

# Strategic Priorities and Policy Committee Report

4th Meeting of the Strategic Priorities and Policy Committee  
December 12, 2022

PRESENT: Mayor J. Morgan (Chair), Councillors H. McAlister, S. Lewis, P. Cuddy, S. Stevenson, J. Pribil, S. Trosow, C. Rahman, S. Lehman, A. Hopkins, P. Van Meerbergen, S. Franke, E. Pelozza, D. Ferreira

ABSENT: S. Hillier

ALSO PRESENT: L. Livingstone, A. Barbon, S. Corman, K. Dickins, A. Job, S. Mathers, K. Scherr, M. Schulthess N. Steinburg, K. Van Lammeren, R. Wilcox

Remote attendance: B. Card, H. McNeely, K. Scherr

The meeting is called to order at 4:00 PM, it being noted that the following members were in remote attendance: P. Van Meerbergen and E. Pelozza

## 1. Disclosures of Pecuniary Interest

That it BE NOTED that no pecuniary interests were disclosed.

## 2. Consent

None.

## 3. Scheduled Items

None.

## 4. Items for Direction

Moved by: C. Rahman  
Seconded by: P. Cuddy

That items 4.1 and 4.2 BE APPROVED.

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

Absent: (1): S. Hillier

**Motion Passed (14 to 0)**

### 4.1 2022 Resident Satisfaction Survey

That, on the recommendation of the City Manager, the report dated December 12, 2022, with respect to the 2022 Resident Satisfaction Survey BE RECEIVED.

### 4.2 November 2022 Semi-Annual Progress Report and 2020-2022 Impact Assessment

That, on the recommendation of the City Manager, the report dated December 12, 2022, including the November 2022 Semi-Annual Progress Report and 2020 - 2022 Impact Assessment BE RECEIVED.

4.3 Developing the 2023-2027 Strategic Plan: Proposed Approach and Setting the Context

Moved by: S. Lehman

Seconded by: S. Trosow

That, on the recommendation of the City Manager, the following actions be taken with respect to the 2023-2027 Strategic Plan process:

a) the report dated December 12, 2022 with respect to Developing the 2023-2027 Strategic Plan: Proposed Approach and Setting the Context, BE RECEIVED; and,

b) the proposed approach and timelines for developing the 2023-2027 Strategic Plan, as outlined in the above-noted staff report, BE ENDORSED.

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

Absent: (1): S. Hillier

**Motion Passed (14 to 0)**

**5. Deferred Matters/Additional Business**

None.

**6. Adjournment**

Moved by: A. Hopkins

Seconded by: D. Ferreira

That the meeting BE ADJOURNED.

**Motion Passed**

The meeting is adjourned at 4:47 PM.

## Report to Strategic Priorities and Policy Committee

**To:** Chair and Members  
**Strategic Priorities and Policy Committee**  
**From:** Lynne Livingstone, City Manager  
**Subject:** 2022 Resident Satisfaction Survey  
**Date:** December 12, 2022

### Recommendation

That on the recommendation of the City Manager, the report, including the attached 2022 Resident Satisfaction Survey, **BE RECEIVED** for information.

### Executive Summary

The 2022 Resident Satisfaction Survey was conducted by Forum Research Inc. between September 23 and October 17, 2022. The survey was conducted by telephone and the sample was drawn using random digit dialling among City of London residents, which included both landline and cell phone only households. A total of 500 interviews were completed among residents 18 years of age and older. Results throughout the report have been statistically weighted by age and gender to reflect the population of London based on the 2021 Census and comparisons to other similarly sized municipalities have been included where possible.

The survey provides Londoners with an opportunity to share their perspectives and perceptions of key issues in our community. It covers a wide range of topics including top of mind issues, priorities over the next four years, quality of life, value for tax dollars, satisfaction with municipal services and experiences with City staff, and welcoming and belonging.

Survey findings provide data-driven and performance-based reporting for Council, administration, and the public. The Resident Satisfaction Survey is a critical tool to gather opinions on a number of key questions to help inform strategic decisions and ensure that organizational priorities are aligned with the needs of residents.

### Linkage to the Corporate Strategic Plan

Council's 2019-2023 Strategic Plan includes the Strategic Area of Focus 'Leading in Public Service.' This includes the Expected Result 'The City of London is trusted, open, and accountable in service of our community' and the Strategy 'Improve public accountability and transparency in decision making.'

### Analysis

#### 1.0 Background Information

##### 1.1 Previous Reports Related to this Matter

Strategic Priorities and Policy Committee (SPPC): August 31, 2015, July 25, 2016, August 21, 2017, November 19, 2018, August 26, 2019, November 30, 2021.

#### 2.0 Discussion and Considerations

##### 2.1 Background

Each year the City of London undertakes a resident satisfaction survey as part of our efforts to improve service to our community, noting that survey was paused in 2020 due to the COVID-19 pandemic.

The survey provides Londoners with an opportunity to share their perspectives and perceptions of key issues in our community. It covers a wide range of topics including top of mind issues, quality of life, value for tax dollars, satisfaction with municipal services and experiences with City staff, and welcoming and belonging. In order to support the development of Council's 2023-2027 Strategic Plan, the 2022 survey also asked residents to share their thoughts on priorities for our community over the next four years.

Survey findings provide data-driven and performance-based reporting for Council, administration, and the public. The Resident Satisfaction Survey is a critical tool to gather opinions on key questions to help inform strategic decisions and ensure that organizational priorities are aligned with the needs of residents.

These surveys are one of many tools the City uses to measure performance. Other tools include ongoing internal performance measurement processes (e.g., Strategic Plan Annual Performance Reports, Strategic Plan Impact Assessments, budgeting, business planning, measurement of operational activities and services within individual Service Areas), participation in sector benchmarking initiatives (e.g., the Financial Information Return), and through external assessments (e.g., Macleans Best Places to Live reports).

## **2.2 2022 Survey Results**

The 2022 Resident Satisfaction Survey, attached as Appendix A, was conducted by Forum Research Inc. between September 23 and October 17, 2022.

The survey was conducted by telephone and the sample was drawn using random digit dialling among City of London residents, which included both landline and cell phone only households. A total of 500 interviews were completed among residents 18 years of age and older. Results throughout the report have been statistically weighted by age and gender to reflect the population of London based on the 2021 Census and comparisons to other similarly sized municipalities have been included where possible.

While satisfaction scores for quality of life, City services, and interactions with City staff remain relatively high, 2022 saw an overall decrease in satisfaction scores over the 2021 scores. Civic Administration continues to closely monitor this data as well as service specific data that is collected (contact centre performance data, satisfaction with recreation facilities and programming, etc.) to determine mechanisms to improve satisfaction scores, particularly related to customer service.

### **Top of Mind Issues**

- Poverty is identified as the most important issue facing the city as identified by nearly 1 in 2 (47%) of residents. This is driven by mentions of homelessness which increased from 27% in 2021 to 44% in 2022.
- Transportation is identified as the next most important issue as identified by 30% of respondents. Mentions of transportation include traffic, road congestion, traffic lights, inadequate public transit/transportation, and rapid transit.
- Around three in ten (30%) of residents identified development and infrastructure as a key issue facing the city, which is consistent with previous years. Mentions of development/infrastructure include roads, road repair, snow removal, poorly maintained roads, lack of affordable housing, infrastructure, development, urban sprawl, loss of green space and parking.
- One in five (20%) residents identified health as the most important issue, driven by mentions of mental health and addictions.
- One in five (20%) residents also say that the economy is the most important issue facing the city, driven by mentions of high interest rates.

## **Priorities Over the Next Four Years**

When asked what priorities City Council should focus on in the next four years, residents identified the following top five priorities:

1. Poverty (36%)
2. Economics (26%)
3. Transportation (26%)
4. Development / Infrastructure (21%)
5. Health / Wellbeing (17%)

## **Quality of Life**

- Compared to other municipalities, the City of London ranks close to the average rating of quality of life. 82% of Londoners say their quality of life in London is good or very good, with around one in five (18%) residents saying it is very good.
- The most common reason for residents having a good quality of life in the city is because it is a good, friendly, or nice city (20%).
- There was a five percent decrease in the number of residents who indicate that they have a good quality of life compared to 2021 (from 87% in 2021 to 82% in 2022).
- 15% of residents rate their quality of life in London poorly. Factors contributing to poor quality of life include homelessness (41%); cost of living (36%), and crime/public safety/policing (30%).

## **City Service Assessment**

- Most residents (77%) say they are satisfied with the overall level and quality of services provided by the City of London, with one in six (16%) saying they are very satisfied. When compared to other Canadian municipalities, the City ranks slightly below the average rating of City service satisfaction.
- The number of residents satisfied with City services has decreased since 2021 (from 82% to 77%). One in six (16%) of residents say they are very satisfied while around one in five (21%) say that they are not satisfied with City services.
- Residents are most satisfied with the quality of service delivery from the City (71%), followed by the accessibility of services (70%), and the time it takes to receive services (57%). Overall satisfaction with these factors has decreased since 2021.
- The majority of London residents are satisfied with 23 out of 33 services provided by the City of London. Residents are most satisfied with public libraries (95%), drinking water (93%), parks and other green spaces (89%), recreation facilities (89%), and stormwater management (88%).

## **Gap Analysis**

- The gap analysis shows the difference between resident satisfaction with various City services and the perceived importance of each service.
- The gap analysis chart identifies areas for improvement and maintenance and is used for illustrative purposes to indicate the relative placement of the various services to other services, and not as a statistical placement of data.
- Primary areas for improvement are revitalization of older neighbourhoods, social services, city expansion / protection of farmland, public transit, and roads.

## **Value for Tax Dollars**

- Most residents (76%) believe that they receive good value for their tax dollars, including 13% who believe they receive very good value.
- The number of residents who perceive good value for tax dollars has remained steady over the past three years. When compared to other municipalities, the City of London is on par with the average.

- When asked how to help the City balance taxation and service delivery levels, 23% of residents said they would prefer to increase taxes to enhance or expand services, 30% said they would prefer to increase taxes to maintain current service levels, 18% said they would prefer to cut services to maintain current tax levels, and 12% said they would prefer to cut services to reduce taxes.
- Compared to 2021, there has been an increase in the number of residents who prefer to increase taxes, which is driven by an increase in those who prefer to increase taxes to enhance services (from 18% to 23%).

### **Experience with City Staff**

- 67% of residents who contacted the City were satisfied with the services they received, compared to 68% in 2021.
- Of residents who interacted with the City, 52% say they received all of the service or support they needed, while 17% said they received partial support.
- 81% of residents who had contact with the City thought that staff were courteous, 81% thought they were treated fairly, and 79% felt that staff were knowledgeable. About half (52%) said staff went the extra mile.

### **Welcoming and Belonging**

- 81% of residents believe that London is a welcoming community and that they have a strong sense of belonging to the city (79%).
- It is important to note that results of the Resident Satisfaction Survey are statistically weighted by age and gender to reflect the population of London based on the 2021 Census. Of those participating in the survey, 72% self-identified as white. If the survey was completed with a higher number of participants from equity-denied communities, the results would likely show a lower percentage of Londoners experiencing London as a welcoming community.

## **Conclusion**

Surveys are an important tool used by municipalities to assess residents' attitudes, needs, priorities and satisfaction levels. This data can support Council decision-making, inform the work of Administration, and contribute to an overall understanding of the London community. The Annual Resident Satisfaction Survey is also a key component of Council's 2019-2023 Strategic Plan and the commitment to "Improve public accountability and transparency in decision making," in the service of Londoners.

**Prepared and Submitted by:** Rosanna Wilcox, Director, Strategy and Innovation

**Recommended by:** Lynne Livingstone, City Manager

# Annual Resident Satisfaction Survey

**The City of London**

**October 2022**



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# Survey Background



# Objectives

Forum Research Inc. is pleased to present the City of London with the results of the 2022 Citizen Satisfaction Survey.

Specific areas explored in the research include (but are not limited to):

- Top-of-mind issues in need of attention from local leaders;
- Overall impressions of the quality of life in the City of London;
- Perceptions of City services, including satisfaction and drivers of satisfaction (i.e., perceived importance);
- Perceptions of value for tax dollar and taxes in general;
- Sense of welcoming and belonging to the city.

# Executive Summary



# Executive Summary

## Life in the City of London

- The vast majority of residents (TOP2: 82%) rate the quality of life in the City of London as either good or very good. This proportion has decreased from the previous year (TOP2: 87%). *Slide 21*
  - Factors contributing to Londoners good quality of life include it being a friendly and nice city (20%), being safe (17%), having lots to do (17%), having a good standard of living (17%), and having everything they need (15%). *Slide 24*
- Most residents (TOP2: 81%) agree that London is a welcoming community, and about 4 in 5 (TOP2: 79%) agree that they have a strong sense of belonging to the city. These proportions have remained relatively stable from 2021 (TOP2: 85%, 82% respectively). *Slide 47*



# Executive Summary

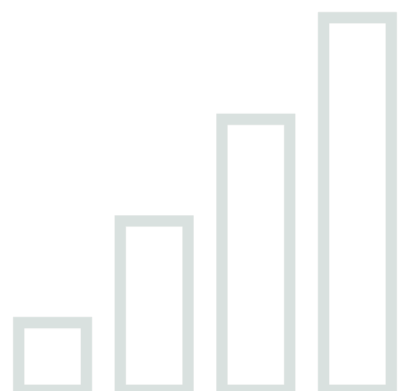
## Issues & Priorities

- However, there are some concerns expressed by residents: *Slide 15*
  - Poverty (NET: 47%) remains the biggest ongoing issue facing the city, with more respondents (+17%) mentioning homelessness (44%) as a concern compared to 2021.
  - Transportation (NET: 30%) is another pressing issue, especially traffic/road congestion (17%) and inadequate public transit/transportation (14%).
  - Additionally, and consistent with previous years, development and infrastructure remains a top concern for Londoners (NET: 28% vs 23%).
- When asked about what priorities should the City Council focus on in the next 4 years:
  - More than a third (36%) think they should focus on tackling poverty, specifically reducing the number of residents experiencing homelessness (34%) *Slide 18*
  - Economic issues (26%) are also important aspects that should be prioritized, especially in increasing affordable housing (18%) *Slide 18*
  - Additionally, transportation should be a City Council priority (26%), such as improving the public transit (15%) *Slide 18*

# Executive Summary

## Core Services & Satisfaction

- The majority of London residents are satisfied with City services, namely the quality of service delivery (TOP2: 71%), accessibility of services (TOP2: 70%), and time it takes to receive services (TOP2: 57%). These proportions have slightly decreased from 2021 (TOP2: 80%, 75%, 68%, respectively). *Slide 30*
- Public libraries (TOP2: 95%), drinking water (TOP2: 93%), parks/other green spaces (TOP2: 89%) and recreation facilities (TOP2: 89%) are the services residents are most happy with. *Slide 31*
  - On the contrary, London residents expressed the least satisfaction with social or affordable housing (TOP2: 22%) *Slide 33*
- A statistical analysis has been used to show the difference between how satisfied residents are with each City service and the impact of the services to residents' overall service satisfaction (i.e., perceived importance). Findings from this analysis found 5 primary areas of improvement for the City: *Slides 35-36*
  - Public Transit
  - Social Services
  - City Expansion/ Protection of Farmland
  - Roads
  - Revitalization of Older Neighbourhoods



# Executive Summary

## Spending and Taxation

- Most London residents (TOP2: 76%) say they receive a good value for their tax dollars. This proportion has remained relatively stable over the years. *Slide 38*
- In order to help the City balance taxation and service delivery levels, the majority of respondents chose increasing taxes (NET: 53%) over cutting services (NET: 30%). Additionally, more respondents this year are in favor of increasing taxes to maintain current service levels or enhance or expand services, compared to 2021 (NET: 48%). *Slide 40*
  - Of those who support increasing taxes, 30% believe that these dollars should be used to maintain current service levels, while 23% would rather services be enhanced or expanded services. *Slide 40*

## Experience with City Staff

- The proportion of London residents who have had contact with the City has slightly increase over the years (2022: 46%). The majority of those who have contacted the City are satisfied with the service they received (TOP2: 67%), and said they received all the service and support they needed (70%). *Slides 42-44*
  - These residents also felt that the staff were courteous (TOP2: 81%), fair (TOP2: 81%), knowledgeable (TOP2: 79%), and went an extra mile to help them (TOP2: 52%). *Slide 45*

# Methodology





# Methodology

**Method:** CATI (Computer Aided Telephone Interview)

**Criteria for Participation:** Residents in the City of London who are 18 years of age or older

**Sample Size:** n=500

**Average Length:** 19.8 min

**Margin of Error:**  $\pm 4.38\%$

**Fieldwork Dates:** September 23<sup>rd</sup> – October 17<sup>th</sup>, 2022

**Additional Notes:**

- CATI sample was drawn using random digit dialing (RDD) among City of London residents. A mix of landline and cell phone sample was used to reach cell phone-only households.
- Results throughout this report have been statistically weighted by age and gender, to ensure that the sample reflects the target population according to 2021 Census data.
- Tracking data has been included where possible. Please note that the 2013 data comes from an online survey conducted by another vendor. Data from 2015 to 2019 was also conducted by another vendor, though methodology has been as closely matched as possible. Caution should be used in comparing the 2013 online data to the 2015 to 2022 telephone data because of the methodological differences in the data collection approaches.
- Comparisons to other Canadian municipalities have been included where possible.
- Significant differences across sub-groups are noted where they exist.

# Reporting Considerations

## **TOP2 / BTM2**

Top 2 (TOP2) and Bottom 2 (BTM2) reference the collected TOP2 positive and BTM2 negative responses, respectively where applicable. For example, a TOP2 grouping referred to as “satisfied” may be the combined result of “very satisfied” and “somewhat satisfied,” where a grouping of “not satisfied” (BTM2) may be the combined result of “not very satisfied” and “not at all satisfied.”

## **Rounding**

Due to rounding, numbers presented throughout this document may not add up to the totals provided. For example, in some cases, the sum of all question values may add up to 101% instead of 100%. Similar logic applies to TOP2 and BTM2 groupings.

## **Multi-mentions**

In some cases, more than one answer option is applicable to a respondent. Multiple mention questions allow respondents to select more than one answer category for a question. For questions that ask for multiple mentions (e.g., “Which of the following communication methods have you used?”), it is important to note that the percentages typically add to over 100%. This is because the total number of answer categories selected for a question can be greater than the number of respondents who answered the question. For example, respondents were able to select “email” and “physical mail/inserts” as their answer.

## **Significance Testing**

Throughout the report, statistically significant differences (at the 95% confidence level) between demographic segments have been stated under the related finding in the right text boxes. It is important to point out that, statistical differences exist only between the segments mentioned in the notes. In demographic breakout slides, statistically significant results (at the 95% confidence level) are highlighted in red and statistically significant differences between segments are indicated with letters. Each segment is denoted with letters (e.g., J, K, L, etc.). If the letter “J” appears under the response of a certain segment, this indicates that the response of that segment is significantly higher than the response of the segment denoted with the letter “J”.

# Detailed Findings



# Top of Mind Issues



# Top of Mind Issues

**Nearly half (47%) of residents say poverty is the most important issue facing the city – a significant increase from 28% in the previous year.**

Issue	2022	2021	2019	2018	2017	2016	2015
<b>NET: Poverty*</b>	<b>47%</b>	<b>28%</b>	<b>12%</b>	<b>4%</b>	<b>5%</b>	<b>5%</b>	<b>3%</b>
Homelessness	44%	27%	10%	3%	4%	3%	2%
Poverty	5%	4%	3%	1%	2%	3%	1%
<b>NET: Transportation*</b>	<b>30%</b>	<b>34%</b>	<b>38%</b>	<b>35%</b>	<b>36%</b>	<b>23%</b>	<b>13%</b>
Traffic/road congestion/traffic lights	17%	22%	10%	7%	4%	5%	4%
Inadequate public transit/transportation	14%	12%	20%	17%	17%	17%	10%
Rapid transit/support rapid transit	3%	6%	4%	1%	10%	-	-
Opposition to rapid transit	1%	1%	3%	7%	4%	-	-
<b>NET: Development/Infrastructure*</b>	<b>28%</b>	<b>23%</b>	<b>21%</b>	<b>20%</b>	<b>11%</b>	<b>19%</b>	<b>21%</b>
Roads/Road repair/snow removal/poorly maintained roads	11%	13%	12%	11%	5%	9%	11%
*** Housing - lack of affordable housing	10%	20%	11%	3%	4%	2%	2%
Infrastructure	8%	9%	8%	3%	3%	8%	7%
Development urban sprawl/loss of greenspace	3%	5%	5%	3%	2%	2%	3%
Parking	1%	1%	-	-	-	-	-
<b>NET: Health*</b>	<b>20%</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
*** Mental health / Drug addiction	13%	10%	-	-	-	-	-
*** Hospital wait times / lack of medical care	7%	4%	4%	4%	-	-	-
*** COVID-19 (e.g. restrictions, vaccines, in general)	2%	8%	-	-	-	-	-

Poverty has become the most important issue facing the city with nearly 1 in 2 (NET: 47%) residents saying so. Specifically, mentions of homelessness (from 27% to 44%) drives this increase.

Transportation is identified as the next most important issue by residents with 3 in 10 (NET: 30%) saying so. Specifically, nearly 1 in 5 (17%) mentioned ‘traffic/road congestion/traffic lights’.

Around 3 in 10 (NET: 28%) residents say development and infrastructure is the most important issue facing the city – remaining consistent with previous years.

1 in 5 (NET: 20%) residents also say health is the most important issue facing the city with mental health and drug addiction as the most important health issue (13%).

Fewer residents are finding the COVID-19 pandemic as an important issue facing the city compared to the previous year (from 8% to 2%).

\*\*\* In 2015-2021, mentions were not grouped under the net categories. So, the net percentages do not include these mentions in these previous years.

\*Net categories for multiple response questions are calculated by adding up the number of responses (not percentages) for each sub-category and dividing the total number by the total sample size.

Q1. What are the most important issues facing the City of London? That is, what issues should receive the greatest attention from City Council? [Multi-select];

Framework: All respondents.

Sample Size: 2022 (n=500); 2021 (n=508); 2019 (n=500); 2018 (n=500); 2017 (n=500); 2016 (n=500); 2015 (n=500).

# Top of Mind Issues (cont'd)

Issue	2022	2021	2019	2018	2017	2016	2015
<b>NET: Economy*</b>	<b>20%</b>	<b>5%</b>	<b>7%</b>	<b>4%</b>	<b>4%</b>	<b>13%</b>	<b>13%</b>
High interest rates	12%	-	-	-	-	-	-
Unemployment/ Jobs/ poor job market	3%	5%	6%	4%	3%	12%	12%
High inflation rates	2%	-	-	-	-	-	-
*** Economic growth / attract, retain businesses / manufacturing	2%	3%	3%	2%	-	-	-
*** Social assistance (e.g. employment insurance, sick benefits, etc.)	2%	1%	-	-	-	-	-
Taxes	2%	3%	6%	3%	3%	5%	6%
<b>NET: Mayor/City government*</b>	<b>2%</b>	<b>4%</b>	<b>8%</b>	<b>4%</b>	<b>4%</b>	<b>4%</b>	<b>4%</b>
Fiscal management/government spending/budget	1%	3%	4%	2%	-	-	-
Poor government/political infighting/no leadership	1%	2%	3%	1%	2%	-	-

1 in 5 (NET: 20%) residents also say the economy is the most important issue facing the city. Specifically, around 1 in 10 (12%) mentioned 'high interest rates'.

A few residents also say the city government (2%) are the most important issues facing the city.

\*\*\* In 2015-2021, mentions were not grouped under the net categories. So, the net percentages do not include these mentions in these previous years.

\*Net categories for multiple response questions are calculated by adding up the number of responses (not percentages) for each sub-category and dividing the total number by the total sample size.

Q1. What are the most important issues facing the City of London? That is, what issues should receive the greatest attention from City Council? [Multi-select];

Framework: All respondents.

Sample Size: 2022 (n=500); 2021 (n=508); 2019 (n=500); 2018 (n=500); 2017 (n=500); 2016 (n=500); 2015 (n=500).

# Top of Mind Issues (cont'd)

Issue	2022	2021	2019	2018	2017	2016	2015
<b>NET: Other*</b>	-	-	-	-	-	-	-
Public safety (e.g., crime, policing, speeding)	10%	14%	-	-	-	-	-
Education	4%	4%	4%	2%	-	1%	3%
Lack of support for vulnerable communities	3%	-	-	-	-	-	-
Environment/pollution	2%	4%	6%	3%	3%	5%	6%
Waste management (e.g., garbage collection, recycling, composting)	2%	2%	-	-	-	-	-
City cleanliness (e.g., dirty graffiti, needles lying around )	1%	1%	-	-	-	-	-
Senior care	1%	1%	-	-	-	-	-
Social equity (e.g., racism, discrimination, Indigenous issues)	<1%	3%	-	-	-	-	-
Other	4%	9%	-	-	-	-	-
<b>Nothing</b>	1%	3%	3%	5%	5%	4%	2%
<b>Don't know/Refused</b>	5%	5%	9%	8%	12%	10%	13%

Public safety is also another common important issue in the city identified by 1 in 10 residents (10%).

\*Net categories for multiple response questions are calculated by adding up the number of responses (not percentages) for each sub-category and dividing the total number by the total sample size.

Q1. What are the most important issues facing the City of London? That is, what issues should receive the greatest attention from City Council? [Multi-select];

Framework: All respondents.

Sample Size: 2022 (n=500); 2021 (n=508); 2019 (n=500); 2018 (n=500); 2017 (n=500); 2016 (n=500); 2015 (n=500).

# Priorities Over the Next 4 Years

**More than a third (36%) of residents thinks the City Council should tackle poverty (36%) in the next 4 years, specifically reducing the number of residents experiencing homelessness (34%).**

Priority	2022
<b>NET: Poverty</b>	<b>36%</b>
Reduce the number of residents experiencing homelessness	34%
Reduce the number of residents experiencing poverty	6%
<b>NET: Economics</b>	<b>26%</b>
Increase affordable housing	18%
Economic growth / attracting, retaining businesses / manufacturing	6%
Reducing unemployment	3%
Reducing taxes	3%
<b>NET: Transportation</b>	<b>26%</b>
Improve public transit / transportation	15%
Reduce traffic and road congestion	12%
Increase access to public transit / transportation	5%
Improve quality of pedestrian environments	3%
<b>NET: Development / Infrastructure Items</b>	<b>21%</b>
Improve maintenance of roads (including road repair and snow removal)	13%
Increase development / quality of housing options	9%
Development of green spaces (e.g., parks, conservation areas)	3%

Poverty is the most important issue that residents think the City Council should prioritize, especially in reducing the number of residents experiencing homelessness (34%).

Two other important aspects that should be prioritized are economic issues (NET: 26%), such as increasing affordable housing (18%), as well as transportation issues (NET: 26%), such as improving public transit (15%).

Around 1 in 5 residents (NET: 21%) say development and infrastructure should be a City Council priority, for instance improving the maintenance of roads (13%).

\*Net categories for multiple response questions are calculated by adding up the number of responses (not percentages) for each sub-category and dividing the total number by the total sample size.

**(NEW) Q1B.** In your opinion, what priorities should the City Council focus on in the next 4 years?. [Multi-select];

**Framework:** All respondents.

**Sample Size:** 2022 (n=500)



# Priorities Over the Next 4 Years (cont'd)

Priority	2022
<b>NET: Health / Wellbeing</b>	<b>17%</b>
Improve access to mental health and addiction resources	13%
Improve health and well-being of residents	7%
<b>NET: Climate Change / Sustainability</b>	<b>5%</b>
Improve education / schools	3%
Increase education amongst residents towards supporting the environment	1%
Protecting and conserving natural areas	1%
Promote waste reduction in the city	1%
<b>NET: Mayor / City Gov't</b>	<b>4%</b>
Reduce barriers to access city services and information	2%
Improve public accountability and transparency in the local government	2%
<b>NET: Sustainability</b>	<b>2%</b>
Promote and increase waste reduction	2%
<b>NET: Other</b>	<b>19%</b>
Improve public safety (e.g., crime, policing, speeding)	9%
Improve access to support for vulnerable populations	4%
Improve access to recreation, sports and leisure activities	3%
Improve the feeling of welcoming and inclusion in the city	2%
Other	3%

Nearly 1 in 5 (NET: 17%) residents also say that health should be a priority. Specifically, around 1 in 10 (13%) mentioned 'improved access to mental health and addiction resources'.

A few residents also say that climate change (5%), government issues (4%), and sustainability (2%) should be priorities for the City Council.

\*Net categories for multiple response questions are calculated by adding up the number of responses (not percentages) for each sub-category and dividing the total number by the total sample size.

**(NEW) Q1B.** In your opinion, what priorities should the City Council focus on in the next 4 years?. [Multi-select];

**Framework:** All respondents.

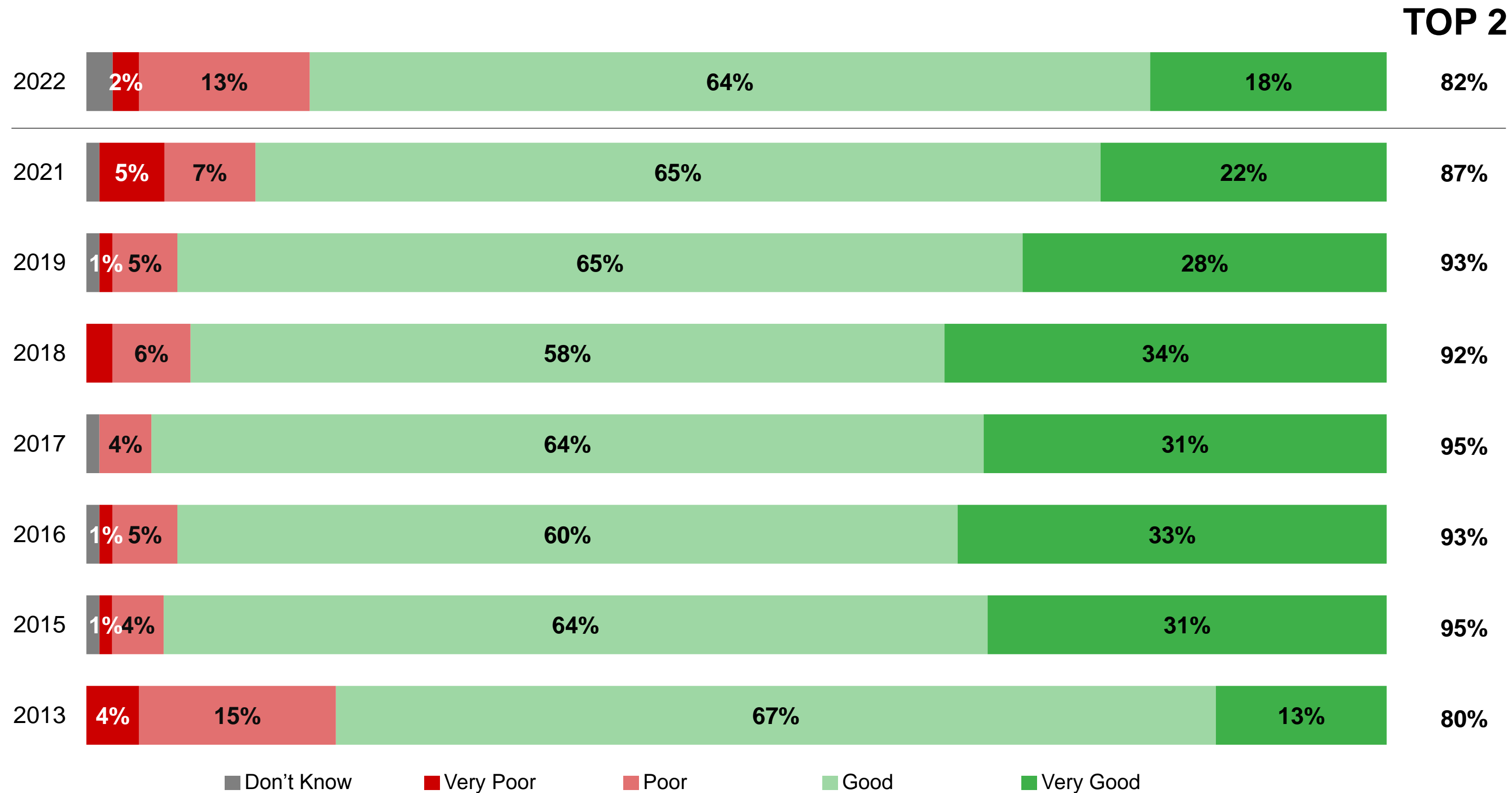
**Sample Size:** 2022 (n=500)

# Quality of Life



# Quality of Life

**Around 8 in 10 (TOP2: 82%) residents rate their quality of life in London as good or very good – a decrease from the previous year (TOP2: 87%).**



The majority of London residents (TOP2: 82%) say their quality of life in London is good or very good, with around 1 in 5 (18%) saying it's very good.

There has been a decrease of residents saying they have a good quality of life compared to 2021 (TOP2: 82% vs TOP2: 87%), however the vast majority still rate their quality of life in London positively.

Nearly 2 in 10 (BTM2: 15%) residents rate their quality of life in London poorly.

