



**London**  
CANADA

**2019-2023**

# **Strategic Plan for the City of London**



# OUR CITY



Oral history and archeological records show that the London region has been inhabited for over 10,000 years. The Indigenous peoples who have called this region home for millennia include the Anishinaabeg, Haudenosaunee, and Lenni-Lenape Nations.

The City of London was founded in 1826, and was quickly established as an administrative and military centre in the region. London's regional importance grew during the American Civil War, as a key shipping centre for the region's agricultural exports. London's geographic position and strong manufacturing sector ensured continued growth through the 20th century, with major annexation of local communities occurring in 1961.

London continues to play a key role as a regional hub for Southwest Ontario, a region of 2.5 million people. Merging our historical expertise in manufacturing, agriculture, and healthcare, with emerging sectors like robotics, digital creative and financial technology, London is a leader in commerce, culture and innovation.

Through innovation and partnerships, London is at the forefront of addressing many community challenges focusing on building a better London for all.

# MESSAGE FROM THE MAYOR



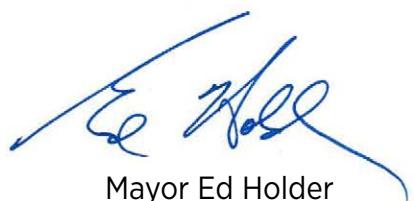
I am excited to present Council's Strategic Plan 2019 – 2023. Together, we've worked hard to develop a plan that is both thoughtful and detailed, and that sets us on a clear path forward.

Over the next four years, we will be focused on Strengthening our Community, Building a Sustainable City, Growing our Economy, Creating a Safe London for Women and Girls, and Leading in Public Service. Of note, we are proud to be the first Canadian city to make a clear and focused commitment to creating a safe community for women and girls.

These priorities are a reflection of what we have heard from our community – what you've shared with us at the door, in ward meetings, at open houses, through focus groups, online, and through your many notes. On behalf of all members of Council, I extend my deepest thanks to all of you who participated in this process.

We have a great deal of work ahead of us. With this plan defined, we now have a road map that will provide focus for our work and that will drive our resourcing decisions as we develop the four-year budget.

We look forward to serving London, and to the work we will do together to deliver on the goals and aspirations of our community.

A blue ink signature of the name "Ed Holder".

Mayor Ed Holder

# INTRODUCTION



## THE STRATEGIC PLAN IDENTIFIES CITY COUNCIL'S VISION, MISSION, VALUES AND STRATEGIC AREAS OF FOCUS FOR 2019-2023.

It also identifies the specific outcomes, expected results, and strategies that Council and Civic Administration will deliver on together over the next four years.

**Outcome:** Defines the intended change in the lives of individuals, families, organizations, or community to be accomplished through the implementation of the Strategic Plan.

**Expected result:** Identifies the conditions or change required to achieve each outcome.

**Strategy:** Determines the action, method or plan to bring about the future desired state.

Combined, these elements set the course for City Council and Administration as they work to deliver on the goals for the next four years. Through the multi-year budget process, Council's Strategic Plan is put into action, with detail about accountability, pacing and resourcing.

On an annual basis, City Council will report to Londoners on the implementation of the Strategic Plan, demonstrating the progress being made each year and how this work is having an impact in the community.

# VISION

A leader in commerce, culture and innovation – our region's connection to the World.

# MISSION

A responsive and modern public service partner that fosters change to build a better London for all.

# VALUES

Good Governance  
Driven by Community  
Acting with Compassion  
Moving Forward through Innovation

# STRATEGIC AREAS OF FOCUS

**STRENGTHENING** our Community

**BUILDING** a Sustainable City

**GROWING** our Economy

**CREATING** a Safe London for Women and Girls

**LEADING** in Public Service

# STRENGTHENING our Community

## OUTCOMES:

- Londoners have access to the supports they need to be successful.
- Londoners are engaged and have a sense of belonging in their neighbourhoods and community.
- Londoners have access to the services and supports that promote well-being, health, and safety in their neighbourhoods and across the city.
- London's neighbourhoods have a strong character and sense of place.



