Strategic Priorities and Policy Committee
Report

12th Meeting of the Strategic Priorities and Policy Committee
March 28, 2023

PRESENT:	Mayor J. Morgan (Chair), Councillors H. McAlister, S. Lewis, P. Cuddy, S. Stevenson, J. Pribil, S. Trosow, C. Rahman, S. Lehman, A. Hopkins, P. Van Meerbergen, S. Franke, E. Peloza, D. Ferreira, S. Hillier
ALSO PRESENT:	L. Livingstone, A. Barbon, C. Cooper, S. Corman, C. Crossman, T. Fowler, A. Job, S. Mathers, R. Morris, C. Smith, M. Schulthess, N. Steinburg, J. Taylor, R. Wilcox
	Remote Attendance: E. Bennett, B. Card, M. Goldrup, S. Thompson
	The meeting is called to order at 4:02 PM, it being noted Councillors S. Hillier and P. Van Meerbergen were in remote attendance; it being further noted that Councillor E. Peloza was in remote attendance after 7:15 PM

1. Disclosures of Pecuniary Interest

That it BE NOTED that no pecuniary interests were disclosed.

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

That pursuant to section 27.6 of the Council Procedure by-law, the Committee BE PERMITTED to change the order of business to deal with Item 5.1 prior to Item 4.

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

Absent: (1): P. Van Meerbergen

Motion Passed (14 to 0)

2. Consent

Moved by: E. Peloza
Seconded by: S. Lehman

That Items 2.1 and 2.2, BE APPROVED

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. Peloza, D. Ferreira, and S. Hillier

Motion Passed (15 to 0)

2.1 Music Incubation

Moved by: E. Peloza
Seconded by: S. Lehman

That, on the recommendation of the Deputy City Manager, Planning and Economic Development, the report dated March 28, 2023, with respect to Music Incubation, the following actions be taken:

a)   the above noted report BE RECEIVED;

b)   the Civic Administration BE DIRECTED to develop a Creative Sector Incubator proposal; and,

c)   the Civic Administration BE DIRECTED to continue discussions with provincial and federal decision-makers to explore investment opportunities.

Motion Passed

2.2   3rd Report of the Diversity, Inclusion and Anti-Oppression Community Advisory Committee

Moved by: E. Peloza
Seconded by: S. Lehman

That the 3rd Report of the Diversity, Inclusion and Anti-Oppression Community Advisory Committee, from its meeting held on March 9, 2023 BE RECEIVED for information.

Motion Passed

3.   **Scheduled Items**

None.

4.   **Items for Direction**

4.1   Council's Draft 2023-2027 Strategic Plan

Moved by: H. McAlister
Seconded by: P. Cuddy

That, the following actions be taken with respect to the Council's Draft 2023-2027 Strategic Plan:

a)   the staff report dated March 28, 2023 entitled "Council's Draft 2023-2027 Strategic Plan" BE RECEIVED for information;

b)   the underlined attached revised "Council's Draft Strategic Plan 2023-2027: Strategic Areas of Focus, Outcomes, Expected Results, Strategies and Metrics" BE REFERRED to the April 17, 2023 meeting of Strategic Priorities and Policy Committee;

it being noted that the Strategic Priorities and Policy Committee received a staff presentation and a communication dated March 24, 2023 from C. Butler with respect to this matter.

Yeas: (14): 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, D. Ferreira, and S. Hillier

Absent: (1): E. Peloza

Motion Passed (14 to 0)

ADDITIONAL VOTES:

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

That, the Strategic Area of Focus: Housing and Homelessness, Outcome 3, Expected Result 3.1, BE AMENDED in the 2023-2027 Strategic Plan, to add a new Draft Strategy e) "apply the equity tool considering the people experiencing mobility poverty, consistent with The London Plan".

Yeas: (9): J. Morgan, H. McAlister, J. Pribil, S. Trosow, C. Rahman, A. Hopkins, S. Franke, E. Peloza, and D. Ferreira

Nays: (5): S. Lewis, P. Cuddy, S. Stevenson, S. Lehman, and S. Hillier

Absent: (1): P. Van Meerbergen

Motion Passed (9 to 5)

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

That the Committee recess at this time.

Motion Passed

The Committee recesses at 6:04 PM and reconvenes at 6:39 PM.

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

That, the Strategic Area of Focus: Economic Growth, Culture and Prosperity, Outcome 4, Expected Result 4.3, Metric b) "sq. ft of commercial space occupied vs vacant, ground level and upper floors, BE REMOVED from the 2023-2027 Strategic Plan".