Q2. How would you rate the overall quality of life in the City of London today? Would you say it's...?

Framework: All respondents.

Sample Size: 2022 (n=500); 2021(n=508); 2019 (n=500); 2018 (n=500); 2017 (n=500); 2016 (n=500); 2015 (n=500); 2013 (n=501).

# Quality of Life - Demographics

Perceptions of a very good quality of life are highest among residents who are aged 55+ (25%), and have completed university studies (27%).

## Quality of Life (% Very Good)

Year	Total	Gender		Age			Income			Education					
		Male	Female	18-34	35-54	55+	< \$50K	\$50K - < \$100K	\$100K +	Elem. / Some H.S.	H.S. Grad	Some College / Tech/ Uni	Comp. College /Tech	Comp. Uni	Comp. Post Grad
		A	B	C	D	E	F	G	H	I	J	K	L	M	N
2022	19%	22%	15%	18%	11%	25%	19%	21%	18%	16%	15%	14%	13%	27%	18%
						D								L	
2021	22%	28%	17%	14%	23%	27%	17%	19%	32%	0%	18%	20%	16%	27%	34%
		B				C			FG		I	I	I	IM	IJM
2019	28%	28%	29%	19%	34%	33%	18%	29%	37%						
					C	C			F						
2018	34%	35%	34%	26%	42%	34%	25%	41%	41%						

Residents aged 55 and older are more likely to rate their quality of life in London as very good compared to those aged 35 to 54 (25% vs 11%).

Residents who completed university studies are also more likely to say they have a very good quality of life in London than those who completed college (27% vs 13%).

Residents who find the city welcoming (21%) and feel that they belong (22%) are more likely to express a very good quality of life compared to those who don't.

\*Education categories were different in previous years, and thus are not shown above.

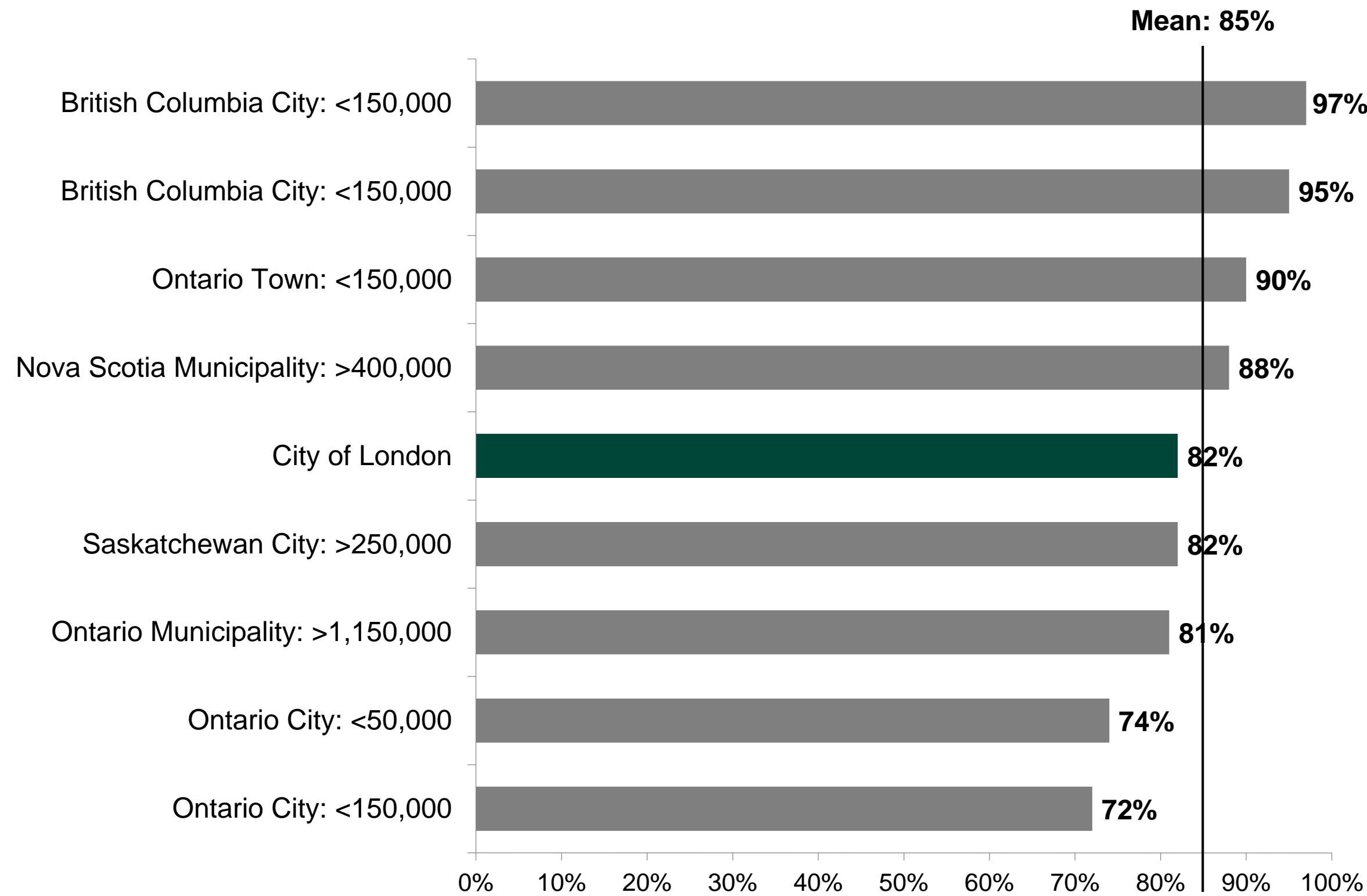
Q2. How would you rate the overall quality of life in the City of London today? Would you say it's...?

Framework: All respondents;

Sample Size: 2022 (n=500); 2021 (n=508); 2019 (n=500); 2018 (n=500).

# Quality of Life - Benchmarks

**82% of City of London residents rate their quality of life as ‘good’ or ‘very good’ – which is close to the average score (85%) of 8 municipalities in Canada.**



When compared with other municipalities, the City of London ranks close to the average rating of quality of life.

\*This benchmark analysis is based on the results of surveys that asked this same question and were conducted between 2020-2022. Comparisons for this question include 8 municipalities across Canada, with populations ranging from ~50,000 to ~1,150,000. Populations shown are rounded to the nearest 50,000 based on 2021 Census data.

\*Municipalities with a population of 100,000 to 500,000 in Southern Ontario have been included in the analysis.

\*The ‘Don’t Know’ was excluded from analysis to make it comparable with other municipalities.

Q2. How would you rate the overall quality of life in the City of London today? Would you say it’s...?

Framework: All respondents;

Sample Size: 2022 (n=500).

# Reason for Good Quality of Life

**A fifth (20%) of those who say their quality of life in the city is good is because it is a good, friendly or nice city.**

Reason	2022	2021	2019	2018	2017	2016	2015
Good/Friendly/Nice City	20%	23%	13%	7%	13%	18%	20%
Safe city/ Low crime	17%	16%	13%	15%	13%	17%	16%
Lots to do (Events, activities, amenities, culture, entertainment, etc.)	17%	16%	20%	17%	13%	20%	17%
Quality of life/ Good standard of living/ Better than other cities	17%	12%	12%	17%	5%	10%	10%
Convenience – Everything you need is here	15%	15%	8%	7%	8%	8%	10%
Nature trails/Parks	13%	10%	8%	11%	5%	10%	7%
Good income/Have a job here	12%	11%	11%	11%	9%	8%	6%
Environment – Clean, green, beautiful	12%	11%	7%	6%	11%	10%	12%
Affordable living	10%	7%	6%	7%	4%	5%	11%
Healthcare	8%	10%	7%	9%	6%	8%	5%
Good schools	7%	8%	8%	8%	7%	5%	6%
Good services (police/fire)/Social programs	7%	10%	6%	7%	6%	9%	8%
Right size/ Not too big	6%	5%	10%	9%	11%	10%	12%
Easy to get around (not overcrowded)	5%	6%	7%	5%	4%	5%	3%
Pleasant neighbourhood(s)	4%	10%	5%	5%	2%	5%	3%
Transportation / Public transit	4%	-	-	-	-	-	-
Other	4%	8%	-	-	-	-	-

The most common reason for residents having a good quality of life in the city is because it is a good, friendly or nice city (20%).

Other common reasons the residents identified for their good quality of life include:

- It is a safe city/There's low crime (17%)
- There's lots to do in the city (17%)
- Quality of life/ Good standard of living/ Better than other cities (17%)

The identified reasons for having a good quality of life remain similar to previous years.

**Q3a.** Why do you think the quality of Life is [good/ very good]? *Visualization does not include responses with less than 5% mentions.*

**Framework:** Respondents who said good/very good;

**Sample Size:** 2022 (n=416); 2021(n=441).

# Reason for Poor Quality of Life

**Around 1 in 3 of those who say they have a poor quality of life in the city say it's because of homelessness (41%), high cost of living (36%), and crime/public safety (30%).**

Reason	2022	2021
Homelessness	41%	24%
Cost of living is high	36%	23%
Crime / Public safety / Policing	30%	23%
Drug addiction / Mental health issues	26%	17%
Housing / Lack of availability or affording	24%	19%
Social / Economic issues (e.g. divisions, poverty, etc.)	20%	9%
Employment opportunities / Jobs	15%	5%
Downtown is poorly maintained (e.g. abandoned, dirty, unattractive, etc.)	14%	12%
Infrastructure (e.g. roads, etc.)	13%	4%
Transit / Transportation	12%	6%
Health care	11%	6%
COVID-19 (e.g. vaccines, restrictions, in general, etc.)	11%	10%
Government (e.g. overspending, unethical, uncaring, etc.)	8%	8%
Other*	8%	11%
Don't know	1%	3%

Around a third of residents who perceive a poor quality of life in the city is because it of homelessness (41%), cost of living (36%), and crime/public safety/policing (30%)

Other common reasons that contributes to the poor quality of life of residents include:

- Mental health/drug addiction (26%)
- Lack of affordable housing (24%)
- Social/Economic issues (20%)

Residents this year tend to identify more reasons for a poor quality of life compared to last year.

\*Other responses include single mentions that cannot be grouped into categories.

**Q3b.** Why do you think the quality of life is [poor/ very poor]? (open-end);

**Framework:** Respondents who said poor/very poor;

**Sample Size:** 2022 (n=76). 2021 (n=63)

# City Service Assessment

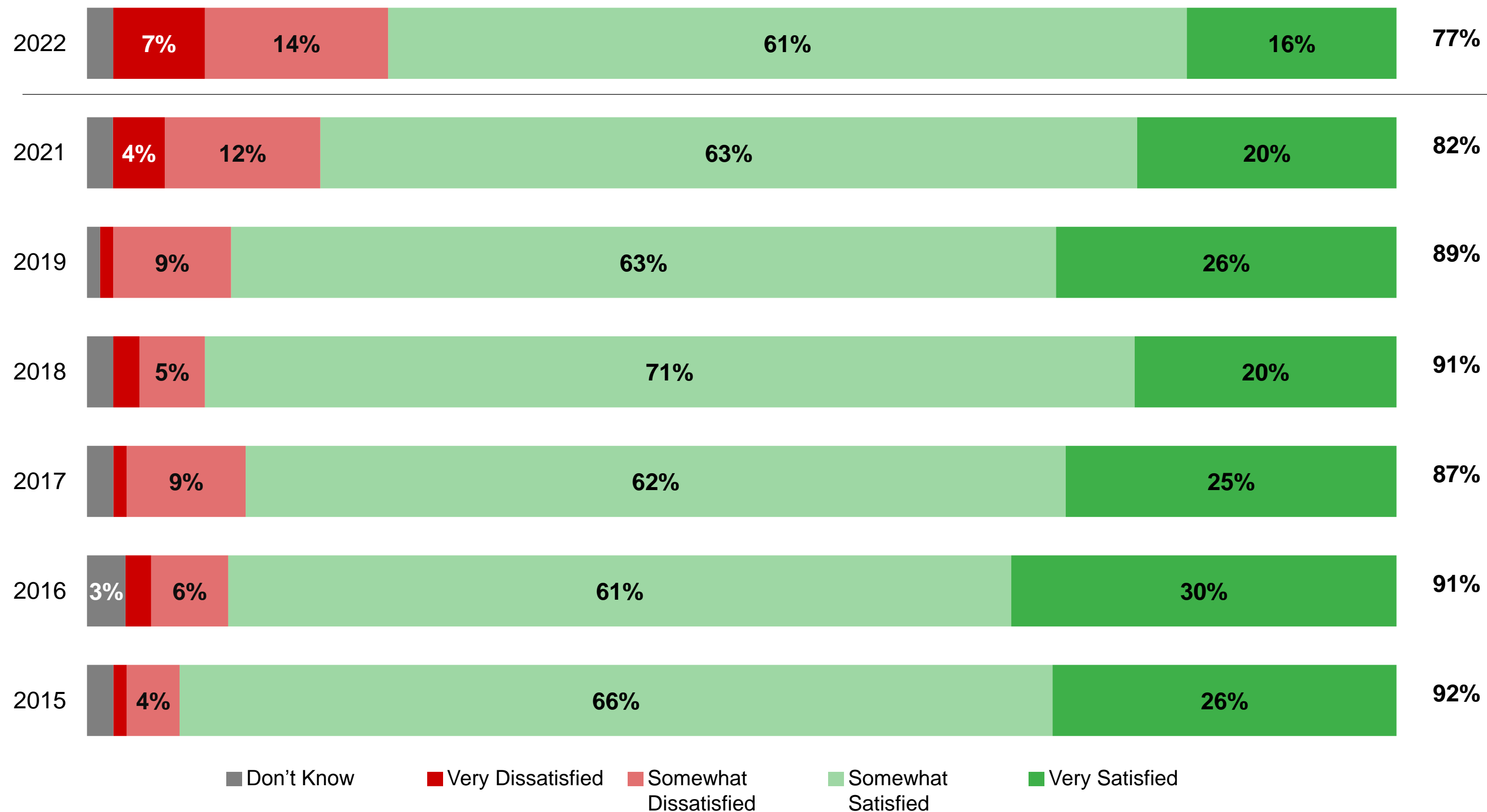




# Overall Satisfaction

**Around 3 in 4 London residents (TOP2: 77%) are satisfied with the overall level and quality of services provided by the city – a decrease from the previous year (TOP2: 82%).**

**TOP 2**



The majority of London residents (TOP2: 77%) say they are satisfied with the overall level and quality of services provided by the City, with 1 in 6 (16%) saying they are very satisfied.

The number of residents being satisfied with City services has decreased slightly compared to 2021 (TOP2: 82%). Despite this, the majority of residents are satisfied overall with the services the City provides.

Around 1 in 5 (BTM2: 21%) residents say they are not satisfied with City services.

**Q4a.** Please tell me how satisfied or dissatisfied you are with the overall level and quality of services provided by the City of London, on a scale of very satisfied, somewhat satisfied, somewhat dissatisfied, and very dissatisfied?

**Framework:** All respondents; **Sample Size:** 2022 (n=500); 2021 (n=508); 2019 (n=500); 2018 (n=500); 2017 (n=500); 2016 (n=500); 2015 (n=500).

# Overall Satisfaction - Demographics

Residents who are very satisfied with city services tend to be those who completed university (24%).

**Satisfaction with City Services (% Very Satisfied)**

Year	Total	Gender		Age			Income			Education					
		Male	Female	18-34	35-54	55+	< \$50K	\$50K - < \$100K	\$100K +	Elem. / Some H.S.	H.S. Grad	Some College / Tech/ Uni	Comp. College /Tech	Comp. Uni	Comp. Post Grad
		A	B	C	D	E	F	G	H	I	J	K	L	M	N
2022	16%	17%	16%	16%	13%	19%	17%	17%	12%	16%	15%	7%	12%	24%	11%
														KLN	
2021	20%	21%	19%	22%	16%	21%	20%	20%	16%	13%	22%	23%	15%	19%	25%
2019	26%	28%	24%	27%	27%	26%	-	-	-	-	-	-	-	-	-
2018	20%	19%	21%	14%	17%	27%	-	-	-	-	-	-	-	-	-

Residents who have a university degree are more likely to be very satisfied with city services (24%).

Residents who find the city welcoming (19%) and feel that they belong (18%) are more likely to express that they are very satisfied with overall City services.

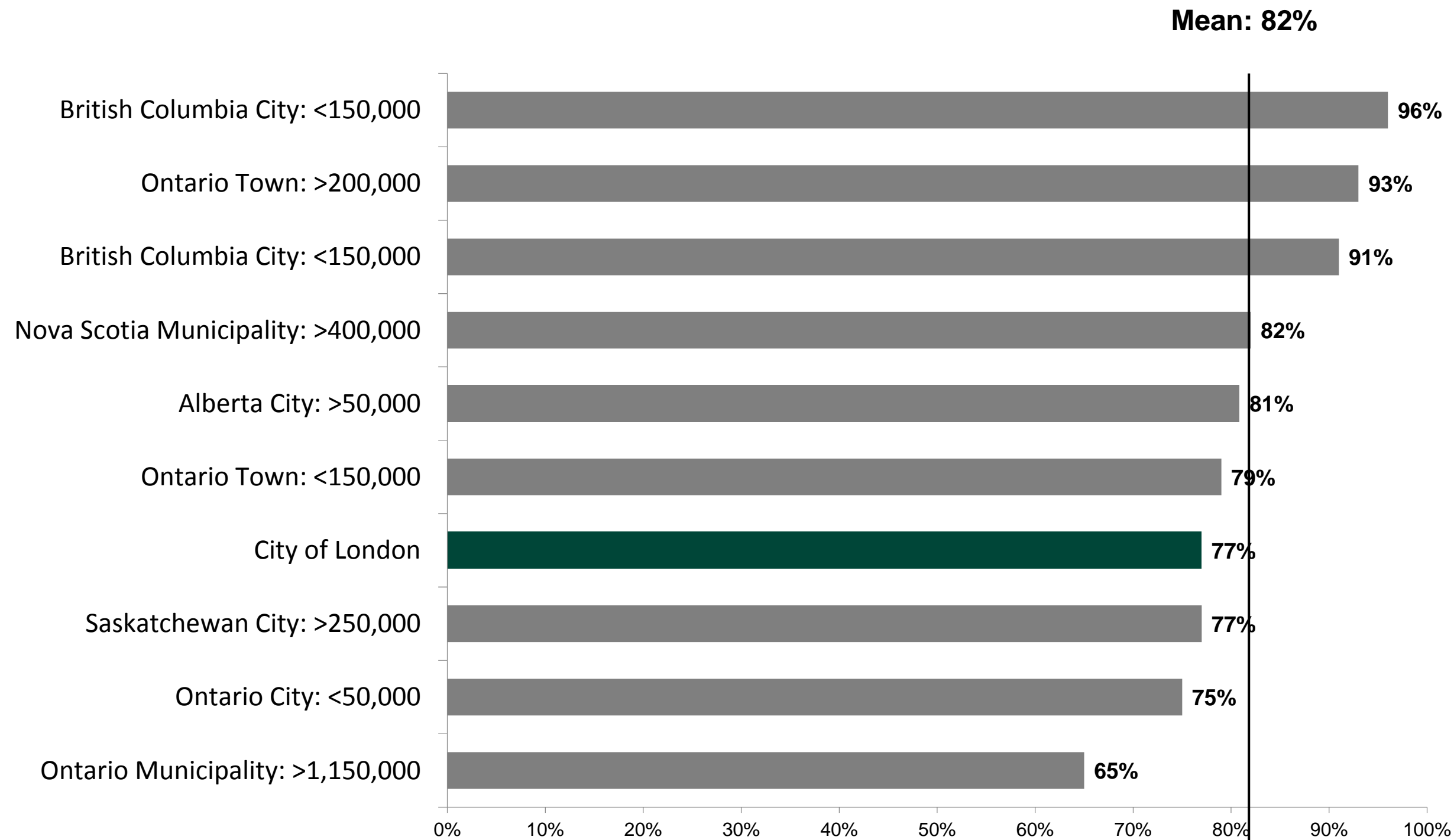
**Q4a.** Please tell me how satisfied or dissatisfied you are with the overall level and quality of services provided by the City of London, on a scale of very satisfied, somewhat satisfied, somewhat dissatisfied, and very dissatisfied?

**Framework:** All respondents; **Sample Size:** 2022 (n=500); 2021 (n=508); 2019 (n=500); 2018 (n=500).



# Overall Satisfaction - Benchmarks

**77% of City of London residents are satisfied with the overall services the City provides – which is below the average score (82%) of other Canadian municipalities.**



When compared with other municipalities, the City of London ranks below the average rating of City service satisfaction.

\*This benchmark analysis is based on the results of surveys that asked this same question and were conducted between 2020-2022. Comparisons for this question include 9 municipalities across Canada, with populations ranging from ~20,000 to ~1,150,000. Populations shown are rounded to the nearest 50,000 based on 2021 Census data.

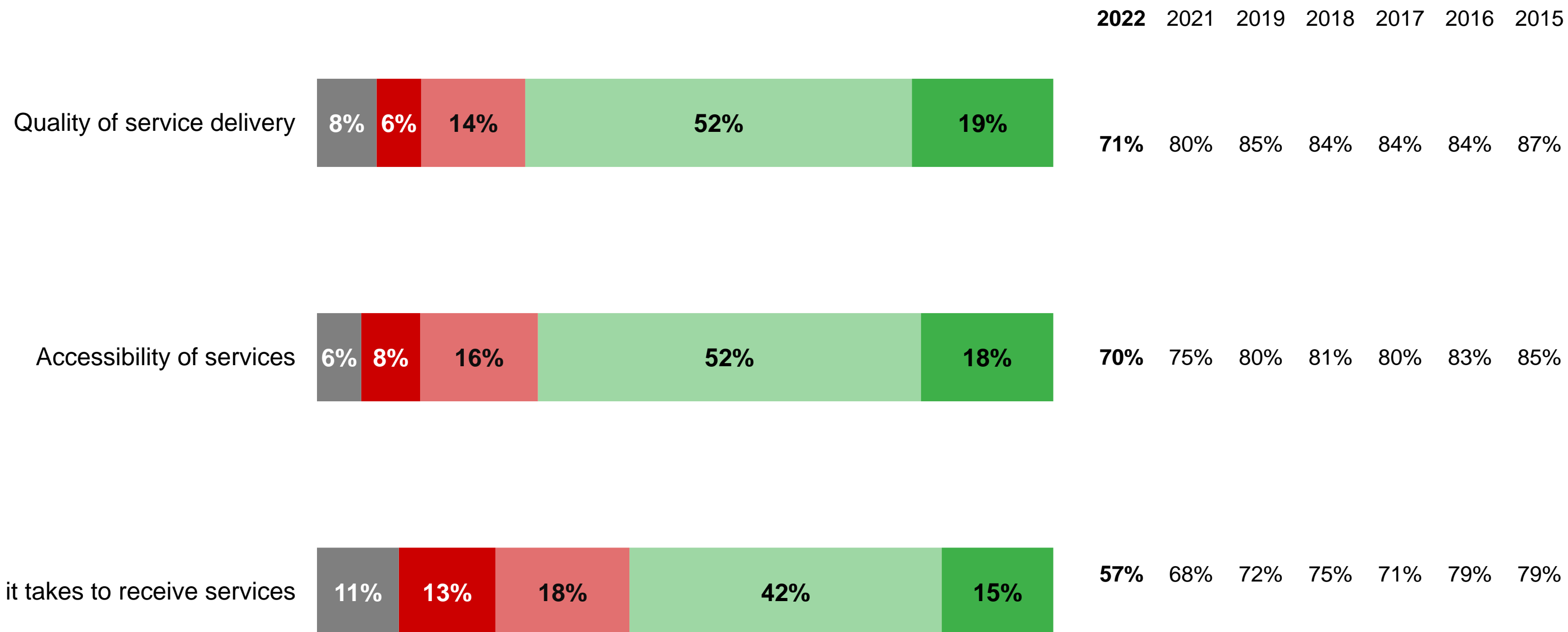
**Q4a.** Please tell me how satisfied or dissatisfied you are with the overall level and quality of services provided by the City of London, on a scale of very satisfied, somewhat satisfied, somewhat dissatisfied, and very dissatisfied?

**Framework:** All respondents; **Sample Size:** 2022 (n=500).

# Satisfaction with Aspects of Services

The majority of London residents are satisfied with the quality of service delivery (TOP2: 71%), the accessibility of services (TOP2: 70%), and the time it takes to receive services (TOP2: 57%). There has been a decrease in satisfaction with the quality and timeliness of service delivery compared to last year.

## TOP 2



Residents are most satisfied with the quality of service delivery from the City, with 7 in 10 (TOP2: 71%) saying they are satisfied, and specifically 1 in 5 (19%) saying they are very satisfied.

7 in 10 (TOP2: 70%) say they are satisfied with the accessibility of City services, with 1 in 5 (18%) saying they are very satisfied.

About 6 in 10 (TOP2: 57%) express their satisfaction with the timeliness of City services, with 1 in 7 (15%) saying they are very satisfied.

The proportion of residents being satisfied with the quality of service delivery, accessibility of services, and the timeliness of services has decreased from 2021.

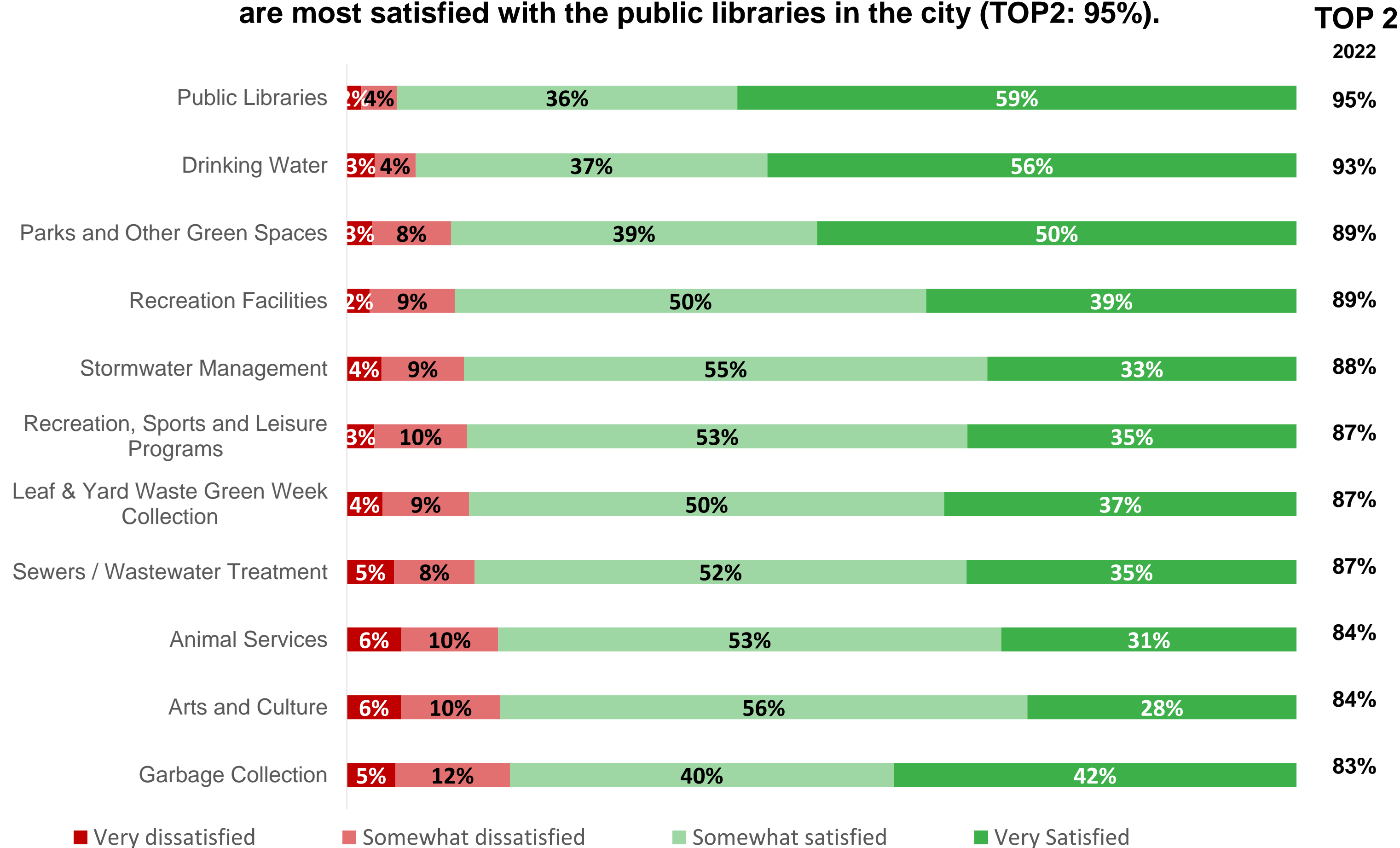
Q4b-d. And using that same satisfaction scale, how about...?

Framework: All respondents;

Sample Size: 2022 (n=500); 2021(n=508); 2019 (n=500); 2018 (n=500); 2017 (n=500); 2016 (n=500); 2015 (n=500).

# Satisfaction with Individual Service

Majority of London residents are satisfied with 30 out of 33 services provided by the city. Residents are most satisfied with the public libraries in the city (TOP2: 95%).



Majority of London residents are satisfied with 23 out of 33 services provided by the City. Residents are most satisfied with public libraries (TOP2: 95%) and drinking water (93%).

Around 9 in 10 residents are satisfied with the city's parks and other green spaces, recreation facilities, stormwater management, recreation, sports and leisure programs, leaf & yard waster green week collection, and sewers/ wastewater treatment.

More than 8 in 10 residents are also satisfied with the City's animal services, arts and culture, and garbage collection.

Q5. Now we'd like to know how satisfied you are with a variety of services provided by the City of London.

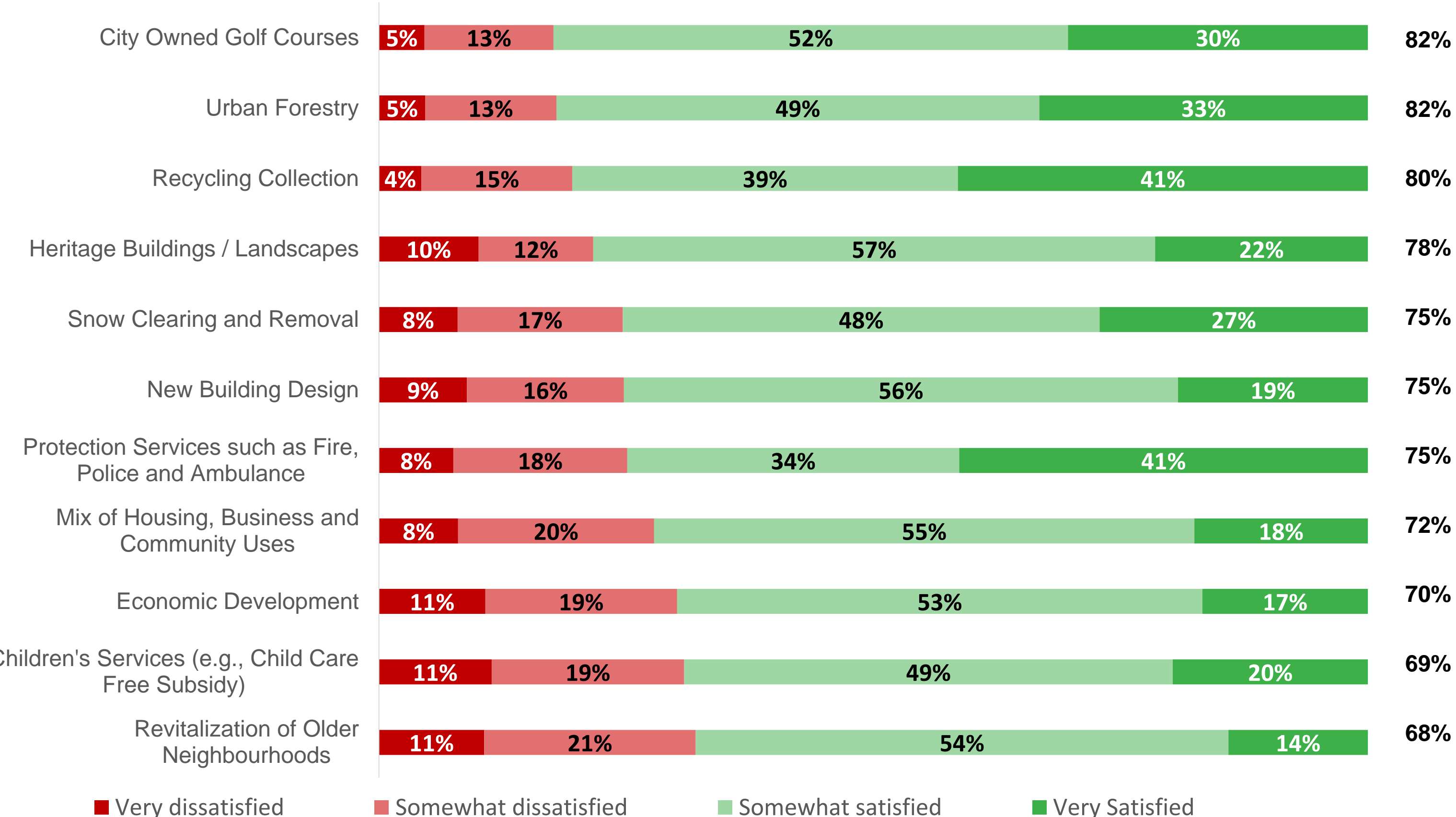
Framework: All respondents, exclude don't know

Sample Size: 2022 (n=500)

# Satisfaction with Individual Service (cont'd)

Over 40% of residents are very satisfied with recycling collection (41%) and protection services (41%).

