2023-2027

Strategic Plan

City of London



london.ca

London
CANADA



City of London Strategic Plan 2023-2027





Land Acknowledgement	5
A Message from Mayor Josh Morgan and Council	6
How the Strategic Plan is Developed	8
Vision, Mission and Values	9
Strategic Areas of Focus	10
Reconciliation, Equity, Accessibility, and Inclusion	13
Housing and Homelessness	15
Wellbeing and Safety	17
Safe London for Women, Girls, and Gender-Diverse and Trans People	19
Economic Growth, Culture, and Prosperity	21
Mobility and Transportation	23
Climate Action and Sustainable Growth	25
Well-Run City	27
Comprehensive Report	29
Glossary Terms	70







Land Acknowledgement

We acknowledge that the City of London resides on the traditional lands of the Anishinaabeg, Haudenosaunee, Lūnaapéewak and Attawandaron.

We acknowledge all the treaties that are specific to this area: the Two Row Wampum Belt Treaty of the Haudenosaunee Confederacy/Silver Covenant Chain; the Beaver Hunting Grounds of the Haudenosaunee NANFAN Treaty of 1701; the McKee Treaty of 1790, the London Township Treaty of 1796, the Huron Tract Treaty of 1827, with the Anishinaabeg, and the Dish with One Spoon Covenant Wampum of the Anishnaabek and Haudenosaunee.

This land continues to be home to diverse Indigenous people (First Nations, Métis and Inuit) whom we recognize as contemporary stewards of the land and vital contributors to society. As representatives of the people of the City of London, we are grateful to have the opportunity to work and live in this territory.



Top left to right: Councillor Hadleigh McAlister (Ward 1), Councillor Shawn Lewis (Ward 2), Councillor Peter Cuddy (Ward 3), Councillor Susan Stevenson (Ward 4), Councillor Jerry Pribil (Ward 5), Councillor Sam Trosow (Ward 6)

Middle left to right: Councillor Corrine Rahman (Ward 7), Councillor Steve Lehman (Ward 8), Councillor Anna Hopkins (Ward 9), Councillor Paul Van Meerbergen (Ward 10), Councillor Skylar Franke (Ward 11), Councillor Elizabeth Peloza (Ward 12)

Bottom left to right: Councillor David Ferreira (Ward 13), Councillor Steven Hillier (Ward 14)



Mayor Josh Morgan

A Message from Mayor Josh Morgan and Council

On behalf of London's City Council, I am proud to present Council's 2023-2027 Strategic Plan. This plan identifies the shared vision, mission and priorities that will guide the City's next four years, reflecting the needs and expectations of the community. It is our roadmap to delivering on our commitment to make life better in London.

Like all communities, London is navigating an uncertain time with unprecedented challenges. Through the 2022 municipal election and in the development of this plan, we heard directly from thousands of residents about their concerns. We heard how deeply troubled Londoners are about homelessness in our community. We heard that Londoners don't feel as safe as they used to. We heard how the rising costs of housing and basic needs are making a future in London seem less certain.

We also heard Londoners' hopes for the future. We talked to new Londoners, excited about starting school, about new jobs, about meeting their new neighbours. We heard how much Londoners appreciate and value our parks, trails, and greenspaces. We heard Londoners' visions for a cleaner, more accessible, more welcoming community that they can be proud of.

This Strategic Plan is the culmination of all those stories, and our hope is that you will join us in **working together to make life better for all Londoners**.

How the Strategic Plan is Developed

Earlier in the year, Council began deliberating various components of the **2023-2027 Strategic Plan**. Londoners were asked to share their input and feedback through various engagement opportunities throughout the Strategic Plan development process. As Council received this information, they took it into consideration when developing the **Strategic Areas of Focus** for the 2023-2027 Strategic Plan.

As you read through the Strategic Plan, it is important to note that a **vision** sets the direction for our organization, a **mission** articulates the purpose of the work we do and our **values** are the guiding principles we apply to our work.



Vision

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

Mission

Improving quality of life and building a **strong and vibrant community** through bold, proactive, and accountable City services.

Values

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

Strategic Areas of Focus

Strategic Areas of Focus articulate where we will focus over the next four years and organize the functional elements of the plan.



Reconciliation, Equity, Accessibility, and Inclusion



Housing and Homelessness



Wellbeing and Safety



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



Economic Growth, Culture, and Prosperity



Mobility and Transportation



Climate Action and Sustainable Growth



Well-Run City



Reconciliation, Equity, Accessibility, and Inclusion

Londoners told us they want our community to be welcoming, inclusive, and accessible, and that the City of London should be a leader in standing up against hate and intolerance.