Yeas: (7): J. Morgan, S. Lewis, P. Cuddy, S. Stevenson, S. Lehman, P. Van Meerbergen, and S. Hillier

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

Absent: (1): E. Peloza

Motion Failed (7 to 7)

Moved by: S. Trosow
Seconded by: S. Lewis

That the Committee recess at this time.

Motion Passed

The Committee recesses at 8:28 PM and reconvenes at 8:42 PM.

4.2   Consideration of Appointment to the London Police Services Board (Requires 1 Member)

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

That Ryan Gauss BE APPOINTED to the London Police Services Board for the term ending November 14, 2026.

Yeas: (14): 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, D. Ferreira, and S. Hillier

Absent: (1): E. Peloza

Motion Passed (14 to 0)

ELECTION #1

Election

Consideration of appointment to the London Police Services Board.

Susan Abdula (0.00 %): None
Omar Al Atawneh (0.00 %): None
David Alexander (0.00 %): None
Juman Al Jumaili (0.00 %): None
Michele Anderson (0.00 %): None
Andrew Angus (0.00 %): None
Scott Blandford (0.00 %): None
Jay Bower (0.00 %): None
Larry Brackenbury (0.00 %): None
Gani Braimoh (0.00 %): None
George Brock (0.00 %): None
Gita Canaran (0.00 %): None
Shiv Chokhani (0.00 %): None
George Compton (0.00 %): None
Stephen D'Amelio (0.00 %): None
Sara De Candido (0.00 %): None
Sarvarinder Dohil (0.00 %): None
Marwan El Nashar (0.00 %): None
Douglas Fleming (0.00 %): None
Marc Fraser (0.00 %): None
Ryan Gauss (50.00 %):S. Lewis, S. Hillier, P. Van Meerbergen, S. Lehman, P. Cuddy, S. Stevenson, J. Pribil
Harnoor Gill (0.00 %): None
Prabh Gill (0.00 %): None
Harold Scott Ginn (0.00 %): None
Wendy Charlene Goldsmith (0.00 %): None
German A. Gutierrez Sanin (0.00 %): None
Zeba Hashmi (7.14 %):J. Morgan
Muhammad Hamoody Hassan (0.00 %): None
Barbara Jovanovic (0.00 %): None
Pongo Komi (0.00 %): None
Gurram Lakshmi Sai (0.00 %): None
John Lisowski (0.00 %): None
Rui Min (0.00 %): None
Daniel Moran (0.00 %): None
Syed Najam Naqvi (0.00 %): None
Elie Ngoy (0.00 %): None
Odunayo Olalere (0.00 %): None
Kevin Pera (0.00 %): None
Jacqueline Petricca (0.00 %): None
Zebrina Petrie (0.00 %): None
Marshall Phinney (0.00 %): None
Avdija Ramic (0.00 %): None
Dylan Rennie (0.00 %): None
Antonio Santiago (0.00 %): None
Shaweta Sharma (0.00 %): None
Amanda Smith (0.00 %): None
Brad Stokkermans (0.00 %): None
David Terner (0.00 %): None

Kiowna Tremblay (0.00 %): None
Joseph Wabegijig (42.86 %):A. Hopkins, H. McAlister, S. Trosow, S. Franke, D. Ferreira, C. Rahman
Tom Whitworth (0.00 %): None
Winston Williams (0.00 %): None
Becky Williamson (0.00 %): None
Tatian Zdyb (0.00 %): None
Conflict (0): None

Majority Winner: No majority

ELECTION #2

Election

Consideration of appointment to the London Police Services Board.

Ryan Gauss (57.14 %):J. Morgan, S. Lewis, S. Hillier, P. Van Meerbergen, S. Lehman, P. Cuddy, S. Stevenson, J. Pribil
Zeba Hashmi (0.00 %): None
Joseph Wabegijig (42.86 %):A. Hopkins, H. McAlister, S. Trosow, S. Franke, D. Ferreira, C. Rahman
Conflict (0): None

Majority Winner: Ryan Gauss

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

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

That the following actions be taken with respect to the 2022 Annual General Meeting of the Shareholder for the London & Middlesex Community Housing:

a)   the 2022 Annual General Meeting of the Shareholder for the London & Middlesex Community Housing BE HELD at a meeting of the Strategic Priorities and Policy Committee on June 20, 2023, for the purpose of receiving the report from the Board of Directors of the London & Middlesex Community Housing in accordance with the Shareholder Declaration and the Business Corporations Act, R.S.O. 1990, c. B.16; and,

b)   the City Clerk BE DIRECTED to provide notice of the 2022 Annual Meeting to the Board of Directors for the London & Middlesex Community Housing and to invite the Chair of the Board and the Executive Director of the London & Middlesex Community Housing to attend at the Annual Meeting and present the report of the Board in accordance with the Shareholder Declaration;

it being noted that the Strategic Priorities and Policy Committee received a communication dated March 15, 2023, from P. Chisholm, Chief Executive Officer, London & Middlesex Community Housing, with respect to this matter.

