

Report to Strategic Priorities and Policy Committee

To: Chair and Members
Strategic Priorities and Policy Committee

From: Lynne Livingstone, City Manager

Subject: Council's Draft 2023-2027 Strategic Plan

Date: March 8, 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 "Council's Draft 2023-2027 Strategic Plan" BE RECEIVED for information; and,
- b) Municipal Council BE REQUESTED to provide the Civic Administration with final direction on the draft 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 March 8, 2023, meeting of the Strategic Priorities and Policy Committee, Council will hear from Londoners through a Public Participation Meeting on the draft 2023-2027 Strategic Plan. Council will also receive an update on community engagement results received between February 8 and March 3, as well as the recent results of the Core Area Strategy engagement.

At this meeting, Council will also provide final direction on the draft 2023-2027 Strategic Plan.

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.

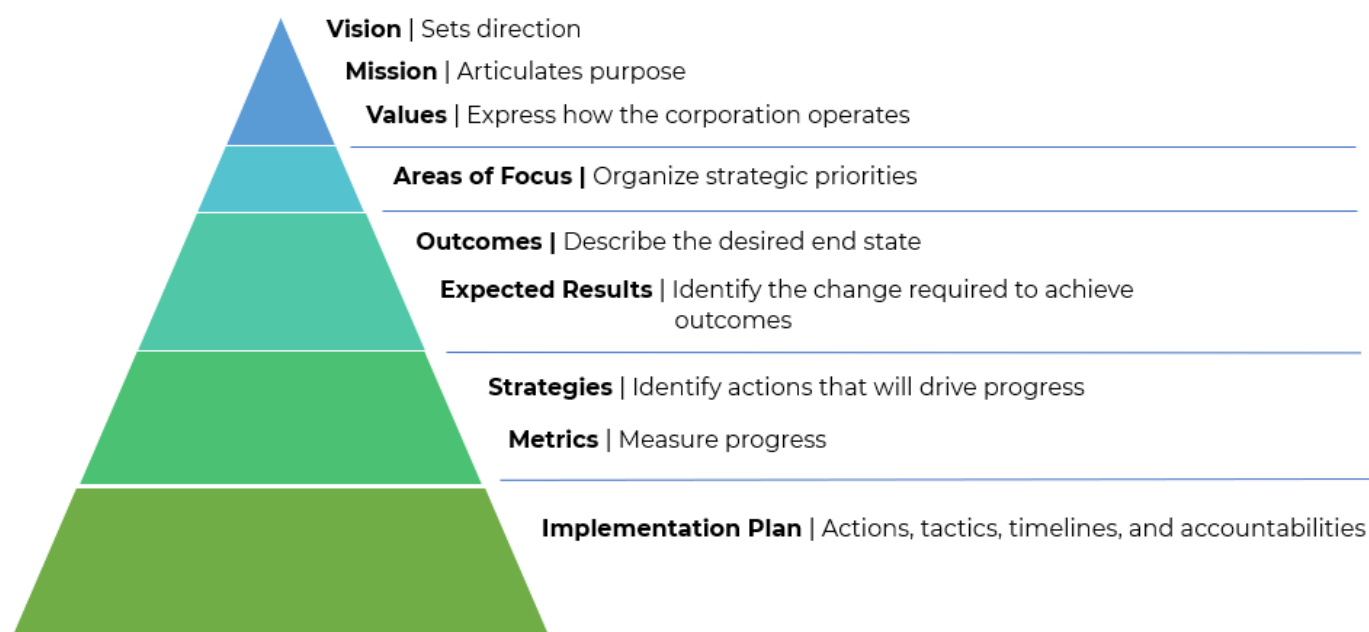
2023-2027 Strategic Plan:

Strategic Priorities and Policy Committee (SPPC): December 12, 2022; January 11, 2023; January 23, 2023; February 7, 2023; February 28, 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 March 8, 2023, SPPC: Council's Draft 2023-2027 Strategic Plan

At the March 8, 2023, meeting of the Strategic Priorities and Policy Committee, Council will hear from Londoners through a Public Participation Meeting on the draft 2023-2027 Strategic Plan. Council will also receive an update on community engagement results received between February 8 and March 3, including the recent results of the Core Area Strategy engagement.

Council will also provide final direction on the draft 2023-2027 Strategic Plan. The current draft 2023-2027 Strategic Plan is attached as **Appendix A**. Notations have been added throughout the document, where applicable, to note any feedback from staff regarding changes to strategies and metrics resulting from the February 28 SPPC discussion.

2.2 Next Steps

While the engagement portion of Council's Strategic Plan has concluded, Londoners can continue to access information and updates about the draft 2023-2027 Strategic Plan through the City's Get Involved engagement platform.

Civic Administration will bring back an updated draft final 2023-2027 Strategic Plan for Council's review and direction to the March 28 SPPC meeting.

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

MISSION, VISION, AND VALUES

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.

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.