Strategies in this section focus specifically on creating a more welcoming environment for those who are often excluded. It includes strategies about how we work with Indigenous communities and organizations; attracting and welcoming newcomers; and supporting and promoting inclusivity and accessibility across the community.

Working collaboratively, intentionally, and integrating these values across all our work, we will help make London a community that is equitable, inclusive, and accessible for everyone.

- The City of London enhances the confidence of **Indigenous Peoples** by furthering truth and reconciliation efforts.
- The City of London is a leader in becoming an **equitable and inclusive community**.
- All Londoners have opportunities to **participate in civic engagement**.

Expected Results and Strategies on page 33

What we heard

"All Londoners should be able to participate in and access community programs, **without barriers.**.. we need our City to be a leader in the conversation around equity and inclusion"


Genie S-65
Site Office

Housing and Homelessness

Londoners recognize the urgent need for action in addressing homelessness in our community, and want London to be a safe and affordable place for all residents.

This section focuses on addressing these issues, including providing more affordable and supported housing; supporting Londoners experiencing homelessness; improving overall housing affordability; and using a cohesive, whole-of-community system to get it all done.

Taking a unified and collaborative approach to housing and homelessness, we will create meaningful change and improve the lives of all Londoners – especially for our most marginalized residents.

What we heard

"It's clear that what we've been doing isn't working. We need to look at the root causes of homelessness, and deal with what it really is: **a health crisis**"

- The City of London demonstrates leadership and builds partnerships to **increase quality, affordable, and supportive housing options**.
- 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**.
- A well-planned and growing **community**.

Expected Results and Strategies on page 37



Wellbeing and Safety

Londoners have consistently told us that community safety is one of their top priorities, and that feeling safe is essential to their wellbeing and quality of life.

This section focuses on addressing safety concerns and supporting Londoners' overall quality of life: improving public spaces such as parks and recreation centres, delivering services that enhance the quality of life for residents, providing better emergency services, promoting health equity, and supporting better affordability with our city.

Prioritizing safety and quality of life for all Londoners, we will make London a community where everyone feels safe, welcome, and supported.

- London has **safe, vibrant, and healthy** neighbourhoods and communities.
- London is an **affordable and supportive** community for individuals and families.

Expected Results and Strategies on page 43

What we heard

"We love our neighbourhood. Good school, close to the park, walking trails... We raised our family here. **I want my kids to be able to do that too**."



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

Londoners recognize community safety as a fundamental role of the City's work, and that making our community safer for everyone means putting extra attention where it is needed most.

This section of the Strategic Plan is an evolution of the City's "Safe London" work, recognizing that gender-based and sexual violence disproportionately impacts women and girls, as well as gender-diverse and trans people. Strategies focus on ways the City, our agencies, boards, and commissions, and our employees can help to reduce gender-based violence in all its forms, including by: supporting community-based programs; improving our capacity to recognize and intervene in instances of violence and abuse; increasing awareness and prevention efforts related to sex-trafficking; and considering the safety of women, girls, gender-diverse and trans people specifically in municipal policies, programs, and planning.

By improving safety for women, girls, gender-diverse and trans people, we will build a safer community for all Londoners.

- 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.

Expected Results and Strategies on page 49

What we heard

"Gender-based violence seems like a problem that's too big to solve, but it starts by **finding ways to address the barriers** that women and gender-diverse people face every day."


ub & Restaurant
The Scots Corner

Economic Growth, Culture, and Prosperity

Londoners want our community to thrive, providing economic opportunity and quality of life for today and for future generations.

This section focuses on driving economic growth and opportunity. Strategies centre on attracting talent, downtown revitalization, addressing commercial and residential vacancy, becoming a regional hub for economic activity, supporting small and growing businesses, and investing in cultural industries such as music, arts, and film.

Focusing on creating inclusive opportunities for all residents to benefit from the city's economic growth, London will become a thriving community that attracts top talent, creates new business opportunities, and invests in the cultural industries that make our city unique.

- London encourages **equitable economic growth and diversification**.
- London is a **destination of choice**.
- London encourages the **growth of local artistic and musical talent**.
- London's Core Area (Downtown, Midtown, Old East Village) is a **vibrant neighbourhood and attractive destination.**

Expected Results and Strategies on page 53

What we heard

"London is full of talent. Given the right space, the right opportunity...
There's no limit to where we can go."


513
15A TO DALHOUSIE & BRIXHAM
VIA DOWNTOWN
513
09

Mobility and Transportation

Londoners told us that they want moving around the city to be efficient, safe, reliable, and affordable – no matter how they choose to travel.