Yeas: (14): 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, D. Ferreira, and S. Hillier

Absent: (1): E. Peloza

Motion Passed (14 to 0)

5. Deferred Matters/Additional Business

5.1 (ADDED) Request to Declare a State of Emergency regarding Housing

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

That, the following actions be taken with respect the Request to Declare a State of Emergency Regarding Housing:

a) the presentations from Claire Wittnebel and Jeff Hanks, Co-organizer, London Regional Social Forum with respect to declaring a State of Emergency Regarding Housing BE RECEIVED;

b) Council recognizes that there is an untenable emergency in our city related to housing and homelessness. Therefore, Council remains committed to addressing this significant issue, and the following concrete actions BE ENDORSED:

i) supporting the Whole of Community System Response, including allocating $2.8 million to kickstart work and committing to future funding;
ii) advocating to the provincial and federal government for more funding and support in building affordable housing and to provide increased levels of healthcare to assist with mental health and addiction;
iii) achieving our Roadmap to 3,000 affordable housing units by 2026;
iv) achieving our Housing Pledge of 47,000 in the next decade;
v) working with and supporting non-profits who are providing housing and support services; and,
vi) other opportunities to find housing and homelessness solutions.

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. Peloza, D. Ferreira, and S. Hillier

Motion Passed (15 to 0)

At 4:35 PM, His Worship Mayor J. Morgan, places Councillor E. Peloza in the Chair.

At 4:40 PM, His Worship Mayor J. Morgan resumes the Chair.

ADDITIONAL VOTES:

Moved by: D. Ferreira
Seconded by: H. McAlister

That the delegations regarding housing BE APPROVED to be heard at this time.

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

Nays: (1): P. Cuddy

Motion Passed (14 to 1)

6. Confidential (Enclosed for Members only.)

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

That the Strategic Priorities and Policy Committee convenes In Closed Session to consider the following:

6.1 Personal Matters/Identifiable Individual

A matter pertaining to personal matters, including information regarding an identifiable individual, with respect to employment-related matters; advice or recommendations of officers and employees of the Corporation, including communications necessary for that purpose and for the purpose of providing instructions and directions to officers and employees of the Corporation.

Yeas: (14): 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, D. Ferreira, and S. Hillier

Absent: (1): E. Peloza

Motion Passed (14 to 0)

The Strategic Priorities and Policy Committee convenes In Closed Session from 9:11 PM to 10:09 PM.

7.   **Adjournment**

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

That the meeting BE ADJOURNED.

Motion Passed

The meeting adjourned at 10:09 PM.