Draft Values

- Inclusive and Respectful
- Accountability and Trust
- Compassion
- Teamwork
- Committed and Driven
- Learning
- Financial Stewardship

STRATEGIC AREAS OF FOCUS, OUTCOMES, EXPECTED RESULTS, AND STRATEGIES

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.	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.	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.
		c) Develop and implement a policy for the planting of perennial native species for roadsides, boulevards, and medians.
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.

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.	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.	a) Support economic development initiatives through key business organizations including the London Chamber of Commerce, Pillar, LEDC, TechAlliance, SBC, and Business Improvement Areas. Note: With the addition of “the London Chamber of Commerce, Pillar” at the SPPC meeting on February 28, staff would recommend that the wording of this Strategy be amended as above, replacing “service partners” with “business organizations”. “Service partners” generally refers to organizations with contractual service-delivery relationships to the City.
		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 and retains talent, business, and investment.	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.	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. Note: The addition of "and create new", per SPPC on February 28, may result in new capital investments, depending on scope. If included as written, further assessment would be undertaken to assess the scope of work involved. Additional investment could be required, and may result in a business case through the Multi-Year Budget process.
2.2	Enhanced and increased creation and distribution of cultural activities, goods and services; notably the film and music industries.	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. Note: The addition of "throughout the cultural industries" would require new work, in coordination between the London Music Office, Cultural Services, and the Film London (LEDC). If included as written, further assessment would be undertaken to assess the scope of work involved. Additional investment could be required, and may result in a business case through the Multi-Year Budget process.
		c) Support and promote festivals and events including the Forest City Film Festival.
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 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.
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.	<p>a) Decrease commercial vacancy in the Core Area through new programs and initiatives.</p> <p>b) Implement an economic opportunity attraction strategy to encourage businesses to locate in the Core Area.</p> <p>c) Create a single point of contact to better serve the business community in the Core Area.</p> <p>d) Develop capacities in Midtown to increase economic and community wellbeing.</p> <p>Note: The addition of this Strategy, per SPPC on February 28, may result in the need for new investments. If included as written, further assessment would be undertaken to assess the scope of work involved. Additional investment could be required, and may result in a business case through the Multi-Year Budget process.</p>
4.2	Increased residential occupancy and livability in the core area.	<p>a) Develop programs to encourage commercial conversions and new housing development in the Core Area.</p> <p>b) Invest in public spaces and amenities to attract residents to the Core Area.</p> <p>c) Finalize a review of Core Area Community Improvement Plans and recommend enhancements to address key priorities.</p>
4.3	Increased commercial occupancy in the core area.	<p>a) Finalize and implement Core Area Vacancy Reduction Strategy.</p> <p>b) Promote the current supply of available space in the Core Area to attract new business.</p> <p>c) Increase awareness of the City's Core Area Community Improvement Plan incentives.</p> <p>d) Update the Downtown Parking Strategy</p> <p>Note: The addition of this Strategy, per SPPC on February 28, may result in the need for new investments. If included as written, further assessment would be undertaken to assess the scope of work involved. Additional investment could be required, and may result in a business case through the Multi-Year Budget process.</p>

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 to support the London Transit Commission’s Zero Emission Bus Fleet Implementation Framework. Note: This Strategy has been amended to include the full title of the LTC’s zero-emission fleet strategy, per the addition at SPPC on February 28 (originally worded “Continue to support the LTC’s Zero-Emission Strategy”).
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.	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.

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 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.	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.	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.
Outcome 2: 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.	<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, 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

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
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 c) % of community members and organizations serving equity-denied groups that feel their interactions with the municipality are inclusive Note: Staff would recommend the revised wording and placement of this metric, to provide greater clarity on intent and scope when compared to the proposed addition from SPPC on February 28 under Expected Result 1.1 - “% of identified communities and organizations feel that their engagement with the municipality feels more inclusive”. There is not currently a mechanism to collect data that responds to this metric. If included as written, further assessment would be undertaken to scope a mechanism to collect this and other related data points. Additional investment would be required, and may result in a business case through the Multi-Year Budget process. The metric could be amended as required following this assessment.
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 employees, including interns, who indicate a sense of inclusion and belonging Note: Staff would recommend this wording as being more consistent with existing data collection through the Anti-Racism Anti-Oppression Division/People Services Division, compared to the proposed “% 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.	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.	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.	a) % of established community standards implemented
		b) # of units regenerated in social housing
2.3	Improved safety in shelter system.	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.	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) # of locations with 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 community garden plots Note: Staff would recommend this wording, as the number of plots is a more appropriate scale to measure incremental changes to the program compared to measuring by hectare, and also provides an indication of change in community interest (in terms of number of individuals participating).
		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.	a) # of productions filmed or partially filmed in London
		b) # of films permitted in municipal spaces
		c) # of cultural events supported

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 Note: There is not currently a mechanism to collect data that responds to this metric. If included as written, further assessment would be undertaken to scope a mechanism to collect this and other related data points. Additional investment would be required, and may result in a business case through the Multi-Year Budget process. The metric could be amended as required following this assessment.
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 Note: Staff would recommend that this metric be removed, given that there is not currently a mechanism to collect reliable data that responds to this metric. Rental vacancy rate data collected and reported by the Canada Mortgage and Housing Corporation (CMHC) is based on sampling that would not be sufficient to provide a statistically accurate measure of vacancy specific to the core area.

