

Community Conversation Workbook

Council's 2023-2027 Strategic Plan



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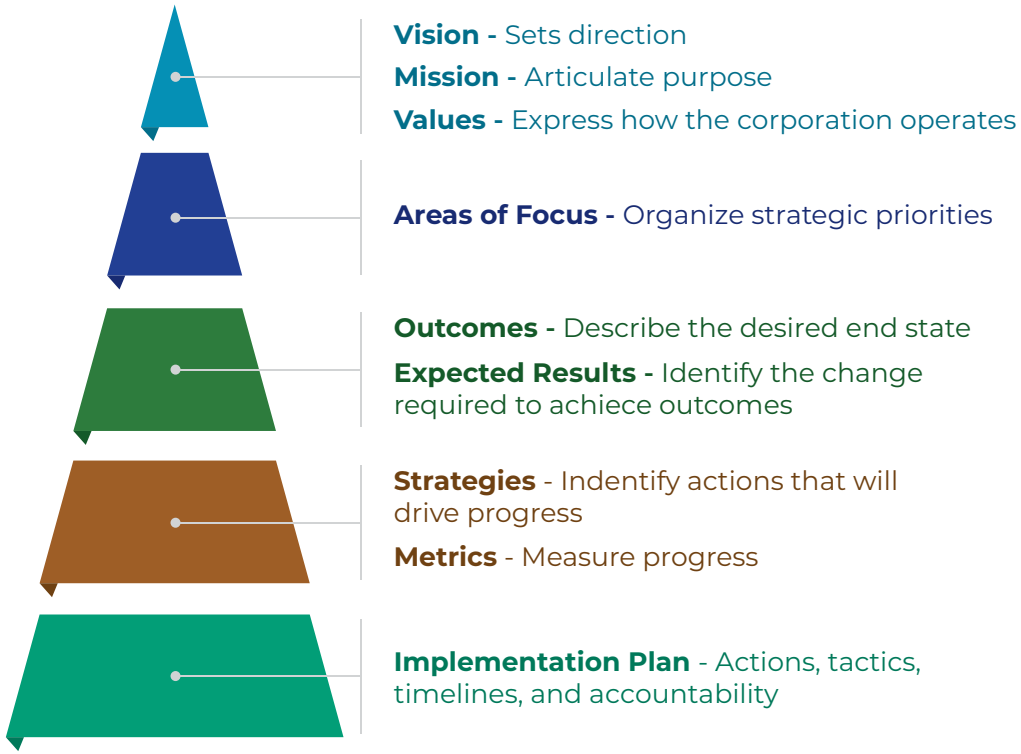
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Introduction to Council's Strategic Plan

Every four years, the City of London prepares a Strategic Plan that identifies the shared vision, mission and priorities that will guide the City's next four years. The Strategic Plan reflects the needs and expectations of the community, and drives decision-making through the Multi-Year Budget and the City's Technology Investment Strategy.

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.
A visual of this structure is below:



Note that this workbook covers the above components of the Strategic Plan, which are currently in draft form, but there are two other components worth knowing about that aren't included in this workbook:

- **Metrics** are how we will measure and report on our progress. Draft Metrics will be presented to Council in late February.
- 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, and is scheduled to be completed in November 2023.

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How the 2023-2027 Strategic Plan is being developed

Building an evidence-informed Strategic Plan that is truly reflective of community priorities is an essential goal of the strategic planning process.

Earlier this year, Council began deliberating various components of the 2023-2027 Strategic Plan. We are hoping that Londoners will engage in the development process of the Strategic Plan by providing feedback and input along the way.

Opportunities for input will follow along with Council's strategic planning process; as Council receives information and/or makes decisions, that information will be updated on the City's Get Involved site for feedback and input.

Broadly, there are three engagement phases where Londoners can weigh in and share their feedback on the draft Strategic Plan:

Phase One:

December 14, 2022, to January 4, 2023

- The first phase of open community engagement on the 2023-2027 Strategic Plan began on December 14, 2022. An update on input received in Phase One was provided at the January 11, 2023, SPPC meeting.