MISSION, VISION, AND VALUES
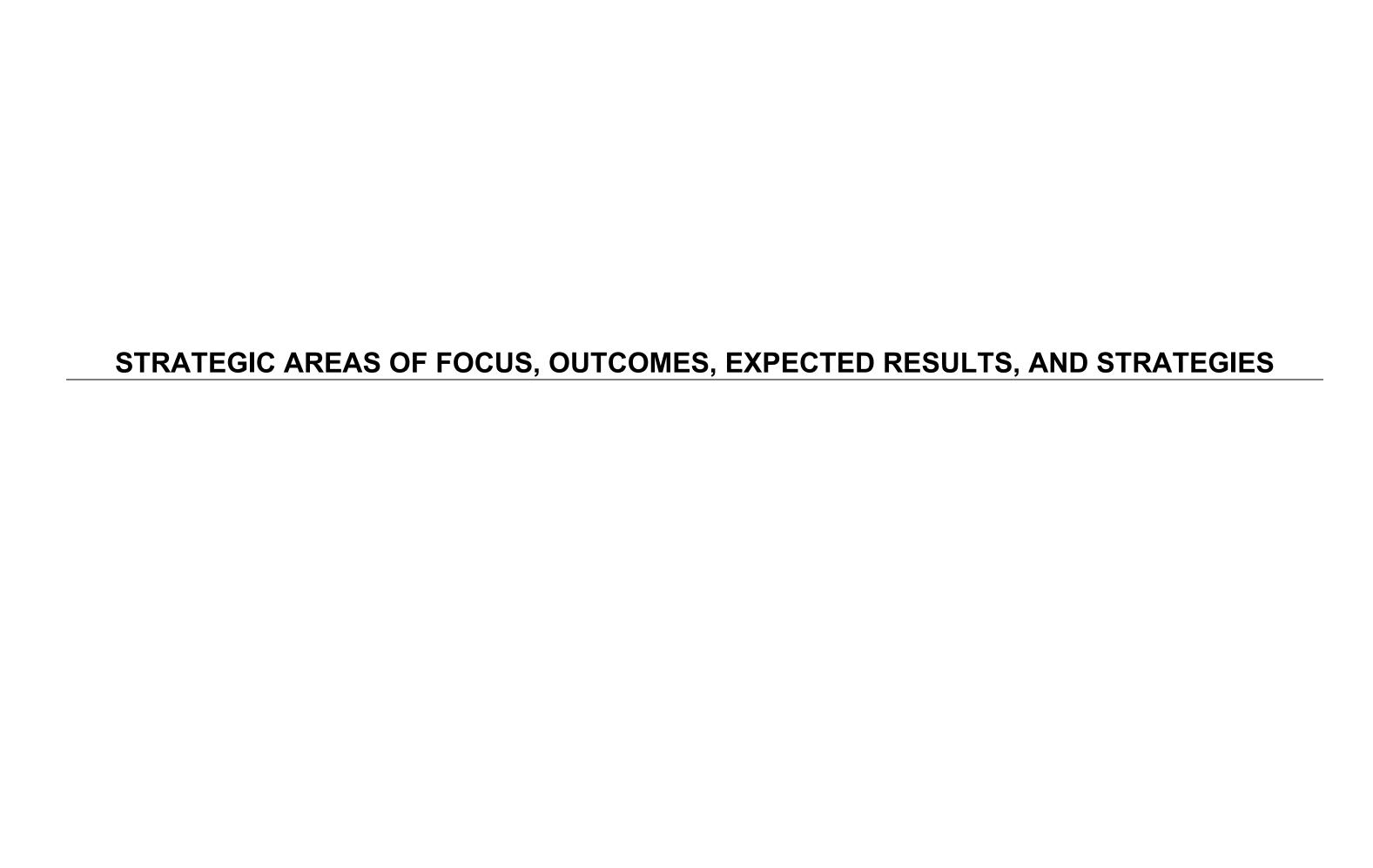
Draft Vision Statement
London is a sustainable city within a thriving region, committed to ==a vibrant culture,== innovation and providing a safe, affordable, welcoming, and healthy future for today and for the next generation.

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
- Inclusivity and Respect   - Accountability and Trust   - Compassion   - Teamwork ==and Collaboration==   - Commitment and Drive   - Learning   - Financial Stewardship

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

Reconciliation, Equity, ==Accessibility,== 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.	a)	Support Indigenous-led actions and initiatives that move the City of London and its agencies, boards, and commissions closer towards addressing injustices, and collective healing.
		b)	Undertake regular, meaningful engagement with local Indigenous communities and organizations on matters of shared interest.
		c)	Engage with First Nation communities early in any project or process around water and improve awareness by incorporating the recommendations of the Shared Waters Approach and Traditional Ecological Knowledge where and / or when offered.
1.2	Enhanced understanding of the Truth and Reconciliation Commission Calls to Action and how to best implement them.	a)	With Indigenous People, develop a Truth and Reconciliation Action Plan to implement the 13 municipal focused Truth and Reconciliation Commission Calls to Action and other Indigenous-led initiatives.
		b)	Strengthen partnerships to deliver Indigenous-led education and training to the City of London, and its agencies, boards, and commissions.
		c)	Strengthen and establish new partnerships for including Indigenous programming and services at the City of London, and its agencies, boards, and commissions.