TOP 2  
2022



Around 8 in 10 residents are satisfied with the City owned golf course, urban forestry, recycling collection, and heritage building / landscapes.

About three quarters of residents are satisfied with the City's snow clearing and removal, new building design, protection services, and the mix of housing / business / community uses.

Around 7 in 10 residents are satisfied with the City's economic development, children's service and revitalization of older neighbourhoods.

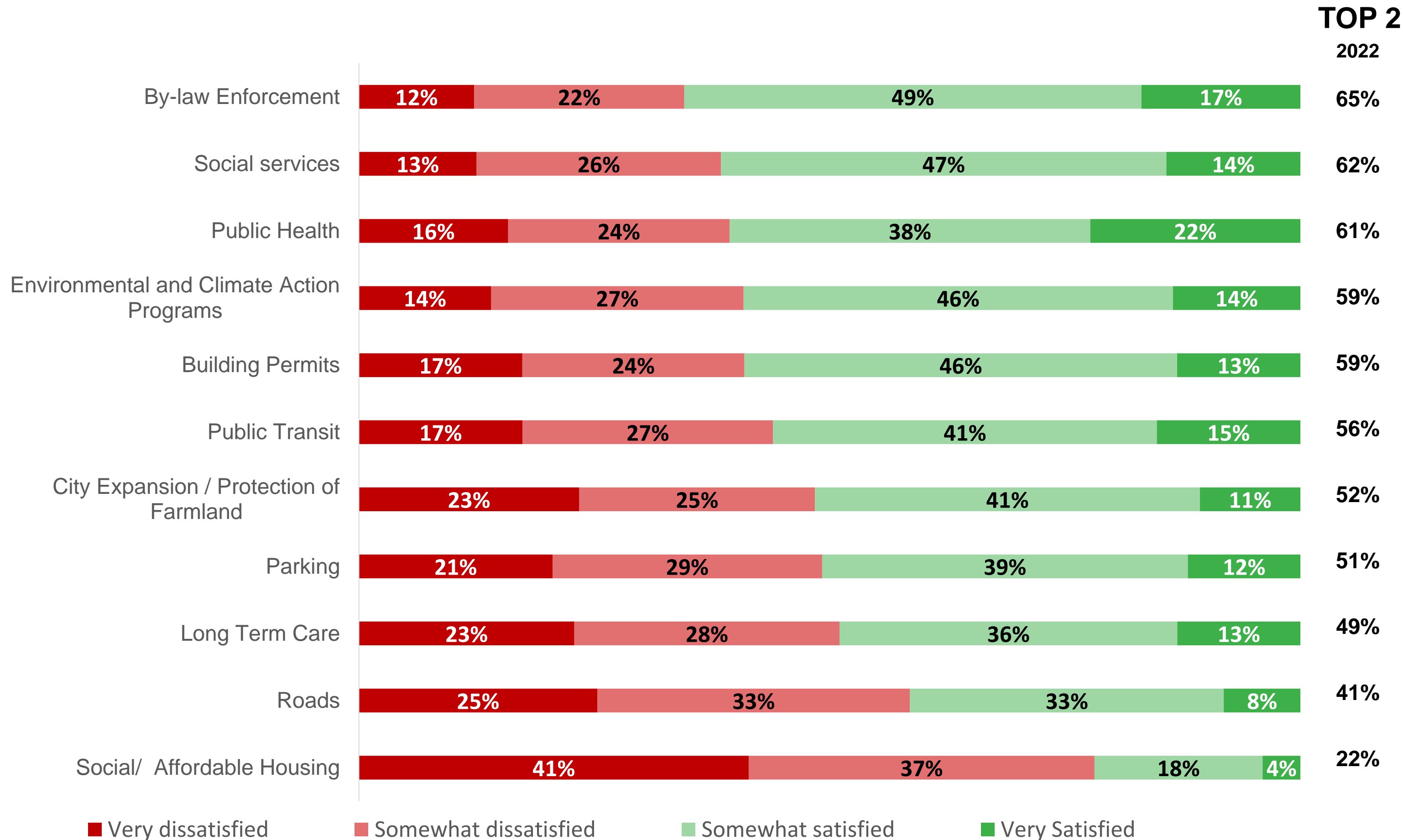
Q5. Now we'd like to know how satisfied you are with a variety of services provided by the City of London.

Framework: All respondents, exclude don't know

Sample Size: 2022 (n=500)

# Satisfaction with Individual Service (cont'd)

Residents are least satisfied with the social and affordable housing in the city (TOP2: 22%).



Less than half of residents are satisfied with the City's long-term care, roads and social/ affordable housing. Specifically, only 1 in 5 residents expressed satisfaction with social/ affordable housing.

Q5. Now we'd like to know how satisfied you are with a variety of services provided by the City of London.

Framework: All respondents, exclude don't know

Sample Size: 2022 (n=500)

# Gap Analysis





# Interpreting the Gap Analysis

The Gap analysis shows the difference between how satisfied residents are with each City service and the impact of the services to residents' overall service satisfaction.

- **Satisfaction scores** are plotted vertically (along the Y-axis). They represent overall stated satisfaction (TOP4%) with each of the individual City services.
- **Impact on overall satisfaction scores** are plotted horizontally across the bottom of the chart (along the X-axis). They are based on a statistical method called regression analysis that determines how a specific service (“independent variable”) contributes to residents' overall satisfaction with the services (“dependent variable”). Impact on overall satisfaction can also be referred to as perceived importance.

As a result of the analysis, City services have distributed among four areas:

## 1. Primary Areas for Improvement:

Services that have the highest impact on overall satisfaction, but with lower individual satisfaction scores. The regression analysis identifies that these services are the strongest drivers of satisfaction. If the City can increase satisfaction in these areas, this will have the largest impact on overall satisfaction with City services.

## 2. Secondary Areas for Improvement:

Services that have relatively high impact on overall satisfaction and have lower individual satisfaction scores. This should be the secondary area of focus to improve the satisfaction scores.

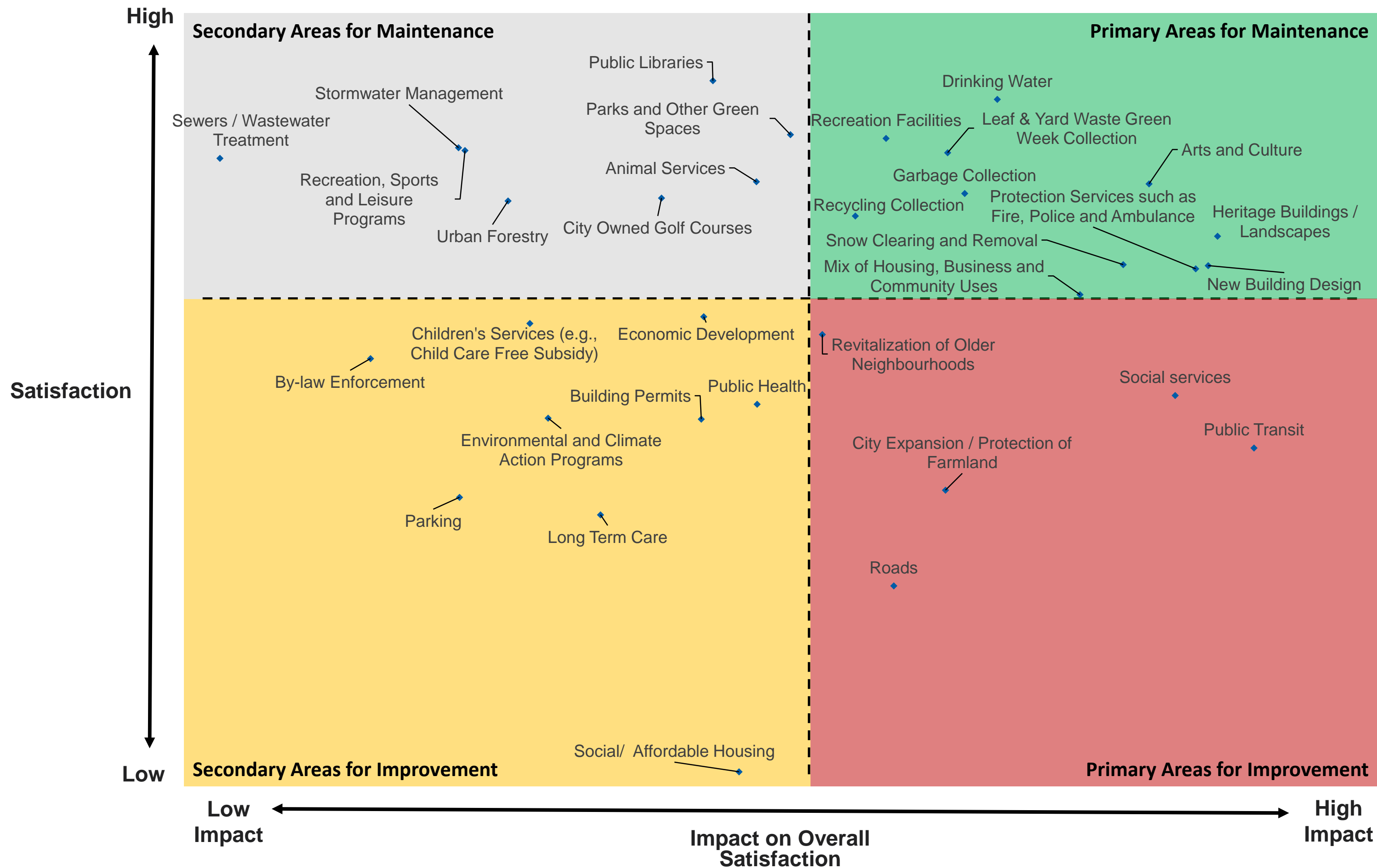
## 3. Primary Areas for Maintenance:

Services that have relatively high impact on overall satisfaction and high individual satisfaction scores. The focus here is on maintaining the current level of service and satisfaction.

## 4. Secondary Areas for Maintenance:

Services with lower impact on overall satisfaction but high individual satisfaction scores. The focus here should also be to maintain current satisfaction levels.

# Gap Analysis



The services that the city should consider as **primary areas for improvement** include:

- Revitalization of Older Neighbourhoods
- Social Services
- City Expansion/ Protection of Farmland
- Public Transit
- Roads

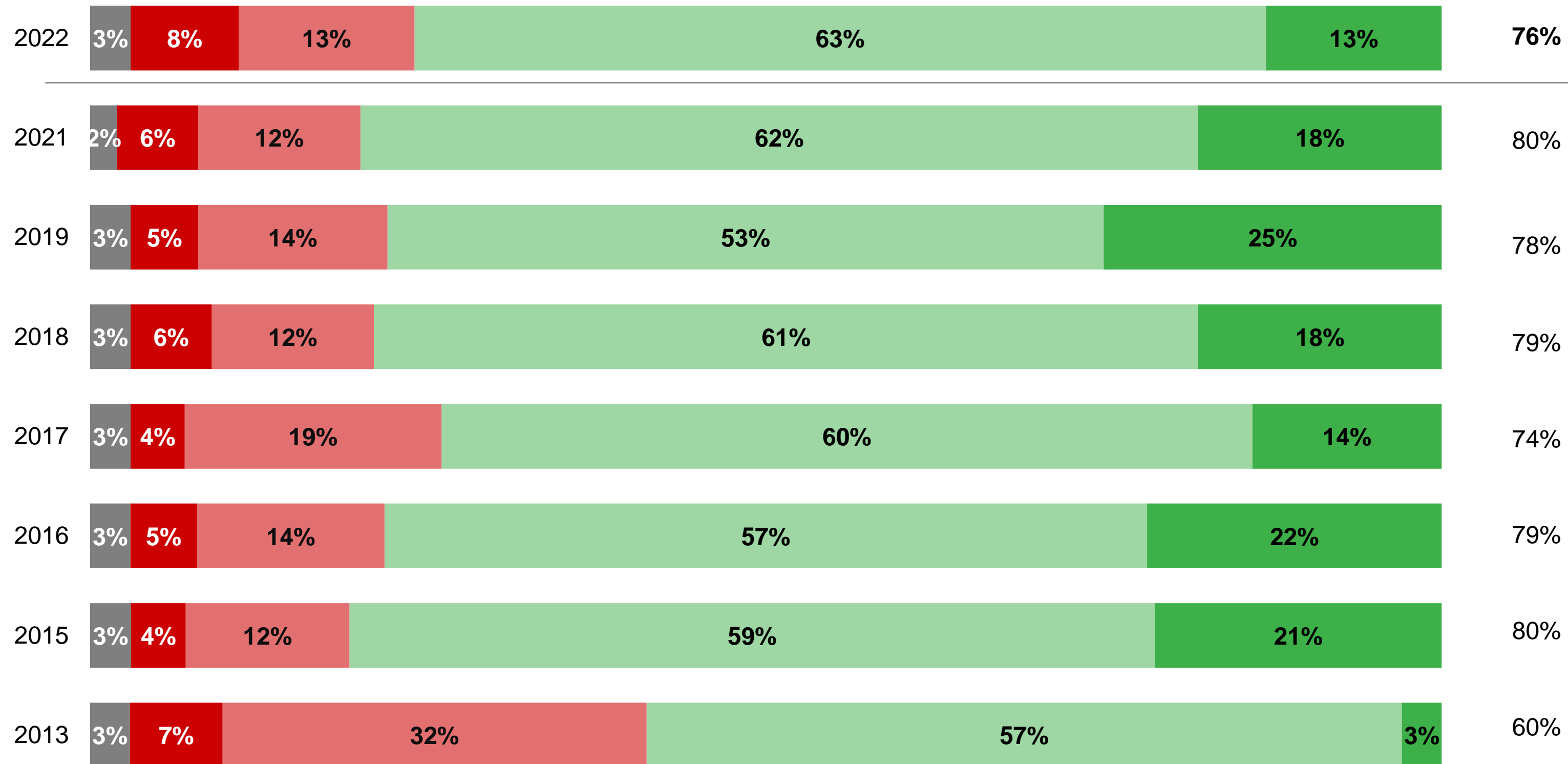
# Value for Tax Dollars



# Value for Tax Dollars

**3 in 4 (TOP2: 76%) residents believe that they receive good value of programs and services from the city for their tax dollars.**

**TOP 2**



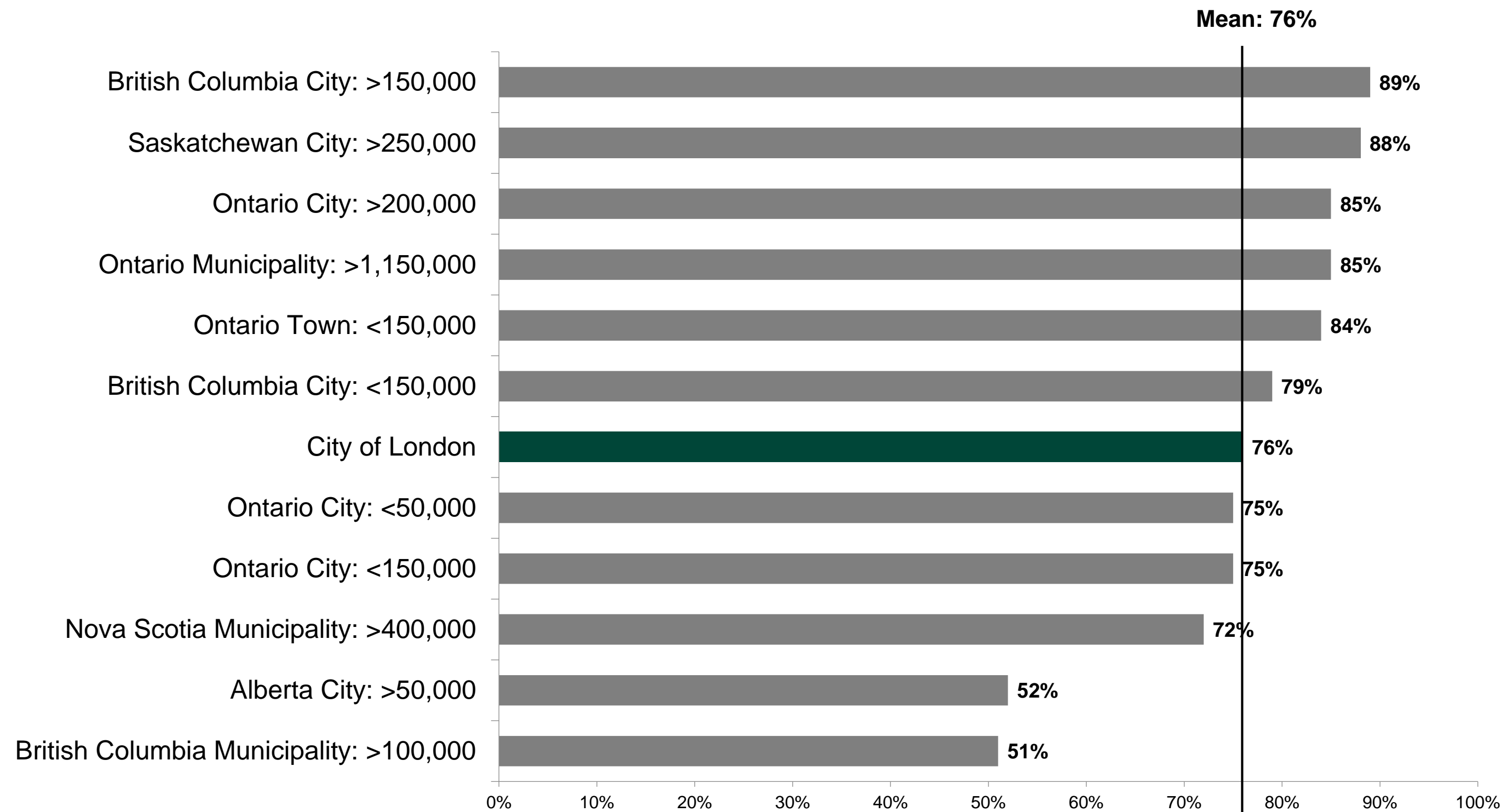
3 in 4 (TOP2: 76%) London residents say they receive an overall good value of City programs and services for their tax dollars, with more than 1 in 10 (13%) saying they receive a 'very good' value.

The number of residents who perceive good value of City services and programs have remained relatively steady over the past 3 years.

Around 1 in 5 (BTM2: 21%) residents say they receive poor value of City services for their taxes.

# Value for Tax Dollars - Benchmarks

**76% of City of London residents say they receive overall a good value for their tax dollars – which is exactly the average score of other Canadian municipalities.**



When compared with other municipalities, the City of London is on par with the average rating of value of City services for tax dollars.

\*This benchmark analysis is based on the results of surveys that asked this same question and were conducted between 2020-2021. Comparisons for this question include 11 municipalities across Canada, with populations ranging from ~20,000 to ~1,150,000. Populations shown are rounded to the nearest 50,000 based on 2021 Census data.

\*Municipalities with a population of 100,000 to 500,000 in Southern Ontario have been included in the analysis.

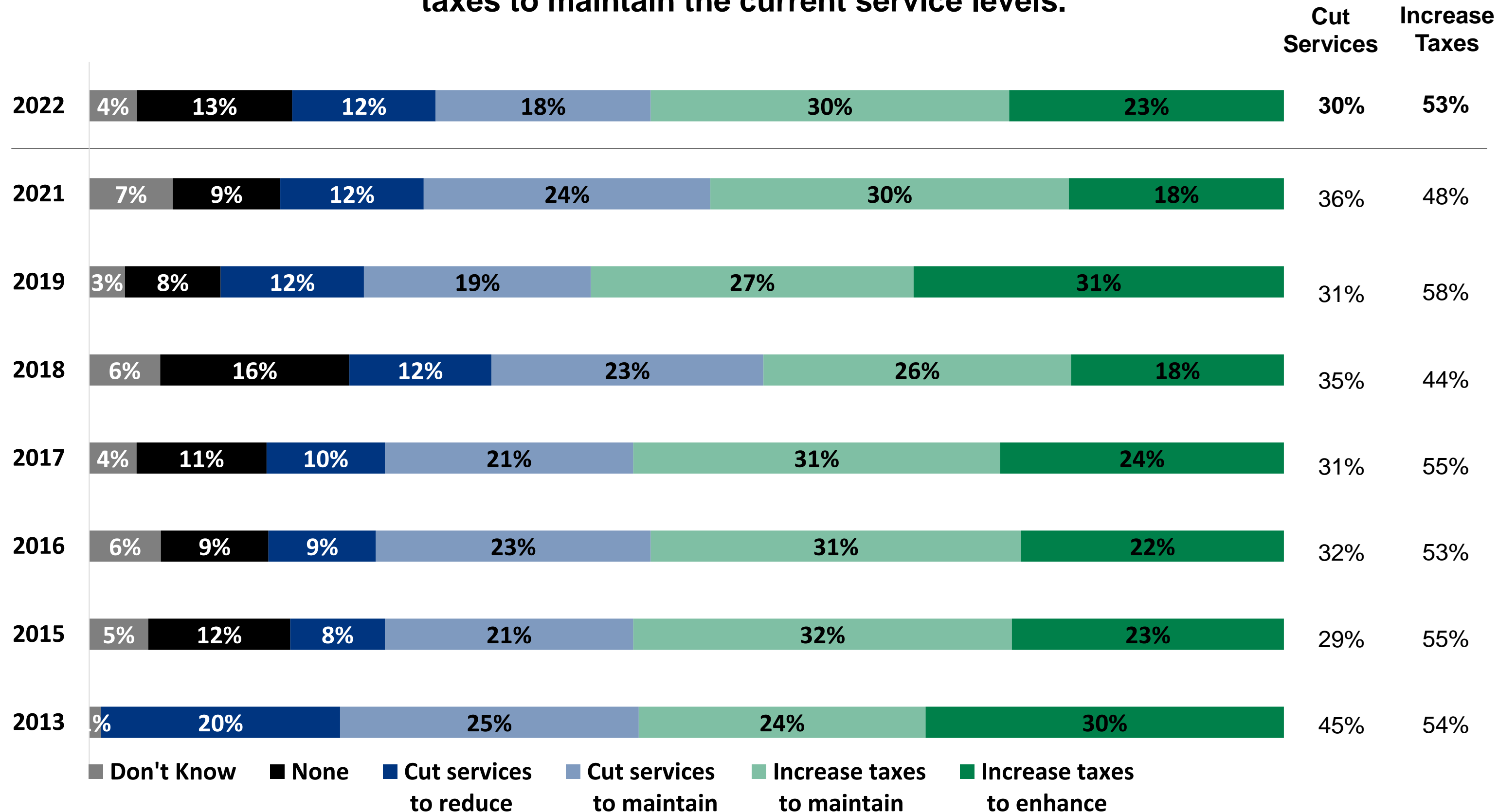
\*The 'Don't Know' was excluded from analysis to make it comparable with other municipalities.

**Q6.** Thinking about all the programs and services you receive from the City of London, would you say that overall you get a very good, good, poor, or very poor value for your tax dollars?

**Framework:** All respondents; **Sample Size:** 2022 (n=500); 2021 (n=508); 2019 (n=500); 2018 (n=500); 2017 (n=500); 2016 (n=500); 2015 (n=500); 2013 (n=501).

# Balance of Taxation and Services

**More residents would prefer for the City to increase taxes (53%) than cut services (30%) to help the city balance taxation and service delivery levels. 3 in 10 (30%) would specifically prefer to increase taxes to maintain the current service levels.**



Around half (53%) of residents would rather taxes be increased to help balance taxation and services in the city. Specifically, about one-quarter (23%) would want to increase taxes to enhance services, while 3 in 10 (30%) would want it to maintain service levels.

Another 3 in 10 (30%) residents would prefer to cut services, with 1 in 5 (18%) saying it to maintain tax levels, and 1 in 10 (12%) saying it to reduce taxes.

Compared to 2021, there has been an increase of residents who prefer to increase taxes. This is driven by an increase of those who prefer to increase taxes to enhance services (from 18% to 23%).

In contrast, there is a slight decrease of those who prefer to cut services instead, especially those who want it to maintain the current tax level (from 24% to 18%).

**Q7.** Municipal property taxes are the primary way to pay for services provided by the City of London. To help the City of London balance taxation and service delivery levels, which of the following four options would you most like the City of London to pursue?

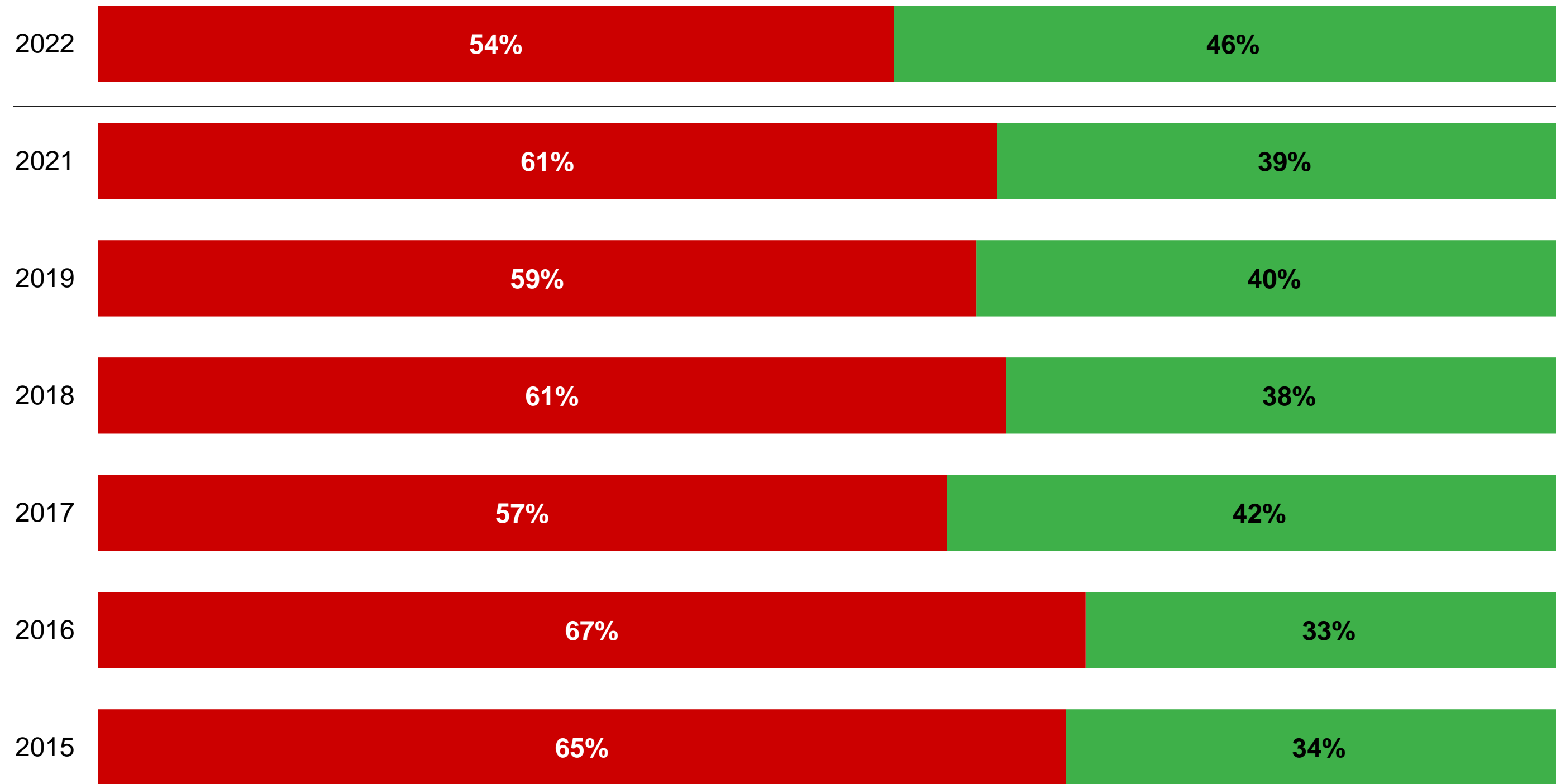
**Framework:** All respondents; **Sample Size:** 2022 (n=500); 2021 (n=508); 2019 (n=500); 2018 (n=500); 2017 (n=500); 2016 (n=500); 2015 (n=500); 2013 (n=501).

# Experience with City Staff



# Contact with City in Last 12 Months

Nearly half (46%) have personally contacted or dealt with the City in the last 12 months.



Those earning more than \$100,000 (64%) contact the City more than those earning less than \$50,000 (36%) or those who earn \$50,000 to \$100,000 (48%).

Residents who have children (59%) are also more likely to contact the City than those who don't (44%).

Residents who don't think that London is a welcoming community (63%) are more likely to contact the City than those who do (42%).

Overall, 2022 has the highest level of residents reaching out to the City compared to all other years.

**Q8.** In the last 12 months, have you personally contacted or dealt with the City of London or one of its employees?

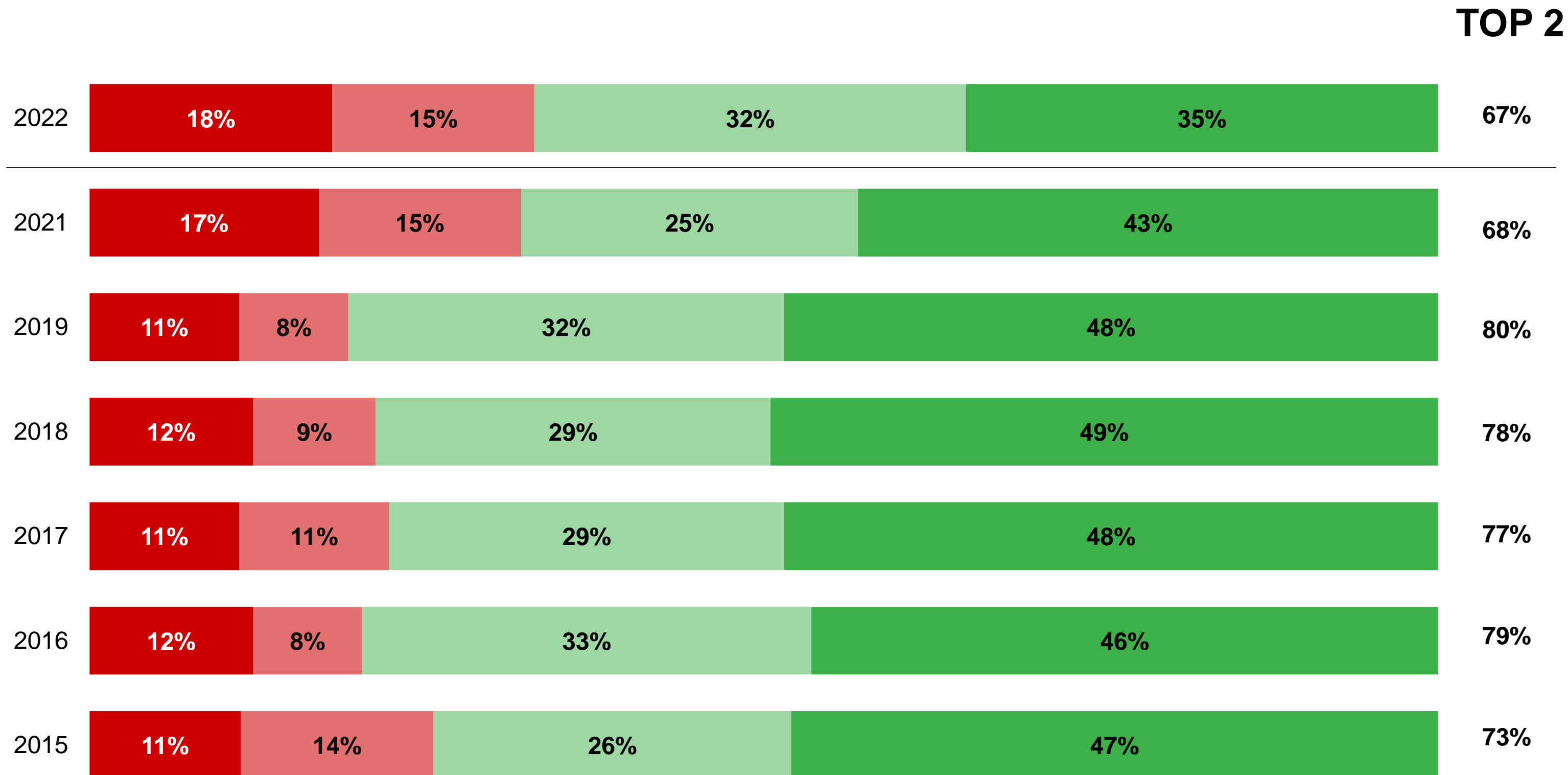
**Framework:** All respondents;

**Sample Size:** 2022 (n=500); 2021 (n= 508); 2019 (n=500); 2018 (n=500); 2017 (n=500); 2016 (n=500); 2015 (n=500); 2013 (n=501).