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 Note: There is not currently a mechanism to collect data that responds to this metric. If included as written, further assessment would be undertaken to scope a mechanism to collect this and other related data points. Additional investment would be required, and may result in a business case through the Multi-Year Budget process. The metric could be amended as required following this assessment.
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.	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.	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.	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.	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.	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 Alternative Service Delivery (ASD) Note: The London Transit Commission has recommended this wording as being more consistent with their existing data collection mechanisms compared to the proposed metric “rider satisfaction with service to industrial areas”. ASD would serve primarily industrial areas. Data would be available beginning in 2025.
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 employees 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



Council's Strategic Plan 2023-2027

Strategic Priorities and Policy Committee

March 8, 2023



Outline

1. Review of Purpose, Approach, and Timelines
2. Community Engagement Update
3. Core Area Strategy Engagement Update
4. Final Direction on the 2023-2027 Strategic Plan
5. Next Steps



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Review of Purpose, Approach, and Timelines



Council's Strategic Plan

- Identifies a **shared vision, mission, and strategic areas of focus** to guide the work of Council and Administration.
- Is **deliberately connected** with the 2024-2027 Multi-Year Budget and Technology Investment Strategy.



Guiding Principles

- Build from the existing Strategic Plan, with a continuous improvement mindset.
- Reflect all the services the City provides, but specifically identify strategic direction, focus, and priorities for the next four years.
- Uphold commitments to equity and inclusion, fiscal stewardship and sustainability, and evidence informed decision-making.
- Drive decision-making through the Multi-Year Budget and the Technology Investment Strategy.

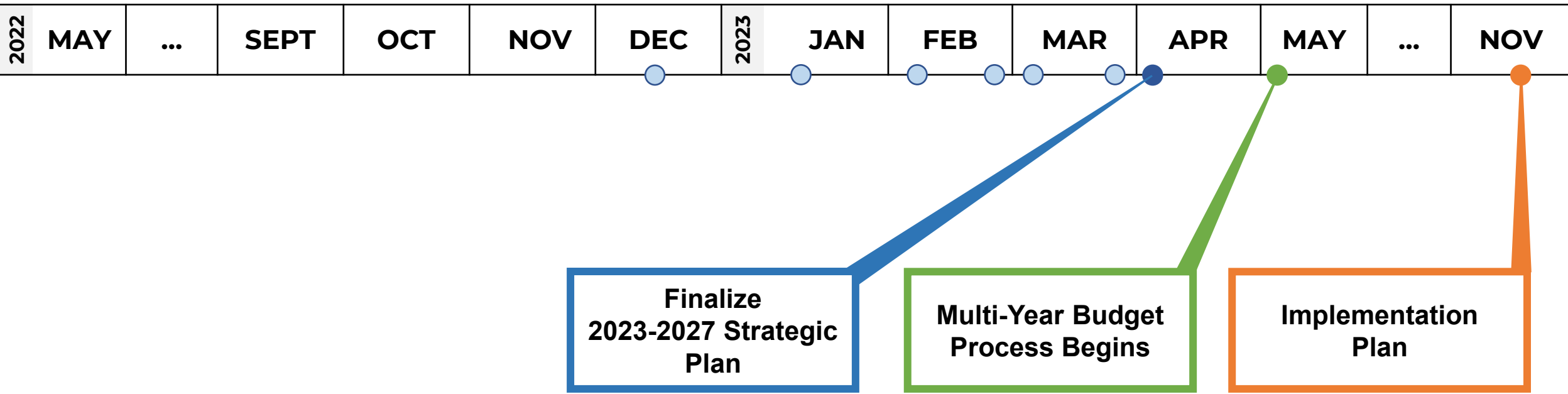


Strategic Plan Development Timeline

Municipal Election

Open Public Engagement


Direct Engagement – ABCs / Community Partners / Service Areas





Strategic Plan Development Timeline

Open Public Engagement

Open Public Engagement			
Vision, Mission, Values, Strategic Areas of Focus, Outcomes, Expected Results	Strategies, Metrics	Revisit Plan, PPM	Approval of 2023-2027 Strategic Plan
January	February	March	April
<p>January 11</p> <p>SPPC Begin setting Vision, Mission, Values</p>	<p>February 7</p> <p>SPPC Set vision, mission, values, areas of focus; Revisit outcomes, expected results; Table Draft Strategies</p>	<p>March 8</p> <p>SPPC Public Participation Meeting Engagement update Finalize direction on Plan</p> <p>We Are Here </p>	<p>April 4</p> <p>Council 2023-2027 Strategic Plan Approval</p>
<p>January 23</p> <p>SPPC Begin setting Strategic Areas of Focus, Outcomes, Expected Results</p>	<p>February 28</p> <p>SPPC Review order of magnitude costing and provide direction on draft Strategies Review and provide direction on draft Metrics</p>	<p>March 28</p> <p>SPPC Final Draft Plan</p>	



Strategic Plan Engagement Timeline

Open Public Engagement			
2019-2023 Vision, Mission, Values; Priorities; Context	Vision, Mission, Values, Strategic Areas of Focus, Outcomes, Expected Results	Strategies, Metrics	Revisit Plan, PPM

December	January	February	March
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Phase 1: Dec 14 – Jan 4

GetInvolved launches; community partner meetings continue.