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)	Engage with equity-denied communities to co-create and implement Action Plans that address their needs, with an added focus on the diverse Indigenous, Black, and Muslim communities.
		b)	Implement recommendations from the Action Plan to Disrupt Islamophobia, specifically those that affect youth and that have a gendered impact on women and girls.
		c)	Establish a city-wide Community of Practice to strengthen and support equity related initiatives and strategies.
2.2	Equity-denied groups come to London and choose to stay in our community.	a)	Support the community in attracting, integrating and retaining new Londoners through education, celebration, employment, and other actions.
		b)	Support community-based inclusion and anti-hate initiatives and events.
2.3	Our services are informed and delivered by the communities we serve.	a)	Apply the City of London Equity Tool to City led programs, policies, services, agreements, and budget decisions.
		b)	Promote equitable, inclusive, ==accessible== and welcoming City of London spaces for ==intersectional identities~~ 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.
		c)	Create a youth fellowship program 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.	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.
		d)	In keeping with London's system of code enforcement, licensing, and bylaws, conduct proactive rental property code compliance, including blitzes, to protect the health and safety of tenants and all residents.
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 consistent with Council's recognition of the health and homelessness emergency.			
2.1	Decreased number of individuals and families at risk of or experiencing homelessness.	a)	Implement the whole of community system response to the health and homelessness crisis that creates pathways to housing.
		b)	Work collaboratively across sectors to identify and prevent individuals and families at risk of homelessness from experiencing homelessness.
		c)	Improve the collection, sharing, and use of data across the homeless prevention system.
		d)	Complete the actions in the existing Housing Stability Action Plan and begin to develop and implement the next one to reflect community priorities.
		e)	Implement a program of continuous review of policies, procedures, and by-laws to create accountability and opportunities for balanced and compassionate solutions to homelessness.
2.2	Improved quality and safety in social housing.	a)	Work collaboratively across sectors to improve safety of individuals and families living in social housing.
		b)	Address the specific safety needs of populations, including equity-denied groups, living in social housing.
		c)	Support improvements to policies and programs in the delivery of both responsive and preventative safety services throughout the social housing sector.
		d)	Increase responsiveness to tenant complaints and feedback about housing conditions.

2.3	Improved safety in shelter system.	a)	Establish and implement a set of community standards of care and system values to create safe spaces for people to shelter in.
		b)	Collect feedback and input on sense of safety directly from service providers and those that access services.
~~2.4~~	~~London has a strong system of enforcement to protect the health and safety of tenants.~~	~~a)~~	~~Implement a program of proactive rental property compliance blitzes.~~ **[Note:** moved to 1.1 d)**]**

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.
		e)	Apply the equity tool considering the people experiencing mobility poverty, consistent with The London Plan.
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.	a)	Continue to deliver and enhance high-quality and effective police, fire, and emergency preparedness services that make London a safe city for residents, businesses, and visitors.
		b)	Strengthen collaboration and coordinated action among community safety partners through the implementation of the Community Safety and Wellbeing Plan.
		c)	Support improvements to the delivery of public safety programs and services in the core and across the city.
		d)	Provide public education about emergency preparedness, crime prevention, and fire and life safety.
		e)	Modify municipal compliance protocol to proactively address emerging issues, including the health and homelessness crisis, using a balanced compassionate approach.
		f)	Design and plan communities with evidence-informed health and safety tools and principles.
1.2	Londoners have a strong sense of belonging and sense of place.	a)	Create meaningful opportunities for all Londoners to ==contribute to the health and vibrancy of their neighbourhoods through resident-led decision making opportunities==.
		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.
		e)	==Collaborate with volunteer-involved organizations to build on London's history of individual and corporate volunteerism.==
1.3	Londoners have safe access to public spaces, services, and supports that increase wellbeing and quality of life.	a)	Deliver programs and activities that foster improved physical, mental, and social wellbeing.
		b)	Invest in infrastructure for publicly-owned facilities, parks, open spaces, and natural amenities that provide cultural, social, and recreational opportunities, programming and engagement.
		c)	Remove barriers to participation and integration for equity-denied groups within neighbourhoods and across the community.
		d)	Continue to support ==and reduce barriers for== community partners to host special events in publicly-owned spaces across the city.
		e)	~~Support and enhance resident-led programs and decision-making initiatives.~~ **[Note:** combined with 1.2 a)**]**
		f)	==Improve communication and collaboration with community resource centres and neighbourhood organizations.==

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.
		d)	Consider mobility poverty in health equity strategies.