Phase Two:

January 4 to February 7, 2023

- Engagement continued based on Council's progress on the vision, mission, values, strategic areas of focus, outcomes, and expected results coming out of the January 11 and January 23, 2023, SPPC meetings.
- Community engagement gathered through this phase was presented at the February 7, 2023, SPPC meeting.

Phase Three:

February 8 to March 8, 2023

- In the current phase of engagement, we are seeking feedback on the strategic areas of focus, outcomes, expected results, as well as strategies.
- Community input gathered through this phase will be presented to Council at the February 28 and March 8, 2023, SPPC meetings.

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About this Workbook

Every four years, the City of London prepares a Strategic Plan that sets direction and priorities, reflecting the needs and expectations of Londoners. City Council has prepared a draft of the Strategic Plan that includes goals and strategies for the next four years, and we want to hear your thoughts about it.

This workbook provides space to comment on all the sections, priorities, and strategies in the draft Strategic Plan. Feedback submitted will be aggregated and presented to Council on March 8.

Please note that all questions are optional – feel free to provide comments on as many parts of the plan as you wish.

How to Submit Feedback

1. Fill out this workbook **OR** use the online survey at https://getinvolved.london.ca/strategicplan.

2. To submit your workbook electronically, you can email the results to stratplan@london.ca.

3. Paper copies of the workbook can be dropped off at the front desk of City Hall, 300 Dufferin Avenue, London, ON N6B 1Z2. Attention: Rosanna Wilcox.

4. If you have any difficulty submitting your workbook, please email us at stratplan@london.ca or call 519-661-2489 ext. 5879.

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Draft Vision, Mission, and Values

Vision Statement

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

Draft 2023-2027 Statement(s)

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

Mission Statement

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

Draft 2023-2027 Statement(s)

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

Values

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

Draft 2023-2027 Values

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

Please provide any feedback on the draft Vision, Mission, and Values:

Strategic Areas of Focus

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

Draft 2023-2027 Strategic Areas of Focus:

- **Reconciliation, Equity, and Inclusion**
- **Housing and Homelessness**
- **Wellbeing and Safety**
- **Safe London for Women, Girls, Gender-Diverse and Trans People**
- **Economic Growth, Culture, and Prosperity**
- **Mobility and Transportation**
- **Climate Action and Sustainable Growth**
- **Well-Run City**

Looking at the eight areas of focus, do you feel they include all the priority areas the City should be focusing on? Is anything missing?

Any other feedback on the draft Strategic Areas of Focus overall?
Note that there will be space to provide feedback on each area of focus individually on the following pages.

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Reconciliation, Equity, and Inclusion

Outcome 1: The City of London enhances the confidence of Indigenous Peoples by furthering truth and reconciliation efforts.

Expected Result	Draft Strategies
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.

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Outcome 2: The City of London is a leader in becoming an equitable and inclusive community.

Expected Result	Draft 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 our community.	a. Support the community in attracting, integrating and retaining new Londoners through education, celebration, employment, and other actions. b. Support community-based inclusion and anti-hate initiatives and events.
2.3 - Our services are informed and delivered by the communities we serve.	a. Apply the City of London Equity Tool to City led programs, policies, services, agreements, and budget decisions. b. Promote equitable, inclusive, and welcoming City of London spaces for all communities with an added focus on women and girls from Indigenous and Muslim communities.

Outcome 3: All Londoners have opportunities to participate in civic engagement.

Expected Result	Draft Strategies
3.1 - Increased access to 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.

Is there anything you would add to this Area of Focus?

Do you have any additional comments on this Area of Focus?

Housing and Homelessness

Outcome 1: The City of London demonstrates leadership and builds partnerships to increase quality, affordable, and supportive housing options.

Expected Result	Draft Strategies
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.

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.