Feedback focus:

- Existing vision, mission, and values.

Phase 2: Jan 4 - Feb 7

GetInvolved site updated; community partner meetings continue.

Feedback focus:

- Draft version(s) of 2023-2027 vision, mission, and values (updated following Jan. 11 SPPC meeting).
- Draft strategic areas of focus, outcomes and expected results.

Phase 3: Feb 8 - Mar 8

GetInvolved site updated; community partner meetings continue; Ward meetings; **We Are Here** Public Participation Meeting.

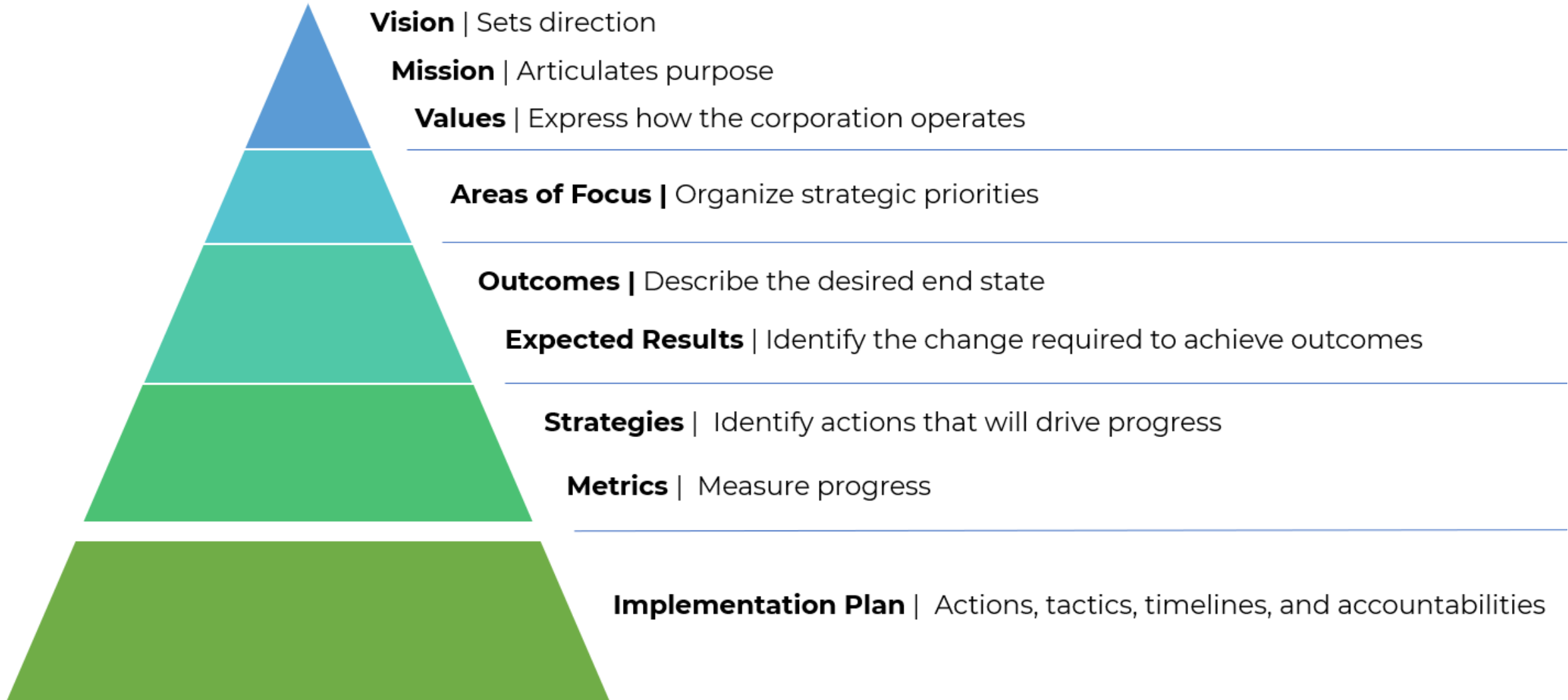


Feedback focus:

- All strategic plan elements (vision, mission, values, areas of focus, outcomes, expected results), including strategies.
- Drafts updated following SPPC meetings.