This section focuses on getting around our city safely and easily, using all modes of transportation, including walking, cycling, driving, and public transit. Strategies focus on improving the reliability, quality, and safety of transit and transportation infrastructure; improving accessibility, including for people with disabilities; and creating a better-connected transportation network across the city, including connections to other cities.

Making it easier to get where we need to go supports quality of life and unlocks opportunity for all Londoners. By building a more efficient, better connected, and more accessible transportation network, we will put London on the road to a brighter future.

- Londoners of **all identities, abilities and means** can move throughout the city **safely and efficiently.**

Expected Results and Strategies on page 59

What we heard

"Coming from a small town, London is a big place. There's a lot to explore here. The easier it is to get around, the more people will be able to **appreciate everything this city has to offer**"


Forestry
At Your Service

Climate Action and Sustainable Growth

Londoners told us how much they value London's natural environment, and want our community to grow in a well-planned and sustainable way.

This section of the Strategic Plan focuses on continued action to address the challenges of environmental sustainability, maintaining balance between our natural and built environments, and long-term climate resilience. Strategies focus on protecting our waterways and wetlands; supporting community-led environmental efforts and opportunities; moving towards a circular economy that reduces waste; and building reliable municipal infrastructure in a sustainable way – both financially and environmentally.

Building London's resiliency and sustainability as one of the greenest cities in Canada, will support the health and wellbeing of everyone who calls London home.

- London has a **strong and healthy** environment.
- 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.
- London's infrastructure and systems are built, maintained, and operated to meet the **long-term needs of the community**.

Expected Results and Strategies on page 63

What we heard

"We need to be bold and forward thinking in how we grow as a city. We've got to do it in a **sustainable way,** and **keep our environment healthy** while we do it... London is the Forest City. We'd better not lose sight of the forest."


London
CANADA

Well-Run City

Londoners told us they want quality municipal services, delivered in a financially and socially responsible way that builds trust and confidence in local government.

This section focuses on how the City of London delivers services to Londoners, upholding our commitments to public service and community leadership. It includes strategies related to improving governance and building public trust; making it easier for everyone to get involved in local decision-making; being good stewards of public funds; and attracting and supporting a top-tier municipal workforce.

By providing excellent service and demonstrating integrity and accountability in everything we do, we will meet and exceed Londoners' expectations, delivering the results Londoners have told us they want to see.

- The City of London is **trusted, open, and accountable** in service of the community.
- Londoners experience **good stewardship, exceptional and valued service**.
- The City of London is a **leader in public service**.

Expected Results and Strategies on page 67

What we heard

"It's important that we can have confidence in our municipal government. Local government has the greatest impact on quality of life. We should be able to trust that they've got our **best interests at heart.**"



2023-2027

Strategic Plan

City of London

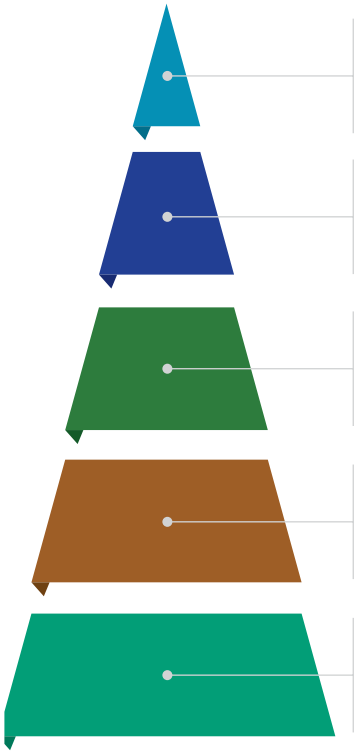
Comprehensive Report



london.ca

London CANADA

Structurally, the Strategic Plan starts with high-level guiding statements and principles – the City's **Vision, Mission**, and **Values.** The Strategic Plan then groups priorities into **Strategic Areas of Focus**, which include descriptions of where we want to go as a City, and the change required to get there – the **Outcomes** and **Expected Results**. Each Expected Result has **Strategies** to go with it. Strategies describe an action or actions that will be taken to deliver results.



Vision - Sets direction

Mission - Articulate purpose

Values - Express how the corporation operates

Areas of Focus - Organize strategic priorities

Outcomes - Describe the desired end state

Expected Results - Identify the change required to achieve outcomes

Strategies - Indentify actions that will drive progress

Metrics - Measure progress

Implementation Plan - Actions, tactics, timelines, and accountability

The Implementation Plan takes the strategies into greater detail, describing the specific actions that will be taken, by which department/agency, and on what timeline. The Implementation Plan is developed following Council's approval of the Strategic Plan.