Expected Result	Draft Strategies
2.1 - Decreased number of individuals and families at risk of or experiencing homelessness.	a. Implement the whole of community system response to the health and homelessness crisis that creates pathways to housing. b. Work collaboratively across sectors to identify and prevent individuals and families at risk of homelessness from experiencing homelessness. c. Improve the collection, sharing, and use of data across the homeless prevention system. d. Complete the actions in the existing Housing Stability Action Plan and begin to develop and implement the next one to reflect community priorities. e. Implement a program of continuous review of policies, procedures, and by-laws to create opportunities for balanced and compassionate solutions to homelessness.
2.2 - Improved quality and safety in social housing	a. Work collaboratively across sectors to improve safety of individuals and families living in social housing. b. Address the specific safety needs of populations, including equity-denied groups, living in social housing. c. Support improvements to policies and programs in the delivery of both responsive and preventative safety services throughout the social housing sector.
2.3 - Improved safety in shelter system	a. Establish and implement a set of community standards of care and system values to create safe spaces for people to shelter in. b. Collect feedback and input on sense of safety directly from service providers and those that access services.

Expected Result	Draft Strategies
2.4 - London has a strong system of enforcement to protect the health and safety of tenants.	Strategies under development.

Outcome 3: A well planned and growing community.

Expected Result	Draft 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.
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.

Is there anything you would add to this Area of Focus?

Do you have any additional comments on this Area of Focus?

Wellbeing and Safety

Outcome 1: London has safe, vibrant, and healthy neighbourhoods and communities.

Expected Result	Draft 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, 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.

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Expected Result	Draft Strategies
1.2 - Londoners have a strong sense of belonging and sense of place.	a. Create meaningful opportunities for all Londoners to contribute to the health and vibrancy of their neighbourhoods. b. Create cultural opportunities that reflect the arts, heritage, and diversity of the community. c. Promote neighbourhood planning and design that creates safe, accessible, diverse, walkable, healthy, and connected communities. d. Remove barriers to participation and integration for equity-denied groups within neighbourhoods and across the community.
1.3 - Londoners have safe access to public spaces, services, and supports that increase their wellbeing and quality of life.	a. Deliver programs and activities that foster improved physical, mental, and social wellbeing. b. Invest in infrastructure for publicly-owned facilities, parks, open spaces, and natural amenities that provide cultural, social, and recreational opportunities, programming and engagement. c. Remove barriers to participation and integration for equity-denied groups within neighbourhoods and across the community. d. Continue to support community partners to host special events in publicly-owned spaces across the city. e. Support and enhance resident-led programs and decision-making initiatives.
1.4 - Improved emergency services response time and reporting.	a. Continue to respond to emergency and non-emergency events, including fires, medical emergencies, motor vehicle collisions, public hazard situations, water and ice rescues, hazardous materials incidents, and technical rescues. b. Maintain an appropriate fleet of fire vehicles. c. Enhance police response times for emergency calls, urgent calls and in progress property calls.

Expected Result	Draft Strategies
1.5 - Improved traffic safety, traffic calming.	a. Prioritize walking and cycling in the development or retrofitting of streets and roadways. b. Expand the Automated Speed Enforcement and Red Light Camera programs as feasible. c. Complete the installation of the 40 km/h Area Speed Limit program. d. Advance the installation of proactive traffic calming in school zones. e. Design and construct safer infrastructure.
1.6 - Improved park maintenance and garbage collection.	a. Expand winter garbage collection in parks. b. Increase maintenance service level frequencies and extend park maintenance season into the fall months. c. Review the provision of drinking water in appropriate parks. d. Increase service level frequency for cleaning park washrooms. e. Increase service levels for supporting event and tournament clean-up and maintenance.
1.7 - Improved boulevard and bus shelter maintenance and garbage collection.	a. Increase frequency of roadside litter collection on major roads. b. Assess opportunities to enhance garbage collection in bus shelters.
1.8 - Improved wayfinding and walkability.	a. Implement a pilot wayfinding project from a section of the Thames Valley Parkway to nearby attractions and services. b. Implement a pilot wayfinding project for parks to help people find their way within the park and to and from nearby destinations on foot or bike.
1.9 – Improved health equity across neighbourhoods.	Strategies under development.

Outcome 2: London is an affordable and supportive community for individuals and families.

Expected Result	Draft 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 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 to enhance our 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.
2.4 - London continues its efforts to promote animal welfare including companion pets and wild animals.	Strategies under development.

Is there anything you would add to this Area of Focus?

Do you have any additional comments on this Area of Focus?