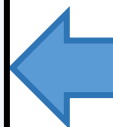
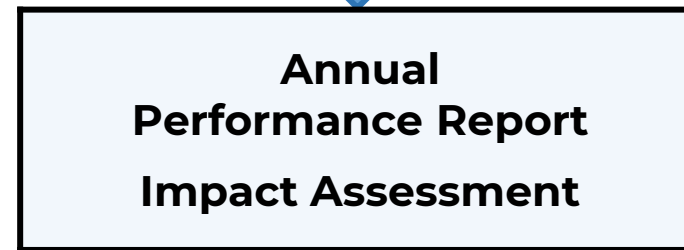
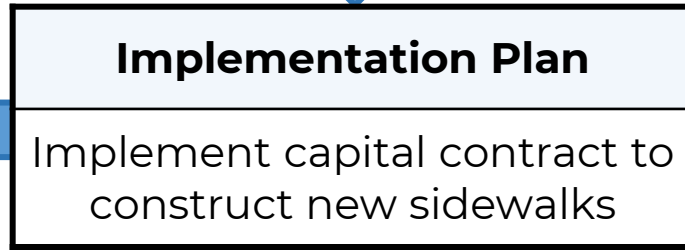
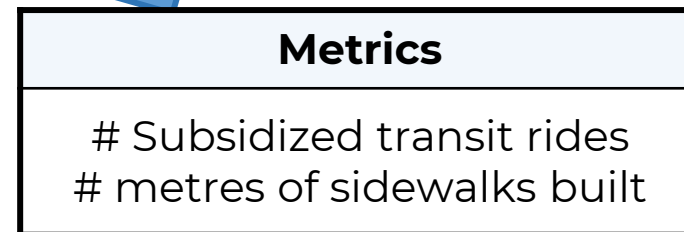
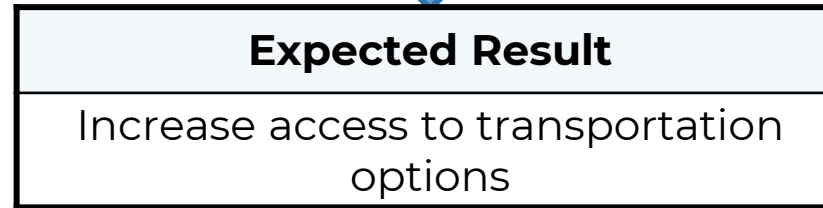
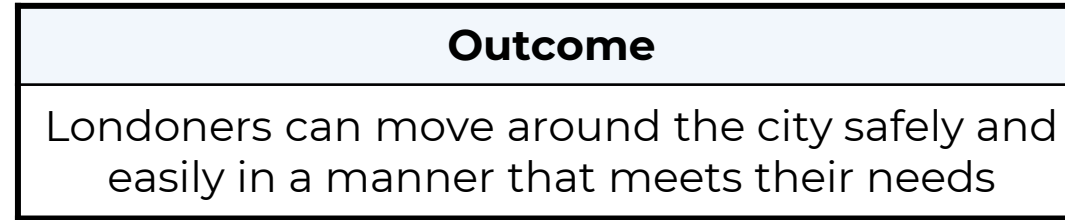


Strategic Plan Structure





Strategic Plan Structure - Example





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Community Engagement Update



Community Engagement Update

- Gathering input from the City's agencies, boards, commissions and other key organizational and community partners has continued.
- Engagement has included meetings with Community Advisory Committees, Get Involved, Community Conversation Toolkits, open houses, Council-led engagement, pop-ups, etc.
- 350+ Londoners shared their thoughts on the draft vision, mission, values, strategic areas of focus, outcomes, expected results, and strategies between February 8 – March 3.
- N= is used to identify the number of times a response was provided across all data collection methods.



Vision, Mission, Values

What We Heard... About Vision, Mission, and Values

- Consider including additional words (n=71)
 - Words suggested included: Respect, Efficient, Resourceful, Continuous Improvement, Proactive, Flourish, Innovation, Sustainability, Affordability, Civility, Fiscal Responsibility, Nature, Creativity, Arts, Sports, Culture, Accountability, Trust, Learning, Inclusivity, Vibrancy, Diversity, Environment
- The Vision, Mission, and Values have improved (n=15)
- More clarity and specificity is required in the Vision and Mission (n=14)



Strategic Areas of Focus

What We Heard... About What is Missing from the Strategic Areas of Focus

- Add arts and culture as a separate Area of Focus (n=23)
- Include definitions and clarify terms (n=6)
- Include affordability (n=6)
- Focus on environment and green spaces (n=5)
- Include older adults (n=5)
- Include planning and development (n=4)
- Add learning and education (n=4)
- Emphasize ensuring safety and protection of Londoners (n=4)



Strategic Areas of Focus

What We Heard... Overall About the Strategic Areas of Focus

- There are too many Areas of Focus (n=11)
- Consider the order of the Areas of Focus (n=8)
- There is agreement with the Areas of Focus (n=7)
- Further revise the Areas of Focus for consistency and redundancy (n=4)
- There should be a focus on how to do this work (n=4)
- Consider referencing other plans (n=4)



Reconciliation, Equity, Inclusion

What We Heard... About What Could Be Added

- Definitions for this Area of Focus are required (n=22)
- Consider broadening the strategies to include all Londoners (n=10)
- Be inclusive of all culturally diverse communities (n=10)
- Include Accessibility and Anti-Ableism (n=8)
- Add a strategy related to education (n=3)