# STRENGTHENING our Community

**Londoners have access to the supports they need to be successful.**

EXPECTED RESULT	STRATEGY
Increase affordable and quality housing options.	<ul style="list-style-type: none"><li>Establish and revitalize community housing through a Regeneration Plan.</li><li>Increase supportive and specialized housing options for households experiencing chronic homelessness.</li><li>Strengthen the support for individuals and families in need of affordable housing.</li><li>Utilize innovative regulations and investment to facilitate affordable housing development.</li></ul>
Reduce the number of individuals and families experiencing chronic homelessness or at risk of becoming homeless.	<ul style="list-style-type: none"><li>Create more purpose-built, sustainable, affordable housing stock in London.</li><li>Implement coordinated access to mental health and addictions services and supports.</li><li>Improve emergency shelter diversion and rapid re-housing practices.</li></ul>
Support improved access to mental health and addictions services.	<ul style="list-style-type: none"><li>Strengthen and support the mental health and addictions system.</li></ul>
Decrease the number of London residents experiencing poverty.	<ul style="list-style-type: none"><li>Continue to support and develop collaborative approaches to end poverty.</li></ul>
Increase opportunities for individuals and families.	<ul style="list-style-type: none"><li>Enhance public trust and confidence by ensuring appropriate response to victims, the vulnerable, and racialized persons and groups.</li><li>Fund and partner with the London Public Library to increase opportunities for people to access the services they need.</li><li>Improve access to licensed child care and early years opportunities.</li><li>Work collectively with community partners to improve outcomes and integrated responses for children, youth, families, and older adults.</li><li>Increase programming and activities for residents and families at Dearness Home.</li></ul>
Improve the health and well-being of Londoners.	<ul style="list-style-type: none"><li>Continue to provide access to planned and managed pathway systems and nature trails within parks and open spaces.</li><li>Create programs and exhibitions to foster health and well-being.</li><li>Deliver health protection and promotion programs guided by population health surveillance.</li></ul>

# STRENGTHENING our Community

**Londoners are engaged and have a sense of belonging in their neighbourhoods and community.**

EXPECTED RESULT	STRATEGY
Increase the number of residents who feel welcomed and included.	<ul style="list-style-type: none"><li>• Create inclusive engagement opportunities for Londoners.</li><li>• Strengthen understanding of and ability to engage in practices that promote cultural safety.</li></ul>
Increase the number of meaningful opportunities for residents to be connected in their neighbourhood and community.	<ul style="list-style-type: none"><li>• Strengthen engagement opportunities for all Londoners to participate in their neighbourhoods.</li><li>• Support neighbourhood festivals, cultural events, and activities across the city.</li><li>• Expand Social Services client feedback and participation in service delivery design in their community.</li><li>• Implement programs and services that respond to neighbourhood recreation needs.</li><li>• Promote and invest in urban agriculture initiatives.</li></ul>
Strengthen relationships with post-secondary institutions that promote positive, proactive and meaningful dialogue.	<ul style="list-style-type: none"><li>• Create opportunities for regular dialogue with post-secondary institutional partners.</li></ul>

# STRENGTHENING our Community

**Londoners have access to the services and supports that promote well-being, health, and safety in their neighbourhoods and across the city.**

EXPECTED RESULT	STRATEGY
Continue to invest in culture.	<ul style="list-style-type: none"><li>Provide inclusive and diverse community-focused art and history exhibitions and interpretive programming through the implementation of Museum London's Strategic Plan.</li><li>Engage Londoners in culture to increase community vibrancy and awareness.</li><li>Invest in Dundas Place.</li><li>Maintain the heritage resources of Eldon House to foster an appreciation of London's community and cultural heritage.</li></ul>
Increase participation in recreation, sport, and leisure activities.	<ul style="list-style-type: none"><li>Remove barriers to access recreation, sport, leisure, and leadership programs and services.</li><li>Increase the number of recreation, sport, and leisure opportunities.</li><li>Work with community partners to create a leading sustainable sport development model.</li></ul>
Increase resident use of community gathering spaces.	<ul style="list-style-type: none"><li>Invest in community building projects.</li><li>Provide public Wi-Fi in recreation facilities, particularly in areas where there is customer need and existing appropriate network connectivity.</li></ul>
Increase neighbourhood safety.	<ul style="list-style-type: none"><li>Develop and implement a Community Safety and Well-Being Plan.</li><li>Develop and implement an enhanced Public Awareness Program to educate the public on their roles and responsibilities during emergency situations.</li><li>Promote and support fire safety through increased public education and prevention, utilizing all the resources of the London Fire Department.</li><li>Reduce collision-related injuries and fatalities through public education and enhanced traffic enforcement.</li><li>Reduce crime through increased visibility of community patrols and partnership with other agencies to address multi-jurisdictional criminal activity.</li><li>Reduce victimization/revictimization through public education, promotion and encouragement of public engagement in crime prevention strategies.</li><li>Improve emergency response through the development and implementation of the Fire Master Plan and new technology.</li><li>Promote pedestrian safety and active transportation.</li></ul>