# Overall Satisfaction with City Staff

About two-thirds (TOP2: 67%) of residents who contacted the City were satisfied with the overall service they received.

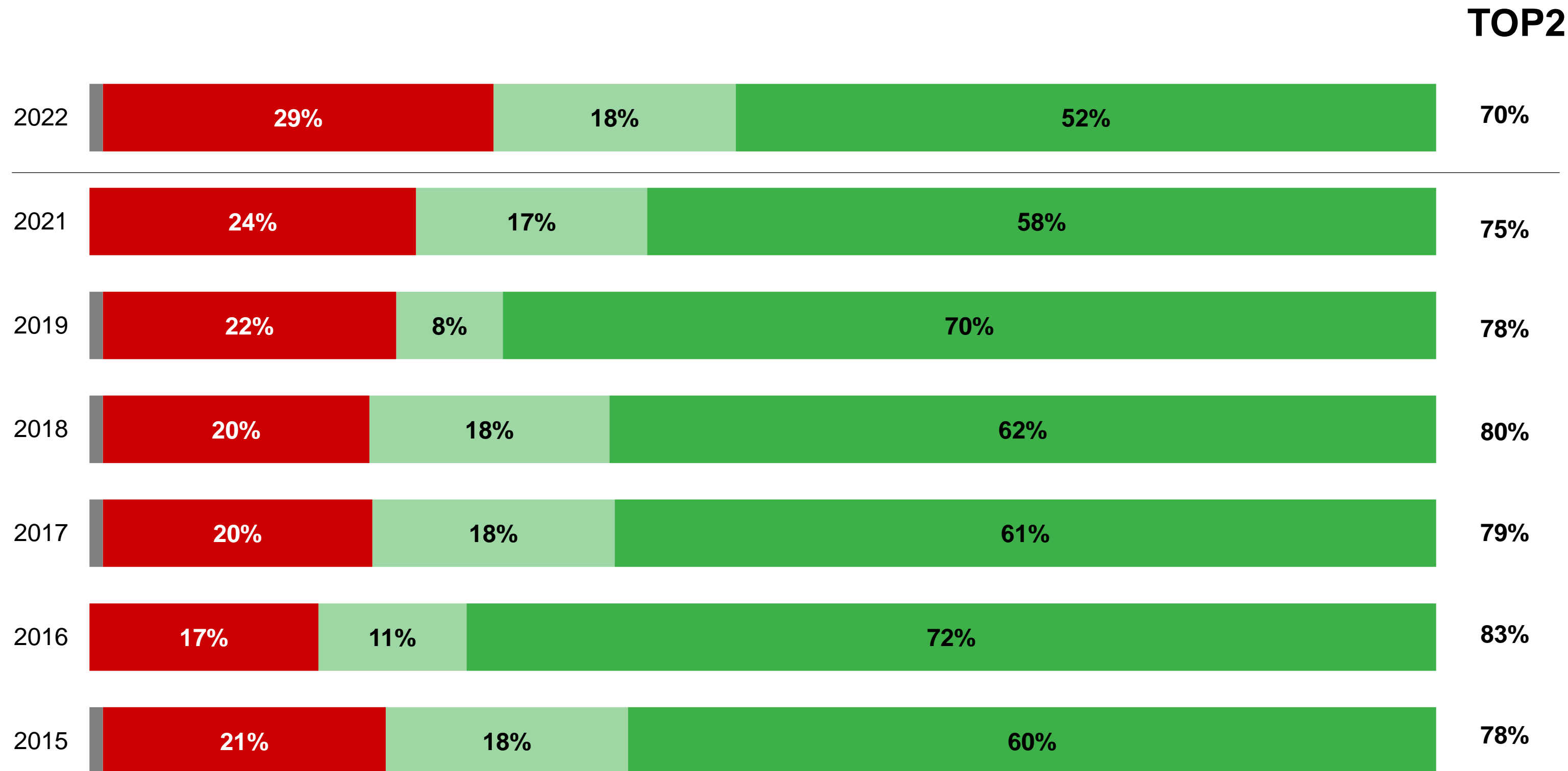


Those earning more than \$100,000 (64%) contact the City more than those earning less than \$50,000 (36%).

Overall, satisfaction with interaction with the City has remained steady since the last year, but is also at the lowest level compared to previous years.

# Received Needed Service or Support

**Around 3 in 5 (58%) who contacted the City received all of the service or support they needed.**



Of those who interacted with the City, 1 in 2 (52%) say they received all of the service or support they needed, while around 1 in 5 (18%) say they received partial support.

The proportions of residents who felt the City catered to their needs completely and partially has decreased from the previous year, and is the lowest it has been compared to previous years.

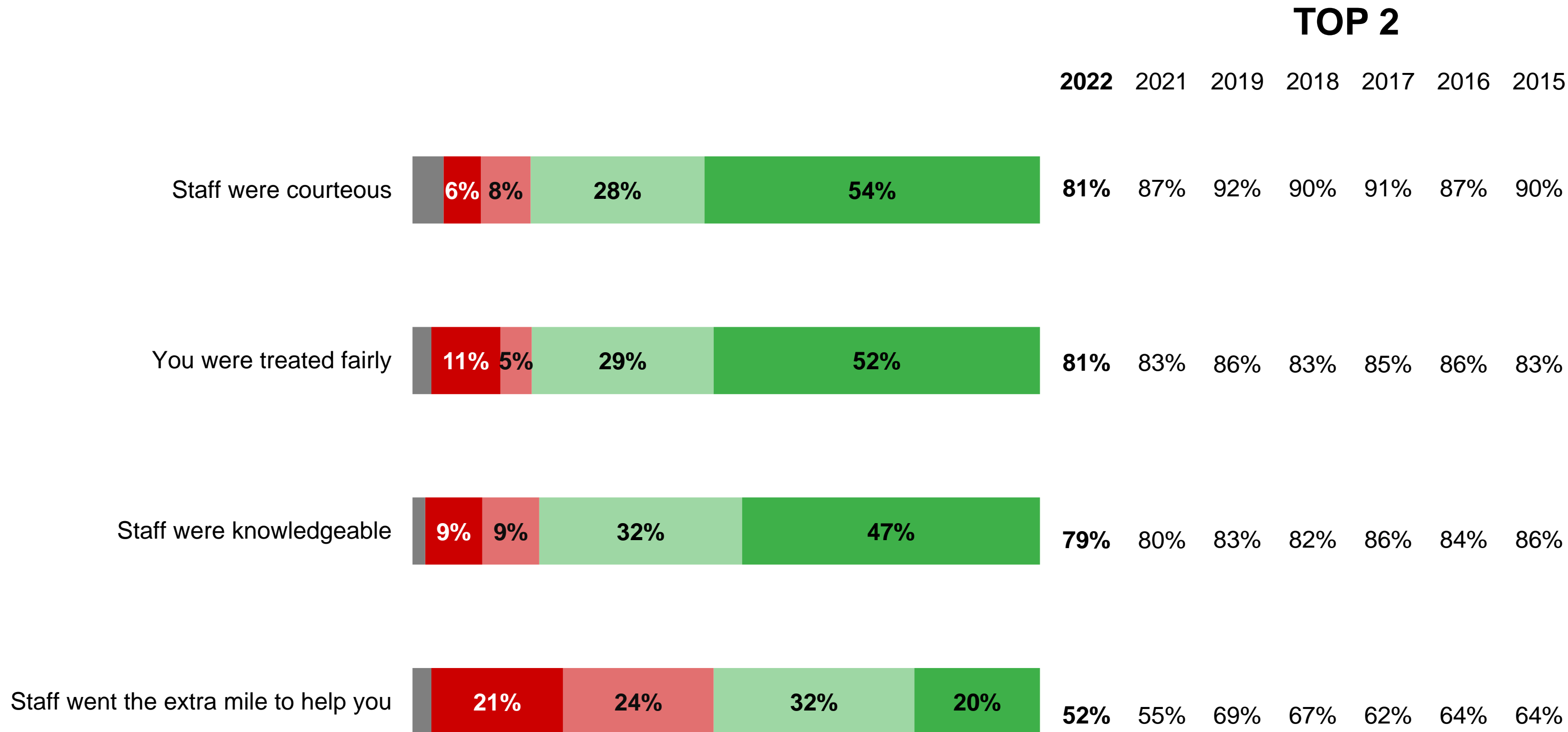
**Q10.** In the end, did you receive the service or support you needed?

**Framework:** Contacted the city (Yes to Q8);

**Sample Size:** 2022 (n=222); 2021 (n=200); 2019 (n=199); 2018 (n=192); 2017 (n=196); 2016 (n=166); 2015 (n=172).

# Satisfaction of Service Experience

Of the residents who contacted the City, around 8 in 10 (TOP2: 81%) thought the staff were courteous, they were treated fairly (TOP2: 81%) and that staff were knowledgeable (TOP2: 79%).



8 in 10 residents who had contact with the City thought the staff were courteous (TOP2: 81%), that they were treated fairly (TOP2: 81%), and that staff were knowledgeable (TOP2: 79%).

About half (TOP2: 52%) say staff went the extra mile to help them.

The proportion of residents who say staff were courteous has decreased over time.

Residents who have a disability are less likely to think that they were treated fairly (TOP2: 60%) compared to those who don't (TOP2: 85%).

# Welcoming & Belonging





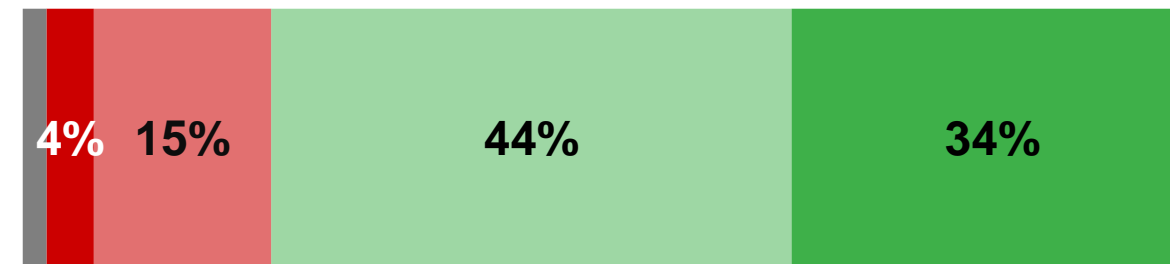
# Welcoming & Belonging

**8 in 10 residents believe that London is a welcoming community (TOP2: 81%) and that they have a strong sense of belonging to the city (TOP2: 79%).**

## TOP 2

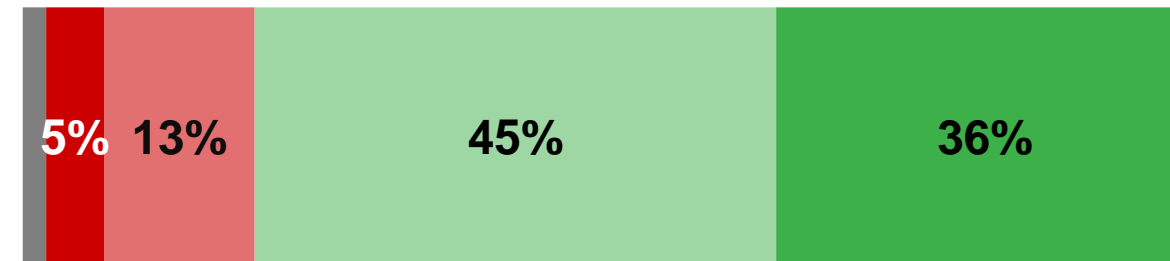
2022 2021 2019

The City of London is a welcoming community



81% 85% 90%

I have a strong sense of belonging to the City of London



79% 82% 88%

Residents 55 and older (41%) are more likely to strongly agree that they had a strong sense of belonging in London compared to residents aged 18 to 34 (35%) and aged 35 to 54 (30%).

Similarly, residents 55 and older (39%) are more likely to strongly agree that London is a welcoming community compared to residents aged 35 to 54 (26%).

The sense of belonging and welcoming in the city this year has remained similar to the previous year.

(Previously Q3c). W1. Please rate the extent to which you agree or disagree with the following statements:

Framework: All respondents;

Sample Size: 2022 (n=500); 2021 (n= 508); 2019 (n=500).

# Demographics



# Demographics

Gender	Forum Survey (2022)	StatsCan Census (2021)
Male	47%	49%
Female	50%	51%
Transgender	0%	N.A.
Gender non-conforming	0%	N.A.
Not listed / Prefer not to respond	3%	N.A.
Age		
18-34	31%	32%
35-54	30%	30%
55 and over	37%	38%
Prefer not to respond	2%	N.A.
Education Level (highest completed)		StatsCan Census (2016)
Less than High School	4%	16%
High School/Equivalent	14%	28%
College/Technical School	32%	29%
University/Postgraduate	47%	27%
Identify as a Person with a Disability		StatsCan Study (2017)
Yes	16%	27%
No	79%	73%
Prefer not to respond	4%	N.A.

Children <18 Living at Home	Forum Survey (2022)	StatsCan Census (2021)
Yes	23%	30%
No	73%	70%
Prefer not to respond	4%	N.A.
Household Income		
Less than \$25,000	12%	29%
\$25,000 to \$49,999	14%	33%
\$50,000 to \$74,999	18%	28%
\$75,000 to \$99,999	11%	
\$100,000 to \$149,999	11%	6%
\$150,000 or more	11%	3%
Prefer not to respond	16%	N.A.
Race/Ethnicity		
White	72%	78%
East/Southeast Asian	9%	3%
Indigenous	2%	1%
Black	4%	4%
South Asian	3%	7%
Middle Eastern	2%	5%
Latino	3%	3%
Other / Prefer not to respond	9%	N.A.

Note: Gender and age percentages represent residents 18 years of age and older. Education, ethnicity, income and disability percentages represent residents 15 years of age and older. 'Children <18 living at home' percentages represents proportions of households.

StatsCan Sources: Statistics Canada: Census Profile, 2021 Census; and Canadian Survey on Disability (2017).

## Report to Strategic Priorities and Policy Committee

**To:** Chair and Members  
Strategic Priorities and Policy Committee  
**From:** Lynne Livingstone, City Manager  
**Subject:** November 2022 Semi-Annual Progress Report and 2020-2022 Impact Assessment  
**Date:** December 12, 2022

### Recommendation

That, on the recommendation of the City Manager, the report including the attached November 2022 Semi-Annual Progress Report and 2020-2022 Impact Assessment **BE RECEIVED** for information.

### Executive Summary

As part of Council's commitment to accountability and transparency in decision-making, the Strategic Plan Reporting Cycle includes a number of reports that measure progress, performance and impact of the work being done to support the implementation of the 2019-2023 Strategic Plan. This report includes the November 2022 Semi-Annual Progress Report which tracks progress and monitors the implementation of Council's Strategic Plan, and the 2020-2022 Impact Assessment which answers the question 'How has London changed as a result of the implementation of the Strategic Plan?' These are the final reports related to the implementation of the 2019-2023 Strategic Plan.

### Linkage to the Corporate Strategic Plan

Council's 2019-2023 Strategic Plan includes the Strategic Area of Focus 'Leading in Public Service.' This includes the Expected Result 'The City of London is trusted, open, and accountable in service of our community' and the Strategy 'Improve public accountability and transparency in decision making.'

### Analysis

#### 1.0 Background Information

##### 1.1 Previous Reports Related to this Matter

Strategic Priorities and Policy Committee (SPPC): December 17, 2018, January 14, 2019, January 25, 2019, March 4, 2019, April 1, 2019, November 25, 2019, June 23, 2020, October 20, 2020, November 17, 2020, July 28, 2021, November 30, 2021, June 22, 2022.

#### 2.0 Discussion and Considerations

##### 2.1 Background

On April 23, 2019, Council set the 2019-2023 Strategic Plan for the City of London. This is a critical document that identifies Council's vision, mission, and the strategic areas of focus for 2019-2023. It identifies the specific outcomes, expected results and strategies that Council and Civic Administration will deliver on together over the next four years.

The Strategic Plan also includes a commitment to report regularly to Londoners on the implementation of the Strategic Plan, demonstrating progress being made and how this work is having an impact in the community.



## 2.2 Development of the 2019-2023 Strategic Plan

The framework for the 2019-2023 Strategic Plan included the development of Outcomes (identify the intended change in the lives of individuals, families, organization, or community to be accomplished through the implementation of the strategic plan), Expected Results (identify the required change to achieve the associated outcome) and Strategies (identify the specific actions to be taken in order to achieve the associated expected result and outcome) to be achieved for each strategic area of focus.

One of the key principles guiding the development of the 2019-2023 Strategic Plan was to ensure that measurement of the Plan was considered at the beginning of the process. As a result, Metrics (identify the aggregate, quantifiable measure(s) that are used to track performance, process, or behaviour) and Targets (annual unit of measure of performance, process, or behaviour) were developed as means to measure and monitor achievement of the Strategic Plan, as well as the pace of implementation.

During the development of the Strategic Plan, it was noted that the pace of implementation would be finalized through the Multi-Year Budget process and that metrics and/or targets would be adjusted accordingly based on the Budget.

Following the approval of the Multi-Year Budget in 2020, Civic Administration worked to review and revise both metrics and targets as required to ensure alignment with the decisions of the 2020-2023 Multi-Year Budget.

## 2.3 Strategic Plan Reporting Cycle

As part of Council's commitment to accountability and transparency in decision-making, the Strategic Plan Reporting Cycle includes a number of reports that measure progress, performance and impact of the work being done to support the implementation of the 2019-2023 Strategic Plan. These reports include:

1. **Semi-Annual Progress Report:** The Semi-Annual Progress Report (released every May and November) tracks progress and monitors implementation of Council's Strategic Plan.
2. **Variance Report:** Variance reports are completed for any actions identified as 'caution' or 'below plan' in the Semi-Annual Progress Report. These reports are submitted to the appropriate Standing Committee following the tabling of the May and November Progress Reports.
3. **Report to the Community:** Released every November, the Report to the Community highlights key activities and accomplishments from the past 12 months. This document does not provide an update on every strategy, rather, it summarizes a shorter list of key actions and accomplishments which have contributed towards delivering on Council's Strategic Plan.
4. **Annual Performance Report:** The Annual Performance Report answers the question, "Did we do what we set out to do?" It is a tool to measure the annual performance of the Strategic Plan by assigning metrics (aggregate, quantifiable measures) to each strategy, expected result and outcome in the Plan. Performance is tracked by comparing the difference between the actual and target for each metric, as well as qualitative information about successes, challenges, solutions, and data limitations experienced. It also serves as the foundation for the Impact Assessment.
5. **Impact Assessment:** The Impact Assessment answers the question "How has London changed as a result of the implementation of the Strategic Plan?" Completed every quadrennial, it analyzes the performance data across all years, reporting on the change over time and therefore the impact of the strategies included in the Strategic Plan over the life of the Plan.

## 2.4 November 2022 Semi-Annual Progress Report

The purpose of the Semi-Annual Progress Report is to track progress and monitor implementation of Council’s Strategic Plan. It includes future-facing actions for every strategy to reflect the work planned over the lifetime of the Strategic Plan.

The Progress Report also includes a target end date for each action, making it easy to monitor progress throughout the life of the Plan. Each action within the Progress Report is assigned a status indicator to help define progress towards implementation. The four status indicators are:

- **Complete:** action is done
- **On Target:** action is ongoing or completed annually; action is in progress and is on target to be complete by the target end date; action is not yet started but is on target to be complete by the target end date
- **Caution:** action is delayed by one quarter; action has been flagged as possibility of not being completed by the target end date
- **Below Plan:** Action is delayed by two quarters or more
- **Not Started:** Action that was not approved through the Multi-Year Budget process and therefore will not be started in the 2019-2023 Strategic Plan.

Accomplishments are noted for each reporting period as well as variance explanations for actions that are delayed due to shifting priorities or emerging circumstances.

The November 2022 Semi-Annual Progress Report is the final report on progress for the 2019-2023 Strategic Plan and is attached as Appendix A. As of November 2022, 99% of all actions are complete or on target. The percentage of completed actions has increased by 2% since May 2022.

The following table compares the status of performance indicators from the November 2022 reporting period to the May 2022 reporting period.

Status Indicator	May 2022	November 2022
<b>Complete</b>	128 (22%)	144 (24%)
<b>On Target</b>	443 (75%)	439 (75%)
<b>Caution</b>	13 (3%)	1 (0%)
<b>Below Plan</b>	0 (0%)	0 (0%)
<b>Not Defined</b>	0 (0%)	0 (0%)
<b>Not Started</b>	4 (1%)	4 (1%)
<b>Total</b>	<b>588</b>	<b>588</b>

Due to rounding, the sum of the values noted above may add up to 101% instead of 100%.

Since the May 2022 Semi-Annual Progress Report the number of actions with a status of ‘on target’ has remained steady at 75% while the number of actions marked ‘complete’ has increased from 22% to 24%. There is one action marked as ‘caution’ (delayed by one quarter or flagged as possibly not meeting the target end date) in this reporting period.

## 2.5 2020-2022 Impact Assessment

The Impact Assessment, attached as Appendix B, answers the question “How has London changed as a result of the implementation of the Strategic Plan?” It examines individual results from all service areas, agencies, boards, and commissions to analyze the impact of the strategies included in the 2019-2023 Strategic Plan over the life of the Plan. Data from the annual performance reports serve as the foundation for the analysis completed during the impact assessment.

The Impact Assessment reports on the impact of the implementation of the Strategic Plan for the years 2020, 2021, and the first six months of 2022. Results, where possible, have been totaled across this time period to demonstrate aggregate results. Where data is not available, it is noted to provide context for the results.



# Appendix A – November 2022 Semi-Annual Progress Report

## Introduction

On April 23, 2019, Council set the 2019-2023 Strategic Plan for the City of London. This is a critical document that identifies Council’s vision, mission, and the strategic areas of focus for 2019-2023. It identifies the specific outcomes, expected results and strategies that Council and Civic Administration will deliver on together over the next four years.

The Strategic Plan also includes a commitment to report regularly 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.

## Strategic Plan Reporting Cycle

As part of Council’s commitment to accountability and transparency in decision-making, the Strategic Plan Reporting Cycle includes a number of reports that measure progress, performance and impact of the work being done to support the implementation of the 2019-2023 Strategic Plan. These reports include:

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## **November 2022 Semi-Annual Progress Report**

The purpose of the Semi-Annual Progress Report is to track progress and monitor implementation of Council’s Strategic Plan. It includes future-facing actions for every strategy to reflect the work planned over the lifetime of the Strategic Plan.

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Accomplishments are noted for each reporting period as well as variance explanations for actions that are delayed due to shifting priorities or emerging circumstances.

### **Service Areas Acronyms**

The November 2022 Semi-Annual Progress Report references the Service Areas responsible for each metric. The acronyms and associated definitions are included below:

**BIAs:** Business Improvement Areas

**CMO:** City Manager’s Office

**CGM:** Covent Garden Market

**E&I:** Environment and Infrastructure

**ES:** Enterprise Supports

**FS:** Finance Supports

**HDC:** Housing Development Corporation

**LEDC:** London Economic Development Corporation

**LMCH:** London Middlesex Community Housing

**LPL:** London Public Library

**LPS:** London Police Service

**LS:** Legal Services

**LTC:** London Transit Commission

**MLHU:** Middlesex-London Health Unit

**NCWS:** Neighbourhood and Community-Wide Services

**P&ED:** Planning and Economic Development

**SHD:** Social and Health Development

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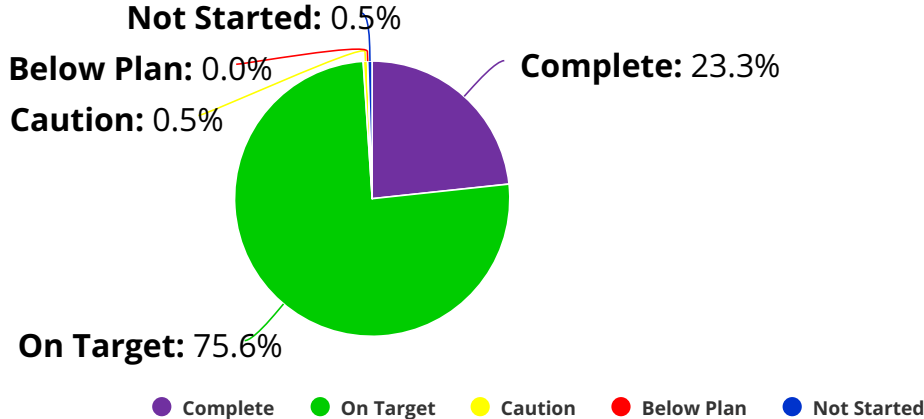
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Results by Strategic Area of Focus

2019-2023 Strategic Plan

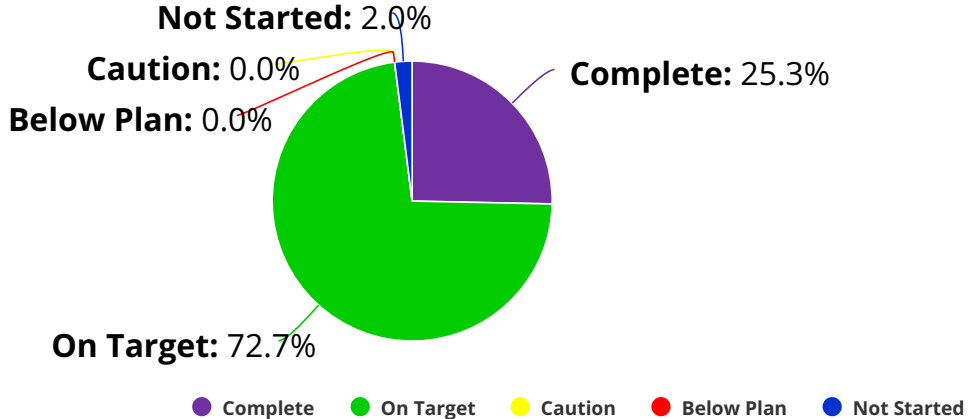
Strengthening Our Community - Progress

Progress Report



Building a Sustainable City - Progress

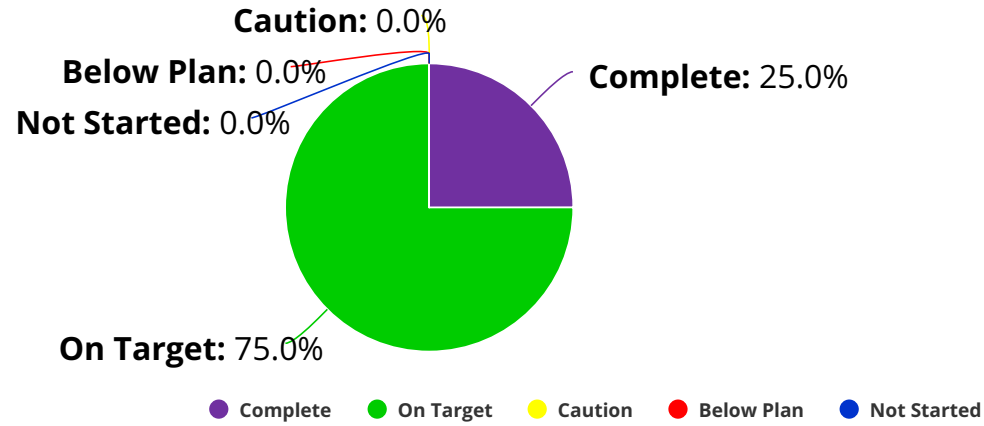
Progress Report





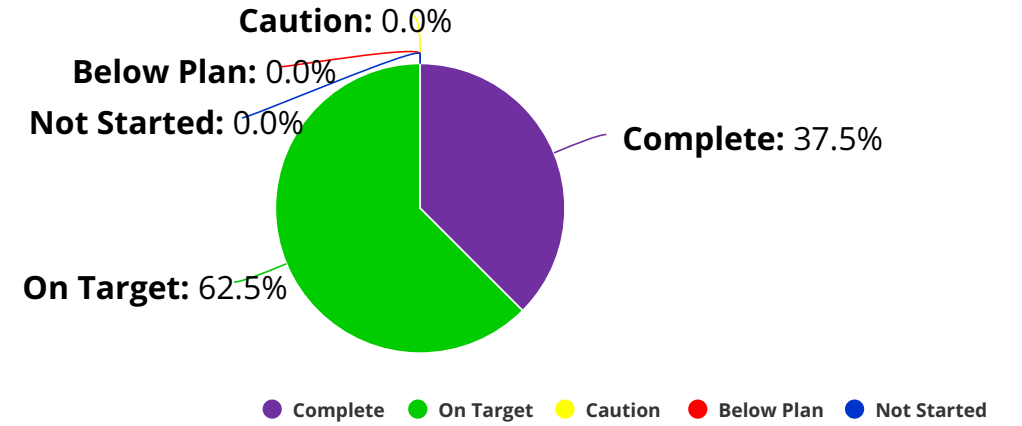
### Growing our Economy - Progress

Progress Report



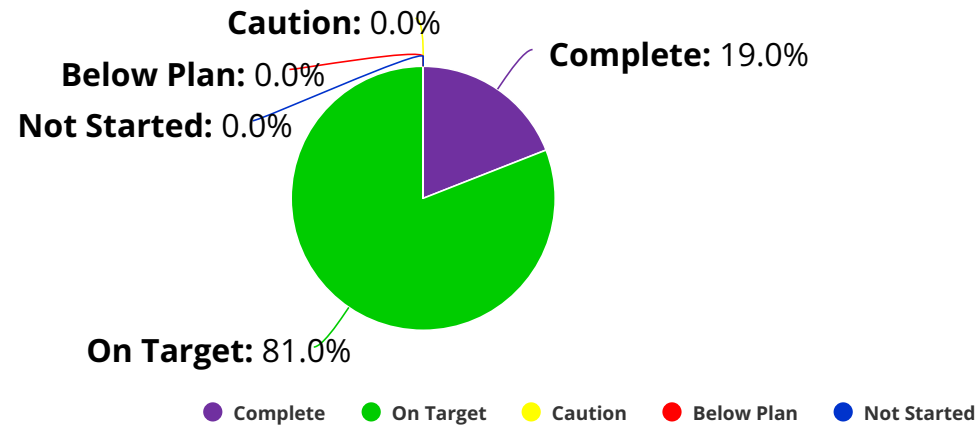
### Creating a Safe London for Women and Girls - Progress

Progress Report

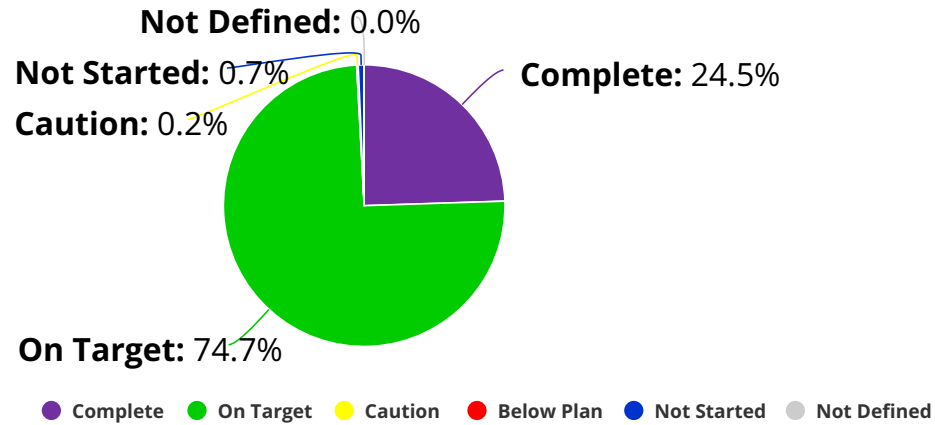


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Progress Report

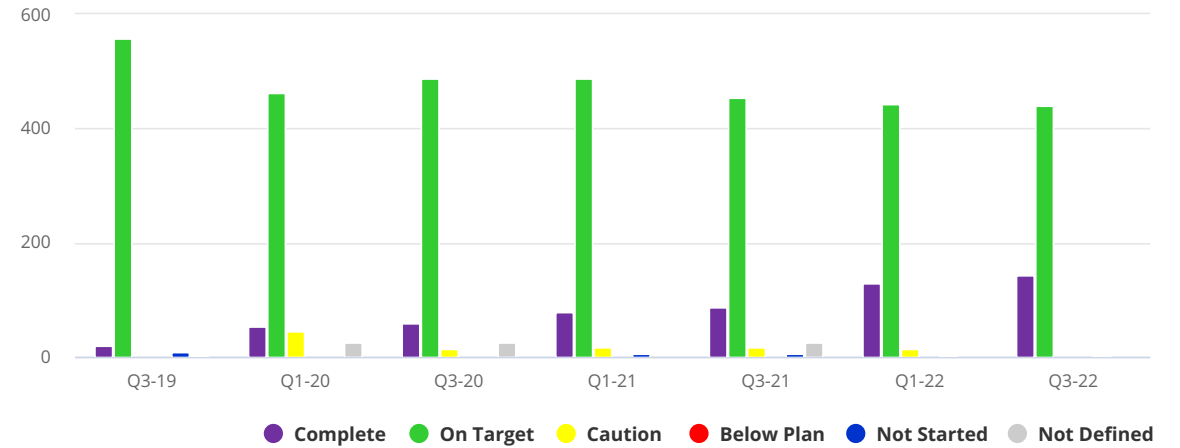


### Strategic Plan - Results



This pie chart shows the percent of strategic plan results overall that are tracking.