Reconciliation, Equity, Inclusion

What We Heard... Overall About This Area of Focus

- Engage Londoners in the implementation of this work (n=7)
- Action needs to be taken (n=4)
- Agreement with the Area of Focus (n=3)



Housing and Homelessness

What We Heard... About What Could Be Added

- Focus on affordability of housing (n=17)
- Add strategies related to a variety and continuum of housing options, including mixed-use and higher density (n=16)
- Revise and clarify language used in some strategies (n=11)
- Provide definitions and use clear language (n=7)
- Add a strategy related to accessible/supportive housing (n=5)
- Include a strategy to improve planning of neighbourhoods (n=4)



Housing and Homelessness

What We Heard... Overall About This Area of Focus

- Address the issue of homelessness (n=16)
- Take action on this Area of Focus (n=8)
- Set clear goals in this Area of Focus (n=6)
- Target the root cause of the issues (n=5)
- Agreement with this Area of Focus (n=4)



Wellbeing and Safety

What We Heard... About What Could Be Added

- Address issues related to safety (n=16)
- Focus on mental health and addiction supports (n=14)
- Include financial well-being and affordability (n=6)
- Include a strategy related to animal welfare (n=5)
- Implement wayfinding programs beyond a pilot (n=5)
- Address healthcare system challenges (n=4)
- Add a strategy related to street lights (n=4)



Wellbeing and Safety

What We Heard... Overall About This Area of Focus

- Ensure services and life standards are equitable (n=10)
- Create recreation, arts, and cultural events and opportunities for all (n=9)
- Agreement with the Area of Focus (n=7)
- Consider alternative solutions to policing (n=5)
- Clarify language being used (n=4)
- Ensure that implementation is a collaborative effort (n=3)



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

What We Heard... About What Could Be Added

- Include additional populations in this Area of Focus (n=9)
- Add a strategy related to educating the community (n=3)



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

What We Heard... Overall About This Area of Focus

- Expand this Area of Focus to include everyone (n=23)
- Collaborate with experts and individuals with lived and living experience (n=8)
- Appreciation for the definition of terms (n=3)



Economic Growth, Culture, and Prosperity

What We Heard... About What Could Be Added

- Revise and clarify language used in some strategies (n=18)
- Add a strategy related to keeping people in London (n=9)
- Include a strategy related to creative placemaking (n=5)
- Focus on safety (n=4)
- Expand focus beyond small businesses (n=4)
- Include a strategy about making it easy to do business in London (n=4)



Economic Growth, Culture, and Prosperity

What We Heard... About What Could Be Added

- Expand strategies to be inclusive of recreation, sport, tourism, and culture (n=6)
- Include non-profits in this Area of Focus (n=5)
- Include a strategy to improve parking in the downtown (n=4)
- Add a strategy related to vacancy in the core area (n=3)
- Add language that is inclusive (n=3)



Economic Growth, Culture, and Prosperity

What We Heard... Overall About This Area of Focus

- Ensure access to more and diverse arts and culture activities (n=12)
- Focus on collaboration during implementation (n=7)
- Continue to invest in and develop the core area (n=6)
- Consider the role and training of police (n=5)
- Don't focus solely on the core area (n=4)



Mobility and Transportation

What We Heard... About What Could Be Added

- Add strategies to reduce traffic congestion (n=22)
- Include road safety strategies (n=14)
- Include strategies to improve the efficiency and access to public transit (n=16)
- Ensure there are strategies related to cycling (n=11)
- Include accessible transit / Paratransit strategies (n=11)
- Focus on winter maintenance / snow removal (n=11)



Mobility and Transportation

What We Heard... About What Could Be Added

- Add strategies to improve public transit infrastructure (n=9)
- Build in strategies related to walkability (n=8)
- Expand and create better connections with public transit (n=7)
- Add strategies related to regional transit (n=5)
- Promote public transportation to encourage ridership (n=4)



Mobility and Transportation

What We Heard... Overall About This Area of Focus

- Consider how funding affects public transportation (n=5)
- Make active transportation a priority (n=5)



Climate Action and Sustainable Growth

What We Heard... About What Could Be Added

- Clarify language and provide definitions (n=10)
- Include a strategy to launch a green bin program (n=8)
- Focus on cleaning up the Thames River (n=6)
- Add strategies related to naturalization (n=5)
- Add a strategy related to infrastructure and development (n=4)
- Include strategies related to planting (n=3)



Climate Action and Sustainable Growth

What We Heard... Overall About This Area of Focus

- Agreement with this Area of Focus (n=4)
- Be more specific on how this will be implemented (n=3)



Well-Run City

What We Heard... About What Could Be Added

- Add a strategy related to communications and engagement (n=9)
- Include definitions and clarify terms (n=8)
- Focus on building trust with residents (n=4)