# STRENGTHENING our Community

**London's neighbourhoods have a strong character and sense of place.**

EXPECTED RESULT	STRATEGY
Ensure that new development fits within and enhances its surrounding community.	<ul style="list-style-type: none"><li>• Prepare and implement urban design guidelines.</li></ul>
Continue to conserve London's heritage properties and archaeological resources.	<ul style="list-style-type: none"><li>• Conserve London's heritage through regulation and investment.</li></ul>
Increase the number of community gathering spaces in neighbourhoods.	<ul style="list-style-type: none"><li>• Invest in community building projects.</li></ul>

# BUILDING a Sustainable City

## OUTCOMES:

- London's infrastructure is built, maintained, and operated to meet the long-term needs of our community.
- London's growth and development is well planned and sustainable over the long term.
- London has a strong and healthy environment.
- Londoners can move around the city safely and easily in a manner that meets their needs.



# BUILDING a Sustainable City

**London's infrastructure is built, maintained, and operated to meet the long-term needs of our community.**

EXPECTED RESULT	STRATEGY
Maintain or increase current levels of service.	<ul style="list-style-type: none"><li>• Continue to develop the City's Public Art/Monument program.</li><li>• Develop and document current levels of service and identify proposed level of services.</li><li>• Regenerate and revitalize LMCH/Community Housing sites.</li></ul>
Build infrastructure to support future development and protect the environment.	<ul style="list-style-type: none"><li>• Complete Waste Disposal Strategy (including the Environmental Assessment for the expansion of the W12A Landfill).</li><li>• Work with multi-sectors to finalize the Climate Change/Severe Weather Adaptation Strategy for London's built infrastructure.</li><li>• Renew, expand, and develop parks and recreation facilities, and conservation areas in appropriate locations to address existing gaps.</li><li>• Continue annual reviews of growth infrastructure plans to balance development needs with available funding.</li></ul>
Manage the infrastructure gap for all assets.	<ul style="list-style-type: none"><li>• Prioritize investment in assets to implement the Asset Management Plan.</li><li>• Monitor the infrastructure gap to inform the management of City assets.</li><li>• Communicate the consequences of the infrastructure gap.</li></ul>

# BUILDING a Sustainable City

**London's growth and development is well planned and sustainable over the long term.**

EXPECTED RESULT	STRATEGY
Improve London's resiliency to respond to potential future challenges.	<ul style="list-style-type: none"><li>Advance sustainability and resiliency strategies.</li></ul>
Direct growth and intensification to strategic locations.	<ul style="list-style-type: none"><li>Advance the growth and development policies of the London Plan through enhanced implementations tools and investments in infrastructure.</li><li>Prepare detailed plans for strategic locations.</li><li>Revitalize London's downtown and urban areas.</li><li>Monitor city building outcomes with the London Plan.</li><li>Replace surface parking with efficient, convenient, and cost-effective public parking resources to support business, personal, and social activity in the Downtown (Downtown Parking Strategy).</li></ul>