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, ==including public transit==.
		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.	a)	Implement Indigenous-led actions that move the City of London closer toward addressing injustices against Indigenous women, girls, and 2SLGBTQIA+ people, collective healing, and prevention.
		b)	Increase awareness of the pervasiveness of violence against women and girls, and gender-based violence, recognizing the historical and systemic intersections of racism and gender.
		c)	Work alongside community-based organizations, leaders, and survivors to design a community-wide approach to address, prevent, and raise awareness about violence against women and girls, and gender-based violence.
		d)	Provide training, tools, and resources that increase the capacity of the City of London, agencies, boards, and commissions to recognize, address, and prevent violence against women and girls, and gender-based violence.
		e)	Apply the City of London Equity Tool to City-led programs, policies, services, budget decisions, and advocacy, specifically considering the needs of women, girls, and gender-diverse and trans people.
		f)	Build programs, policies, by-laws, and services that are rooted in trauma and violence-informed care and informed by community-based organizations, leaders, and survivors.
		g)	Continue to support women, gender-diverse and trans people, and survivors to access a continuum of safe and quality housing and homeless prevention options.
1.2	Increased capacity to recognize, address, and prevent sexual exploitation and trafficking.	a)	Increase awareness of the pervasiveness of sexual exploitation and trafficking.
		b)	Provide training, tools, and resources that support the City of London, agencies, boards, and commissions to recognize, address, and prevent sexual exploitation and trafficking.
1.3	London is a safe city where women, girls, nonbinary and trans individuals, and survivors access public spaces and freely participate in public life without fear or experience of sexual violence.	a)	Explore new ways to collaborate with community partners to increase awareness of the prevalence and impacts of sexual violence and ways to prevent and eliminate it, through the implementation of the Safe Cities Action Plan.
		b)	Increase the capacity of the City of London, agencies, boards, and commissions to recognize, address, and prevent sexual violence.
		c)	Apply the City of London Equity tool to City-led planning, design and construction of public spaces and amenities, specifically considering the safety of women, girls, nonbinary and trans individuals and survivors.

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, ==cultural and== non-profit ==organizations==, and entrepreneurs.
		b)	Improve City of London processes and supports for businesses and entrepreneurs.
		c)	==Continue to work with local educational institutions to encourage, support, and retain talent.==
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.
		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 assets in creative ways, ==and evaluate opportunities for new assets,== that support London's profile as a destination for arts, culture, sport, and recreation.
2.2	Enhanced and increased creation and distribution of ==arts and culture== 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.
		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.	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) Update the Downtown Parking Strategy.
		e) Explore and implement strategies to support the retention of existing Core Area businesses.
4.4	More inclusive cultural, recreational and sport activities and events.	a) Provide opportunities for visitors to experience exciting events and activations in inviting and accessible spaces.
		b) Provide arts, culture, sport and recreation events and activations for residents and visitors in the core.
		c) Support year-round arts, cultural, and music events to encourage people to visit the core area.
4.5	Increased safety in the core area.	a) Increase presence of London Police Service (LPS) officers and other community support services in the core area.
		b) Support improvements to the delivery of public safety education, programs and services for our Core Area residents, businesses, organizations and property owners.
		c) Increase presence in core for support and safety. **[Note:** combined with 4.5 a)**]**
		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. **[Note:** combined with 4.5 b)**]**
		e) Improve the accessibility, lighting, and cleanliness of sidewalks and walkways.
		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.	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.
		c)	Apply the Equity Tool considering mobility poverty in transportation projects.
		d)	Design transit infrastructure to maximize user safety for all modes of transit.
1.2	Increased access to sustainable mobility options.	a)	Complete and implement the Mobility Master Plan.
		b)	Be ready for future transportation technologies, including connected and automated vehicles.
		c)	Continue to support the London Transit Commission's Zero Emission Bus Fleet Implementation Framework.
1.3	More equitable access to reliable public transportation options for people with disabilities including paratransit.	a)	Support greater access to affordable, reliable public transit and paratransit through the implementation of the London Transit Commission's 5 Year Service Plans, including growth hours.
		b)	Assess opportunities to increase access to accessible vehicles for hire.
		c)	Continue to provide an enhanced level of sidewalk and bus stop snow clearing.
		d)	Consider first and last mile transit connections when constructing new sidewalks.
1.4	Improved ridership and rider satisfaction.	a)	Implement the London Transit Commission Conventional 5 Year Service Plan, including growth hours.
		b)	Support implementation of the London Transit Commission Ridership Growth Strategy initiatives.
		c)	Implement the London Transit Commission Specialized 5 Year Service Plan, including growth hours.
		d)	Support initiatives identified through Voice of the Customer surveys to improve rider satisfaction.
		e)	Implement London's Rapid Transit Corridors to provide improved reliability for current conventional transit and Rapid Transit Operations to come.