Safe London for Women, Girls, 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 Result	Draft 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.

Expected Result	Draft 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.

*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.

**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.

Is there anything you would add to this Area of Focus?

Do you have any additional comments on this Area of Focus?

Economic Growth, Culture, and Prosperity

Outcome 1: London encourages equitable economic growth and diversification.

Expected Result	Draft Strategies
1.1 - Small and growing businesses, entrepreneurs and non-profits are supported to be successful.	a. Strengthen partnerships and programs that support small and growing businesses. b. Improve City of London processes and supports for businesses and entrepreneurs.
1.2 - Increased economic activity from our core and the greater community.	a. Support economic development initiatives through key service partners including LEDC, TechAlliance, SBC, and Business Improvement Areas b. Expand marketing and promotions initiatives focusing on events, activity, and business opportunities in London. c. Develop and enhance planning processes and tools to support a wide range of economic opportunities.
1.3 - London has a sufficient supply of serviced lands in strategic locations.	a. Update and support the implementation of the Industrial Land Development Strategy.
1.4 - London is a regional center that proactively attracts talent, business, and investment.	a. Attract and retain a skilled workforce by marketing London as a destination for new investments and talent. b. Foster and leverage strategic partnerships that promote collaboration, innovation, and investment in business and employment. c. Strengthen London's position as a regional centre for economic opportunity, and connectivity.

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Outcome 2: London is a destination of choice.

Expected Result	Draft 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 that support London's profile as a destination for arts, culture, sport, and recreation.
2.2 - Continued growth of London's film industry.	a. Create databases for filming locations and local talent. b. Market London to productions in Toronto and other markets. c. Support the Forest City Film Festival with industry events and location tours. d. Continue to promote London's film industry through social media, newsletters and online campaigns.

Outcome 3: London encourages the growth of local artistic and musical talent.

Expected Result	Draft 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 artists, creators, and arts and culture workers. b. Provide accessible development/incubation opportunities for equity-denied artists, creators, and arts and culture workers.
3.2 - Increased opportunities for performances or displays.	a. Nurture, incubate and provide more job opportunities for arts and culture talent. b. Provide more opportunities for artists and creators to perform and exhibit at diverse events and activations.
3.3 - Increased use of municipal and cultural spaces for local talent.	a. Increase access to existing spaces (e.g. parks, open spaces, meeting rooms, maker spaces, etc.) for creation, rehearsals, and performances.

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

Expected Result	Draft Strategies
4.1 - Increased and diversified economic activity from our core area	a. Decrease commercial vacancy in the Core Area through new program and initiatives. b. Implement an economic opportunity attraction strategy to encourage businesses to locate in the Core Area. c. Create a single point of contact to better serve the business community in the Core Area.
4.2 - Increased residential occupancy and livability in the core area	a. Develop programs to encourage commercial conversions and new housing development in the Core Area. b. Invest in public spaces and amenities to attract residents to the Core Area. c. Finalize a review of Core Area Community Improvement Plans and recommend enhancements to address key priorities.
4.3 - Increased commercial occupancy in the core area	a. Finalize and implement Core Area Vacancy Reduction Strategy. b. Promote the current supply of available space in the Core Area to attract new business. c. Increase awareness of the City's Core Area Community Improvement Plan incentives.
4.4 - More multicultural activities, events and recreational and sport activities	a. Provide opportunities for visitors to experience exciting events and activations in inviting and accessible spaces. b. Provide increased opportunities for residents of the core neighbourhood to experience diverse culture, recreation, and sports programs and activities that foster improved physical, mental, and social wellbeing. c. Support year-round arts, cultural, and music events to encourage people to visit the Core Area.

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

Is there anything you would add to this Area of Focus?

Do you have any additional comments on this Area of Focus?

Mobility and Transportation

Outcome 1: Londoners of all identities, abilities and means can move throughout the city safely and efficiently.