# BUILDING a Sustainable City

**London has a strong and healthy environment.**

EXPECTED RESULT	STRATEGY
Increase waste reduction, diversion, and resource recovery.	<ul style="list-style-type: none"><li>Work with residents and organizations to implement the 60% Waste Diversion Action Plan.</li></ul>
Increase community knowledge and action to support the environment.	<ul style="list-style-type: none"><li>Collaborate on environmental actions with community groups through the London Environmental Network (LEN) and businesses as part of Green Economy London.</li><li>Increase community environmental outreach for the built environment through CityGreen.</li></ul>
Protect and enhance waterways, wetlands, and natural areas.	<ul style="list-style-type: none"><li>Implement strategies, policies, and programs to conserve natural areas and features.</li><li>Improve water quality in the Thames River.</li><li>Bring Londoners 'Back to the River' by revitalizing the Thames River radiating from the Forks.</li><li>Implement recommendations associated with the River Management Plan and One River Environmental Assessment.</li></ul>
Conserve energy and increase actions to respond to climate change and severe weather.	<ul style="list-style-type: none"><li>Develop and implement the next Corporate Energy Management Conservation &amp; Demand Management (CDM) Strategy.</li><li>Work with multi-sectors to develop and implement the next Community Energy Action Plan (CEAP).</li><li>Update flood forecast and warning system to address a changing climate.</li><li>Assess health vulnerability to climate change.</li></ul>

# BUILDING a Sustainable City

**Londoners can move around the city safely and easily in a manner that meets their needs.**

EXPECTED RESULT	STRATEGY
Increase access to transportation options.	<ul style="list-style-type: none"><li>• Build more infrastructure for walking and bicycling.</li><li>• Continue to expand options and programs to increase mobility.</li><li>• Develop a strategic plan for a future with connected and autonomous vehicles.</li><li>• Support Londoners to access affordable public transit where they live and work.</li><li>• Implement the London Transit Commission (LTC) 5 Year Specialized Service Plan.</li><li>• Implement the LTC Ridership Growth Strategy.</li><li>• Implement a rapid transit system to improve the reliability and capacity of existing transit service and support London Plan city building.</li><li>• Implement the LTC 5 Year Conventional Service Plan.</li></ul>
Manage congestion and travel times.	<ul style="list-style-type: none"><li>• Continue to improve the traffic signal system for the benefit of all road users.</li><li>• Implement the strategic program of road improvements identified in the Smart Moves Transportation Master Plan.</li></ul>
Improve safety for all modes of transportation.	<ul style="list-style-type: none"><li>• Implement infrastructure improvements and programs to improve road safety.</li></ul>
Improve the quality of pedestrian environments to support healthy and active lifestyles.	<ul style="list-style-type: none"><li>• Plant more trees to increase the city's tree canopy cover.</li><li>• Respond to changing participation patterns and emerging activities by adapting public spaces and programs.</li><li>• Increase pedestrian amenities on streets.</li></ul>

# GROWING our Economy

## OUTCOMES:

- London will develop a top quality workforce.
- London is a leader in Ontario for attracting new jobs and investments.
- London creates a supportive environment where entrepreneurs, businesses, and talent can thrive.



# GROWING our Economy

## London will develop a top quality workforce.

EXPECTED RESULT	STRATEGY
Increase access employers have to the talent they require.	<ul style="list-style-type: none"><li>• Increase employers' access to resources to help achieve best practices in talent recruitment and retention.</li><li>• Increase Ontario Works client participation within employment activities.</li><li>• Increase the employment rate for Londoners who are not currently participating in the workforce.</li></ul>
Increase opportunities between potential employers, post-secondary institutions, and other employment and training agencies.	<ul style="list-style-type: none"><li>• Increase the number of local internship opportunities for post-secondary students.</li><li>• Increase the number of connections between employers, post-secondary students, newcomers, and other employment and training agencies.</li><li>• Attract, retain, and integrate international students, and newcomer skilled workers, and entrepreneurs.</li></ul>