Reconciliation, Equity, Accessibility, and Inclusion



Outcome 1:

The City of London enhances the confidence of Indigenous Peoples by furthering truth and reconciliation efforts.

Expected Results	Strategies
1.1: Establishment of new and strengthening current relationships with local First Nations 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 Nations 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 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.

Expected Results	Strategies
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 the 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 with an added focus on women and girls from Indigenous and Muslim communities.

Outcome 3:

All Londoners have opportunities to participate in civic engagement.

Expected Results	Strategies
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



Outcome 1:

The City of London demonstrates leadership and builds partnerships to increase quality, affordable, and supportive housing options.

Expected Results	Strategies
1.1: Increased access to a range of quality, affordable, and supportive housing options that meet the unique needs of Londoners.	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. Enforce London's property, building code, and rental license by-laws through property blitzes and proactive enforcement 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.

Expected Results	Strategies
2.1: Decreased number of Londoners 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.

Expected Results	Strategies
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 London's 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.

Outcome 3:

A well-planned and growing community.

Expected Results	Strategies
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 intensification targets.	a. Increase the efficiency and consistency of processes that support housing access and supply. b. Target new housing development to capitalize on investments in new servicing, Rapid Transit, and the Core.


COVENT GARDEN
MARKET
MARKET HOURS
MON TO SAT 8-6 SUN 11-4
Holly Jolly

Wellbeing and Safety

Outcome 1:

London has safe, vibrant, and healthy neighbourhoods and communities.

Expected Results	Strategies
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, including 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. Build on London's history of individual and corporate volunteerism in collaboration with community organizations.

Expected Results	Strategies
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 publicly-owned facilities, parks, open spaces, and natural amenities that provide cultural, social, and recreational opportunities, programming and engagement. c. Remove barriers to accessing public spaces, services, and supports for equity-denied groups. d. Reduce barriers for community partners to host special events in publicly-owned spaces across the city. e. Improve resident satisfaction, safety, service, and recreation programming at Dearness Home. f. Improve communication and collaboration with neighbourhood resource centres and community 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 and 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.

Expected Results	Strategies
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.

Expected Results	Strategies
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 access to quality, affordable, and timely 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 that enhance wellbeing and resilience.	a. Identify and remove barriers and improve access to municipal programs, services, and supports. b. Provide, enhance, and promote access to municipal subsidy programs, including public transit. c. 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.


Carling Heights

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

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.

Expected Results	Strategies
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.

For full definitions of terms, see glossary terms page 70

Expected Results	Strategies
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

Outcome 1:

London encourages equitable economic growth and diversification.

Expected Results	Strategies
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 the 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 centre 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.

Expected Results	Strategies
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.

Expected Results	Strategies
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 and 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.

Expected Results	Draft Strategies
4.1: Increased and diversified economic activity from London's Core Area.	a. Decrease commercial vacancy through new programs and initiatives. b. Implement a Core Area economic opportunity attraction strategy. c. Create a single point of contact to better serve the business community. 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. b. Invest in public spaces and amenities to attract residents. 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 businesses.

Expected Results	Draft Strategies
4.4: More activities and events in the Core Area, offering diverse and inclusive experiences.	a. Provide inviting and accessible spaces that support an exciting visitor experience. b. Provide arts, culture, music, sport and recreation events and activations for residents and visitors year-round. 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. b. Support improvements to the delivery of public safety education, programs and services for residents, businesses, organizations and property owners. c. Strengthen collaboration and coordinated action among core-area residents, businesses, organizations, and community safety partners. d. Improve the accessibility, lighting, and cleanliness of sidewalks and walkways. e. Identify balanced and compassionate solutions to social service delivery, balancing the needs of businesses, community, and service providers.

Mobility and Transportation

Outcome 1:

Londoners of all identities, abilities and means can move throughout the city safely and efficiently.

Expected Results	Strategies
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 infrastructure to maximize user safety for all modes of transportation.
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: 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.

Expected Results	Strategies
1.4: Improved ridership and rider satisfaction.	a. Implement the London Transit Commission's 5 Year Service Plan, including growth hours. b. Support implementation of the London Transit Commission Ridership Growth Strategy initiatives. c. Support transit rider survey initiatives to improve rider satisfaction. d. Implement London's Rapid Transit Corridors to improve reliability for current and future transit.
1.5: London's active transportation network is better connected and serves persons of all ages and abilities.	a. Build, maintain, enhance, and connect more infrastructure for walking and cycling.
1.6: Public transit better meets the needs of London's 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.