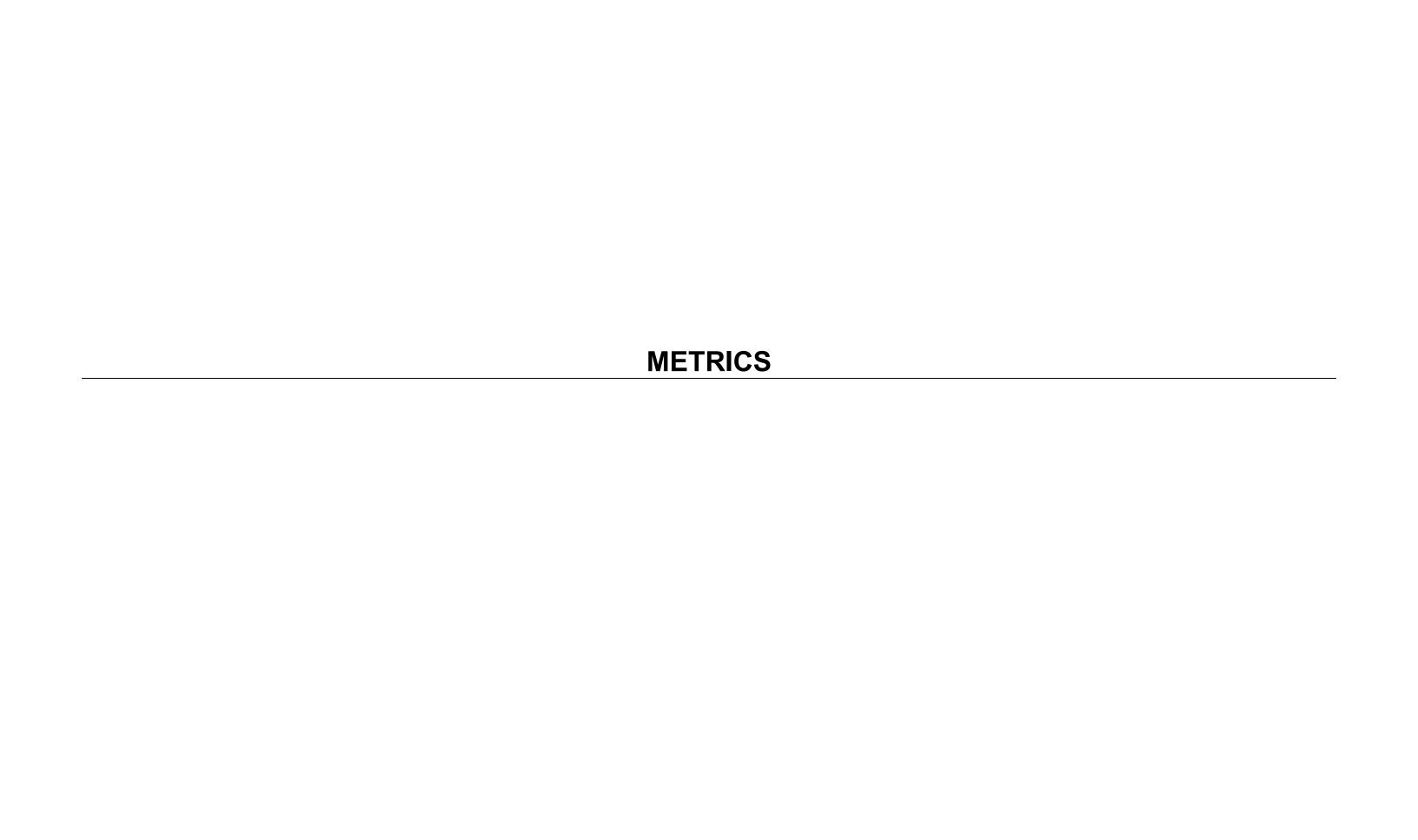| 1.5	Better connected active transportation network serving persons of all ages and abilities.	a)	Build, maintain, enhance, and connect more infrastructure for walking and cycling.
1.6	Public transit that better meets the needs of our workforce.	a)	Implement the London Transit Commission Conventional 5 Year Service Plan, including growth hours.
		b)	Support the implementation of Alternative Service Delivery options to areas of the City not currently served by transit.
1.7	Improved intercity transit connections with neighbouring communities.	a)	Plan for regional transit connection locations in Secondary Plans and infrastructure projects.
		b)	Implement a park-and-ride facility as part of the rapid transit network.