# GROWING our Economy

**London is a leader in Ontario for attracting new jobs and investments.**

EXPECTED RESULT	STRATEGY
Increase partnerships that promote collaboration, innovation, and investment.	<ul style="list-style-type: none"><li>• Expand opportunities and activities through the London Waste to Resources Innovation Centre.</li><li>• Implement the Smart City Strategy.</li><li>• Seek out and develop new partnerships and opportunities for collaboration.</li><li>• Plan for High Speed Rail.</li><li>• Collaborate with regional partners on international missions for new investment attraction.</li><li>• Undertake regional planning partnerships with neighbouring municipalities and promote regional connectivity.</li><li>• Grow tourism revenues through initiatives that build awareness and interest in London.</li><li>• Support tourism by facilitating local, provincial, and national stakeholders to encourage community economic development, business partnerships, product development and legacy development for London.</li><li>• Support the development of agricultural industry and promote its value to the urban community through the establishment of an Agricultural Centre of Excellence.</li><li>• Work with multi-sector stakeholders to develop a Screen-Based Industry Strategy.</li></ul>
Maintain viability in key global markets.	<ul style="list-style-type: none"><li>• Continue to engage the community to attract conventions, conferences, and multi-day events to London contributing to the community's economic prosperity.</li><li>• Create a vibrant entertainment district in the City of London.</li></ul>
Increase public and private investment in strategic locations.	<ul style="list-style-type: none"><li>• Revitalize London's downtown and urban areas.</li></ul>
Increase public and private investment in amenities that attract visitors, a talented workforce and investment.	<ul style="list-style-type: none"><li>• Invest in city building projects.</li><li>• Increase partnership funding, sponsorships, and donations to recreation services and amenities.</li></ul>
Maintain foreign investment attraction, local retention, and growth and entrepreneurship support programs.	<ul style="list-style-type: none"><li>• Ensure job growth through attraction of new capital from a diverse range of markets and industries.</li></ul>

# GROWING our Economy

**London creates a supportive environment where entrepreneurs, businesses, and talent can thrive.**

EXPECTED RESULT	STRATEGY
Increase access to supports for entrepreneurs and small businesses, and community economic development.	<ul style="list-style-type: none"><li>• Revitalize London's Downtown and urban areas.</li><li>• Support entrepreneurs, start-up, and scale-up companies.</li></ul>
Increase efficiency and consistency for administrative and regulatory processes.	<ul style="list-style-type: none"><li>• Improve administrative and regulatory processes and by-law requirements to enhance London's competitiveness.</li><li>• Improve access and navigation of City services and supports through Service London Business.</li></ul>
Increase the availability of serviced land in strategic locations.	<ul style="list-style-type: none"><li>• Continue to invest in land acquisition and servicing to recruit and retain new industrial employees.</li></ul>

# CREATING a Safe London for Women and Girls

## OUTCOMES:

- London has enhanced the potential for women and girls to live safe lives.



# CREATING a Safe London for Women and Girls

**London has enhanced the potential for women and girls to live safe lives.**

EXPECTED RESULT	STRATEGY
Decrease male violence against women and girls who are subjected to abuse, assault and non-state torture in their intimate relationships; sex trafficking; sexual assault; and workplace harassment.	<ul style="list-style-type: none"><li>• Apply a three pillared framework (legislation, public awareness, and funded services) in policy and by-law development.</li><li>• Ensure women and girls with lived experience, including but not exclusive to Indigenous and newcomer women and girls, are included in the development of policies, by-laws, and programs that affect them.</li><li>• Develop policies, by-laws and programs that make the safety of women and girls a priority, including policies and procedures that ensure workplace harassment is addressed appropriately with sanctions against harassers and supports for victims.</li><li>• Implement mandatory comprehensive training on male violence against women and girls in their intimate relationships; sex trafficking, workplace and sexual harassment; non-state torture; and sexual violence for all City employees and encourage all London's agencies, boards and commissions to also implement the training.</li><li>• Increase the number of women in senior management positions and other positions of power.</li><li>• Work with the London Transit Commission to enhance the safety of women and girls on public transit, for example longer hours of bus service and free service to low-income women.</li><li>• Work together with City of London Housing Services, Housing Development Corporation, London Middlesex Community Housing to build more accessible and safer housing options for women and girls.</li><li>• Maintain or increase the number of shelter beds available to abused women and their children, and to homeless women and girls. Full implementation of Housing First policy to be contingent on availability of immediate access to safe, affordable housing.</li><li>• Work with landlords and developers to end discrimination and bias against abused, sex trafficked and/or sexually assaulted women and girls attempting to access affordable housing.</li><li>• Recognize London as a sex trafficking hub and take action to work collaboratively towards solutions.</li><li>• Investigate signing the Global Every Woman Treaty and encourage AMO, FCM, other provincial associations, the governments of each province and the federal government to do the same.</li><li>• Include male violence against women and girls in discussions and decisions made at the Town and Gown Committee.</li><li>• Support community-based initiatives and organizations committed to ending male violence against women including but not limited to Anova (UN Safe Cities); Atlohsa Family Healing Services; the London Abused Women's Centre/ Youth Opportunities Unlimited/Salvation Army Correctional and Justice Services (Phoenix and Choices programs); and London Police Services (DV Unit and HT Unit).</li><li>• Commit to applying a trauma and violence-informed lens to strategic plan for the City of London, ensuring that an intersectional approach is applied to address violence against women and girls in our community.</li></ul>