Expected Result	Draft 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.
1.2 - Increased access to sustainable mobility options.	a. Complete and implement the Mobility Master Plan. b. Be ready for future transportation technologies, including connected and automated vehicles.
1.3 - More equitable access to reliable public transportation options for people with disabilities including paratransit.	a. Support greater access to affordable, reliable public transit and paratransit through the implementation of the London Transit Commission's 5 Year Service Plans, including growth hours. b. Assess opportunities to increase access to accessible vehicles for hire. c. Continue to provide an enhanced level of sidewalk and bus stop snow clearing. d. Consider first and last mile transit connections when constructing new sidewalks.

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Expected Result	Draft Strategies
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.

Is there anything you would add to this Area of Focus?

Do you have any additional comments on this Area of Focus?

Climate Action and Sustainable Growth

Outcome 1: London has a strong and healthy environment.

Expected Result	Draft Strategies
1.1 - Increased actions towards a circular economy.	a. Work with residents and organizations to reduce waste and divert more materials from landfill. b. Create a plan for sustainable growth through waste diversion and energy management innovation that addresses the flow of materials (manufactured and natural), resources and energy.
1.2 - Waterways, wetlands, watersheds, and natural areas are protected and enhanced	a. Protect the natural environment and avoid natural hazards when building new infrastructure or development. b. Improve the natural environment and build resiliency when replacing aging infrastructure c. Protect and enhance the health of the Thames River watershed through the implementation of the Shared Waters Approach and the Thames Valley Corridor Plan. d. Support the Watershed Resource Management Strategies to improve the health of the City's watersheds. e. Protect natural heritage areas for the needs of Londoners now and into the future.

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Outcome 2: London is a model for climate action and sustainability in alignment with the Council-declared climate emergency and the Climate Emergency Action Plan.

Expected Result	Draft Strategies
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.

Expected Result	Draft 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. 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.

Is there anything you would add to this Area of Focus?

Do you have any additional comments on this Area of Focus?

Well-Run City

Outcome 1: **The City of London is trusted, open, and accountable in service of our community.**

Expected Result	Draft Strategies
1.1 - Londoners have trust and confidence in their municipal government.	a. Measure and regularly report to the community on our performance. b. Increase transparency and accountability in decision making and the delivery of municipal programs and services. c. Continue to deliver the municipal services that meet the needs of a growing and changing community.
1.2 - Reduced barriers to public participation in municipal government.	a. Increase the availability and accessibility of information through a variety of formats. b. Improve the quality, inclusivity, and accessibility of public participation opportunities. c. Improve voter engagement, participation, and awareness for the 2026 municipal election.
1.3 - Improved governance processes	a. Review municipal best practices, identifying gaps and opportunities, and deliver projects that improve performance. b. Apply the Equity Tool to our governance processes.

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Outcome 2: Londoners experience good stewardship, exceptional and valued service.

Expected Result	Draft Strategies
2.1 - Residents, businesses, and visitors' satisfaction with our services is high.	a. Deliver services that are easily accessed, simple to use, timely, and accountable to residents, businesses, and visitors. b. Engage Londoners and use their feedback in the planning, design, and delivery of City services.
2.2 - Our services are designed and delivered putting the resident/ business at the centre and using innovative approaches and continuously improving to meet the needs of Londoners	a. Provide high quality enterprise-wide staff training informed by industry best practices. b. Implement continuous improvement approaches enterprise wide. c. Implement technology, business processes, data and analytics through the Technology Investment Strategy. d. Conduct targeted service reviews to ensure the efficient and effective allocation of resources.
2.3 - The City of London's regional and community relationships support the delivery of exceptional and valued service.	a. Implement the Strategic Advocacy Framework. b. Build mutually beneficial relationships locally and regionally in support of Council's Strategic Plan.

Expected Result	Draft Strategies
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 Result	Draft 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, and motivating. c. Implementing Master Accommodation Plan and Alternative Work Strategies.
3.2 - The City of London is a safe, respectful, diverse, and healthy workplace.	a. Implement the People Plan and other health and safety initiatives. b. Prioritize a respectful and supportive workplace for every employee, contractor, and member of the public. c. Strengthen a safe, and safety-conscious workplace for every employee, contractor, and member of the public.
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.

Is there anything you would add to this Area of Focus?

Do you have any additional comments on this Area of Focus?

Thank you!

Thank you for sharing your feedback on Council's Strategic Plan

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