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 ==that favours the preservation of energy, labour, and materials.==	a) Work with residents==, businesses,== and organizations to reduce waste and divert more materials from landfill.
		b) Create a plan for sustainable growth through waste diversion and energy management innovation that addresses the flow of materials (manufactured and natural), resources and energy.
1.2	Waterways, wetlands, watersheds, and natural areas are protected and enhanced.	a) Protect the natural environment and avoid natural hazards when building new infrastructure or development.
		b) Improve the natural environment and build resiliency when replacing aging infrastructure.
		c) Protect and enhance the health of the Thames River watershed through the implementation of the Shared Waters Approach and the Thames Valley Corridor Plan.
		d) Support the Watershed Resource Management Strategies to improve the health of the City's watersheds.
		e) Protect natural heritage areas for the needs of Londoners now and into the future.
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) Implement the Climate Emergency Action Plan with a focus on actions up to 2027 that will contribute towards community milestone emission reduction 2030 target.
		b) Plan for and adopt the use of zero-emissions, clean energy, and green infrastructure technologies.
2.2	Improved community capacity and resilience to be ready for current and future changes to the climate and its impacts.	a) Encourage community-led climate action through education, partnership, and promotion.
		b) Support community preparedness for the impacts of climate change and extreme weather.
		c) Implement the Climate Lens Framework across the City of London and its agencies, boards, and commissions and report on the results.
		d) Coordinate collecting and sharing environment and climate data to support evidence-informed decision-making.

	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 Council and== the community on our performance.
		b)	Increase transparency and accountability in decision making, ==financial expenditures,== 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, ==including timely feedback and response to service requests and complaints.==
		b)	Engage Londoners and use their feedback in the planning, design, and delivery of City services.
2.2	Our services are designed and delivered putting the resident/business at the centre and using innovative approaches and continuously improving to meet the needs of Londoners	a)	Provide high quality enterprise-wide staff training informed by industry best practices.
		b)	Implement continuous improvement approaches enterprise-wide.
		c)	Implement technology, business processes, data and analytics through the Technology Investment Strategy.
		d)	Conduct targeted service reviews to ensure the efficient and effective allocation of resources.
2.3	The City of London's regional and community relationships support the delivery of exceptional and valued service.	a)	Implement the Strategic Advocacy Framework.
		b)	Build mutually beneficial relationships locally and regionally in support of Council's Strategic Plan.

2.4	London's finances are maintained in a transparent, sustainable, and well-planned manner, incorporating intergenerational equity, affordability and environmental, social, and governance considerations	a)	Develop and monitor the Multi-Year Budget to align financial resources with Council's Strategic Plan.
		b)	Review, update and implement the City's strategic financial principles, policies and practices.
		c)	Support London's competitiveness through prudent and equitable fiscal policy.
		d)	Conduct targeted service reviews to ensure the efficient and effective allocation of resources.

Outcome 3: The City of London is a leader in public service.

3.1	The City of London is recognized as an employer of choice.	a)	Attract and retain dedicated, highly skilled, and committed public servants to the City of London while identifying and removing barriers faced by equity-denied groups.
		b)	Implement the People Plan to build an enterprise-wide culture that is inclusive, inspiring, 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.	a)	Implement the People Plan, ==the Multi-Year Accessibility Plan,== and other health and safety initiatives.
		b)	Prioritize a respectful and supportive workplace for every employee, contractor, and member of the public.
		c)	Strengthen a safe, and safety-conscious workplace for every employee, contractor, and member of the public.
		d)	Strengthen the current mental health strategy as part of the implementation of the People Plan.
3.3	The City of London has effective facilities and infrastructure management.	a)	Build, maintain, and operate facility assets to provide expected levels of service and optimize reliability and functionality.
		b)	==Provide steady and reliable flow of information concerning construction impacts to the community.==

METRICS

Reconciliation, Equity, ==Accessibility,== 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
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

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
		e)	==# of enforcement actions==
		f)	==# of properties/rental units involved in proactive blitzes==
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.			
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
		c)	==# of serious occurrence incident reports==

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.		
3.1	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
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) # of new housing units
		b) % of planning and development approvals issued within mandated timelines
		c) % of off-the-clock building permits
		d) # of processes and practices implemented related to continuous improvement, including technology projects

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.	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.	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.	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.	a) Dispatch Priority 1 (Emergency) Response Time (received to first at scene) *Police: 90th Percentile response time*
		b) Dispatch Priority 2 (Urgent) Response time (received to first at scene) *Police: 90th Percentile response time*
		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.	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
		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~~
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)	Floor area converted from commercial to residential
		~~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.	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)
		c) ==% growth in service hours and capacity==
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 ==or repaired==
		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)
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