Well-Run City

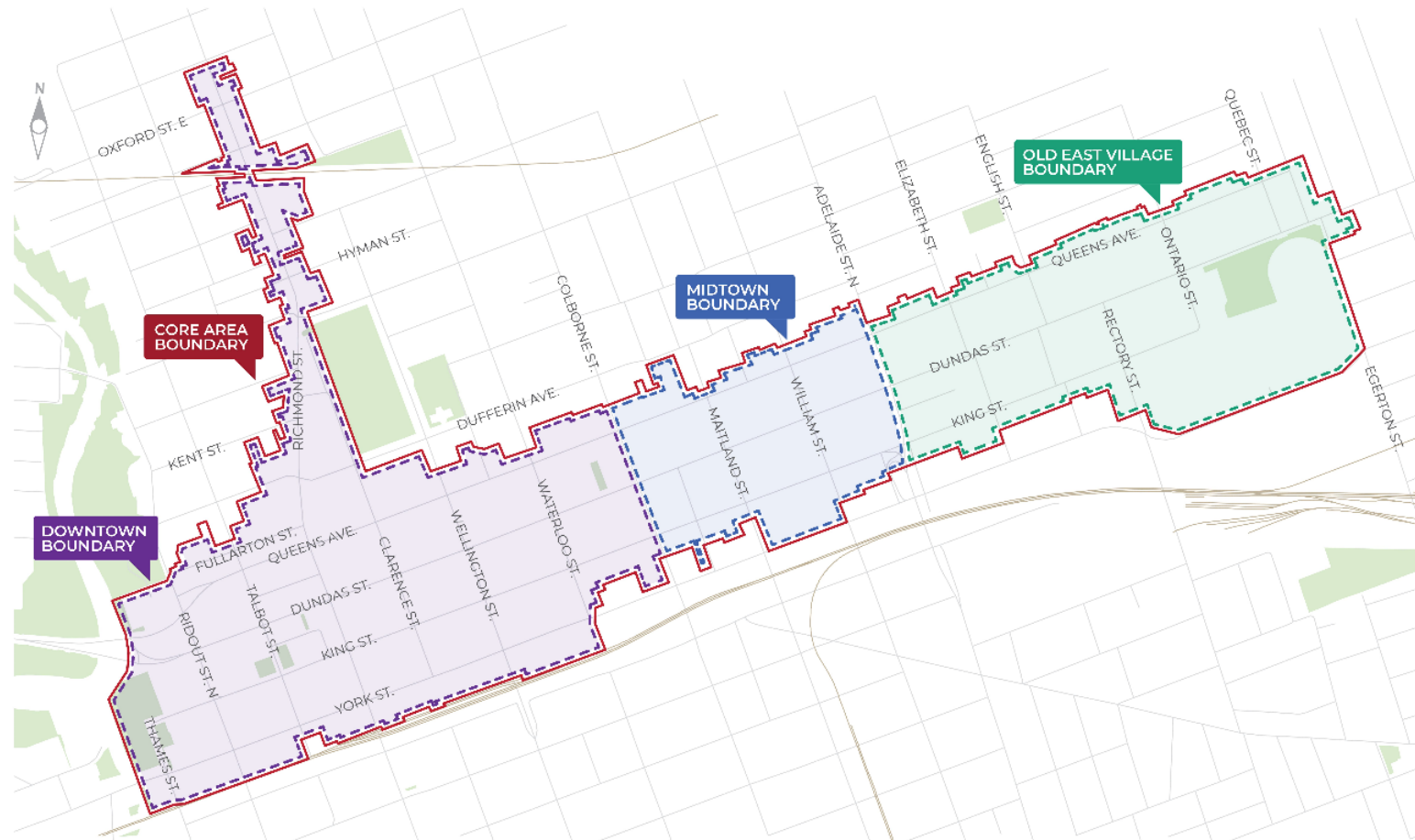
What We Heard... Overall About This Area of Focus

- Agreement with this Area of Focus (n=5)
- This area of focus needs more refinement (n=4)
- Recognize the importance and impact of this work (n=3)

