REPORT TO THE COMMUNITY
INTRODUCTION

In March 2015, London City Council approved their 2015-2019 Strategic Plan. This plan included a vision of London as “a leader in commerce, culture and innovation — our region’s connection to the world” and identified four areas of focus for this term of Council: Strengthening Our Community; Building a Sustainable City; Growing our Economy; and, Leading in Public Service.

Since the approval of Council’s Strategic Plan, we have achieved a great deal and the City continues to report on progress towards implementing the milestones identified within the plan. This Report to the Community highlights a number of accomplishments from the past year.
Four years later, and London City Council has made great progress toward achieving the goals that were set out within the first 100 days of this term.

This 2018 Report to the Community provides an overview of some of the 2018 accomplishments made through implementation of our 2015-2019 Strategic Plan.

This year brought significant change in our downtown core, with the beginnings of Dundas Place. This project will transform the street through outdoor patios, concerts and parties, allowing restaurants, shops and people to spill out onto the street.

As heritage remains a priority we went to great lengths to reinstate London’s Blackfriars Bridge and are anticipating reopening.

To make the Forest City greener, we invested in our water and wastewater systems to help keep our river clean and healthy, and have worked towards the Back to the River project, and the One River Environmental Assessment.

We announced a major cultural milestone for our community this year, London will host the 2019 JUNO Awards. This is a direct result of the City of London and Tourism London’s work in making London a Music City.

This Council was committed to engaging Londoners in the neighbourhoods in which they call home, so many of you helped choose neighbourhood enhancement projects. Successful projects include a nature sanctuary, an accessible toddler playground, a bee pollinator garden, outdoor workout equipment, and an outdoor ice rink.

By investing in spaces like the Bostwick Community Centre, a multi-use community space featuring a YMCA & library, we are helping families create memories with those of every ability, age, and life stage.

It is imperative that we continue to work to make London an inclusive and welcoming city for all, 74% of all strategies outlined in the Community Diversity and Inclusion Strategy have been initiated within its first year.

Thank you to all who have been involved in working towards these many projects. Through these accomplishments and all of the initiatives identified throughout our Strategic Plan, London’s City Council has fulfilled the commitment to lead in commerce, culture and innovation.

On behalf of London City Council, I am proud to present our 2018 Report to the Community.

Mayor Matt Brown
STRENGTHENING OUR COMMUNITY

We will build a diverse community that supports every person; a caring community that welcomes and engages us in vibrant, safe and healthy neighbourhoods, that provides amazing cultural experiences that embrace and inspire us with a true sense of place.

VIBRANT, CONNECTED, AND ENGAGED NEIGHBOURHOODS

• Launched the Neighbourhood Small Events Fund, a program that provides a one-time grant of up to $500 per year to community/neighbourhood groups holding small events on public property
• Hosted 30 outdoor movie nights in neighbourhood parks, green spaces, and a fire station across our city with over 4,600 people attending in total
• Neighbourhood Decision Making engaged more than 7,100 Londoners to help decide which neighbourhood enhancement projects would be funded by voting online (5,680) or at their local library branch (1,434). 226 ideas were submitted from all areas of the city, with 143 making it onto the ballot
• Completed the Masonville Branch Library revitalization

DIVERSE, INCLUSIVE, AND WELCOMING COMMUNITY

• Developed a multi-step evaluation process for the London & Middlesex Local Immigration Partnership’s Measuring Outcomes Work Group
• Developed the implementation structure for the Community Diversity and Inclusion Strategy and initiated 74% of all strategies it outlines within its first year
• Maintained status as a Charter for Compassion participating community

CARING AND COMPASSIONATE SERVICES

• Shared information across 13 homeless serving programs, including the City of
London, to better meet the needs of individuals and families in our community