RIGHT LANE
BUSES EXCEPTED
RIGHT LANE EXITS
Wellington
BMO

Climate Action and Sustainable Growth

Outcome 1:

London has a strong and healthy environment.

Expected Results	Strategies
1.1: London is moving towards a circular economy that supports sharing, leasing, reusing, repairing, refurbishing and recycling existing materials and products as much as possible.	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 City's watersheds through the implementation of the Shared Waters Approach, the Thames Valley Corridor Plan, and the Watershed Resource Management Strategies. d. Protect natural heritage areas for the needs of Londoners now and into the future.

For full definitions of terms, see glossary terms page 70

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.

Expected Results	Strategies
2.1: London is on track to achieve 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 achieving 2030 emissions reduction targets. b. Plan for and adopt the use of zero-emissions, clean energy, and green infrastructure technologies.
2.2: London is more resilient and better prepared for the impacts of a changing climate.	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 the community.

Expected Results	Strategies
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, including accessibility. b. Build, maintain and operate assets with consideration for energy efficiency, environmental sustainability and climate resilience. c. Continue to develop and maintain cultural assets in the 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



Outcome 1:

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

Expected Results	Strategies
1.1: Londoners have trust and confidence in their municipal government.	a. Measure and regularly report to Council and the community on the City's performance. b. Increase transparency and accountability in decision making, financial expenditures, and the delivery of municipal programs and services. c. Continue to deliver 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 the City's governance processes.

Outcome 2:

Londoners experience good stewardship, exceptional and valued service.

Expected Results	Strategies
2.1: Residents', businesses', and visitors' satisfaction with City 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: City services put residents and businesses at the centre, using innovative approaches and continuous improvement 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.

Expected Results	Strategies
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 the 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 supportive workplace 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. Improve the consistency, accessibility, and reliability of information concerning construction impacts to the community.

Glossary terms

Affordable Housing (programs): Programs and investments from all orders of government that make the cost of housing more affordable in comparison to average market rent within the private rental market. These units are not social housing and are not managed by the Service Manager.

Circular Economy: The circular economy is regenerative where everything is valued, resources are more efficiently used, nothing is wasted, and everything is a resource that can be fed back into the beginning of production cycles in a closed-loop system.

Equity-Denied Groups: Equity-denied groups are communities of people who are excluded from fully participating in society because of systemic barriers.

Equity Tool: The City of London's equity tool is one strategic way to dismantle racism and oppression. It is a series of questions that prompt users to consider the specific impacts of a proposal (policy, procedure, program, service, event, budget, funding, or even a decision) on equity-denied groups, to consider any relevant data or information available about those impacted, to intentionally engage with those who will be most impacted, and to articulate what will be done now to improve equitable outcomes, and what will be done in the future.

Gender-Based Violence: umbrella term for a range of violence perpetrated against an individual because of their gender, gender identity, or gender expression. Forms of violence include, but are not limited to, sexual harassment, sexual assault, domestic violence.
Gender-Diverse People: Gender diversity is an umbrella term to describe an individual with a gender identity outside of the male/female gender binary. An individual's gender identity and/or gender expression may not conform to societal norms or stereotypes around gender.

Health Equity: health equity is created when individuals have the fair opportunity to reach their fullest potential. Achieving health equity requires reducing unnecessary and avoidable differences that are unfair and unjust. Many causes of health inequities relate to social and environmental factors including: income, social status, race, gender, education and physical environment. (Source: Public Health Ontario)

Infrastructure Gap: The Infrastructure Gap is a dollar amount based on the difference between a) the amount of money that needs to be spent on City-owned assets required to provide services to Londoners and b) the amount of funding presently identified in future budgets or reserve funds over a 10 year period. Ideally, the Infrastructure Gap declines over time as greater investment is made to replace older infrastructure, to improve the condition of infrastructure and to minimize the risks associated with failing assets.

Mobility (or Transportation) Poverty: refers to situations where socio-economic marginalization combines with transportation barriers to mutually reinforce problems in peoples' lives, preventing them from thriving. Transportation-related social exclusion is the outcome of transport poverty, as it results from the activities that people miss out on due to one's transportation situation, things like missing job interviews and doctors' visits, as well as feelings of isolation. (Source: National Transport Equity Survey)

Sexual Violence: a form of gender-based violence and is a broad term that describes any violence, physical or psychological, carried out through sexual means or by targeting sexuality.

Social Housing: Often referred to as Community Housing. Housing that is subsidized by a level of government. Social housing provides rent-geared-to-income assistance which is accessed through the centralized waitlist administered by the Service Manager.

Supportive Housing: Supportive housing provides a home with access to on-site supports to ensure people can achieve and maintain housing stability.