# LEADING in Public Service

## OUTCOMES:

- The City of London is trusted, open, and accountable in service of our community.
- Londoners experience exceptional and valued customer service.
- The City of London is a leader in public service as an employer, a steward of public funds, and an innovator of service.



# LEADING in Public Service

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

EXPECTED RESULT	STRATEGY
Increase opportunities for residents to be informed and participate in local government.	<ul style="list-style-type: none"><li>Develop and deliver a corporate communications strategy, including staff training and tools to enhance communications and public engagement.</li></ul>
Improve public accountability and transparency in decision making.	<ul style="list-style-type: none"><li>Measure and publicly report on corporate performance.</li><li>Increase access to information to support community decision making.</li></ul>
Build relationships with Indigenous peoples that are respectful, transparent, responsive, and accountable.	<ul style="list-style-type: none"><li>This strategy must be developed in partnership with Indigenous peoples, including local First Nations.</li></ul>
Increase the effectiveness of London's strategic advocacy.	<ul style="list-style-type: none"><li>Promote London's intergovernmental priorities through Municipal Associations.</li><li>Increase the awareness of, and support of, Council's strategic advocacy priorities.</li></ul>

# LEADING in Public Service

**Londoners experience exceptional and valued customer service.**

EXPECTED RESULT	STRATEGY
Increase community and resident satisfaction of their service experience with the City.	<ul style="list-style-type: none"><li>• Create new and/or enhance opportunities for residents and neighbourhood groups to engage on program and service needs.</li></ul>
Increase responsiveness to our customers.	<ul style="list-style-type: none"><li>• Research and respond to emerging planning trends and issues.</li><li>• Streamline customer intake and follow-up across the corporation.</li></ul>
Increase efficiency and effectiveness of service delivery.	<ul style="list-style-type: none"><li>• Implement customer service standards.</li><li>• Conduct targeted service reviews.</li><li>• Promote and strengthen continuous improvement practices.</li><li>• Demonstrate leadership and accountability in the management and provision of quality programs, and services.</li><li>• Accommodate long-term space needs for the City of London and optimize service delivery locations.</li><li>• Improve animal welfare by encouraging more animal adoption.</li><li>• Improve residents' satisfaction with winter road and sidewalk maintenance.</li></ul>
Reduce barriers to access city services and information.	<ul style="list-style-type: none"><li>• Enhance collaboration between Service Areas and community stakeholders to assist residents to access services and supports.</li><li>• Implement the 2018 to 2021 Multi-Year Accessibility Plan.</li><li>• Implement ways to improve access to services and information.</li></ul>
Increase the use of technology to improve service delivery.	<ul style="list-style-type: none"><li>• Continue to maintain, build, and enhance a high-performing and secure computing environment.</li></ul>

# LEADING in Public Service

**The City of London is a leader in public service as an employer, a steward of public funds, and an innovator of service.**

EXPECTED RESULT	STRATEGY
Increase the diversity of the city's workforce.	<ul style="list-style-type: none"><li>Update and implement an Equity and Inclusion Plan.</li></ul>
Attract and retain a talented workforce.	<ul style="list-style-type: none"><li>Develop and implement a People Plan.</li></ul>
Maintain a safe and healthy workplace.	<ul style="list-style-type: none"><li>Develop and implement a People Plan.</li></ul>
Maintain London's finances in a transparent and well-planned manner to balance equity and affordability over the long term.	<ul style="list-style-type: none"><li>Plan, conduct, and support annual internal and external audits.</li><li>Continue to ensure the strength and sustainability of London's finances.</li><li>Establish and monitor targets for reserves and reserve funds.</li><li>Maximize investment returns, adhering to the City's investment policy.</li><li>Review and update the City's financial strategic planning, principles, and policies.</li><li>Develop and monitor the Multi-Year Budget to align financial resources with Council's Strategic Plan.</li><li>Adhere to City of London limit on authorized debt (internal debt cap).</li><li>Develop tax policy to align with Council priorities of the Strategic Plan.</li></ul>
Enhance the ability to respond to new and emerging technologies and best practices.	<ul style="list-style-type: none"><li>Deliver and maintain innovative digital solutions to increase efficiency and effectiveness across the Corporation.</li></ul>