• In 2018, 170 CYN partners leveraged over $3 million in provincial funding to continue to implement the Child and Youth Agenda which resulted in all priority areas working together to scale up and/or implement over 20 projects designed to impact children, youth and families by addressing systemic barriers related to literacy, healthy eating and physical activity, poverty, and the service system

• Honoured by the Ministry of Seniors Affairs with the Age Friendly Community Recognition Award

• Supported affordable housing development through the use of Bonus Zoning

• Finalized and approved the Community Mental Health and Addiction Strategy, and initiated implementation of key strategies

AMAZING ARTS, CULTURE, AND RECREATION EXPERIENCES

• Offered more than $1 million in program subsidies that allowed approximately 14,000 Londoners of all ages to participate in recreation opportunities

• Upgraded 8 community gardens to increase accessibility, including pathways, plots, and raised garden beds

• Completed outreach with older adults living in social and affordable housing across the City and created a seventh Senior’s Satellite, funded through the Ontario Sport and Recreation Community Fund Grant

• Scheduled 136.5 hours of programming with more than 70 bookings for Culture City, a program of the London Arts Council which provides emerging artists a chance to grow their career while providing Londoners with the opportunity to interact with culture

• Museum London completed Centre at the Forks construction. This new space allows for additional programming such as Trails Open, the River Summit symposium, Words Festival and 2019 Juno Awards Governors’ reception

HEALTHY, SAFE, AND ACCESSIBLE CITY

• Middlesex-London Health Unit, together with community partners, released the Middlesex-London Community Drug and Alcohol Strategy—A Foundation For Action; developed in collaboration with more than 50 agencies, organizations and individuals representing social and health services, law enforcement, the community, those with lived experience, businesses and concerned individuals

• The London Police Service implemented human trafficking initiatives, participated with the Connectivity Table, received Victims and Vulnerable Persons Training, and formed a Diversity Ambassador Team

• Completed full test of Public Notification Program

• Completed the installation of 14 pedestrian crossovers and 15 intersections with audible pedestrian signals

• 2018 marked the 5th year of Camp Female Firefighters in Training, where over 100 young women participated in a week-long, hands-on program designed for young women who are interested in pursuing a career in firefighting
BUILDING A SUSTAINABLE CITY

We will build a community that looks to the future while respecting its past; that strengthens its infrastructure and protects its environment through responsible growth and creates and connects beautiful spaces and places that build a modern, livable city.

ROBUST INFRASTRUCTURE

- Reinstated the frame of Blackfriars Bridge and continued with reassembly
- Completed Phase 3 of the West London dyke which now provides enhanced flood protection to residents of the Blackfriars neighbourhood
- Approved the Environmental Assessment for the Adelaide Street/Canadian Pacific Railway Underpass, accelerating this important project from 2031 to 2021
- Advanced the Western Road Widening/CPR Railway Bridge replacement project, which is close to completion, adding capacity to this key route, and used innovative construction methods to replace the old bridge with minimum railway disruption

CONVENIENT AND CONNECTED MOBILITY CHOICES

- Implemented the Income-Related Subsidized Public Transit Program for adults 18 and over, and a pilot project for youth 13 to 17 years of age for bus passes to be purchased for $52.00/month
- Added Cycling infrastructure throughout London, including the City’s first cycle-track on Colborne Street
- Completed and received Council approval of the Preliminary Design for London’s Bus Rapid Transit Network to proceed through the Transit Project Assessment Process. Funding commitment announced from the Province. Project on schedule for detailed design in 2019, start of construction in 2020 with a completion target of 2028
- Finalized detailed design and tender process to connect the critical North
Branch gap of the Thames Valley Multi-use Pathway system

