitation and trafficking.	a) # of identified potential victims of Human Trafficking who were offered support per 100,000 female population b) # of multi-agency programs developed and delivered to recognize, address, and prevent sexual exploitation and trafficking c) # of employees trained on recognizing, addressing, and preventing 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) # of individuals that participate in education and training related to sexual violence b) # of tools and resources developed c) # of collaborative partnerships developed and strengthened

Economic Growth, Culture, and Prosperity

Population Level Indicators: Labour Force Participation Rate; Unemployment Rate

Expected Result		Draft Metrics (what is the unit of measure? How will we measure success?)
Outcome 1: London encourages equitable economic growth and diversification.		
1.1	Small and growing businesses, entrepreneurs and non-profits are supported to be successful.	a) \$ invested to support starting and scaling-up for small businesses, entrepreneurs, and non-profits b) # of business licenses issued c) # of small businesses, entrepreneurs, and non-profits supported by economic partners
1.2	Increased economic activity from our core and the greater community.	a) Value of non-residential building permits for new construction and renovations b) # net-new jobs created
1.3	London has a sufficient supply of serviced lands in strategic locations.	a) # Hectares of industrial land purchased b) # Hectares of serviced industrial land available for sale
1.4	London is a regional center that proactively attracts and retains talent, business, and investment.	a) # of individuals in the workforce b) # of jobs created c) \$ of assessment change in City-owned industrial parks
Outcome 2: London is a destination of choice.		
2.1	London is a UNESCO City of Music and is recognized as a centre for arts, sport, and culture.	a) UNESCO City of Music status is maintained b) # of provincial/national/international events hosted
2.2	Enhanced and increased creation and distribution of cultural activities, goods and services; notably the film and music industries. Continued growth of London's film industry.	a) # of productions filmed or partially filmed in London b) # of films permitted in municipal spaces

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) # of artists/creators participating in London Arts Council paid work opportunities
		b) # of arts and music events held in London
3.2	Increased opportunities for performances or displays.	a) # of artists/creators/art professionals supported through programs and funding
		b) # of events
3.3	Increased use of municipal and cultural spaces for local talent.	a) # of events hosted in municipal facilities
		b) # of events hosted in cultural spaces
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) # of new business licences issued in the core area
		b) Value of building permits in the core
		c) Net gain/loss of businesses
4.2	Increased residential occupancy and livability in the core area.	a) # of new public amenities in the core area
		b) # of new residential units in the core
		c) # of new tree plantings
		d) % core area residential rental vacancy rate
4.3	Increased commercial occupancy in the core area.	a) % core area commercial vacancy rate
		b) Sq ft of commercial space occupied vs vacant, ground level and upper floors

4.4	More inclusive cultural, recreational and sport activities and events.	a) # of recreational and sports activities hosted in the Core Area
		b) # of cultural and multi-cultural events and activations hosted in the Core Area
		c) # of events and festivals hosted in the Core Area
		d) # of registered recreation and sport program locations in the core area
4.5	Increased safety in the core area.	a) # of property crimes reported in the core area
		b) # of violent crimes reported in the core area

Mobility and Transportation

Expected Result	Draft Metrics (what is the unit of measure? How will we measure success?)
Outcome 1: Londoners of all identities, abilities and means can move throughout the city safely and efficiently.	
1.1 Improved reliability, quality and safety of all modes of mobility.	<ul style="list-style-type: none"> a) # of collisions causing injuries/fatalities b) # of collisions involving pedestrians or cyclists c) Travel time index d) # of km of Thames Valley Parkway repaired or replaced annually e) % of modal share split
1.2 Increased access to sustainable mobility options.	<ul style="list-style-type: none"> a) % of transit fleet that is zero-emission vehicles b) # of cycling/pedestrian infrastructure improvements c) % of Mobility Master Plan implemented
1.3 More equitable access to reliable public transportation options for people with disabilities including paratransit.	<ul style="list-style-type: none"> a) % of events where minimum maintenance standards for sidewalk snow plowing are met b) % rider satisfaction with specialized service (Paratransit)
1.4 Improved ridership and rider satisfaction.	<ul style="list-style-type: none"> a) % rider satisfaction with conventional bus service b) % ridership change over previous year
1.5 Better connected active transportation network serving persons of all ages and abilities.	<ul style="list-style-type: none"> a) # of kms of maintained multi-use pathways b) # metres of new sidewalks built c) # metres of new bike lanes built or upgraded