# YOUR CITY COUNCIL



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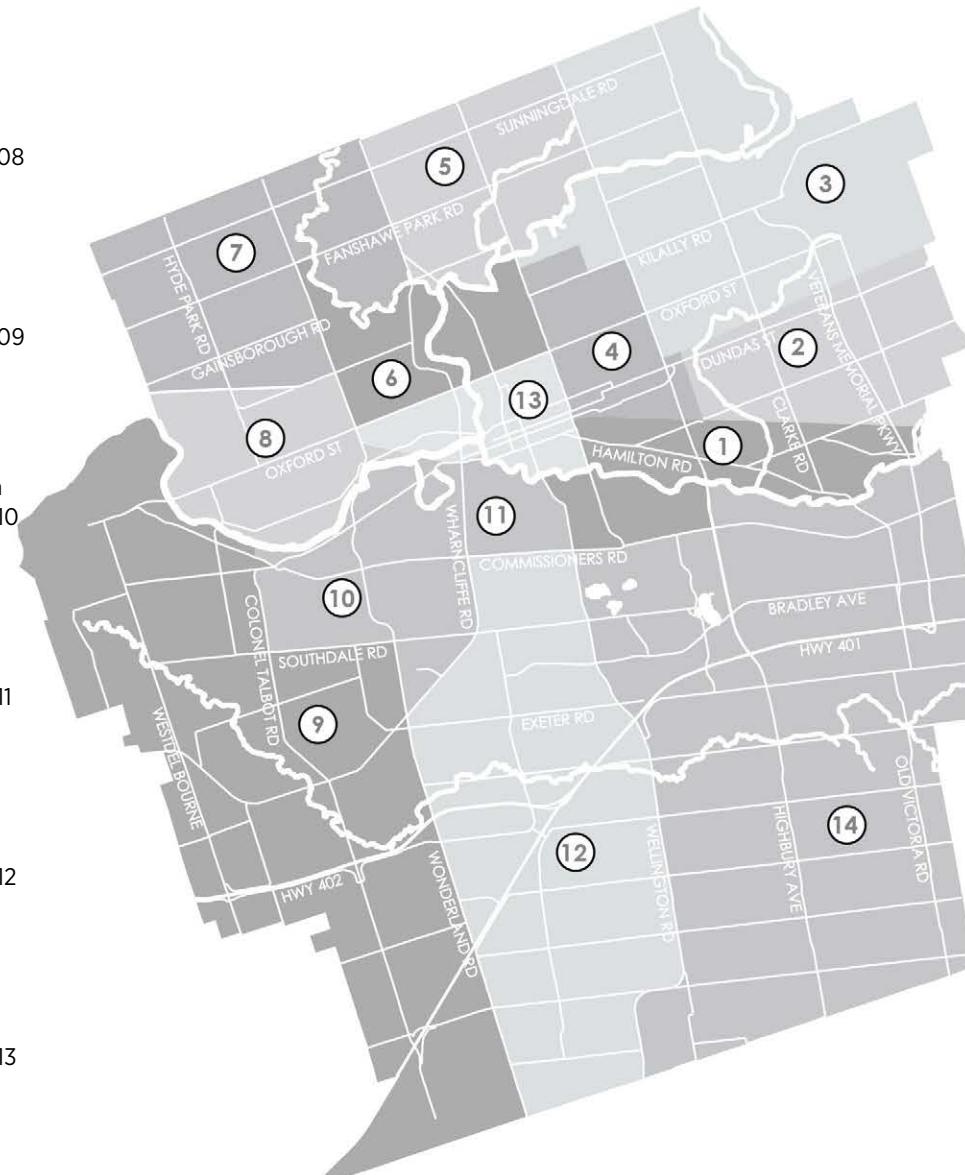
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