Core Area Strategy Engagement Update

Core Area Engagement

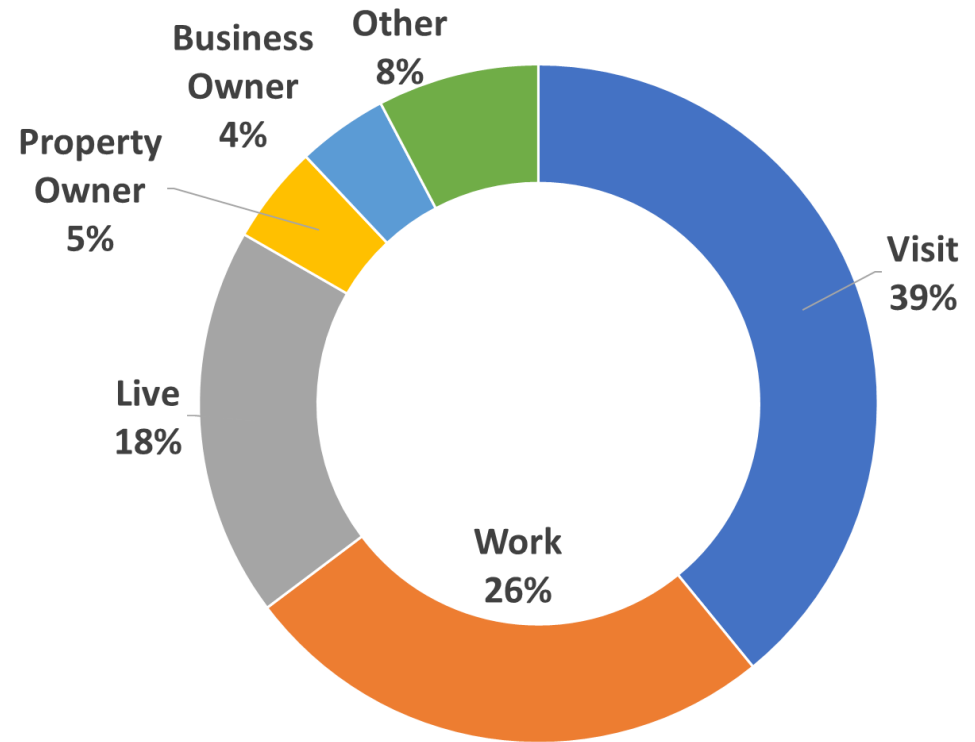
The Core Area is made up of several unique neighbourhoods, including Downtown, Old East Village, and Midtown.



Preliminary Consultation Results

- 875 responses to the online survey
- 323 responses from personal interviews from the Community Connectors
- Total of approximately 1200 responses

Connection to the Core



What issues or challenges does Downtown London face?

1. Homelessness
2. Mental Health and Addictions
3. Safety and Security
4. Parking
5. Violence and Crime
6. Construction Projects
7. Garbage and Waste
8. Traffic
9. Vacant Buildings
10. Public Transit



What issues or challenges does OEV face?

1. Homelessness
2. Mental Health and Addictions
3. Safety and Security
4. Violence and Crime
5. Vacant Buildings
6. Parking
7. Garbage and Waste
8. Police
9. Traffic
10. Construction Projects



What issues or challenges does Midtown face?

1. Homelessness
2. Mental Health and Addictions
3. Safety and Security
4. Violence and Crime
5. Lack of Destinations (Shopping and Businesses)
6. Parking
7. Construction Projects
8. Garbage and Waste
9. Traffic
10. Lack of Affordable Housing





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Developing Council's 2023-2027 Strategic Plan



Approach for today

- **Providing final direction on draft 2023-2027 Strategic Plan** – full group discussion, deliberation and direction on the draft 2023-2027 Strategic Plan.



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Next Steps



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What is Ahead

March 28 SPPC Meeting

- Review of final draft 2023-2027 Strategic Plan


April 4 Council Meeting

- Council approval of 2023-2027 Strategic Plan



Strategic Plan Development Timeline

Open Public Engagement

Open Public Engagement			
Vision, Mission, Values, Strategic Areas of Focus, Outcomes, Expected Results	Strategies, Metrics	Revisit Plan, PPM	Approval of 2023-2027 Strategic Plan
January	February	March	April
<p>January 11</p> <p>SPPC Begin setting Vision, Mission, Values</p>	<p>February 7</p> <p>SPPC Set vision, mission, values, areas of focus; Revisit outcomes, expected results; Table Draft Strategies</p>	<p>March 8</p> <p>SPPC Public Participation Meeting Engagement update Finalize direction on Plan</p> <p>We Are Here </p>	<p>April 4</p> <p>Council 2023-2027 Strategic Plan Approval</p>
<p>January 23</p> <p>SPPC Begin setting Strategic Areas of Focus, Outcomes, Expected Results</p>	<p>February 28</p> <p>SPPC Review order of magnitude costing and provide direction on draft Strategies Review and provide direction on draft Metrics</p>	<p>March 28</p> <p>SPPC Final Draft Plan</p>	



Strategic Plan Engagement Timeline

Open Public Engagement			
2019-2023 Vision, Mission, Values; Priorities; Context	Vision, Mission, Values, Strategic Areas of Focus, Outcomes, Expected Results	Strategies, Metrics	Revisit Plan, PPM

December	January	February	March
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Phase 1: Dec 14 – Jan 4

Phase 2: Jan 4 - Feb 7

Phase 3: Feb 8 - Mar 8

GetInvolved launches; community partner meetings continue.

Feedback focus:

- Existing vision, mission, and values.

GetInvolved site updated; community partner meetings continue.

Feedback focus:

- Draft version(s) of 2023-2027 vision, mission, and values (updated following Jan. 11 SPPC meeting).
- Draft strategic areas of focus, outcomes and expected results.

GetInvolved site updated; community partner meetings continue; Ward meetings; **We Are Here** Public Participation Meeting.

Feedback focus:

- All strategic plan elements (vision, mission, values, areas of focus, outcomes, expected results), including strategies.
- Drafts updated following SPPC meetings.





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Thank You

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