**STRONG AND HEALTHY ENVIRONMENT**

- Lowered total corporate energy use by 10% from 2014 levels, which is two years ahead of the Conservation and Demand Management Plan’s goal for a 10% reduction to levels by 2020. Over the longer term, total energy use is now 14 percent lower than it was in 2007. In terms of service delivery to Londoners, corporate energy use per person dropped by 21 percent from 2007 levels
- Celebrated Arbour Week, giving away 2,000 trees to Londoners to plant in their yards
- Continued invasive species and habitat protection programs to protect, enhance and restore London’s Environmentally Significant Areas
- Developed Flooding Matters, an effort that included 22 new initiatives with an intense focus on reducing basement flooding, combining educational opportunities and increased financial subsidies to homeowners
- Approved the Springbank Dam to no longer provide a water retention function as part of the One River Environmental Assessment, which has benefits to water quality and wildlife habitat in and along the Thames River both in London and downstream
- Incorporated Thames Valley Corridor Plan community vision into the One River EA goal statement
- Continued design for the Forks of the Thames as part of the London Community Foundation’s Back to the River project
- Included requirements for funding to be used for public art, enhanced transit stations, and river enhancements through bonus zoning processes

**RESPONSIBLE GROWTH**

- Approved the 2019 GMIS Update, providing infrastructure timing and funding to support future residential and non-residential development
- Engaged stakeholders for the 2019 Development Charges Background Study to inform policy development and draft Development Charges rates
- 80% of the London Plan came into effect through the appeal prehearing process

**HERITAGE CONSERVATION**

- St. George-Grosvenor Heritage Conservation District (HCD) Study recommended that two HCD Plans be undertaken—Great Talbot and Gibbons Park
- Added approximately 360 additional properties to the Register (Inventory of Heritage Resources)
- Processed 74 Heritage Alteration Permits
- Completed Heritage Places 2.0, and proposed a new draft plan for completing heritage conservation districts in London

**BEAUTIFUL PLACES AND SPACES**

- Approved contract and construction underway on Dundas Street between Talbot and Richmond
- Opened the new Bostwick Community Centre, YMCA and Library, celebrating a partnership with the YMCA and London Public Library
GROWING OUR ECONOMY

A vibrant economy is the backbone of our community, providing Londoners and their families with jobs and financial security. We will build a community diverse in its employment opportunities and create beneficial partnerships that attract and support local, regional and global innovators and entrepreneurs.

DIVERSE AND RESILIENT ECONOMY

- Fully serviced the Innovation Industrial Park Phase IV with large blocks available
- Completed land acquisition strategy update and the annual Industrial Land Development Strategy Monitoring Report
- Reduced timelines for site plan approval by establishing work flow standards and performance metrics through phase 1 of the Lean Six Sigma Site Plan process review
- Opened the Service London Business Hub on the first floor of City Hall
- In collaboration with the community and key stakeholders, Tourism London led the successful bid process for the 2019 Juno Awards

URBAN REGENERATION

- Established regular meetings for the formal partnership team for regeneration of public housing that includes the City of London Housing Division,
London Middlesex Housing Corporation (LMHC) and the Housing Development Corporation in support of LMHC’s Regeneration Strategic Plan

- Aligned LMHC management/staff resources to support their broader Community and Tenant Engagement Strategy as well as their future regeneration plans
- Almost $500,000 in loans were provided to support private sector investment in facades and building improvements in the Downtown and the Old East Village

**LOCAL, REGIONAL, AND GLOBAL INNOVATION**

- Completed draft Smart City Strategy
- Covent Garden Market improved energy efficiency by replacing older HVAC units, and has worked successfully with London Hydro to take advantage of rebates to reduce capital renewal costs
- Collaborated with over 20 municipalities and invested over $690,000 in the South Western Integrated Fibre Technology project, resulting in over $2 million of open use fibre funding from the provincial and federal governments

**STRATEGIC, COLLABORATIVE PARTNERSHIPS**

- Continued leading role with the Mayors of Southwest Ontario (MOSO) caucus, which includes the mayors of 11 urban municipalities across the region, to share information and identify key advocacy priorities of shared concern
- Economic Partnerships explored an initiative with Western University to provide opportunities for students to gain practical experience with solving industry problems within the Civic Administration environment