1.6	Public transit that better meets the needs of our workforce.	a) % rider satisfaction with conventional service and specialized service (Paratransit)
		b) % rider satisfaction with service to industrial workplaces
1.7	Improved intercity transit connections with neighbouring communities.	a) # of regional transit services providing connection to London Transit services
		b) # of partnerships with neighbouring communities and organizations that support improved intercity transit

Climate Action and Sustainable Growth

Population Level Indicators: Total Community GHG Emissions

Expected Result	Draft Metrics (what is the unit of measure? How will we measure success?)
Outcome 1: London has a strong and healthy environment.	
1.1 Increased actions towards a circular economy.	a) % of Circular Economy Innovation Plan implemented b) % waste diversion from landfill
1.2 Waterways, wetlands, watersheds, and natural areas are protected and enhanced.	a) # of projects that use green infrastructure or nature-based restoration b) # of projects that protect or enhance watersheds c) # of hectares of invasive species managed d) # of hectares of protected environmental lands e) # of hectares of enhancement and environmental improvement projects f) Volume of storage constructed to reduce overflows and bypasses (ML/d capacity) g) % reduction in sewage overflow volume annually h) # kms of combined sewers separated
Outcome 2: London is one of the greenest and most resilient cities in Canada in alignment with the Council-declared climate emergency and the Climate Emergency Action Plan.	
2.1 London is on track to achieve emission reduction progress by 2027; on the path to community milestone target 2030 and to be a net zero community by 2050.	a) % change in per-person community GHG emissions b) % change in total Corporate energy-related GHG emissions c) total kWh/year of renewable energy produced

2.2	Improved community capacity and resilience to be ready for current and future changes to the climate and its impacts.	a) # of sources contributing local climate change data annually
		b) % of City Divisions and City Agencies, Boards and Commissions using the Climate Lens Framework
		c) # of adaptation projects to protect critical City facilities and neighbourhoods from flooding
		d) # of community-focused climate action engagement events encouraged and/or supported
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) % of 10-year infrastructure gap compared to the cost to replace all City-owned assets
		b) % of 10-year infrastructure gap compared to the cost to replace all tax-supported assets
		c) % of 10-year infrastructure gap compared to the cost to replace all water and wastewater rate-supported assets
3.2	Infrastructure is built, maintained, and secured to support future growth and protect the environment.	a) % of municipally-owned assets in "Fair", "Good" or "Very Good" condition
		b) # of projects that enhance energy efficiency, environmental sustainability, or climate resiliency, tracked by additional measures such as number of kilowatt-hours conserved, litres of water reduced, kilograms of waste diverted, greenhouse gas reduced, etc.

Well-Run City

Population Level Indicators: Voter Turnout in the 2026 Municipal Election

Expected Result	Draft Metrics (what is the unit of measure? How will we measure success?)
Outcome 1: 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) % of residents satisfied with the quality of service delivery b) % of residents satisfied with the accessibility of service delivery c) % of residents satisfied with the time it takes to receive services
1.2 Reduced barriers to public participation in municipal government.	a) # of community engagement activities intentionally focused on engaging equity-denied groups b) % of London residents satisfied with the accessibility of municipal services c) # of Londoners participating in Neighbourhood Decision Making
1.3 Improved governance processes.	a) # of services, programs, policies, and projects where the Equity Tool was applied
Outcome 2: Londoners experience good stewardship, exceptional and valued service.	
2.1 Residents, businesses, and visitors' satisfaction with our services is high.	a) % of Londoners satisfied with the overall level and quality of services provided by the City of London. b) % of Londoners who contacted the City that were satisfied with the overall service they received. c) Level of event experience satisfaction
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) # of resident/business/visitor engagement initiatives b) # of processes and practices implemented related to continuous improvement c) # of Londoners participating in public participation meetings (in person and online)

2.3	The City of London's regional and community relationships support the delivery of exceptional and valued service.	a) # of successful advocacy projects delivered through the Strategic Advocacy Framework b) # of advocacy projects that engage London's local and regional relationships.
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) The City's Aaa credit rating is maintained b) # of third-party audits completed c) # of enhanced financial processes and reporting incorporating intergenerational equity, affordability and environmental, social, and governance considerations
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) % of employee retention b) % of employee who say they are engaged c) # of interns who are offered paid positions following internship
3.2	The City of London is a safe, respectful, diverse, and healthy workplace.	a) % of lost time due to injury b) # of complaints received under the Respectful Workplace Policy c) # of complaints received under the Workplace Violence Prevention Policy d) # of employees who self-identify as being a member of an equity-denied group
3.3	The City of London has effective facilities and infrastructure management.	a) % facilities reinvestment rate b) % facility assets in fair or better condition c) % planned / preventative maintenance activities vs. all maintenance activities