- The London Medical Network invested in ADEISS Centre to develop 3D printing of medical prosthetic and provided $900K in a grant to BURST!, a partnership with TechAlliance
- The London Economic Development Corporation collaborated with municipal neighbours to conduct several trade missions and is working with the Employment Sector Council, Fanshawe College, Western University and other partners on several workforce initiatives

**DIVERSE EMPLOYMENT OPPORTUNITIES**

- Economic Partnerships Office engaged both Western University and Fanshawe College entrepreneur labs to enhance relationships and build post-graduation opportunities for youth
- London Middlesex Local Immigration Partnership incorporated actions into London’s Newcomer Strategy
- The London Economic Development Corporation, in collaboration with the Ivey Academy and Fanshawe Corporate Training, launched a series of training programs to develop better skillsets in the local labour market
LEADING IN PUBLIC SERVICE

We will be open, accountable and responsible to the people of London. We will be prudent financial managers. We will innovate where possible and adapt when necessary to deliver valued services efficiently.

OPEN, ACCOUNTABLE, AND RESPONSIVE GOVERNMENT

- Invested in the London Community Grants Program which allocated $2.47M to 42 organizations, provided 55,000+ program and service hours, served 250,000+ residents, and connected 130,000 people to resources online

- Received 37 applications through the annual Innovation & Capital grant stream, with requests totaling more than $2.5M, and 15 projects being supported

INNOVATIVE AND SUPPORTIVE ORGANIZATIONAL PRACTICES

- Reached out to a wide variety of community organizations to provide information and demonstrations on ranked choice ballots, and implemented the ranked choice ballots for the municipal election

- Received input and made changes to “My Ideas,” (the employee suggestion program) that introduces new features
with a focus on Continuous Improvement initiatives to better solicit and respond to improvements for products, environments and services

• Established Business Continuity Program, with plans in place and being maintained across the corporation

• Endorsed two year Lean Six Sigma Road Map with areas of focus including people, processes and customers

PROACTIVE FINANCIAL MANAGEMENT

• Reduced debt financing in the Lifecycle capital budget to 3% in the 2018 Mid-Year Capital Monitoring Report, compared to 35% in 2006, leaving the City on track to meet a target of 0% by 2022

• Achieved the 2018 service review target of $1,500,000

• The internal debt cap is currently $26 million. The average debt in the ten year capital plan of the 2016-2019 Multi-Year Budget was $23.1 million. 2018 Annual Budget Update debt cap in the 10 year capital plan was $25.3 million

• Received the highest possible credit rating, “Aaa” from Moody’s credit opinion, for the 42nd consecutive year

EXCELLENT SERVICE DELIVERY

• Adapted a Continuous Improvement framework which has identified 36 process improvement projects, 16 of which have been completed, and 45 leaders have received Lean Six Sigma Green Belt training

• Completed several zero-based budget reviews, which yielded more than $1.1 million to contribute to the Corporation’s 2018 service review target. The completion of these reviews was only made possible by the Corporation’s adoption of multi-year budgeting, which results in significant staff time savings that finance and operational staff can dedicate to jointly reviewing and reconstructing budgets in order to identify efficiencies and savings

• Completed the Service London Counter for the Bostwick Community Centre, YMCA and Library

• Information Technology Services delivered over 40 projects enhancing the delivery of public service while addressing over 21,000 operational requests and attaining a 97% customer satisfaction rating

COLLABORATIVE, ENGAGED LEADERSHIP

• Partnered with Agencies, Boards and Commissions in the semi-annual updates through the Strategic Plan reporting process

• Increased outreach and collaboration with the Agencies, Boards and Commissions to promote innovation and shared services

• Designed new planning application notification signs to increase public awareness, simplify notice and provide expanded information
YOUR CITY COUNCIL

See Page 14 for Ward Map

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