### Progression over time



### Metric Data

Last Calculated 1 day ago

Period	Status	Complete	On Target	Caution	Below Plan	Not Started	Not Defined
Q3-19	Not Defined	20	557	0	0	9	2
Q1-20	Not Defined	54	462	46	0	0	26
Q3-20	Not Defined	60	487	15	0	0	26
Q1-21	Not Defined	78	487	17	0	5	1
Q3-21	Not Defined	88	454	17	0	5	24
Q1-22	Not Defined	128	443	13	0	4	0
Q3-22	Not Defined	144	439	1	0	4	0
Q1-23	Not Defined	0	0	0	0	0	588

Period	-	Status	Complete	On Target	Caution	Below Plan	Not Started	Not Defined
Q3-23	-	Not Defined	0	0	0	0	0	588

Introduction

# STRENGTHENING our Community

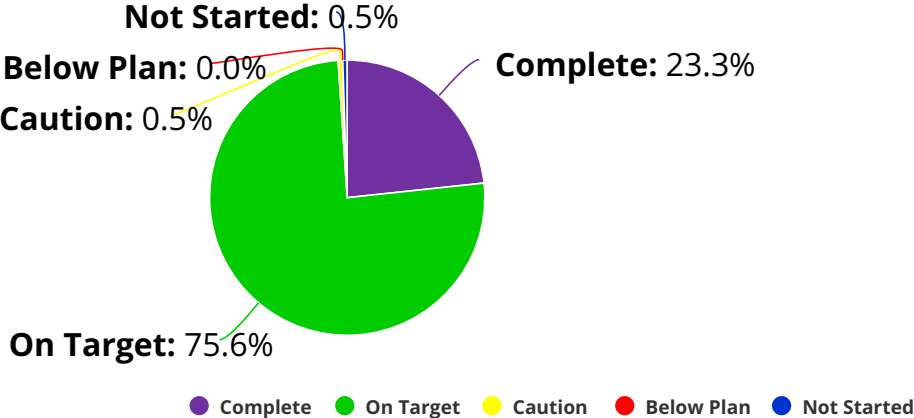
OUTCOMES:

- 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 - Progress

### Progress Report



## Status Definitions



**Complete:** Action is done



**On Target:**

- Action is ongoing or is completed annually
- Action is in progress and is on target to be complete by target date
- Action is not yet started but is on target to be complete by target end date



**Caution:**

- Action is delayed by 1 quarter
- Action is in progress or not yet started, and is flagged as possibly not being completed by target end date
















**Below Plan:** Action is delayed by 2 quarters or more



**Not Started:** Action that was not approved through the Multi-Year Budget process and therefore will not be started in the 2019-2023 Strategic Plan

**Strategy Alignment**  
Strengthening Our Community

Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
OUTCOMES						
Londoners have access to the supports they need to be successful.						
Increase affordable and quality housing options	Establish and revitalize community housing through a Regeneration Plan.	 Develop and implement LMCH's Community Development and Tenant Engagement Strategy.	• LMCH	12/31/23	LMCH has moved key elements of the Community Development and Tenant Engagement work forward including the creation of the Tenant Advisory Committee, hiring of community safety staff, the work to support 'Reimagine Southdale' and tenant surveys. This work will continue to inform the development of the strategy.	
		 Develop and implement LMCH's Regeneration Strategy.	• LMCH	12/31/23	LMCH's Southdale location is the lead site selected for regeneration. The architect has been selected for this work providing initial drawings and construction estimates. LMCH is working on project financing options and will be submitting for planning approvals in 2022. A RFP will be used to select a firm to create the LMCH Regeneration Strategy in 2022.	
		 Explore alternative corporate structures, including: Articles of Incorporation and Shareholder Declaration.	• LMCH	12/31/21	The Board Governance Review was completed in late 2020. Through this review, the LMCH Board proposed amendments to the Shareholder Agreement to increase the composition of the Board to 9 Directors, 2 of whom shall be tenants of LMCH. A subcommittee of the Board was created which included members of the Board, civic administration, and community members. The subcommittee developed guiding principles for the Board recruitment process and made recommendations back to the Shareholder for consideration. New Directors representing LMCH tenants and the community were appointed to the LMCH Board in July 2021.	
Increase affordable and quality housing options	Increase supportive and specialized housing options for households experiencing chronic homelessness.	 Develop Coordinated Access System for individuals and families experiencing homelessness prioritizing individuals and families with the highest need to the most intensive resources.	• SHD	12/31/23	The City of London has achieved the implementation of a coordinated access system. We have met the Federal timeline of March 31, 2022 to have a system in place and have been recognized by the Built for Zero initiative as having a basic coordinated access system.	
		 Continue to fund service providers to administer Homeless Prevention Housing Allowances for individuals and families experiencing chronic homelessness to support moving from homelessness to housing stability.	• SHD	12/31/23	The City of London continues to support individuals and families experiencing homelessness or those at risk of homelessness in providing housing allowances to ensure an individual's housing stability. Programs are contracted to provide allowances/supplements to address the economic	

Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
					challenges many individuals face in the current rental market.	
		 Partner strategically with key stakeholders to ensure that chronic homelessness is a priority for intake to supportive housing units.	<ul style="list-style-type: none"> <li>• SHD</li> <li>• P&amp;ED</li> </ul>	12/31/23	P&ED and Housing Stability Services have a partnership to develop affordable housing with tenants to be matched from the Coordinated Access lists. Partnerships are being formed with other non-profit and private developers so that they may enter into a tenant placement agreement to match their future tenants with those from the Coordinated Access list.	
		 Establish a regular cycle for specialized housing new unit development supporting one specialized build every two years.	<ul style="list-style-type: none"> <li>• P&amp;ED</li> </ul>	12/31/23	The development currently under construction at 403 Thompson Road will have tenants matched from the City's Coordinated Access list.	
		 Invest through an annual contribution to a capital reserve to leverage other funding supporting new bi-annual development.	<ul style="list-style-type: none"> <li>• P&amp;ED</li> </ul>	12/31/23	All Council approved affordable housing investments are placed in the New Affordable Housing Reserve Fund RESF33.	
Increase affordable and quality housing options	Strengthen the support for individuals and families in need of affordable housing.	 Develop and implement New Housing Supplement Program to support individuals and families.	<ul style="list-style-type: none"> <li>• SHD</li> </ul>	12/31/23	With the municipal reorganization in 2021, this item has been included in the housing allowance program and when additional resources are available i.e., Roadmap to 3,000 units, the supplements/allowances are administered through the existing programs to assist Londoners.	
		 Develop and implement the Homeless Prevention and Housing Plan for London & Middlesex County.	<ul style="list-style-type: none"> <li>• SHD</li> <li>• P&amp;ED</li> </ul>	12/31/23	Council approved the City's housing stability action plan in December 2020. This plan is currently being implemented with annual updates provided to Council on the progress of the implementation. As of the end of 2021, approximately 80% of the actions progressed or were completed including 71 actions (or 60%) identified as completed and ongoing, 23 actions (or 20%) identified as in-progress, and 24 or 20% identified as future targets. The next update of accomplishments for 2022 will be received by Council in Spring 2023.	
		 Improve and implement LMCH's tenant survey.	<ul style="list-style-type: none"> <li>• LMCH</li> </ul>	3/31/20		
		 Complete LMCH's 2017-2020 Strategic Plan	<ul style="list-style-type: none"> <li>• LMCH</li> </ul>	12/31/23	LMCH continues to follow the strategic direction, goals and objectives set in the 2017-2020 Strategic Plan to guide organizational decisions until the new strategic plan is approved by the Board.	
		 Envision and establish a new LMCH strategic plan.	<ul style="list-style-type: none"> <li>• LMCH</li> </ul>	12/31/22		





Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
		<p>Regular maintenance of facility/housing inventories for correspondence, inspection work, health hazard investigations, community collaborations. PHIs provide public health interventions for clients living in substandard living conditions or individuals who are at increased risk to adverse health outcomes at facilities where they are exposed. Interventions also include providing education and awareness, inspection and investigation work and assistance through collaboration, community referrals.</p> <p>↑</p>	<ul style="list-style-type: none"> <li>MLHU</li> </ul>	12/31/23	<p>The Middlesex London Health Unit continues to maintain an active inventory of housing where there is jurisdiction for inspection work. Interventions including:</p> <ul style="list-style-type: none"> <li>- the provision of education and awareness through consultation, and in collaboration with the City of London property standards division to mitigate housing related deficiencies in rental units</li> <li>- participation on the Vulnerable Occupancy Protocol working group</li> <li>- regularly conducting risk assessments to determine on-site visits to verify the presence of identifiable health hazards in our community and work towards mitigation.</li> </ul>	
Increase affordable and quality housing options	Utilize innovative regulations and investment to facilitate affordable housing development.	<p>✓ Affordable housing Community Improvement Plan completed.</p>	<ul style="list-style-type: none"> <li>P&amp;ED</li> </ul>	12/31/21	The Affordable Housing Community Improvement Plan was adopted by Municipal Council in January 2020. This adoption included two loan programs to assist in the development of affordable housing: Affordable Housing Development Loan Program and Additional Residential Unit Loan Program.	
		<p>✓ Establish CIP fund for advancing new affordable housing.</p>	<ul style="list-style-type: none"> <li>P&amp;ED</li> </ul>	3/31/21	The Affordable Housing Community Improvement Plan was adopted by Municipal Council in January 2020. This adoption included two loan programs to assist in the development of affordable housing: Affordable Housing Development Loan Program and Additional Residential Unit Loan Program.	
		<p>✓ Affordable Housing Development Toolkit completed.</p>	<ul style="list-style-type: none"> <li>P&amp;ED</li> </ul>	12/31/20	Completed in 2020.	
		<p>↑ Inclusionary Zoning By-law completed.</p>	<ul style="list-style-type: none"> <li>P&amp;ED</li> </ul>	9/30/22	Project has been initiated and consultant retained.	
		<p>↑ Implement Closed School Strategy.</p>	<ul style="list-style-type: none"> <li>P&amp;ED</li> </ul>	12/31/23	Identified in the roadmap for 3,000 with a report planned for Q2 2023 on implementation.	
		<p>↑ Analyze all available surplus school lands (and other similar government/strategic lands) for potential development, inclusive of affordable housing, in accordance with Council policy.</p>	<ul style="list-style-type: none"> <li>P&amp;ED</li> </ul>	12/31/23		
		<p>↑ Advance land acquisition and development strategies where appropriate on all suitable surplus school (and similarly defined) lands.</p>	<ul style="list-style-type: none"> <li>P&amp;ED</li> </ul>	12/31/23		
Reduce the number of individuals and families experiencing chronic homelessness or at risk of becoming homeless	Create more purpose-built, sustainable, affordable housing stock in London.	<p>↑ Increase affordable housing stock through the creation of new units in partnership with community partners and developers.</p>	<ul style="list-style-type: none"> <li>P&amp;ED</li> </ul>	12/31/23	The Housing Development team continues to work with non-profit and private developers to create more units. 122 Base Line Road West welcomed 61 new tenants starting February 2022. 403 Thompson started construction in 2022 for 44 units.	




Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
					City owned lands are currently being prepared at 345 Sylvan Street for 42 units. The City is working closely with the SoHo Alliance on 400 new affordable housing units. Work is still underway to acquire affordable units through Section 37 Bonusing, which is set to end in September 2022.	
		<ul style="list-style-type: none"> <li>Establish a secondary suite and other single unit conversions/development program (partnership between HDC and City).</li> </ul>	<ul style="list-style-type: none"> <li>P&amp;ED</li> </ul>	12/31/21	This action was not funded through the Multi-Year Budget.	
Reduce the number of individuals and families experiencing chronic homelessness or at risk of becoming homeless	Implement coordinated access to mental health and addictions services and supports.	<ul style="list-style-type: none"> <li>Continue to implement and monitor approaches aimed at housing stability for individuals and families experiencing chronic homelessness.</li> </ul>	<ul style="list-style-type: none"> <li>SHD</li> </ul>	12/31/23	The City continues to expand and create new partnerships with community stakeholders to support individuals with mental health and addictions challenges. The work through the No Fixed Address program has supported a continuous improvement in avoidable discharges from hospital to homelessness. Additional partnerships with the Children's Aid Society, Developmental Services and Corrections facilities related to discharge planning have continued in 2022 to help avoid individuals discharged into homelessness from institutions.	
		<ul style="list-style-type: none"> <li>Monitor emergency shelter use trends through London's Emergency Shelter Progress Report.</li> </ul>	<ul style="list-style-type: none"> <li>SHD</li> </ul>	12/31/23	London continues to utilize the Homeless Individual and Family Information System to monitor shelter intake and discharge trends. The work being undertaken in the coming years around shelter transformation will provide input and improvements to emergency shelter service delivery in London.	
		<ul style="list-style-type: none"> <li>Implement a Coordinated Access System for individuals and families experiencing homelessness.</li> </ul>	<ul style="list-style-type: none"> <li>SHD</li> </ul>	12/31/23	The City of London has achieved the implementation of a coordinated access system. We have met the Federal timeline of March 31, 2022 to have a system in place and have been recognized by the Built for Zero initiative as having a basic Coordinated Access System.	
Reduce the number of individuals and families experiencing chronic homelessness or at risk of becoming homeless	Improve emergency shelter diversion and rapid re-housing practices.	<ul style="list-style-type: none"> <li>Implement strategies aimed at reducing chronic emergency shelter use. Monitor emergency shelter use trends through London's Emergency Shelter Progress Report.</li> </ul>	<ul style="list-style-type: none"> <li>SHD</li> </ul>	12/31/23	The City continues to prioritize individuals who are chronically homeless in shelter with housing and support resources. Individuals who are in shelter and experiencing chronic homelessness are routinely matched to available housing and housing support resources as they become available.	
		<ul style="list-style-type: none"> <li>Build upon and strengthen diversion and rapid re-housing practices. Monitor emergency shelter use trends through London's Emergency Shelter Progress Report.</li> </ul>	<ul style="list-style-type: none"> <li>SHD</li> </ul>	12/31/23	Housing support programs continue to rapidly re-house individuals to ensure an individual's experience of homelessness is prevented or minimized. Shelter diversion rates through the City's coordinated access system remain	




Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
					steady even as call volumes have increased in 2022.	
Support improved access to mental health and addictions services	Strengthen and support the mental health and addictions system.	<ul style="list-style-type: none"> <li>✓ Implement the Community Mental Health and Addictions Strategy for London.</li> </ul>	<ul style="list-style-type: none"> <li>• SHD</li> </ul>	12/31/23	City staff continue to support the implementation of the community mental health and addictions strategy.	
		<ul style="list-style-type: none"> <li>↑ Support training opportunities for health and other professionals about addiction, harm reduction, and injection drug use.</li> </ul>	<ul style="list-style-type: none"> <li>• MLHU</li> </ul>	12/31/23	There continues to be requests by health care professionals for education and training about harm reduction, addictions and injection drug use. Virtual and in-person presentations offered. Development of some pre-recorded presentations for community organizations to use.	
		<ul style="list-style-type: none"> <li>↑ Provide opportunities for community members and organizations to learn about substance use, harm reduction, addictions and stigma around drug use.</li> </ul>	<ul style="list-style-type: none"> <li>• MLHU</li> </ul>	12/31/23	<p>Eligible organizations received education and resources on naloxone and overdose.</p> <p>Information regarding cannabis, alcohol and other drugs is available on the Middlesex London Health Unit website.</p> <p>Implementation of the YouNeedToKnow.ca public education campaign to reduce risks and harms from cannabis use (e.g. unintentional cannabis poisonings, mixing alcohol and cannabis, mental health concerns).</p>	
		<ul style="list-style-type: none"> <li>↑ Advocate for and support cultural safety and trauma-informed care training to agencies and organizations.</li> </ul>	<ul style="list-style-type: none"> <li>• MLHU</li> </ul>	12/31/23	The Middlesex London Health Unit continues to provide training for staff.	
		<ul style="list-style-type: none"> <li>↑ Increase public awareness of existing treatment information and pathways to treatment services in Middlesex-London.</li> </ul>	<ul style="list-style-type: none"> <li>• MLHU</li> </ul>	12/31/23	Focus throughout the pandemic has been to educate and connect clients to treatment pathways instead of the general public.	
		<ul style="list-style-type: none"> <li>↑ Provide a supervised and hygienic space for people who use drugs (PWUD) to use their drugs.</li> </ul>	<ul style="list-style-type: none"> <li>• MLHU</li> </ul>	12/31/23	<p>Throughout the pandemic there was a slight decrease in visits to the Consumption &amp; Treatment Services site but an overall increase in opioid overdoses and referrals to services such as primary care, housing, addiction services, mental health, access to food, wound care, and testing.</p> <p>Note: Regional HIV/AIDS Connection (RHAC) is responsible for this indicator now.</p>	
		<ul style="list-style-type: none"> <li>↑ Provide a space for clients to connect with community services (e.g. housing supports, mental health, addiction services) and peer support services as requested.</li> </ul>	<ul style="list-style-type: none"> <li>• MLHU</li> </ul>	12/31/23	Space is provided in The Middlesex-London Health Unit (i.e. Sexual Health Clinic, Needle Syringe Program). Clients can also connect with these services when meeting with the Outreach Team in the community.	
		<ul style="list-style-type: none"> <li>↑ Provide referral to health and social services in the community as needed.</li> </ul>	<ul style="list-style-type: none"> <li>• MLHU</li> </ul>	12/31/23	Clients seen in Sexual Health Clinic, Needle Syringe Program and Outreach Clients are referred to health and social services, if requested by the client.	








Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
		<ul style="list-style-type: none"> <li>Establish trusting relationships with clients.</li> </ul>	<ul style="list-style-type: none"> <li>MLHU</li> </ul>	12/31/23	The Sexual Health Clinic provides confidential services to clients in both the clinic setting and case management of sexually transmitted infections. The Needle Syringe Program provides services anonymously.	
		<ul style="list-style-type: none"> <li>Provide access to Naloxone.</li> </ul>	<ul style="list-style-type: none"> <li>MLHU</li> </ul>	12/31/23	The Middlesex-London Health Unit provides naloxone to 41 eligible community organizations. MLHU distributed more than 12,000 kits in 2021, and received reports of 1,139 opioid overdoses. The organizations include; withdrawal management, shelters, AIDS Service Organizations, Community Access Centres, Outreach teams, police, fire, EMS and hospitals.	
		<ul style="list-style-type: none"> <li>Provision of harm reduction supplies, including, but not limited to needles, syringes and other safe drug use equipment.</li> </ul>	<ul style="list-style-type: none"> <li>MLHU</li> </ul>	12/31/23	Currently Regional HIV/AIDS Connection is temporarily operating out of Citi Plaza MLHU location as fixed Needle Syringe Program (NSP) until the permanent location at 446 York Street is operating. There is one mobile van, and 18 satellite locations in Middlesex-London. NSP facilitates the use of a sterile needle and other equipment for each injection to reduce the risk of acquiring HIV, Hepatitis B and C. These programs also provide client-centered counseling, skill-building, and referrals to addiction treatment and other health and social services. Utilization of this service has increased, with 1.9 million syringes distributed in 2021, up from 1.7 million in 2020 and 1 million in 2019.	
		<ul style="list-style-type: none"> <li>Collaborate across service areas in the City of London and with community partners.</li> </ul>	<ul style="list-style-type: none"> <li>SHD</li> </ul>	12/31/23	The Core Area Diversion Pilot in partnership with London Cares and London Police Services was extended through to the end of December 2022. This program connects outreach staff with individuals identified as high risk repeat offenders that may be experiencing homelessness to assist in becoming better connected to programs, social services, and becoming housing ready in order to reduced survival crime incidents.	
		<ul style="list-style-type: none"> <li>Maintain and strengthen collaborative efforts of Informed Response.</li> </ul>	<ul style="list-style-type: none"> <li>SHD</li> </ul>	12/31/23	Coordinated Informed Response continues to partner with local businesses and support agencies to increase collaboration opportunities to support those living unsheltered. Continued work with the COAST program, increased collaboration with business improvement associations in the core and a continuation of the City's outreach strategy as implemented by the coordinated informed response program are ongoing in 2022.	
		<ul style="list-style-type: none"> <li>Strengthen partnership with Canadian Mental Health Association (CMHA).</li> </ul>	<ul style="list-style-type: none"> <li>LPL</li> </ul>	12/31/23	Full time case worker is onsite at Central 5 days a week. CMHA has resumed their Welcome Centre at Central and discussions	

Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
					are underway to expand the program.	
		 Continue partnerships with post secondary institutions and community service providers (e.g. London CARES).	<ul style="list-style-type: none"> <li>LPL</li> </ul>	12/31/23	Library staff have established a solid relationship with the Community Outreach and Support Team and our Canadian Mental Health Association case worker has also established a working relationship with organizations to connect patrons to housing, food, medical care etc.	
Decrease the number of London residents experiencing poverty	Continue to support and develop collaborative approaches to end poverty.	 Support programs and initiatives aimed at ending poverty such as London for All, London's Child and Youth Network, and Bridges Out of Poverty/Circles.	<ul style="list-style-type: none"> <li>SHD</li> <li>NCWS</li> </ul>	12/31/23	<p>Child and Youth Network:</p> <ul style="list-style-type: none"> <li>The distribution of 2,295 London Good Food Boxes, 1,276 were subsidized and went to schools in high priority neighbourhoods.</li> <li>The launch of London's first Community Fridge at St John the Divine Parish in the Southcrest Planning District.</li> <li>The distribution of approximately \$198,000 in Harvest Bucks to 26 Community Food Programs and 20 Emergency Food Cupboards.</li> </ul> <p>Bridges out of Poverty/Circles:</p> <ul style="list-style-type: none"> <li>17 individuals participated in the 12-week Getting Ahead program, which is the precursor to moving into a Circles group. There are currently 83 Active Leaders (OW participants) and 18 Active Allies (community of volunteers) in the Circles program. Coaches through Goodwill and Life Stabilization worked diligently to stay connected with Leaders virtually and by phone. Leaders without access to a computer were provided with a laptop to allow for their continued participation in Circles. Despite some challenges of participating virtually, it did provide the opportunity to engage Leaders with presentations on navigating local health resources and supports; "the truth about credit"; tax clinics and the importance of filing taxes; Big Brothers / Big Sisters / Play Your Way programming; provincial election and importance of voting and information about the City's Mobility Master Plan.</li> </ul>	
		 Report London's poverty rate annually.	<ul style="list-style-type: none"> <li>SHD</li> <li>NCWS</li> </ul>	6/30/23	This is reported every other year. The next scheduled report will be available in 2023.	
Increase opportunities for individuals and families	Enhance public trust and confidence by ensuring appropriate response to victims, the vulnerable, and racialized persons and groups.	 Reviews of reported sexual assaults.	<ul style="list-style-type: none"> <li>LPS</li> </ul>	12/31/23	An in-person meeting with community partners was held in April 2022 to review 8 cases.	






Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
		✓ Develop protocol for response to specific communities under specific circumstances.	• LPS	12/31/21	Several initiatives were implemented in 2021 following the automation of the referral process to Victim Services Middlesex London in late 2020. The victim referral template was further enhanced and a QR code business card was also developed for victims that navigates their smartphone to victim information. A Hate Crime Constable position was created in early 2022. In addition, it is anticipated that a Sergeant position dedicated to diversity and outreach will be created in 2022. The LPS also joined an Anti-Islamophobia committee with City of London and partners.	
		✓ Deliver diversity and inclusion training to all members.	• LPS	12/31/19		
Increase opportunities for individuals and families	Fund and partner with the London Public Library to increase opportunities for people to access the services they need.	↑ Increase targeted purchasing to reduce wait times for high demand materials.	• LPL	12/31/23	The London Public Library has signed a Reciprocal Lending Agreement with other Library systems such as Hamilton, Burlington, Mississauga and Ottawa to provide our patrons with greater access to eBook and eAudio titles. The Library continues to make adjustments to reduce wait times on materials.	
		↑ Advocate in partnership with the Canadian Urban Libraries Council (CULC) for competitive market pricing on e-resources.	• LPL	12/31/23	Although slowed by the pandemic, London Public Library continues to be an active member in the Canadian Urban Libraries Council and its initiatives.	
		↑ Strengthen and expand partnerships with First Nations and Indigenous service partners.	• LPL	12/31/23	London Public Library's Program and Outreach Department partnered with Western's Office of Indigenous Initiatives to host local author and knowledge keeper, Eli Baxter series Reclaiming Traditional Knowledge, Reconnecting with Ourselves.  The Library has also partnered with Western's Department of English and Writing Studies to host Writer In Residence January Rogers, a Mohawk/Tuscarora writer from Six Nations of the Grand River.	
		↑ Increase materials in the collection that reflect Indigenous knowledge and culture.	• LPL	12/31/23	The library continues to purchase materials that reflect Indigenous knowledge and culture. LPL participates each year's in a National Online book club and this year title was Glass Beads by Dawn Dumont, a Plains Cree writer from the Okanese First Nation in Saskatchewan.	
		↑ Continue to offer relevant programs in partnership with First Nations.	• LPL	12/31/23	Working with the City of London's Anti-Racism and Anti-Oppression Division to participate in city-wide events.  Partner in the Aboriginal Baby and Beyond Coalition to support	

Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
<p>Increase opportunities for individuals and families</p>	<p>Improve access to licensed child care and early years opportunities.</p>	<p> Implement the London-Middlesex Child Care and Early Years Service System Plan 2019 - 2023.</p>	<ul style="list-style-type: none"> <li>• SHD</li> </ul>	<p>12/31/23</p>	<p>Baby's Book Bag.</p> <p>The 2019-2023 London-Middlesex Child Care and Early Years Service System Plan was developed through extensive community engagement, including feedback from 1,730 parents and caregivers; it was approved by Municipal Council in June 2019.</p> <p>Below are key accomplishments for the reporting period:</p> <ul style="list-style-type: none"> <li>• Prioritized child care fee subsidy to support children's access to high quality early learning opportunities and support caregivers' ability to pursue employment or education. Through these efforts, there was no waitlist for eligible families seeking fee subsidy during this time period.</li> <li>• Invested over \$3.1M of provincial funding for expansion of licensed child care spaces (including support for 89 new licensed child care spaces), repairs and maintenance, and acquisition of play-based material and equipment; these investments support the continued delivery of high-quality early learning opportunities for 30 licensed child care agencies.</li> <li>• Increased the annual allocation of operational funding for licensed child care operators by over \$900K to address pressures within the sector, including recruitment and retention of a qualified workforce.</li> <li>• Engaged more than 90 leaders from the local child care community to collaboratively build the London-Middlesex approach to implementing the historic Canada-Wide Early Learning and Child Care Agreement; in September 2022, 95.05% of responding centre-based sites indicated their intention to opt in to the program.</li> <li>• Over 950 child care and early years educators and staff attended a virtual sector-wide professional learning day entitled "Heartwork and so much more", which focused on inspiring and encouraging educators through research about the importance and impact of their work.</li> <li>• Partnered with Fanshawe College to create a student bursary for London residents to attend Fanshawe College's Early Childhood Education diploma program at a reduced cost, helping 10 Londoners with financial barriers to attend school and encouraging growth in the number of Early Childhood Educators locally.</li> </ul>	

Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
		 Share progress made towards implementing the London-Middlesex Child Care and Early Years Service System Plan 2019-2023 annually with Londoners.	<ul style="list-style-type: none"> <li>• SHD</li> </ul>	12/31/23	Implementation of the 2019-2023 London- Middlesex Child Care and Early Years Service System Plan is on track; a progress report will be shared with the community in Fall 2022.	
Increase opportunities for individuals and families	Work collectively with community partners to improve outcomes and integrated responses for children, youth, families, and older adults.	 Implement London's Child and Youth Agenda 2017 - 2021.	<ul style="list-style-type: none"> <li>• NCWS</li> </ul>	12/31/21	<p>Engaged 233 registered professionals at the 11th Family Literacy Conference, with a focus on storytelling featuring Indigenous children's authors and a local storyteller champion.</p> <p>Partners supported the transition and onboarding of LUSO Community Services, the new lead agency for Family Centre Argyle.</p> <p>435 students participated in the Get Active school challenge, completing a combined total of 13,446 hours of physical activity.</p> <p>103 families participated in physical activities through a Bingo game promoted by Child and Youth Network and Family Centres.</p> <p>Child and Youth Network Partners supported:</p> <ul style="list-style-type: none"> <li>• 855 new Grade 5 ACT-i-Pass registrants.</li> <li>• 120 Active and Safe Route to School - Wayfinding Signs at 10 Elementary Schools.</li> <li>• 808 parents and their children accessed Storybook Garden's Family Fun Festival this summer, with free admission, transportation, and removal of other barriers.</li> <li>• Over 230 community members, tracked 1.7 million minutes through participation in over 3700 events or activities through the ParticipACTION Community Better Challenge.</li> <li>• The Family Centre awareness, education, and action campaign launched in May 2022. Traffic to the familyinfo.ca website from mid-May to mid-September increased by 120% with over 32,799 new users.</li> <li>• 1,000 Baby's Book Bags and key messages about the importance of literacy from birth were shared through Family Centres, London Public Library Branches, LHSC's Paediatric Family Resource Centre, and with new parents at LHSC.</li> </ul>	
		 Implement the Age Friendly London Action Plan 2017 - 2020.	<ul style="list-style-type: none"> <li>• NCWS</li> </ul>	12/31/21	Completed the Caregiving Strategies Program which equipped 40 caregivers with tools, resources, and peer support. Participants reported that the program increased their knowledge and confidence as caregivers.	










Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
					Hosted the Age Friendly London Conference in June 2022, with both in person and virtual attendees. In total, 181 people attended and learned about opportunities to get involved in their neighbourhoods and communities and how to access resources and services for older adults.	
		 Evaluate Child and Youth Agenda 2017 - 2021 and the Age Friendly London Action Plan 2017 - 2020.	<ul style="list-style-type: none"> <li>NCWS</li> </ul>	12/31/21	<p>Completed evaluations of the Child and Youth Agenda and Age Friendly London Plan, using surveys of Network members and key informant interviews. Respondents reported that both plans and Networks have been successful in achieving intended outcomes.</p> <p>For the Child and Youth Agenda the top areas of impact were:</p> <ul style="list-style-type: none"> <li>Collaboration between partners;</li> <li>Awareness campaigns;</li> <li>Family Centres.</li> </ul> <p>For Age Friendly London, the top areas of impact were:</p> <ul style="list-style-type: none"> <li>Access to information;</li> <li>Overall Age Friendliness;</li> <li>Communication between organizations and seniors;</li> </ul>	
		 Develop strategies to support children, youth, family, and older adults and identify opportunities to integrate strategies to achieve outcomes.	<ul style="list-style-type: none"> <li>NCWS</li> </ul>	12/31/22		
		 Implement strategies to support children, youth, family, and older adults and identify opportunities to integrate strategies to achieve outcomes.	<ul style="list-style-type: none"> <li>NCWS</li> </ul>	12/31/23		
		 Continue participation in the Age Friendly Network and its initiatives.	<ul style="list-style-type: none"> <li>LPL</li> </ul>	12/31/23	Library staff continue to participate on the various Age Friendly committees. Library staff attended the Age Friendly conference and had a vendor booth.	
		 Continue participation in Seniors satellite programs.	<ul style="list-style-type: none"> <li>LPL</li> </ul>	12/31/23	Continued to work with City of London Recreation and Sport staff to restart Senior satellite at East London Library in July.	
		 Continue participation in the Child & Youth Network (CYN) and its initiatives.	<ul style="list-style-type: none"> <li>LPL</li> </ul>	12/31/23	Staff continue to lead the Literacy Priority Table and participate on other Child and Youth Network priorities e.g. Family Centres.	
		 Expand STEM programming system wide.	<ul style="list-style-type: none"> <li>LPL</li> </ul>	12/31/23	London Public Library staff provided Science, Technology, Engineering, and Math (STEM) programming in the virtual environment that were popular with children and families.	










Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
					Virtual and in-person Summer programs were offered in Science, Technology, Engineering, and Math (STEM).	
Increase opportunities for individuals and families	Increase programming and activities for residents and families at Dearness Home.	 Conduct enhancements to programming space.	<ul style="list-style-type: none"> <li>• SHD</li> </ul>	3/31/23	Construction of the Dearness Home auditorium addition was delayed in 2021 due to the Covid-19 Pandemic. The Architect's final draft and construction timetable for the auditorium expansion are complete and all work will be undertaken by prequalified vendors. Construction is scheduled to occur in June - July of 2022 and has a projected completion date of February 2023.	
		 Deliver a multitude of programming and events to engage and mobilize residents and their families.	<ul style="list-style-type: none"> <li>• SHD</li> </ul>	12/31/23	<ul style="list-style-type: none"> <li>• The continuation of the pandemic into 2021 kept programming very individualized, however toward the end of 2021 programs expanded to small groups.</li> <li>• The Essential Caregivers numbers increased to more than 500 along with a healthy increase in the General Visitor program.</li> <li>• In the winter the recreation program expanded its tool kit with the purchase of a new Virtual Reality System for Seniors (VR). Virtual Reality is a fully immersive system that offers the user a 360-degree video that feels live an interactive. The VR system features over 40 tours, festivals, attractions from across Canada. Residents now have the new opportunity 'travel' outside of Dearness without ever leaving the Home'.</li> <li>• The residents have also been pleased to see the re-opening of the Tuck Shop hosted by Dearness Home Auxiliary Volunteers.</li> </ul>	
Improve the health and well-being of Londoners	Continue to provide access to planned and managed pathway systems and nature trails within parks and open spaces.	 Install additional and update existing equipment to count pathway users.	<ul style="list-style-type: none"> <li>• E&amp;I</li> </ul>	12/31/23	We have added new counters along the Thames Valley Parkway to better report on and have an understanding of usage patterns.	
		 Construct new pathways in new geographic areas and continue to maintain existing infrastructure.	<ul style="list-style-type: none"> <li>• E&amp;I</li> </ul>	12/31/23	New trails and pathways for accessibility, connectivity continue to be a focus in all new park and subdivision development. Our circular walking loops in new park developments like Northridge Fields and East Lions Park are good examples.	
		 Install new trails in new areas and continue to maintain existing infrastructure. Implement Conservation Master Plans for ESAs.	<ul style="list-style-type: none"> <li>• P&amp;ED</li> <li>• E&amp;I</li> </ul>	12/31/23	Contract with UTRCA on-going.	

Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
		✓ Complete Byron Valley Trail.	• P&ED	12/31/21	Trail was completed in 2021.	
		↑ Implement Conservation and Restoration Master Plans.	• P&ED	12/31/23	Medway Valley Environmentally Sensitive Area Conservation Master Plan Approved - August 10, 2021.	
		✓ Complete construction of the North Branch Gap and complete the EA for the Main Branch link- Springbank to Riverbend.	• E&I	6/30/22	The construction of the North Branch Gap has had a successful completion and is actively utilized by thousands of Londoners from Ross Park to North London Fields making an important connection to the remainder of the TVP.	
Improve the health and well-being of Londoners	Create programs and exhibitions to foster health and well-being.	↑ Continue to emphasize physical activity and physical literacy for residents of all ages and abilities through program opportunities.	• NCWS	12/31/23	Developed 100 new outdoor physical activity programs that were introduced in the Spring 2022 session focusing on outdoor participation. These include Trail Walking programs in three neighbourhoods (Hamilton Road, Argyle, and North London), and a rotation of pop-up adult fitness and yoga programs held in various parks during the Spring and Summer sessions. The Spring 2022 session offered a total of 440 physical activity dry land programs.	
		↑ Expand staff training in regards to promoting recreation benefits and mental health.	• NCWS	12/31/23	Summer program Supervisors became trained in ASIST (Applied Suicide Intervention Skills Training) in March, and approximately 35 summer program Coordinators were trained in SafeTALK Suicide Prevention through LivingWorks in June.	
		↑ Introduce new recreation programs focused on connecting people to nature through implementing the Parks and Recreation Master Plan.	• NCWS	12/31/23	Developed two new nature programs offered through community partnerships: a Little Gardeners program in early spring through Friends of Civic Gardens with over 200 participants, and an open hiking program for seniors this summer in the Hamilton Road neighbourhood through a partnership with the Thames Valley Trails Association.	
Improve the health and well-being of Londoners	Deliver health protection and promotion programs guided by population health surveillance.	↑ Surveillance, inspection, investigation, education, enforcement and reporting requirements with respect to infection prevention and control (IPAC).	• MLHU	12/31/23	Inspections of Personal Service Settings and Childcare settings have been significantly reduced since March 2020 due to pandemic workload. Inspectors are working to complete all required inspections and catch up from 2020/21.	
		↑ Immunization clinics at MLHU offices and school based clinics.	• MLHU	12/31/23	Letters to be sent to all school age students to catch them up on all publicly funded vaccines. Immunization opportunities are offered three times weekly at mass clinic sites, Middlesex London Health Unit offices and school based clinics. Encouraging uptake of COVID-19 vaccines at all Middlesex London Health Unit sites.	





Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
		<ul style="list-style-type: none"> <li>• Surveillance</li> <li>• Awareness, Education and Training</li> <li>• Risk Assessment and Inspection of food premises</li> <li>• Complaint and outbreak investigation</li> <li>• Food Recall</li> <li>• DineSafe Disclosure</li> <li>• Enforcement</li> </ul>	<ul style="list-style-type: none"> <li>• MLHU</li> </ul>	12/31/23	Due to the pandemic work outputs have been below traditional levels. The Food Safety program expects to be back to regular outputs later in 2022.	
		<ul style="list-style-type: none"> <li>• Inspections and enforcement of the Smoke-Free Ontario Act.</li> </ul>	<ul style="list-style-type: none"> <li>• MLHU</li> </ul>	12/31/23	<p>Under Ministry mandate and Smoke-Free Ontario Act Standard Operating Procedures for public health units in Ontario, the Health Unit is required to complete 2 rounds of tobacco product youth access test shopping and 1 round of vapour product youth access test shopping. Additionally, every tobacco and vapour product retailer must be inspected at least once to ascertain compliance with sections of the Act that address the display, promotion and handling of tobacco and vapour products. By end of Sept:</p> <ul style="list-style-type: none"> <li>- one round of tobacco product test shopping complete</li> <li>- one half round of vapour product test shopping complete</li> <li>- approx 1133 inspections of schools, workplaces and hospitals</li> <li>- 78 inspections of restaurants, bars and outdoor special events</li> <li>- 182 follow-ups due to complaints of smoking/vaping inside or on school property.</li> </ul>	<p>With an increase in sales to minors offences occurring within vapour product retailers, the time required to complete each mandated round of test shopping is increasing. Due to increased vapour product retailer non-compliance (sales to minors, sale of prohibited vapour products, promotion, etc.), a significant increase in complaints regarding youth vaping (nicotine and cannabis) on school property (increase from 132 to 182 from 2019 to 2022 for Jan 1-Sep 20), an increase in the number of cannabis stores (which sell vapour products) and the return of large special events, the capacity of the Enforcement Team is strained. With temporary funding provided by the City of London (the Ontario Cannabis Legalization Implementation Fund), enforcement capacity has increased by 2.0 FTE, but financial support to these levels are anticipated to end. Other sources of funding will have to be considered to support</p>

Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
						these activities in 2023.
		 Home visiting for women in the prenatal through to school entry period.	<ul style="list-style-type: none"> <li>MLHU</li> </ul>	12/31/23	Home Visiting has continued throughout the pandemic based on client needs and nursing assessments.	
OUTCOMES						
Londoners are engaged and have a sense of belonging in their neighbourhoods and community.						
Increase the number of residents who feel welcomed and included	Create inclusive engagement opportunities for Londoners.	 Recruit volunteers to lead the CDIS implementation process.	<ul style="list-style-type: none"> <li>CMO</li> </ul>	12/31/23		
		 Work with volunteers and community partners to implement the CDIS.	<ul style="list-style-type: none"> <li>CMO</li> </ul>	12/31/23	The CDIS Working Groups and Leadership Table met virtually until the summer of 2022.	
		 Share progress made towards implementing the Community Diversity and Inclusion Strategy annually with Council and Londoners.	<ul style="list-style-type: none"> <li>CMO</li> </ul>	12/31/23	The ARAO division organized a Community Diversity and Inclusion Strategy Town Hall to bring working group members together to celebrate CDIS accomplishments and to discuss opportunities for future engagement. The mandate of CDIS has ended and future community engagement will be led by the ARAO division.	
		 Host and promote events (in-person and online) that celebrate diversity and foster relationships between newcomers and the receiving community.	<ul style="list-style-type: none"> <li>CMO</li> </ul>	12/31/23	The London & Middlesex Local Immigration Partnership hosted an information session with 79 participants, in April, 2022, for the community to learn about supports for Ukrainians residing in London on a temporary basis.	
		 Report annually on the retention of newcomers to London.	<ul style="list-style-type: none"> <li>CMO</li> </ul>	12/31/23	In 2019, London surpassed its targeted average annual retention rate of 70% of the total gross annual inflow of Newcomers by 19%. The data used for this calculation lags by 2 to 3 years.	
Increase the number of residents who feel welcomed and included	Strengthen understanding of and ability to engage in practices that promote cultural safety.	 Implementation of reconciliation plan.	<ul style="list-style-type: none"> <li>MLHU</li> </ul>	12/31/23	The implementation of the reconciliation plan has been delayed by the pandemic; however, collaboration related to vaccination and contact tracing was significant and regular with all three local First Nations and with local Indigenous organizations.	
		 Health equity staff capacity building.	<ul style="list-style-type: none"> <li>MLHU</li> </ul>	12/31/23	All new staff receive a mandatory Health Equity module during orientation and Indigenous Cultural Safety training is provided to all full-time staff. Additionally, Anti-Racism training as per the Anti-Black Racism Plan is currently being vetted and is on target to be implemented late 2022 or early 2023.	
		 Establish enterprise-wide approach to anti-racism and anti-oppression training, including Indigeneity, based on research, best practices.	<ul style="list-style-type: none"> <li>CMO</li> </ul>	6/30/22	The Anti-Racism and Anti-Oppression Division has developed a Foundations training program with two modules and a third module which is a live coaching session.	

Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
		<ul style="list-style-type: none"> <li>↑ Deliver enterprise-wide training on anti-racism and anti-oppression, including Indigeneity.</li> </ul>	<ul style="list-style-type: none"> <li>• CMO</li> </ul>	12/31/23	The Anti-Racism and Anti-Oppression Division will create and deliver Anti-Racism and Anti-Oppression training to senior leaders and directors first.	
		<ul style="list-style-type: none"> <li>↑ Liaise with ABCs to receive information regarding participants in training program.</li> </ul>	<ul style="list-style-type: none"> <li>• CMO</li> </ul>	12/31/23	Agencies, boards and commissions will be encouraged and supported in the development of their own foundations training in Anti-Racism and Anti-Oppression.	
Increase the number of meaningful opportunities for residents to be connected in their neighbourhood and community	Strengthen engagement opportunities for all Londoners to participate in their neighbourhoods.	<ul style="list-style-type: none"> <li>↑ Continue to develop and implement enhanced targeted engagement strategies for London residents to support the Neighbourhood Decision Making program.</li> </ul>	<ul style="list-style-type: none"> <li>• NCWS</li> </ul>	12/31/23	Continued to reach Londoners in communities that do not normally participate in Neighbourhood Decision Making through tactics such as large poster boards in parks, trails and dog parks, increased targeted social media posts, additional print media, London Transit Commission ads on outside and inside of buses, billboards, and pop up events.	
		<ul style="list-style-type: none"> <li>↑ Continue to support the resident-led implementation of London Strengthening Neighbourhoods Strategy.</li> </ul>	<ul style="list-style-type: none"> <li>• NCWS</li> </ul>	12/31/23	Continued supporting residents with communication through NeighbourGood Newsletter which now reaches 5,898 residents. 18 projects were funded through 2021 Neighbourhood Decision Making after over 10,000 votes. Funded 24 projects through Neighbourhood Decision Making after over 9,500 votes in 2022.	
		<ul style="list-style-type: none"> <li>↑ Implement City Planning Education and Outreach Strategy.</li> </ul>	<ul style="list-style-type: none"> <li>• P&amp;ED</li> </ul>	12/31/23	Project was terminated in Q1 2022, with key components shifted to various portfolios, following a reassessment of work program ongoing and emerging priorities.	
		<ul style="list-style-type: none"> <li>✓ Create an engagement framework to better serve residents living in new neighbourhoods.</li> </ul>	<ul style="list-style-type: none"> <li>• P&amp;ED</li> </ul>	12/31/20	Completed in 2020.	
		<ul style="list-style-type: none"> <li>↑ Implement the engagement framework to better serve residents living in new neighbourhoods.</li> </ul>	<ul style="list-style-type: none"> <li>• P&amp;ED</li> </ul>	12/31/23	Subdivision ambassador filled and connections to Service London continue to improve communications needed in development.	
Increase the number of meaningful opportunities for residents to be connected in their neighbourhood and community	Support neighbourhood festivals, cultural events, and activities across the city.	<ul style="list-style-type: none"> <li>↑ Maintain support to activities with NeighbourGood resources.</li> </ul>	<ul style="list-style-type: none"> <li>• NCWS</li> </ul>	12/31/23	Provided orientation, volunteer training and ongoing communication for 16 outdoor resident managed ice rinks. Supported 33 outdoor movie nights with over 5,000 participants, and over 50 neighbourhood events.	
		<ul style="list-style-type: none"> <li>↑ Create opportunities for new neighbourhoods to participate.</li> </ul>	<ul style="list-style-type: none"> <li>• NCWS</li> </ul>	12/31/23	Launched Neighbourhood Decision Making 2022 in March with targeted promotion to new neighbourhoods. Promoted opportunities for residents to participate in their neighbourhoods at 77 events from May to September.	

Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
		 Maintain support to events with NeighbourGood resources.	<ul style="list-style-type: none"> <li>NCWS</li> </ul>	12/31/23	<p>Launched 2022 Neighbourhood Events booking process including Neighbourhood Small Events Fund, Equipment Lending, Neighbourhood Event Team and free park booking at no cost.</p> <p>Increased the number of Outdoor Movie nights available for residents throughout the summer.</p>	
		 Expand NeighbourGood with new tools that support Neighbourhood activities.	<ul style="list-style-type: none"> <li>NCWS</li> </ul>	12/31/23	<p>Added "Do It Yourself Outdoor Movie Guide" and the "Guide to Micro Events" to the Resources found on the NeighbourGood London website.</p>	
		 Allocate municipal funding through programs such as the London Community Grants Program and the Neighbourhood Small Events Fund to advance priorities outlined in the Strategic Plan for the City of London.	<ul style="list-style-type: none"> <li>NCWS</li> </ul>	12/31/23	<p>The London Community Grants Program allocated \$496,000 to 9 groups through the 2022 Innovation and Capital stream. These projects align with the City of London's Strategic Plan as follows:</p> <ul style="list-style-type: none"> <li>- 5 to Strengthening Our Community</li> <li>- 3 to Building a Sustainable City</li> <li>- 1 to Creating a Safe London for Women and Girls</li> </ul> <p>As of September 2022, the Neighbourhood Small Events Fund supported 33 resident-led small events across the city.</p>	
		 Continue to support the resident-led implementation of London Strengthening Neighbourhoods Strategy.	<ul style="list-style-type: none"> <li>NCWS</li> </ul>	12/31/23	<p>Supported resident-led programs including the Neighbourhood Decision Making Program, Neighbourhood Small Events Fund, Welcome Kit, Equipment Lending Program, Adopt a Park, Neighbourhood Event Booking, Outdoor Movies, and Outdoor Ice Rinks.</p>	
		 Work with special event operators to provide a safe and inclusive experience for Londoners.	<ul style="list-style-type: none"> <li>NCWS</li> </ul>	12/31/23	<p>Continued to work collaboratively with the Middlesex London Health Unit to ensure appropriate COVID protocols were in place. Successfully issued 9 special event and 2 film permits in addition to the Lighting of the Lights event.</p> <p>As of September 2022, 125 special event and 6 film permits were issued . Film permits included:</p> <ul style="list-style-type: none"> <li>- Apple TV to film the television series Improbable Valentine on Richmond Street</li> <li>- 2022 Season of the Amazing Race Canada.</li> </ul>	
		 Continue the streamlining of processes and procedures for Special Event requests.	<ul style="list-style-type: none"> <li>NCWS</li> </ul>	6/30/21		
		 Create relationships with festival coordinators to retain annual commitment of festivals.	<ul style="list-style-type: none"> <li>Covent Garden Market</li> </ul>	12/31/23	<p>Fibre Art Festival in November, Holly Jolly Holiday Market in December, Market Block DJ Skate event and Valentine's Day Artisan Market In February, Maple Fest and Spring Mini Market</p>	











Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
					in March.	
		<p>↑ Continue to provide space and promote events that meet community needs.</p>	<ul style="list-style-type: none"> <li>Western Fair</li> </ul>	12/31/23	Western Fair continued to provide space for Londoners to get vaccinated. The Middlesex London Health Unit reduced their operational footprint in the Agriplex in April to allow community events to begin in a portion of the building. The Muslim Expo was held in May, and the Western Fair returned in September! The Pride Parade staged floats in the parking lot once again in July.	
		<p>↑ Establish the Business of Music Committee to coordinate events hosted and/or supported by the Culture Office.</p>	<ul style="list-style-type: none"> <li>P&amp;ED</li> </ul>	12/31/23	Business of Music Committee continues to coordinate and assist on events, such as the Annual Music Summit.	
		<p>↑ Implement the Music, Entertainment, and Culture Districts Strategy.</p>	<ul style="list-style-type: none"> <li>P&amp;ED</li> </ul>	12/31/23	Internal partnerships established.	
Increase the number of meaningful opportunities for residents to be connected in their neighbourhood and community	Expand Social Services client feedback and participation in service delivery design in their community.	<p>↑ Track and incorporate participant feedback into service delivery design.</p>	<ul style="list-style-type: none"> <li>SHD</li> </ul>	12/31/23	Ontario Works Customer Service feedback survey continues on the City of London website, the survey link is included at bottom of Employment Newsletters and email signatures.	
		<p>↑ Conduct site specific and demographic client focus groups.</p>	<ul style="list-style-type: none"> <li>SHD</li> </ul>	12/31/23	Life Stabilization hired 2 interns to assist with developing client satisfaction surveys which will include a survey to be sent out electronically and 1:1 meetings with clients in person or over the phone. This will help inform changes to employment services.	
Increase the number of meaningful opportunities for residents to be connected in their neighbourhood and community	Implement programs and services that respond to neighbourhood recreation needs.	<p>↑ Continue to expand program initiatives resulting from research and engagement at the neighbourhood-level.</p>	<ul style="list-style-type: none"> <li>NCWS</li> </ul>	12/31/23	Seniors Satellites were reintroduced at East London Library in July as a result of engagement with Argyle seniors living east of Clarke Road. These residents identified transportation as a barrier to participation and that having a Satellite back at the Library removes this barrier as it is within walking distance of their neighbourhood.	
		<p>↑ Increase resident awareness and marketing of recreation opportunities and information.</p>	<ul style="list-style-type: none"> <li>NCWS</li> </ul>	12/31/23	Flyers outlining new and reintroduced programs at East Lions Community Centre and North London Optimist Community Centre were available at each facility to provide neighbours with a readily-available summary of opportunities. Similar information was shared through neighbourhood organizations such as Bethany Place and Family Centres Carling-Thames, Argyle, and Fanshawe.	

Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
Increase the number of meaningful opportunities for residents to be connected in their neighbourhood and community	Promote and invest in urban agriculture initiatives.	 Implement Urban Agriculture Strategy.	<ul style="list-style-type: none"> <li>P&amp;ED</li> </ul>	12/31/23	2021 Annual Report completed and approved.	
Strengthen relationships with post-secondary institutions that promote positive, proactive and meaningful dialogue	Create opportunities for regular dialogue with post-secondary institutional partners.	 Explore opportunities for increased dialogue with post-secondary institutional partners.	<ul style="list-style-type: none"> <li>CMO</li> </ul>	12/31/20		
		 Strengthen relationships with post-secondary institutional partners.	<ul style="list-style-type: none"> <li>CMO</li> </ul>	12/31/23	Many relationships and partnerships exist throughout the organization as we work together on shared priorities eg. climate change, wastewater surveillance, unsanctioned street parties, health and wellness etc.	
		 Identify shared strategic priorities and implement shared initiatives and advocacy.	<ul style="list-style-type: none"> <li>CMO</li> </ul>	12/31/23	The Government and External Relations Office supported advocacy on ongoing pandemic-related investments from federal and provincial governments. Examples include more than \$1 million in funding under the Canada Community Revitalization Fund to support community infrastructure. Throughout 2022, the City of London has secured financial support from other orders of government in partnership with local stakeholders to support vital local infrastructure and our post-secondary institution partners. As well, the regular dialogue with London post-secondary partners led to joint advocacy initiatives undertaken to raise awareness of the significant public safety and health challenges of unsanctioned street parties in London. The administrations from the City and from Western and Fanshawe have met regularly with their counterparts in other Ontario cities hosting post-secondary institutions to develop and recommend new solutions to the Province of Ontario to support our communities. Finally, London's education partners continue to work together to contribute individually and collectively to community social and economic recovery from the COVID-19 pandemic through the London Community Recovery Network (LCRN).	

OUTCOMES

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
























Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
Continue to invest in culture	Provide inclusive and diverse community-focused art and history exhibitions and interpretive programming through the implementation of Museum London's Strategic Plan.	 Maintain planning and executing art and material culture exhibitions with a focus on inclusivity and diversity regarding artist, content, and/or accompanying public programming.	<ul style="list-style-type: none"> <li>Museum London</li> </ul>	12/31/23	Recent opening of completed permanent artifact collection London: A History that contains over 300 objects and spans centuries from Indigenous presence to the present.	
		 Develop exhibitions one to three years in advance, arrange selection or loans of art/material culture, gather oral histories or develop focus group, create responsive programming, and market via social media to engage new visitors and sustain stakeholder audiences.	<ul style="list-style-type: none"> <li>Museum London</li> </ul>	12/31/23		
		 Plan and execute inclusive and diverse public programming including classes and curriculum-based educational programming.	<ul style="list-style-type: none"> <li>Museum London</li> </ul>	12/31/23		
		 Create and conduct history walking tours of London, produce experiential tourism programs as a Tourism London partner and continue to preserve, grow, exhibit and interpret heritage and art collections to tell the stories of Londoners.	<ul style="list-style-type: none"> <li>Museum London</li> </ul>	12/31/23	Recent opening of completed permanent artifact collection London: A History that contains over 300 objects and spans centuries from Indigenous presence to the present.	
		 Improve meaningful visitor experience of self-discovery at Museum London through external feedback via community focus groups and individual oral histories for exhibition and program content input; maintain ongoing on-site surveys for education and public programming, online annual volunteer survey; and create annual online visitor survey and conduct annual on-site visitor survey.	<ul style="list-style-type: none"> <li>Museum London</li> </ul>	12/31/23		
Continue to invest in culture	Engage Londoners in culture to increase community vibrancy and awareness.	 Continue to fund the Community Arts Investment Program (CAIP).	<ul style="list-style-type: none"> <li>NCWS</li> </ul>	12/31/23	Funds of \$750,000 have been distributed to the London Arts Council and allocated to the Arts Community.	
		 Continue to fund the Community Heritage Investment Program (CHIP).	<ul style="list-style-type: none"> <li>NCWS</li> </ul>	12/31/23	Funds of \$76,000 have been distributed to the London Heritage Council and allocated to the Heritage Community.	
Continue to invest in culture	Invest in Dundas Place.	 Work with partners to animate, activate and program Dundas Place.	<ul style="list-style-type: none"> <li>P&amp;ED</li> </ul>	12/31/23	235 events hosted by Dundas Street Partners (City, London Public Library, Museum London, Downtown London BIA).	
		 Market Dundas Place to attract dynamic events that engage Londoners.	<ul style="list-style-type: none"> <li>P&amp;ED</li> </ul>	12/31/23	Social media accounts as well as emails sent to all the businesses and community partners were utilized to shared event information.	
Continue to invest in culture	Maintain the heritage resources of Eldon House to foster an appreciation of London's community and cultural heritage.	 Protect and conserve the historical assets of Eldon House to ensure the longevity of the museum's unique resources.	<ul style="list-style-type: none"> <li>Eldon House</li> </ul>	12/31/23	Eldon House has undertaken four professional conservation projects to be completed in 2022 that will ensure the preservation and care of sensitive artifacts, while continuing to digitize and catalogue its collection. Eldon House is working	

Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
					closely with the Canadian Conservation Institute to ensure that the museum facility can deliver an optimal environment to house its unique assets.	
		<ul style="list-style-type: none"> <li>↑ Create a year-round downtown oasis by diversifying public programming, outreach, and digital engagements with the public.</li> </ul>	<ul style="list-style-type: none"> <li>• Eldon House</li> </ul>	12/31/23	The Pandemic modified and expanded how Eldon House enacts engagement initiatives and, as such, the museum reaches audiences, new and returning, in person, outdoors and virtually in creative new ways.	
		<ul style="list-style-type: none"> <li>↑ Build the capabilities to deliver relevant and focused engagement with the community.</li> </ul>	<ul style="list-style-type: none"> <li>• Eldon House</li> </ul>	12/31/23	Eldon House has made great strides in creating an inclusive multicultural environment, as it develops new programs, accessibility measures and virtual platforms to break down museum visitor barriers. The organization looks for ways to create meaningful connections with its stakeholders, through partnerships, programs and ongoing surveys, to best serve the interests of the community.	
Increase participation in recreation, sport, and leisure activities	Remove barriers to access recreation, sport, leisure, and leadership programs and services.	<ul style="list-style-type: none"> <li>↑ Increase awareness of Londoners about the availability of financial assistance to participate in recreation, sport and leisure opportunities.</li> </ul>	<ul style="list-style-type: none"> <li>• NCWS</li> </ul>	12/31/23	4,869 individuals accessed The Play Your Way fund by end of September, 2022.	
		<ul style="list-style-type: none"> <li>↑ Expand the variety, frequency, location, and promotion of free and sponsored drop-in programs.</li> </ul>	<ul style="list-style-type: none"> <li>• NCWS</li> </ul>	12/31/23	<p>LiUNA Local 1059 began sponsoring free, weekly teen drop-in basketball at East Lions Community Centre. Over 180 people attended.</p> <p>East Lions Club started sponsoring a free monthly drop-in family swim at East Lions Community Centre. These swims were always full at 175 participants per swim.</p> <p>In December and January over 60 free "Try It" programs were offered at East Lions Community Centre to introduce 1,500 residents to the variety of programs offered in this new location. Programs included swimming, crafts, and many sport opportunities.</p> <p>Sponsorship from Tim Hortons, TD Bank, and Ironstone Built Homes provided for free admissions for over 8,000 children throughout the summer on Friday nights at Storybook Gardens.</p>	
		<ul style="list-style-type: none"> <li>↑ Continue to support affordable community garden plot options for low income Londoners.</li> </ul>	<ul style="list-style-type: none"> <li>• NCWS</li> </ul>	12/31/23	Total of \$4,037 provided to subsidize plots in 2022.	
		<ul style="list-style-type: none"> <li>↑ Improve accessibility at gardens identified by the community.</li> </ul>	<ul style="list-style-type: none"> <li>• NCWS</li> </ul>	12/31/23	<p>Accessibility projects completed in 2021/2022:</p> <ul style="list-style-type: none"> <li>• Meadowlily Garden two accessible plots (Summerside)</li> <li>• Thames Garden asphalt pathway (South London)</li> </ul>	

Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
					<ul style="list-style-type: none"> <li>• Carling Heights Garden asphalt pathway (Carling)</li> <li>• Purchased accessible garden tools</li> <li>• Glen Cairn Garden curb cut and asphalt path and surfacing (Glen Cairn)</li> </ul> <p>A new water line and tap was installed at Dillabough Garden and several water installation projects will be completed this fall which will give gardeners easier access to water with hose attachment capability.</p>	
		<ul style="list-style-type: none"> <li>↑ Install fully accessible play area surfacing at district parks when structures are being replaced.</li> </ul>	<ul style="list-style-type: none"> <li>• E&amp;I</li> </ul>	12/31/23	Gibbons and Greenway Parks will see an accessible surface in place following their replacement in 2022.	
		<ul style="list-style-type: none"> <li>↑ Connect with Spanish, Arabic and other communities; recruit tour guides who are bilingual; source Spanish, Arabic, and as needed, other translators for public tours; maintain school tours and public tours in English and French; maintain ESL tour program.</li> </ul>	<ul style="list-style-type: none"> <li>• Museum London</li> </ul>	12/31/23		
Increase participation in recreation, sport, and leisure activities	Increase the number of recreation, sport, and leisure opportunities.	<ul style="list-style-type: none"> <li>↑ Continue to support Neighbourhood Hubs by ensuring community centres are safe and welcoming spaces where people can gather and connect, and used as access points for information.</li> </ul>	<ul style="list-style-type: none"> <li>• NCWS</li> </ul>	12/31/23	Added new non-member recreation programs at Hamilton Road Seniors Community Centre in order to provide more opportunities for residents of different ages to gather at the Centre. These programs include yoga, fitness, and line dancing. Additionally, the reintroduction of adult/older adult card programs at North London Optimist Community Centre in June provided additional opportunities for residents to gather and connect.	
		<ul style="list-style-type: none"> <li>↑ Increase resident awareness and marketing of parks, recreation, and sport opportunities and information.</li> </ul>	<ul style="list-style-type: none"> <li>• NCWS</li> </ul>	12/31/23	Facebook posts advertising opportunities at East Lions Community Centre had a total reach of over 6,700 and over 200 engagements. 1,000 flyers outlining new programs available at the Centre were also created to provide neighbours accessing the facility with a readily available summary of opportunities.	
		<ul style="list-style-type: none"> <li>↑ Continue to construct new parks and open spaces as the city grows.</li> </ul>	<ul style="list-style-type: none"> <li>• E&amp;I</li> </ul>	12/31/23	The City continues to develop new parks at a pace of approximately 10-15 per year.	
		<ul style="list-style-type: none"> <li>↑ Continue to leverage existing places and spaces to improve access to program delivery.</li> </ul>	<ul style="list-style-type: none"> <li>• NCWS</li> </ul>	12/31/23	Recreation program opportunities continue to be reintroduced at schools and other community locations in order to expand opportunities in specific neighbourhoods. These program locations were chosen in order to fill identified program gaps in	

Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
					Westminster, Old North, Westmount, Stoneybrook, Fox Hollow, Cedar Hollow, and Whitehills.	
		<p>↑ Increase resident awareness and marketing of parks, recreation, and sport opportunities and information.</p>	<ul style="list-style-type: none"> <li>NCWS</li> </ul>	12/31/23	<p>Promoted reintroduction of Camp FFIT (Female Firefighters in Training) through area high school guidance departments and through engaging the City's Anti-Racism and Anti-Oppression Division, who shared the opportunity among their networks of community organizations.</p> <p>Developed a mini Recreation Guide advertising programs for ages 55+ in East London neighbourhoods in an effort to increase awareness of different program opportunities.</p>	
		<p>↑ Expand the variety, frequency, location, and promotion of drop-in programs through the use of community centres, neighbourhood locations, and parks.</p>	<ul style="list-style-type: none"> <li>NCWS</li> </ul>	12/31/23	<p>With the opening of East Lions Community Centre, new drop-in programs are now offered in the Argyle neighbourhood such as pickleball, basketball, and yoga. Drop-in tennis has been added at North London Optimist Community Centre as an alternative for those who do not wish to commit to a multi-week instructional program.</p>	
		<p>↑ Expand the senior satellite service model in consultation with stakeholders, with a view toward coordinated service delivery at the neighbourhood level.</p>	<ul style="list-style-type: none"> <li>NCWS</li> </ul>	12/31/23	<p>Seniors Satellite programs were reintroduced at East London Library (Argyle) in July 2022 and at Chalmers Presbyterian Church (Pond Mills) in September 2022. Additionally, a new Satellite at Earl Nichols Recreation Centre (Highland) opened in September 2022.</p>	
		<p>↑ Continue to implement the London Community Gardens Program Strategic Plan.</p>	<ul style="list-style-type: none"> <li>NCWS</li> </ul>	12/31/23		
		<p>↑ Work with sport organizations to obtain and monitor the number of volunteers and the hours contributed to support the sport system.</p>	<ul style="list-style-type: none"> <li>NCWS</li> </ul>	12/31/23	<p>There were approximately 1,000 Spring/Summer sports volunteers as part of the allocation process for 2022.</p>	
		<p>↑ Continue to monitor participant numbers in all sports to ensure facility provision meets demand.</p>	<ul style="list-style-type: none"> <li>NCWS</li> </ul>	12/31/23	<p>Spring/Summer sports participation was 10,500 individuals and these numbers will be collected as part of the ongoing allocation process.</p>	
Increase participation in recreation, sport, and leisure activities	Work with community partners to create a leading sustainable sport development model.	<p>↑ Continue to increase access to sporting amenities on lands not owned by the City of London.</p>	<ul style="list-style-type: none"> <li>NCWS</li> </ul>	12/31/23	<p>Continue working with Western University, Fanshawe College, and Thames Valley District School Board on allocation of outdoor amenities.</p>	
		<p>↑ Increase the number of formal agreements to provide further clarity on expectations for all parties involved in supporting positive sporting experiences.</p>	<ul style="list-style-type: none"> <li>NCWS</li> </ul>	12/31/23	<p>An additional five storage space agreements have been signed at recreation and sport facilities.</p>	

Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
Increase resident use of community gathering spaces	Invest in community building projects.	 Construct new seating areas in parks.	<ul style="list-style-type: none"> <li>E&amp;I</li> </ul>	12/31/23	We continue to add benches as well as unique seating areas at locations like the "Our London Family" memorial plaza.	
		 Implement Neighbourhood CIPs.	<ul style="list-style-type: none"> <li>P&amp;ED</li> </ul>	12/31/23	The Argyle Core Area CIP was approved by Municipal Council on October 5, 2021.	
		 Implement Hamilton Road Treetrunk Program.	<ul style="list-style-type: none"> <li>BIAs</li> </ul>	12/31/23	As public health regulations ease, the Tree Truck Tour has been used in marketing the Hamilton Road BIA.	
		 Implement Closed School Strategy.	<ul style="list-style-type: none"> <li>P&amp;ED</li> </ul>	12/31/23	Identified in the roadmap for 3,000 with a report planned for Q2 2023 on implementation.	
		 Continue to implement the London Community Gardens Program Strategic Plan.	<ul style="list-style-type: none"> <li>NCWS</li> </ul>	12/31/23		
		 Implement the Parks and Recreation Master Plan by taking steps to introduce a new mid-size multi-use community centre, with a focus on geographic gap areas.	<ul style="list-style-type: none"> <li>NCWS</li> </ul>	12/31/23	The first annual Parks and Recreation Master Plan report went to Council on March 29, 2022 and an update report will be presented to Council each year in Q1.	
Increase resident use of community gathering spaces	Provide public Wi-Fi in recreation facilities, particularly in areas where there is customer need and existing appropriate network connectivity.	 Review opportunities, and bring forward an associated business case as part of the Multi-year Budget Process, to provide public Wi-Fi in recreation facilities where there is a business and/or customer need and appropriate network connectivity is available or can be reasonably achieved.	<ul style="list-style-type: none"> <li>NCWS</li> <li>ES</li> </ul>	12/31/23	Boyle Community Centre and Earl Nichols Arena and Community Centre now have access to public wifi. There are now 13 recreation locations with public wifi available.	
Increase neighbourhood safety	Develop and implement a Community Safety and Well-Being Plan.	 Establish a Multi-Sectoral Advisory Committee.	<ul style="list-style-type: none"> <li>NCWS</li> </ul>	3/31/19		
		 Develop and finalize Community Safety and Well-Being Plan and Metrics.	<ul style="list-style-type: none"> <li>NCWS</li> </ul>	12/31/21	Community Safety & Well-Being Plan completed.	
		 Publish and implement Community Safety and Well-Being Plan.	<ul style="list-style-type: none"> <li>NCWS</li> </ul>	12/31/23	Community Safety and Well-Being Plan 2022 Advisory Committee actions are underway. Actions include: <ul style="list-style-type: none"> <li>Recruit new Advisory Committee members;</li> <li>Advance collaboration among community plan holders;</li> <li>Develop outcome and evaluation framework</li> </ul>	
Increase neighbourhood safety	Develop and implement an enhanced Public Awareness Program to educate the public on their roles and responsibilities during emergency situations.	 Develop Enhanced Public Awareness Program.	<ul style="list-style-type: none"> <li>ES</li> </ul>	12/31/19		
		 Deliver Training on the Program.	<ul style="list-style-type: none"> <li>ES</li> </ul>	12/31/23	9 enhanced awareness and education programs were delivered to the community both in person (at Recreation Centres, Emergency Operations Training Centre and virtually). These programs educate residents on measures to increase safety and what to do in the event of an emergency. Social media was	


Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
					also used to promote public safety education.	
Increase neighbourhood safety	Promote and support fire safety through increased public education and prevention, utilizing all the resources of the London Fire Department.	 Enhance efficiency through deployment model improvements and latest technology.	<ul style="list-style-type: none"> <li>• NCWS</li> </ul>	12/31/23	Continue to implement ICO records management system which is linked to the London Fire Department's Master Action Plan.  Fire Prevention, Incident Reporting, and Fire Suppression Rostering modules have been implemented.	
		 Create and improve public education strategies for targeted populations.	<ul style="list-style-type: none"> <li>• NCWS</li> </ul>	12/31/23	158 fire safety promotions have occurred within schools during this reporting period.	
Increase neighbourhood safety	Reduce collision-related injuries and fatalities through public education and enhanced traffic enforcement.	 Develop and implement traffic campaigns with emphasis on distracted, aggressive and impaired driving and lack of seatbelt use.	<ul style="list-style-type: none"> <li>• LPS</li> </ul>	12/31/19		
		 Train Drug Recognition Experts.	<ul style="list-style-type: none"> <li>• LPS</li> </ul>	12/31/19		
		 Train officers in Standardized Field Sobriety Testing.	<ul style="list-style-type: none"> <li>• LPS</li> </ul>	12/31/19		
		 Enhance and expand Commercial Motor Vehicle enforcement through joint-agency inspections and media plan.	<ul style="list-style-type: none"> <li>• LPS</li> </ul>	12/31/21	In June 2021, a three Day Commercial Motor Vehicle Course was hosted by West Region OPP and assisted by LPS. Enforcement was conducted within the City of London on day 3 of the course resulting in 70 vehicle inspections, 60 charges, 12 warnings and 12 Out of Service vehicles.	
Increase neighbourhood safety	Reduce crime through increased visibility of community patrols and partnership with other agencies to address multi-jurisdictional criminal activity.	 Implement contemporary policing model.	<ul style="list-style-type: none"> <li>• LPS</li> </ul>	12/31/19	A sector based policing model was implemented in 2019.	
		 Deploy patrols based on analysis of calls for service, crime trends, criminal intelligence and community concerns.	<ul style="list-style-type: none"> <li>• LPS</li> </ul>	12/31/21	The LPS continued efforts to evaluate and modernize our approach to ensure an evidenced-based methodology towards solving problems in the community. In 2021, there were various Problem Oriented Policing strategies that were implemented with successful outcomes. One example is Project Custos. Hot spot patrols were conducted by the LPS Foot Patrol officers during the winter to proactively address an increase in property crime in the business areas of downtown London and the Old East Village area. Individuals in need were referred to outside agencies (e.g., London CARES), 75 free Crime Prevention Through Environmental Design (CPTED) evaluations were conducted for businesses, and 256 arrests were made. During Project Custos, an overall reduction in property crime was sustained.	
		 Monitor regional crime trends to determine need to create Joint Forces Operations to address trends.	<ul style="list-style-type: none"> <li>• LPS</li> </ul>	12/31/21	A new Joint Forces Operation (JFO) "Judicial Officials Protection and Investigations Section" was formed in early 2022 between	

Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
					the LPS and the OPP. The mandate of this JFO is to proactively conduct intelligence gathering, intelligence analysis, investigations, and assist in prosecutions of multi-jurisdictional human trafficking organizations across Ontario.	
Increase neighbourhood safety	Reduce victimization/ revictimization through public education, promotion and encouragement of public engagement in crime prevention strategies.	<ul style="list-style-type: none"> <li>✓ Develop and launch human trafficking awareness initiative/campaign.</li> </ul>	<ul style="list-style-type: none"> <li>LPS</li> </ul>	12/31/23	<p>The development of a human trafficking campaign, including a video, was completed in February 2022. The campaign, titled #KnowHumanTrafficking, was launched in various digital and physical forms including:</p> <ul style="list-style-type: none"> <li>- Website <a href="https://www.londonpolice.ca/en...">https://www.londonpolice.ca/en...</a></li> <li>- Social media campaign on Facebook and YouTube which targeted to two groups (parents age 22-55 and teen girls age 13-18)</li> <li>- Transit (bus) shelter ads around London located specifically in bus shelters near high schools</li> <li>- Printed posters and information cards were shared with organizations who work with teens, high school guidance counsellors, partner organizations who work with victims of sexual assault, etc.</li> </ul>	
		<ul style="list-style-type: none"> <li>↑ Develop and Implement Internet child exploitation education awareness campaign.</li> </ul>	<ul style="list-style-type: none"> <li>LPS</li> </ul>	12/31/23		
		<ul style="list-style-type: none"> <li>↑ Develop and Implement presentations in high schools addressing Human Trafficking/ Extremism.</li> </ul>	<ul style="list-style-type: none"> <li>LPS</li> </ul>	12/31/23		
		<ul style="list-style-type: none"> <li>✓ Expand the use/adoption of Crime Prevention Through Environmental Design (CPTED) principles through education and on-site visits to community members and the business community.</li> </ul>	<ul style="list-style-type: none"> <li>LPS</li> </ul>	12/31/21	During 2021, the LPS conducted over 75 free CPTED evaluations for businesses. In Sept. 2021, the LPS also hosted a CPTED train the trainer course which involved police officers, partners from Western, Fanshawe, City of London staff and other community members (agencies/businesses).	
		<ul style="list-style-type: none"> <li>✓ Conduct safety audits in student housing neighbourhoods.</li> </ul>	<ul style="list-style-type: none"> <li>LPS</li> </ul>	12/31/20	A Crime Prevention target hardening project was conducted by LPS auxiliary officers in the Fanshawe College residential area in early 2020 (prior to the Pandemic).	
Increase neighbourhood safety	Improve emergency response through the development and implementation of the Fire Master Plan and new technology.	<ul style="list-style-type: none"> <li>✓ Develop and finalize Community Risk Assessment and Fire Master Plan.</li> </ul>	<ul style="list-style-type: none"> <li>NCWS</li> </ul>	6/30/21		
		<ul style="list-style-type: none"> <li>↑ Implement Community Risk Assessment and Fire Master Plan.</li> </ul>	<ul style="list-style-type: none"> <li>NCWS</li> </ul>	12/31/23	The Fire Master Plan Action Plan was received by Council on June 21, 2022. The 10 year Action Plan has 22 actions to focus on. Work continues to build and develop resolutions to these	

Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
					actions. Work on 17 of these items has commenced. Implementation updates will be reported annually.	
Increase neighbourhood safety	Promote pedestrian safety and active transportation.	<p>↑ Active and Safe Routes to School (ASRTS) Committee, to promote active and safe school travel. As part of ASRTS partnership, support the wayfinding sign projects and bike rack installation projects. Continue to foster new partnerships that promote active school travel e.g. Canadian Cancer Society to pilot and evaluation Walking School Bus program.</p>	<ul style="list-style-type: none"> <li>MLHU</li> </ul>	12/31/23	Process for school community Wayfinding signs is underway through the Active and Safe Routes to school partnership with installations and target for Fall 2022 in 14 London school communities.	
		<p>↑ Review, provide recommendations to various land development applications/initiatives regarding healthy community design – Official Plans, Area Plans, Secondary Plans, Master Plans, EAs. Advocate for continued support for infrastructure that supports physical activity &amp; active transportation in the City of London, Middlesex County and its municipalities. Increase awareness, support and implementation of healthy community design with planners/developers &amp; public including school communities.</p>	<ul style="list-style-type: none"> <li>MLHU</li> </ul>	12/31/23	The Middlesex London Health Unit is involved as a 'Champion' in the City of London's Mobility Master Plan.	
<p>OUTCOMES</p> <p>London's neighbourhoods have a strong character and sense of place.</p>						
Ensure that new development fits within and enhances its surrounding community	Prepare and implement urban design guidelines.	<p>↑ Implement Official Plan policies and urban design guidelines in the review of development proposals.</p>	<ul style="list-style-type: none"> <li>P&amp;ED</li> </ul>	12/31/23	On-going monitoring as part of the bi-annual progress report. Target 2023.	
		<p>↑ Complete City-wide Urban Design Guidelines.</p>	<ul style="list-style-type: none"> <li>P&amp;ED</li> </ul>	6/30/22	The draft City-wide Urban Design Guidelines are being reviewed and incorporated into the ReThink Zoning project and the update to the Site Plan Control By-law. A consultant has been retained as part of the Planning Application Streamlining project funding received by the City. Those projects will inform the scope of what urban design guidelines may still be required.	
		<p>✓ Complete Infill and Intensification Urban Design Guidelines.</p>	<ul style="list-style-type: none"> <li>P&amp;ED</li> </ul>	12/31/23	Completed in 2021.	
		<p>✓ Complete Tall Building Urban Design Guidelines.</p>	<ul style="list-style-type: none"> <li>P&amp;ED</li> </ul>	12/31/23	Design standards and regulation for tall buildings are being considered through the ReThink Zoning project and the update to the Site Plan Control By-law. Those projects will inform the scope of what guidelines may still be required and will be included within the City-wide Urban Design Guidelines actions	



Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
Continue to conserve London's heritage properties and archaeological resources	Conserve London's heritage through regulation and investment.	✓ Complete Heritage Places 2.0.	• P&ED	12/31/20	Completed in 2020.	
		✓ Complete Municipally owned heritage buildings conservation master plan.	• P&ED	12/31/22	Completed in 2021.	
		↑ Implement Municipally owned heritage buildings conservation master plan.	• P&ED	12/31/23	The Heritage Condition Report for City-owned heritage buildings, including the Conservation Master Plans for each building was completed by the consultant in November 2022.  In 2022, dust suppression and vibration monitoring were the focus at Eldon House during the Downtown Loop Phase 2 project, and project planning for a new metal fence to increase the visibility of the Eldon House property has been initiated. Critical plumbing work was completed at the Elsie Perrin Williams Estate. Window restoration at Grosvenor Lodge was completed and an archaeological assessment was initiated. The cedar roof at Park Farm was repaired.	
		↑ Implement Official Plan policies, heritage conservation district plans and guidelines in the review of development proposals.	• P&ED	12/31/23	On-going monitoring as part of the bi-annual progress report. Target 2023.	
		↑ Review alterations to heritage properties.	• P&ED	12/31/23	Review continues on an as needed basis.	
		↑ Complete Great Talbot HCD.	• P&ED	12/31/23	The HCD is on track to be completed.	
		↑ Complete Gibbons Park HCD.	• P&ED	12/31/23	The HCD is on track to be completed.	
		↑ Update Municipal Register of Heritage Resources.	• P&ED	12/31/24	Municipal Register of Heritage Resources is updated as needed.	
		↑ Conserve heritage properties through heritage designation.	• P&ED	12/31/23	Conservation of properties through heritage designation continues as required.	
		↑ Identify & conserve archeological resources through assessment.	• P&ED	12/31/23	Assessment of archeological resources continues as required.	
Increase the number of community gathering spaces in neighbourhoods	Invest in community building projects.	↑ Update Archeological Mapping.	• P&ED	12/31/23	Archeological mapping is updated as required.	
		↑ Implement Closed School Strategy.	• P&ED	12/31/23	Identified in the roadmap for 3,000 with a report planned for Q2 2023 on implementation.	
		↑ Continue to implement the London Community Gardens Program Strategic Plan.	• NCWS	12/31/23	Registration for 2022 Community Gardens Program completed	

Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
					<p>with 100% occupancy of plots. Currently there are 136 people on the waitlist across all 16 community gardens.</p> <p>Two new gardens opened in June 2022, adding 30 plots, the Byron Garden (in Belvedere Place Park) and the Our London Family Garden.</p>	
		<p> <a href="#">Implement the Parks and Recreation Master Plan by taking steps to introduce a new mid-size multi-use community centre, with a focus on geographic gap areas.</a></p>	<ul style="list-style-type: none"> <li>• NCWS</li> </ul>	12/31/23	The first annual Parks and Recreation Master Plan report went to Council on March 29, 2022 and an update report will be presented to Council each year in Q1.	

## Introduction

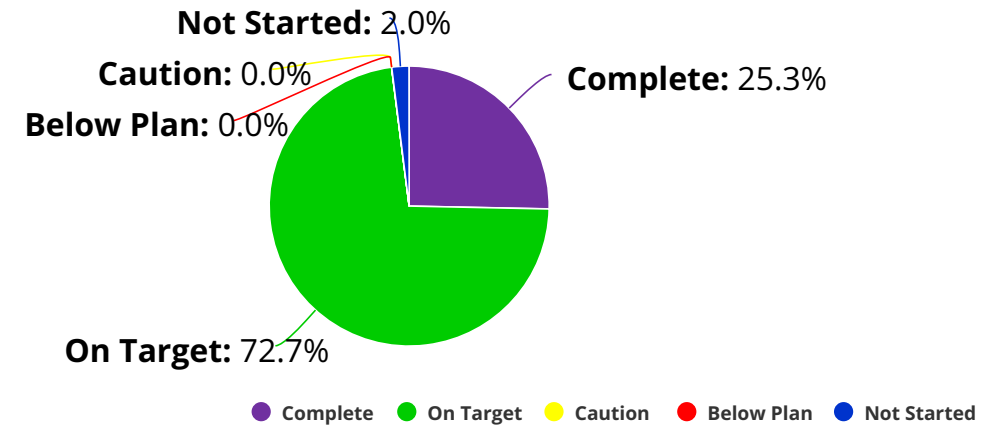
# BUILDING a Sustainable City

### 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 - Progress Progress Report



## Status Definitions



**Complete:** Action is done



**On Target:**

- Action is ongoing or is completed annually
- Action is in progress and is on target to be complete by target date
- Action is not yet started but is on target to be complete by target end date



**Caution:**

- Action is delayed by 1 quarter
- Action is in progress or not yet started, and is flagged as possibly not being completed by target end date







**Below Plan:** Action is delayed by 2 quarters or more












**Not Started:** Action that was not approved through the Multi-Year Budget process and therefore will not be started in the 2019-2023 Strategic Plan







## Strategy Alignment

Building a Sustainable City










Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
OUTCOMES						
London's infrastructure is built, maintained, and operated to meet the long-term needs of our community.						
Maintain or increase current levels of service	Continue to develop the City's Public Art/Monument program.	 Maintain and restore public art and monuments.	<ul style="list-style-type: none"> <li>NCWS</li> </ul>	12/31/23	<p>The Holy Roller Tank preservation has been completed and the People and the City Monument is in the process of being restored.</p> <p>There were 10 Public Art and Monuments maintained by the City's conservator CSMO (Crimean War Cannons, Victoria Park Cenotaph, Kiwanis Bandshell Sculpture, ProPatria Boer War Memorial, Release, Victoria Park Bell Carillon, Japanese Garden Element, Sentenel, Soap Factory Monument, Lambeth Cairn) and 4 Cultural Asset Condition Assessments completed (Lambeth Cairn, Hayfield, Welcome Hands, Sitelines).</p>	
		 Create and acquire public art and monuments.	<ul style="list-style-type: none"> <li>NCWS</li> </ul>	12/31/23	<p>Public Art creation processes are underway for two major artworks: 131 King and Indigenous Tree Carvings at 122 Baseline Road West.</p> <p>The Residential School Survivors 7 Panel Mural was formally unveiled at the N'Amerind Friendship Centre on National Truth and Reconciliation Day September 30.</p> <p>East Lions Welcome Hands Public Art has been installed and plaque signage is being created.</p> <p>35 Traffic Signal Wrap art images have been provided to Traffic Engineering Division for future installation over the next year.</p>	
Maintain or increase current levels of service	Develop and document current levels of service and identify proposed level of services.	 Inform Council on the current levels of service through the 2019 Asset Management Plan.	<ul style="list-style-type: none"> <li>FS</li> </ul>	9/30/19	<p>Municipal Council approved the 2019 Corporate Asset Management Plan which included current levels of service on August 27, 2019.</p>	
		 Monitor the Corporate Asset Management Plan implementation.	<ul style="list-style-type: none"> <li>FS</li> </ul>	9/30/23	<p>The next update of the Corporate Asset Management Plan is scheduled by end 2023 to incorporate Phase three of O.Reg 588/17. Council received the latest annual update to the Corporate Asset Management Plan on August 10, 2021. The Plan provided "report cards" on asset condition and the infrastructure gap for Water, Wastewater, Stormwater, Transportation, Parks, Recreation and Corporate Facilities. Although the City's Infrastructure Gap continues to grow, the report concluded that dedicated asset management funding through the Multi-Year Budget has had a positive impact in</p>	









Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
					lessening the overall dollar amount of the Gap.	
		 Inform Council on the proposed levels of service through the 2023 Asset Management Plan.	<ul style="list-style-type: none"> <li>FS</li> </ul>	9/30/23	Corporate Asset Management staff engaged a consultant (GM BluePlan) to assist with the 2023 Corporate Asset Management Plan development. The Updated Corporate Asset Management Plan will outline the key proposed level of service and outline requirement to achieve the proposed level of service by end 2023.	
Maintain or increase current levels of service	Regenerate and revitalize LMCH/ Community Housing sites.	 Develop London & Middlesex Housing Corporation's (LMHC) Asset Management Plan.	<ul style="list-style-type: none"> <li>LMCH</li> </ul>	6/30/20		
		 Manage the delivery of Social Housing Apartment Improvement Program (SHAIP).	<ul style="list-style-type: none"> <li>LMCH</li> </ul>	6/30/20		
Build infrastructure to support future development and protect the environment	Complete Waste Disposal Strategy (including the Environmental Assessment for the expansion of the W12A Landfill).	 Implement the Provincial approved Terms of Reference (technical studies) along with a community engagement strategy.	<ul style="list-style-type: none"> <li>E&amp;I</li> </ul>	3/31/22	The Environmental Assessment for the proposed expansion of the W12A Landfill has been submitted to the Provincial Government. The final step in the process is now being run by the Province.	
		 Submit and receive Provincial Environmental Assessment approval.	<ul style="list-style-type: none"> <li>E&amp;I</li> </ul>	12/31/22	All questions and matters raised by MECP, Government Review Team and stakeholders have been responded to. City is waiting for the outcome and/or further instructions.	
		 Undertake community engagement and finalize the long Term Waste Disposal Strategy coupled with the Resource Recovery Strategy.	<ul style="list-style-type: none"> <li>E&amp;I</li> </ul>	12/31/22		This date needs to be revised as EA approval from MECP is not expected until late 2022 or Q1 2023. New date proposed is March 31, 2024.
		 Submit and receive Provincial Environmental Protection Act approvals.	<ul style="list-style-type: none"> <li>E&amp;I</li> </ul>	6/30/23		This date needs to be revised as EA approval from MECP is not expected until late 2022 or Q1 2023. New date proposed is March 31, 2024.
Build infrastructure to support future development and protect the environment	Work with multi-sectors to finalize the Climate Change/Severe Weather Adaptation Strategy for London's built infrastructure.	 Undertake multi-sector engagement on built environment challenges, opportunities, priorities and implementation plans.	<ul style="list-style-type: none"> <li>E&amp;I</li> </ul>	9/30/21		
		 Share progress made towards implementing Climate Change/Severe Weather Adaptation Strategy for London's built infrastructure.	<ul style="list-style-type: none"> <li>E&amp;I</li> </ul>	12/31/23	Updates have been provided through reporting to the Strategic Priorities and Policy Committee as part of the development of the CEAP.	

Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
		<ul style="list-style-type: none"> <li>Complete actions assigned to Conservation Authorities between 2020 and 2023.</li> </ul>	<ul style="list-style-type: none"> <li>Conservation Authorities</li> </ul>	12/31/23	Work associated with the CEAP is still being assessed.	
Build infrastructure to support future development and protect the environment	Renew, expand, and develop parks and recreation facilities, and conservation areas in appropriate locations to address existing gaps.	<ul style="list-style-type: none"> <li>Implement the Parks and Recreation Master Plan by introducing a new mid-size multi-use community centre.</li> </ul>	<ul style="list-style-type: none"> <li>NCWS</li> </ul>	12/31/23	The first annual Parks and Recreation Master Plan report went to Council on March 29, 2022 and an update report will be presented to Council each year in Q1.	
		<ul style="list-style-type: none"> <li>Continue to add new parks as the city grows.</li> </ul>	<ul style="list-style-type: none"> <li>E&amp;I</li> </ul>	12/31/23	The City continues to develop new parks at a pace of approximately 10-15 per year.	
		<ul style="list-style-type: none"> <li>Implement the Parks and Recreation Master Plan recommendations.</li> </ul>	<ul style="list-style-type: none"> <li>NCWS</li> <li>E&amp;I</li> </ul>	12/31/23	<p>Opened the East Lions Community Centre in December 2021 along with the redeveloped East Lions Park featuring new amenities including unique wetland features.</p> <p>Launched "30 Things to Do Outside This Winter" social media campaign.</p> <p>Continue to add new parks and open spaces as the city grows including the development of new sporting amenities in parks like East Lions and Northridge Fields.</p> <p>Acquired land on Dingman Drive to develop a new Sports Park.</p>	
		<ul style="list-style-type: none"> <li>Continue to add new conservation areas or expand the use of existing conservation areas, as the city grows.</li> </ul>	<ul style="list-style-type: none"> <li>Conservation Authorities</li> </ul>	12/31/23		
Build infrastructure to support future development and protect the environment		Continue annual reviews of growth infrastructure plans to balance development needs with available funding.	<ul style="list-style-type: none"> <li>Administer the annual Growth Management Implementation Strategy Update.</li> </ul>	<ul style="list-style-type: none"> <li>P&amp;ED</li> </ul>	12/31/23	Implementation as part of the annual update.
	<ul style="list-style-type: none"> <li>Expand the annual Growth Management Implementation Strategy Update to include built area works.</li> </ul>		<ul style="list-style-type: none"> <li>P&amp;ED</li> </ul>	12/31/23	Expansion completed and implementation is on-going.	
	<ul style="list-style-type: none"> <li>Develop opportunities to receive stakeholder feedback on the annual Growth Management Implementation Strategy Update.</li> </ul>		<ul style="list-style-type: none"> <li>P&amp;ED</li> </ul>	12/31/20	Completed in 2020.	
	<ul style="list-style-type: none"> <li>Implement opportunities to receive stakeholder feedback on the annual Growth Management Implementation Strategy Update.</li> </ul>		<ul style="list-style-type: none"> <li>P&amp;ED</li> </ul>	12/31/23	Implementation as part of the annual update.	
Manage the infrastructure gap for all assets	Prioritize investment in assets to implement the Asset Management Plan.	<ul style="list-style-type: none"> <li>Adopt a Council Strategic Asset Management Policy to guide the management of city infrastructure.</li> </ul>	<ul style="list-style-type: none"> <li>FS</li> </ul>	6/30/19	Corporate Asset Management policy adopted by Council in April 2019 and last reviewed in August 2021.	

Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
		 Inform Council on the state of the infrastructure through the development of the 2019 Corporate Asset Management Plan.	<ul style="list-style-type: none"> <li>• FS</li> </ul>	9/30/19	Municipal Council approved the 2019 Corporate Asset Management Plan which included the State of Infrastructure on August 27, 2019.	
		 Monitor the Corporate Asset Management Plan implementation.	<ul style="list-style-type: none"> <li>• FS</li> </ul>	9/30/23	The next update of the Corporate Asset Management Plan is scheduled by end 2023 to incorporate Phase three of O.Reg 588/17. Council received the latest annual update to the Corporate Asset Management Plan on August 10, 2021. The Plan provided "report cards" on asset condition and the infrastructure gap for Water, Wastewater, Stormwater, Transportation, Parks, Recreation and Corporate Facilities. Although the City's Infrastructure Gap continues to grow, the report concluded that dedicated asset management funding through the Multi-Year Budget has had a positive impact in lessening the overall dollar amount of the Gap.	
		 Approval of Capital Budget through the 2020 to 2023 Multi-Year Budget process.	<ul style="list-style-type: none"> <li>• FS</li> </ul>	3/31/20	Municipal Council approved the 2020-2023 Multi-Year Capital Budget on March 2, 2020.	
		 Adjustments to capital budget made through the Annual Budget update process.	<ul style="list-style-type: none"> <li>• FS</li> </ul>	12/31/23	The Annual Budget Update process will occur for 2021, 2022 and 2023. The 2022 Budget Update was approved by Council on December 21, 2021. The 2023 Budget Update will be tabled on December 6, 2022.	
		 Develop Asset Management Plan (AMP), including priorities, project milestones and timelines.	<ul style="list-style-type: none"> <li>• LPL</li> </ul>	12/31/23	<p>Consultations with City's Corporate Asset Management and Facilities teams are ongoing.</p> <p>Internal implementation of asset tracking tools has begun.</p>	
		 Implement AMP.	<ul style="list-style-type: none"> <li>• LPL</li> </ul>	12/31/23	<p>The London Public Library completed a Facility Condition Assessment in late 2021. Goal is to develop levels of service by the end of 2022.</p> <p>Once the Asset Management Plan (AMP) is established, it will be used to inform capital funding needs for implementation and capital budget requests to be considered by Municipal Council in the next multi-year budget cycle. Additional capital funding for implementation will be requested through the 2024-2027 Multi-Year Budget process.</p> <p>Due to the COVID and Library closures in 2020/2021, the development and implementation of the Asset Management Plan has been delayed.</p> <p>The intention is to complete the development of the Asset Management Plan by Q3/Q4 in 2022, with full implementation by the end of 2023.</p>	













Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
		 Explore potential partnerships.	<ul style="list-style-type: none"> <li>LPL</li> </ul>	12/31/23	The London Public Library will participate in discussions with community partners and the City of London with the hope of creating a multi-use facility.	
		 Develop functional plan and undertake construction of new Southeast branch.	<ul style="list-style-type: none"> <li>LPL</li> </ul>	12/31/23	Discussions with community partners and the City of London in hopes of creating a multi-use facility (like StarTech.com and Stoney Creek).	
		 Develop functional plan and undertake construction of new Northwest branch.	<ul style="list-style-type: none"> <li>LPL</li> </ul>	12/31/23	Discussions with community partners and the City of London in hopes of creating a multi-use facility (like StarTech.com and Stoney Creek).	
		 Interior/Exterior LCR Renovations - Refurbish Lower Washrooms - Retrofit Electrical System - Renovation to Storage Vaults - Retrofit HVAC System	<ul style="list-style-type: none"> <li>Museum London</li> </ul>	12/31/23		
		 Develop master site plan.	<ul style="list-style-type: none"> <li>Western Fair</li> </ul>	6/30/23	City Studio project focused on Queens Park redevelopment. The final phase was initiated during this period.  Planning continues while re-assessing needs emerging from the pandemic.	
		 Continue to invest in maintaining Conservation Authority assets.	<ul style="list-style-type: none"> <li>Conservation Authorities</li> </ul>	12/31/23		
Manage the infrastructure gap for all assets	Monitor the infrastructure gap to inform the management of City assets.	 Monitor the progress of the Asset Management Plan, reporting out to Council.	<ul style="list-style-type: none"> <li>FS</li> </ul>	9/30/23	The next update of the Corporate Asset Management Plan is scheduled by end 2023 to incorporate Phase three of O.Reg 588/17. Council received the latest annual update to the Corporate Asset Management Plan on August 10, 2021. The Plan provided "report cards" on asset condition and the infrastructure gap for Water, Wastewater, Stormwater, Transportation, Parks, Recreation and Corporate Facilities. Although the City's Infrastructure Gap continues to grow, the report concluded that dedicated asset management funding through the Multi-Year Budget has had a positive impact in lessening the overall dollar amount of the Gap.	
		 Inform Council on the state of the infrastructure through the development of 2019 Corporate Asset Management Plan.	<ul style="list-style-type: none"> <li>FS</li> </ul>	9/30/19	Municipal Council approved the 2019 Corporate Asset Management Plan which include the State of Infrastructure on August 27, 2019, which identified an overall 'good' condition however there is a current infrastructure gap of \$167.9 million.	
		 Adjustments to capital budget made through the Annual Budget update process.	<ul style="list-style-type: none"> <li>FS</li> </ul>	12/31/23	The Annual Budget Update process will occur for 2021, 2022	








Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
					and 2023. The 2022 Budget Update was approved by Council on December 21, 2021. The 2023 Budget Update will be tabled on December 6, 2022.	
Manage the infrastructure gap for all assets	Communicate the consequences of the infrastructure gap.	 Explore opportunities to increase community awareness of the state of the City's infrastructure.	<ul style="list-style-type: none"> <li>FS</li> </ul>	9/30/23	Corporate Asset Management staff are working on a community engagement framework to support conversations about asset management and proposed levels of service to be defined through the 2023 Asset Management Plan.	
OUTCOMES						
London's growth and development is well planned and sustainable over the long term.						
Improve London's resiliency to respond to potential future challenges	Advance sustainability and resiliency strategies.	 Complete Green City Strategy.	<ul style="list-style-type: none"> <li>P&amp;ED</li> </ul>	9/30/21	Completed in 2021.	
		 Implement Green City Strategy.	<ul style="list-style-type: none"> <li>P&amp;ED</li> </ul>	12/31/23	The Green City Strategy is being implemented as part of the ten Areas of Focus included in CEAP. Recent actions include the launching of two significant City-led projects, <i>ReThink Zoning</i> , which will result in a new zoning by-law to implement the policies of The London Plan, including focusing on inward and upward growth, residential intensification, and the conservation and preservation of our agricultural and natural heritage lands, and the <i>Mobility Master Plan</i> , which will shape the future of transportation and mobility in London.	
		 Complete Climate Change Adaptation Plan.	<ul style="list-style-type: none"> <li>E&amp;I</li> </ul>	12/31/22	Many of the principles of the Resiliency Strategy have been incorporated into the Climate Emergency Action Plan (CEAP), including Goal #2 (Improved resilience to climate change impacts). A separate section referred to as the Climate Change Adaptation Plan is being developed and will be completed by the end of 2022.	
		 Implement Climate Change Adaptation Plan.	<ul style="list-style-type: none"> <li>E&amp;I</li> </ul>	12/31/23		
		 Complete Conservation Authority led low impact development (LID) projects, education and awareness initiatives.	<ul style="list-style-type: none"> <li>Conservation Authorities</li> </ul>	12/31/23		
Direct growth and intensification to strategic locations		Advance the growth and development policies of the London Plan through enhanced implementations tools and investments in infrastructure.	 Complete Phase 1 of ReThink Zoning work plan.	<ul style="list-style-type: none"> <li>P&amp;ED</li> </ul>	12/31/20	Completed in 2020.
	 Complete Phase 2 of ReThink Zoning work plan.		<ul style="list-style-type: none"> <li>P&amp;ED</li> </ul>	12/31/23	Phase 2 is on target.	

Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
		↑ Complete appeal process for the London Plan.	• P&ED	12/31/22	Appeal process continues.	
		↑ Implement London Plan farmland policies.	• P&ED	12/31/23	On-going monitoring as part of the bi-annual progress report. Target 2023.	
		↑ Complete review of Urban Growth Boundary.	• P&ED	12/31/23	Review is on-going.	
		↑ Implement London Plan growth framework.	• P&ED	12/31/23	On-going monitoring as part of the bi-annual progress report. Target 2023.	
		↑ Implement Environmental Policies of the London Plan.	• P&ED	12/31/23	On-going monitoring as part of the bi-annual progress report. Target 2023.	
		✓ Update Environmental Management Guidelines.	• P&ED	9/30/21	Completed in 2021.	
		✓ Complete Meadowlily CMP - Ph 1.	• P&ED	12/31/20	Completed in 2020.	
		↑ Complete Meadowlily CMP - Ph 2.	• P&ED	12/31/24	Phase 2 of Meadowlily CMP awaiting acquisition of land.	Proposed new end date: 12/31/2024.
		✓ Complete Medway Valley CMP.	• P&ED	12/31/22	Project is completed and approved ahead of schedule.	
		✓ Establish performance measures for permit ready lots and on the market units.	• P&ED	12/31/20	Completed in 2020.	
		↑ Create and implement a framework for the Annual Development Report.	• P&ED	12/31/23	2021 report received in February 2022.	
Direct growth and intensification to strategic locations	Prepare detailed plans for strategic locations.	✓ Complete OEV Secondary Plan.	• P&ED	9/30/19	Completed in 2019.	
		↑ Complete Victoria Park Secondary Plan.	• P&ED	6/30/22	Draft Plan submitted to Planning and Environment Committee in Q2 2022.	
		↑ Complete Byron Pits Secondary Plan.	• P&ED	6/30/22	Secondary Plan is on target.	
		✓ Complete Masonville Transit Village Secondary Plan.	• P&ED	12/31/21	Completed in 2021.	
		↑ Complete White Oak Dingman Secondary Plan.	• P&ED	12/31/23	Secondary Plan is on target.	

Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
		Update London Psychiatric Hospital Secondary Plan.	• P&ED	12/31/23	Secondary Plan is on target.	
		Initiate Oxford and Wonderland Transit Village Secondary Plan.	• P&ED	12/31/23	Secondary Plan is on target.	
		Complete the Lambeth Area CIP.	• P&ED	12/31/19	Completed in 2019.	
Direct growth and intensification to strategic locations	Revitalize London's downtown and urban areas.	Implement Downtown CIP.	• P&ED	12/31/23	Financial incentives continue to be provided to the CIP areas, including COVID-19 recovery related efforts.	
		Implement OEV CIP.	• P&ED	12/31/23	Financial incentives continue to be provided to the CIP areas, including COVID-19 recovery related efforts.	
		Implement SoHo CIP.	• P&ED	12/31/23	Financial incentives continue to be provided to the CIP areas, including COVID-19 recovery related efforts.	
Direct growth and intensification to strategic locations	Monitor city building outcomes with the London Plan.	Develop London Plan Monitoring Program.	• P&ED	12/31/20	Completed in 2020.	
		Complete annual London Plan monitoring.	• P&ED	12/31/23	Annual monitoring of the London Plan is ongoing.	
Direct growth and intensification to strategic locations	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).	Develop financial options to consider the construction of a standalone parking structure or partnerships with developments involving parking accommodations.	• P&ED	12/31/22	Options being considered, to be reviewed and completed in 2022.	
OUTCOMES						
<b>London has a strong and healthy environment.</b>						
Increase waste reduction, diversion, and resource recovery	Work with residents and organizations to implement the 60% Waste Diversion Action Plan.	Engage groups and organizations and share progress towards Targets.	• E&I	12/31/21		
		Prepare background methodology and an approach to reporting data. Share progress towards Targets.	• E&I	12/31/20		
		Share progress towards Targets (Residential waste diverted from landfill).	• E&I	12/31/23	City staff continue to take a leadership role with the transition of the Blue Box recycling program by co-chairing the Regional Public Works Commissioners of Ontario Waste Committee, and lead roles on the Continuous Improvement Fund Transition Steering Committee on behalf of large Ontario municipalities and all municipalities via the Association of Municipalities of Ontario (AMO).	

Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
		<ul style="list-style-type: none"> <li>Share progress towards Targets (Reduction in per capita waste generation).</li> </ul>	<ul style="list-style-type: none"> <li>E&amp;I</li> </ul>	12/31/23		
		<ul style="list-style-type: none"> <li>Share progress towards Targets (Households participating in the Green Bin Program).</li> </ul>	<ul style="list-style-type: none"> <li>E&amp;I</li> </ul>	12/31/23		
		<ul style="list-style-type: none"> <li>Share progress towards Targets (Industrial, commercial and institutional waste diverted from landfill).</li> </ul>	<ul style="list-style-type: none"> <li>E&amp;I</li> </ul>	12/31/23		
Increase community knowledge and action to support the environment	Collaborate on environmental actions with community groups through the London Environmental Network (LEN) and businesses as part of Green Economy London.	<ul style="list-style-type: none"> <li>Engage businesses/institutions and share progress towards Targets.</li> </ul>	<ul style="list-style-type: none"> <li>E&amp;I</li> </ul>	12/31/23	City staff continue to engage additional community groups and business along with strengthening relationships with existing groups (e.g., Canada-wide Climate Transitions Cohort one-year project administered by Tamarack Institute and coordinated locally by Climate Action London; business expansion session with Green Economy London).	
		<ul style="list-style-type: none"> <li>Engage community groups, establish collaborative projects and share progress towards Targets.</li> </ul>	<ul style="list-style-type: none"> <li>E&amp;I</li> </ul>	12/31/23		
Increase community knowledge and action to support the environment	Increase community environmental outreach for the built environment through CityGreen.	<ul style="list-style-type: none"> <li>Share progress towards Targets (CityGreen activities hosted).</li> </ul>	<ul style="list-style-type: none"> <li>E&amp;I</li> </ul>	12/31/23	CityGreen returned to live outdoor events in the spring and summer. Events included SunFest, Home County, Gathering on the Green, etc. Key information included the Mobility Master Plan, Climate Emergency Action Plan, etc.	
		<ul style="list-style-type: none"> <li>Provide opportunities for public environmental education.</li> </ul>	<ul style="list-style-type: none"> <li>Conservation Authorities</li> </ul>	12/31/23		
Protect and enhance waterways, wetlands, and natural areas	Implement strategies, policies, and programs to conserve natural areas and features.	<ul style="list-style-type: none"> <li>Complete Byron Valley Trail.</li> </ul>	<ul style="list-style-type: none"> <li>P&amp;ED</li> </ul>	12/31/21	Completed in 2021.	
		<ul style="list-style-type: none"> <li>Complete Meadowlily CMP - Ph 1.</li> </ul>	<ul style="list-style-type: none"> <li>P&amp;ED</li> </ul>	12/31/20	Completed in 2020.	
		<ul style="list-style-type: none"> <li>Complete Meadowlily CMP - Ph 2.</li> </ul>	<ul style="list-style-type: none"> <li>P&amp;ED</li> </ul>	12/31/23	Phase 2 of Meadowlily CMP awaiting acquisition of land.	
		<ul style="list-style-type: none"> <li>Complete Medway Valley CMP.</li> </ul>	<ul style="list-style-type: none"> <li>P&amp;ED</li> </ul>	12/31/22	Project is completed and approved ahead of schedule.	
		<ul style="list-style-type: none"> <li>Complete Killaly Ecological Restoration Plan.</li> </ul>	<ul style="list-style-type: none"> <li>P&amp;ED</li> </ul>	12/31/20	Completed in 2020.	
		<ul style="list-style-type: none"> <li>Implement the Invasive Plant Management Strategy.</li> </ul>	<ul style="list-style-type: none"> <li>P&amp;ED</li> <li>E&amp;I</li> </ul>	12/31/23	City staff are actively implementing an annual program to address phragmites in our parks, along our roadways and along our waterways. We are currently engaging in removals along the Thames River.	













Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
		 Implement Environmental Policies of the London Plan.	• P&ED	12/31/23	On-going monitoring as part of the bi-annual progress report. Target 2023.	
		 Update Environmental Management Guidelines.	• P&ED	9/30/21	Completed in 2021.	
		 Implement Official Plan policies and environmental management guidelines in the review of development proposals.	• P&ED	12/31/23	On-going monitoring as part of the bi-annual progress report. Target 2023.	
		 Improve Environmental Impact Study monitoring compliance for applicable developments.	• P&ED	6/30/21	Completed in 2021.	
		 Strengthen post-development environmental monitoring through a City-led consulting contract and annual reviews.	• P&ED	12/31/22	Reviews continue.	
		 Undertake actions to conserve natural areas and features.	• Conservation Authorities	12/31/23		
Protect and enhance waterways, wetlands, and natural areas	Improve water quality in the Thames River.	 Take the targeted number of Thames River water quality samples.	• E&I	12/31/23	The Thames River water quality monitoring program continued and is on track to once again collect more than double the planned number of samples in 2022.	
		 Work with homeowners and process homeowner grant applications.	• E&I	12/31/23	Applications for the Basement Flooding Grant Program continue to be received, reviewed, and processed. 98 basement flooding grant applications were approved as of the end of Q3-2022.	
		 Construct new sewers through the Infrastructure Renewal Program.	• E&I	12/31/23	The renewal of King Street as part of the Rapid Transit project included the separation nearly 500m of combined sewer. Sewer separation also took place on Victoria Street and as part of the Hickson Ave and Belgrave Ave infrastructure renewal project.	It should be noted that the 2022 actual km of sewer separated is higher than the target initially set due to changes in the phasing strategy of Rapid Transit projects, which has an impact on coordinated sewer replacement projects.
		 Operate the wastewater treatment plants in a way to reduce sewage released to the Thames River.	• E&I	12/31/23	Raw sewage overflows were reduced by 7 ML by the end of Q3.	Overall reductions in raw sewage overflows appears lower, but this is related to













Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
						the nature of wet weather events rather than to any reduction in the ability of City facilities to handle wet weather events.
		 Improve capacity in the wastewater treatment plants to reduce sewage released to the Thames River.	<ul style="list-style-type: none"> <li>E&amp;I</li> </ul>	12/31/23		The engineering and construction fields continue to experience delays. This has forced the deferral of planned capacity upgrade projects at plants and pumping stations. A review of project schedules indicates that this measure should be back on target in 2023.
Protect and enhance waterways, wetlands, and natural areas	Bring Londoners 'Back to the River' by revitalizing the Thames River radiating from the Forks.	 Complete the detailed design and construction of the inaugural project.	<ul style="list-style-type: none"> <li>E&amp;I</li> <li>P&amp;ED</li> </ul>	12/31/23	This action was not funded through the Multi-Year Budget.	
		 Complete the SoHo Back to the River Environmental Assessment process.	<ul style="list-style-type: none"> <li>E&amp;I</li> <li>P&amp;ED</li> </ul>	12/31/24	The Environmental Assessment for the SoHo Back to the River project is on track, subject to Council approval through the Multi-Year Budget process.	
		 Complete the detailed design and construction of the SoHo inaugural project.	<ul style="list-style-type: none"> <li>E&amp;I</li> <li>P&amp;ED</li> </ul>	12/31/23	The detailed design and construction for the SoHo Back to the River project will follow the completion of the Environmental Assessment, subject to Council approval through the Multi-Year Budget process.	
Protect and enhance waterways, wetlands, and natural areas	Implement recommendations associated with the River Management Plan and One River Environmental Assessment.	 Implement projects identified in the One River Management Plan component of the One River Environmental Assessment.	<ul style="list-style-type: none"> <li>E&amp;I</li> </ul>	12/31/23	Improved access to the River for paddling and viewing continue to be the focus, with completed works in Cavendish Park.	
Conserve energy and increase actions to respond to climate change and severe weather	Develop and implement the next Corporate Energy Management Conservation & Demand Management (CDM) Strategy.	 Undertake multi-division engagement on energy management challenges, opportunities, priorities and implementation plans.	<ul style="list-style-type: none"> <li>E&amp;I</li> </ul>	12/31/19		
		 Share progress made towards implementing the next Corporate Energy Management CDM Strategy.	<ul style="list-style-type: none"> <li>E&amp;I</li> </ul>	12/31/23	Updates on Corporate climate change and energy reduction actions were provided to SPPC as part of the development of the Climate Emergency Action Plan.	

Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
		✓ Undertake multi-division engagement on green fleet management challenges, opportunities, priorities and implementation plans.	• E&I	12/31/19		
		↑ Undertake actions to reduce energy use on a per person basis.	• E&I	12/31/23	Updates on Corporate climate change and energy reduction actions were provided to SPPC as part of the development of the Climate Emergency Action Plan.	
		↑ Undertake actions to reduce greenhouse gas generation from 2007 levels.	• E&I	12/31/23	Updates on Corporate climate change and energy reduction actions were provided to SPPC as part of the development of the Climate Emergency Action Plan.	
Conserve energy and increase actions to respond to climate change and severe weather	Work with multi-sectors to develop and implement the next Community Energy Action Plan (CEAP).	✓ Undertake community engagement and finalize the next CEAP.	• E&I	9/30/21	Council approved the Climate Emergency Action Plan (CEAP) on April 12, 2022.	
		↑ Share progress made towards implementing the next CEAP.	• E&I	12/31/23	The next 5 CEAP items are all in progress. Examples of activities and actions include: <ul style="list-style-type: none"> <li>• Expanding, diversifying and deepening community engagement through the Mobility Master Plan, a key component of CEAP;</li> <li>• Attending community events;</li> <li>• Working on a collective impact project with 4 community groups and the Tamarack Institute;</li> <li>• Working with the ReThink Zoning team;</li> <li>• Parking By-Law revisions to reduce parking minimums in new developments;</li> <li>• Working on pilot projects for e-scooters and e-cargo bikes;</li> <li>• Creating a Discussion Primer on how to advance climate change adaptation activities;</li> <li>• Holding conversations with numerous stakeholders and partners including Chippewas of the Thames First Nation, Chamber of Commerce, Urban League, London Environmental Network, Green Economy London, Western University, Fanshawe College; and</li> <li>• Implementing Corporate fleet e-bikes.</li> </ul>	
		↑ Undertake actions to reduce greenhouse gas generation on per person basis.	• E&I	12/31/23		
		↑ Undertake actions to reduce energy use from 1990 levels.	• E&I	12/31/23		
		↑ Engage stakeholder organizations, groups or businesses in CEAP.	• E&I	12/31/23		



Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
		<ul style="list-style-type: none"> <li>Undertake actions to reduce greenhouse gas generation.</li> </ul>	<ul style="list-style-type: none"> <li>E&amp;I</li> </ul>	12/31/23		
		<ul style="list-style-type: none"> <li>Share progress made towards implementing the next CEAP.</li> </ul>	<ul style="list-style-type: none"> <li>Conservation Authorities</li> </ul>	12/31/23	Work associated with the CEAP is still being assessed.	
Conserve energy and increase actions to respond to climate change and severe weather	Update flood forecast and warning system to address a changing climate.	<ul style="list-style-type: none"> <li>Undertake annual flood forecast and warning system update</li> </ul>	<ul style="list-style-type: none"> <li>Conservation Authorities</li> </ul>	12/31/23		
Conserve energy and increase actions to respond to climate change and severe weather	Assess health vulnerability to climate change.	<ul style="list-style-type: none"> <li>Reducing exposures to health hazards &amp; promoting development of healthy built and natural environments. MLHU communicates extreme weather events (cold weather alerts &amp; heat warnings) to facilitate community action for cooling/warming centres, increasing hrs for recreational water facilities &amp; shelters. MLHU advocates for public health strategies to be incorporated into muni. policy, as it relates to matters under municipal jurisdiction, land use planning, &amp; the built environment.</li> </ul>	<ul style="list-style-type: none"> <li>MLHU</li> </ul>	12/31/23	Weather alerts that signal action for cooling/warming centres continued through the pandemic as did input, upon request from the City of London, on significant land use notices requiring public health consultation.	
		<ul style="list-style-type: none"> <li>Comprised of larval mosquito surveillance and identification, larviciding, adult mosquito trapping and viral testing, human surveillance, source reduction, public education, responding to public inquiries, and passive and active tick surveillance.</li> </ul>	<ul style="list-style-type: none"> <li>MLHU</li> </ul>	12/31/23	Annual surveillance, testing and treatment for vector borne disease is completed annually and continues to be on target. Public standing water sites within the City of London were monitored and treated throughout the season for mosquito larvae. The majority of public parks within the City of London have Middlesex London Health Unit supplied tick signage posted, and the majority of the city has been designated as a risk area for Lyme Disease by Public Health Ontario.	
OUTCOMES						
Londoners can move around the city safely and easily in a manner that meets their needs.						
Increase access to transportation options	Build more infrastructure for walking and bicycling.	<ul style="list-style-type: none"> <li>Implement capital contract to construct new sidewalks.</li> </ul>	<ul style="list-style-type: none"> <li>E&amp;I</li> </ul>	12/31/23	The annual New Sidewalk program was implemented. Designs for next year's program is commencing complimented with information sharing with residents.	
		<ul style="list-style-type: none"> <li>Implement capital contracts to construct new bike lanes as guided by the Cycling Master Plan.</li> </ul>	<ul style="list-style-type: none"> <li>E&amp;I</li> </ul>	12/31/23	Completion of designs and award of capital contracts for the 2022 construction season are well underway. Designs for future years projects are also progressing.	
		<ul style="list-style-type: none"> <li>Implement capital contracts to construct new protected bike lanes as guided by the Cycling Master Plan.</li> </ul>	<ul style="list-style-type: none"> <li>E&amp;I</li> </ul>	12/31/23	Projects are progressing including the Adelaide Underpass, Southdale Road Improvements and Ridout/Commissioners intersection that will implement protected active transportation facilities.	

Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
Increase access to transportation options	Continue to expand options and programs to increase mobility.	 Undertake background details and community engagement on bike parking challenges, opportunities, priorities and implementation plans.	• E&I	3/31/23		
		 Prepare background methodology, an approach to monitoring and implement.	• E&I	3/31/23		
		 Undertake background details, business community engagement and implementation strategies for a Transportation Management Association(s).	• E&I	12/31/21	The development of a Transportation Management Association was presented to Council in February 2022 and approved April 12, 2022 as part of the Climate Emergency Action Plan.	
		 Undertake background details, community engagement, potential stakeholder engagement and develop Business Case for Bike Share.	• E&I	3/31/23		
		 Share progress made towards implementing the transportation demand management actions.	• E&I	12/31/23	As part of CEAP, Council approved the development of a Transportation Management Association (or similar arrangement). This work is in progress.	
Increase access to transportation options	Develop a strategic plan for a future with connected and autonomous vehicles.	 Develop and Finalize Strategy.	• E&I	12/31/22	Draft Connected and Automated Vehicles (CAV) Plan was presented to Civic Works Committee on September 13, 2022. Additional consultation will now begin prior to finalizing the plan.	
Increase access to transportation options	Support Londoners to access affordable public transit where they live and work.	 Evaluate the income-related subsidized transit program.	• LTC • NCWS	12/31/19		
		 Develop a sustainable business plan with LTC to support affordable transit programs for Londoners and submit through the Multi-Year Budget process.	• LTC • NCWS	3/31/20		
		 Implement a sustainable business plan with LTC to support affordable transit programs for Londoners.	• LTC • NCWS	12/31/23		
		 Allocate funding to continue to support these programs.	• NCWS	12/31/23		
Increase access to transportation options	Implement the London Transit Commission (LTC) 5 year Specialized Service Plan.	 Approve associated budgets to allow for implementation of the 5 year plan.	• LTC	12/31/23	Implementation has been slowed due to the impacts of the pandemic.	
Increase access to transportation options	Implement the LTC Ridership Growth Strategy.	 Approve associated budgets to allow for implementation of the targeted Ridership Growth Strategy initiatives.	• LTC	12/31/23	Implementation has been slowed due to the impacts of the pandemic.	

Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
Increase access to transportation options	Implement a rapid transit system to improve the reliability and capacity of existing transit service and support London Plan city building.	 Construct Rapid Transit Corridors in accordance with the approved RT Initiative Environmental Assessment.	• E&I	12/31/23	Construction of Downtown Loop Phase 2 and East London Link Phase 1 is well underway. Designs for Downtown Loop Phase 3 and East London Link Phase 2 are nearing complete.	
		 Implement Bus Rapid Transit System along constructed Rapid Transit Corridors.	• E&I	12/31/28		
Increase access to transportation options	Implement the LTC 5 year Conventional Service Plan.	 Approve associated budgets to allow for implementation of the 5 year plan.	• LTC	12/31/23	Implementation has been slowed due to the impacts of the pandemic.	
Manage congestion and travel times	Continue to improve the traffic signal system for the benefit of all road users.	 Operationalize Transportation Management Centre.	• E&I	9/30/21	The Transportation Management Centre is staffed and operationalized for improved transportation system efficiency.	
		 Implement a new Advanced Traffic Management System.	• E&I	12/31/22	Intelligent Traffic Signal system project continues to progress with completion of the ATMS software and action on the following supportive components: installation of new signal controllers at intersections, installation of intersection cameras at intersections for monitoring, installation of transit signal priority system hardware on signals and buses.	
Manage congestion and travel times	Implement the strategic program of road improvements identified in the Smart Moves Transportation Master Plan.	 Construct Bradley Avenue Extension, Jalna to Wharnccliffe.	• E&I	9/30/23	Project design and property acquisition continues. EA Addendum for the project was presented to Civic Works Committee on September 13, 2022.	
		 Construct Southdale Road West Improvements.	• E&I	9/30/23	Project construction tender awarded by Council on April 12, 2022 and site construction is well underway.	
		 Construct Adelaide / CPR Grade Separation.	• E&I	6/30/23	Project tender was awarded by Council on April 12, 2022 and site construction is well underway.	
		 Construct Wharnccliffe / CN Grade Separation.	• E&I	12/31/23	Project design and site preparation continues to progress.	
Improve safety for all modes of transportation	Implement infrastructure improvements and programs to improve road safety.	 Implement Vision Zero London Road Safety Strategy Actions.	• E&I	12/31/23	Annual programs continue including implementation of pedestrian crossovers, lower area speed limits, signal leading pedestrian intervals and other infrastructure improvements. Most noteworthy is the start of automated speed enforcement in school zones.	
		 Update the Vision Zero Road Safety Strategy.	• E&I	12/31/21	Program update completed and shared with advisory committees using a statistical review of programs and progress to date to inform future actions.	
Improve the quality of pedestrian environments to support healthy and active lifestyles	Plant more trees to increase the city's tree canopy cover.	 Implement annual tree planting program.	• E&I	12/31/23	Annual Tree planting of over 5000 trees occurs along with events like National Tree Giveaway Day where 2000 trees were given to the public to contribute to our tree planting goals by encouraging planting on Private Property. Also provide "Tree	

Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
					Me" grants to help support the planting of trees on private lands. ReForest London recently celebrated the planting of over 500, 000 trees since the initiative began. The Tree Planting Strategy as part of the overall Urban Forest Strategy will be revised in 2022/23.	
Improve the quality of pedestrian environments to support healthy and active lifestyles	Respond to changing participation patterns and emerging activities by adapting public spaces and programs.	 Install new benches within parks to support expanded passive use.	<ul style="list-style-type: none"> <li>E&amp;I</li> </ul>	12/31/23	The City installs 50-75 new benches annually in City Parks and along trails.	
		 Install new light systems in parks to support extended use.	<ul style="list-style-type: none"> <li>E&amp;I</li> </ul>	12/31/23	New lighting projects have occurred in WhiteOaks Park and at the North London Fields.	
		 Reconstruct sections of pathway to improve surfacing and/or width to accommodate new/ more users.	<ul style="list-style-type: none"> <li>E&amp;I</li> </ul>	12/31/23	The City repairs and reconstructs new pathway each year as part of a life cycle renewal plan. In 2022, "Drone" technology was used as a tool to help plan future works.	
Improve the quality of pedestrian environments to support healthy and active lifestyles	Increase pedestrian amenities on streets.	 Implement the Mobility policies of The London Plan.	<ul style="list-style-type: none"> <li>P&amp;ED</li> </ul>	12/31/23	On-going monitoring as part of the bi-annual progress report. Target 2023.	
		 Implement annual tree planting program.	<ul style="list-style-type: none"> <li>E&amp;I</li> </ul>	12/31/23	Annual Tree planting of over 5000 trees occurs along with events like National Tree Giveaway Day where 2000 trees were given to the public to contribute to our tree planting goals by encouraging planting on Private Property. Also provide "Tree Me" grants to help support the planting of trees on private lands. ReForest London recently celebrated the planting of over 500, 000 trees since the initiative began. The Tree Planting Strategy as part of the overall Urban Forest Strategy will be revised in 2022/23.	
		 Respond to neighbourhood street lighting projects as requested by Londoners.	<ul style="list-style-type: none"> <li>E&amp;I</li> </ul>	12/31/23	Program availability continues with design and construction preparation of one project active.	

## Introduction

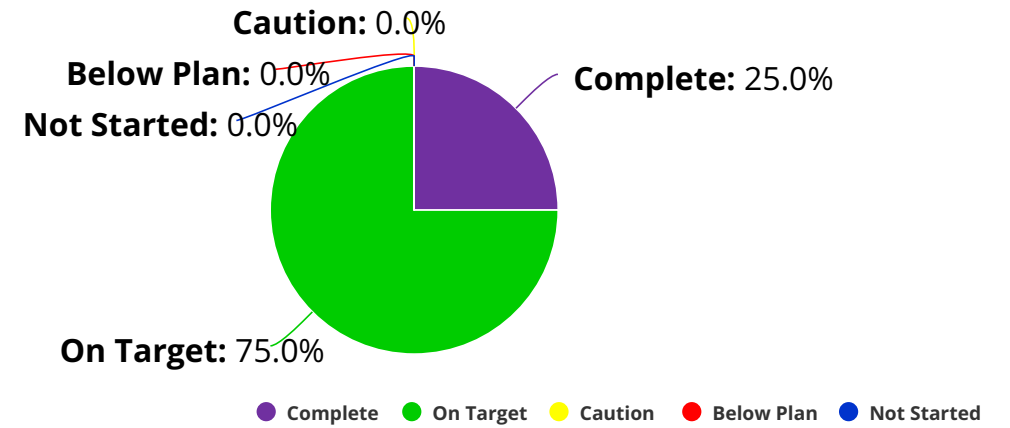
# GROWING our Economy

### 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 - Progress Progress Report



## Status Definitions



**Complete:** Action is done



**On Target:**

- Action is ongoing or is completed annually
- Action is in progress and is on target to be complete by target date
- Action is not yet started but is on target to be complete by target end date



**Caution:**

- Action is delayed by 1 quarter
- Action is in progress or not yet started, and is flagged as possibly not being completed by target end date










**Below Plan:** Action is delayed by 2 quarters or more












**Not Started:** Action that was not approved through the Multi-Year Budget process and therefore will not be started in the 2019-2023 Strategic Plan

## Strategy Alignment

Growing our Economy

Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
OUTCOMES						
London will develop a top quality workforce.						
Increase access employers have to the talent they require	Increase employers' access to resources to help achieve best practices in talent recruitment and retention.	 Strengthen existing industry clusters and identify new emerging areas.	<ul style="list-style-type: none"> <li>LEDC</li> <li>SHD</li> </ul>	12/31/23	Film and Multi-Media has been added as a core industry for the LEDC, culminating with the creation of a Film Office.	
		 Facilitate effective labour matching for employers through the Business Momentum Series and other programs.	<ul style="list-style-type: none"> <li>LEDC</li> <li>SHD</li> </ul>	12/31/23	39 workforce development activities occurred.	
		 Match employers needs to candidate pools and employment support agencies and educational providers.	<ul style="list-style-type: none"> <li>LEDC</li> <li>SHD</li> </ul>	12/31/23	613 matching opportunities occurred. Life Stabilization continues to host Labour Market Information sessions on labour market opportunities via Zoom provided by community partners. We supported, promoted and attended the London/ Area Works job fairs in April and September 2022.	
Increase access employers have to the talent they require	Increase Ontario Works client participation within employment activities.	 Develop and implement the annual Ontario Works Service Plan.	<ul style="list-style-type: none"> <li>SHD</li> </ul>	9/30/19	Developed and submitted 2021-2022 Service Plan to Ministry.	
		 Report annual employment outcomes and performance metrics to the Ministry of Children, Community, and Social Services.	<ul style="list-style-type: none"> <li>SHD</li> </ul>	12/31/23	April - July 2022 - 33% of Ontario Works Cases exiting assistance were terminated as a result of participants exiting to employment, exceeding the target of 25%.	Social Assistance Performance Report for August/September has not been uploaded to the website yet.
		 Monitor and Report to Council on caseload trends as part of the Ontario Works Participant Profile.	<ul style="list-style-type: none"> <li>SHD</li> </ul>	12/31/23	As of June 2022 - 91.1% of eligible clients have an outcome plan.	The Ministry's statistics report is available quarterly and the 3rd quarter for 2022 has not been uploaded to the website.
Increase access employers have to the talent they require	Increase the employment rate for Londoners who are not currently participating in the workforce.	 Continue to support the London Job's Now initiative.	<ul style="list-style-type: none"> <li>SHD</li> <li>P&amp;ED</li> </ul>	12/31/23	<p>Civic Administration continues to provide support to the London Job's Now initiative through data provision and program alignment.</p> <p><u>Life Stabilization:</u></p> <p>Supporting 2 London Community Recovery Network (LCRN) projects;</p> <ol style="list-style-type: none"> <li>1) Goodwill Worth Sewing Platform</li> <li>2) ESC - Labour Market info sessions</li> </ol>	

Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
		 Monitor and evaluate London's employment trends.	<ul style="list-style-type: none"> <li>• SHD</li> <li>• P&amp;ED</li> </ul>	12/31/23	In Q1 2021, London marked its lowest unemployment rate of the COVID-19 Pandemic.	
Increase opportunities between potential employers, post-secondary institutions, and other employment and training agencies	Increase the number of local internship opportunities for post-secondary students.	 Implement Internship Program.	<ul style="list-style-type: none"> <li>• ES</li> </ul>	12/31/23	<p>Eight interns have been hired, all started in August 2022 (four 14-week internships, three 20-week internships (international) and one 1-year internship). There was a great response to the internships both from the City and the candidates.</p> <p>The recruitments for 2023 have started, and it is anticipated that this will include three 15-week internships, three 20-week internships and one 1-year internship.</p>	
		 Engage Western University and Fanshawe College as partners with the Corporation's internship programs for international students.	<ul style="list-style-type: none"> <li>• ES</li> </ul>	12/31/23		
Increase opportunities between potential employers, post-secondary institutions, and other employment and training agencies	Increase the number of connections between employers, post-secondary students, newcomers, and other employment and training agencies.	 Facilitate effective labour matching for employers.	<ul style="list-style-type: none"> <li>• LEDC</li> </ul>	12/31/23	39 workforce development activities occurred.	
		 Match employers needs to candidate pools and employment support agencies and educational providers.	<ul style="list-style-type: none"> <li>• LEDC</li> </ul>	12/31/23	613 matching opportunities occurred.	
		 Continue to foster on-site training of Museum London staff, university and community college museology student interns; continue to exhibit heritage and local, regional, national and international artists' work; continue to support writers, musicians, digital experts through public programming initiatives.	<ul style="list-style-type: none"> <li>• Museum London</li> </ul>	12/31/23		
Increase opportunities between potential employers, post-secondary institutions, and other employment and training agencies	Attract, retain, and integrate international students, and newcomer skilled workers, and entrepreneurs.	 Promote London to potential newcomers.	<ul style="list-style-type: none"> <li>• CMO</li> </ul>	12/31/23	London Newcomer Day 2022 was hosted on October 29, 2022.	
		 Host and support events to encourage integration and retention.	<ul style="list-style-type: none"> <li>• CMO</li> </ul>	12/31/23	The City of London participated in several orientation events for international students at post-secondary institutions.	
		 Report annually on the retention of newcomers to London.	<ul style="list-style-type: none"> <li>• CMO</li> </ul>	12/31/23	In 2019, London surpassed its targeted average annual retention rate of 70% of the total gross annual inflow of Newcomers by 19%. The data used for this calculations lags by 2 to 3 years.	












## Strategy Alignment

Growing our Economy

Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
OUTCOMES						
London is a leader in Ontario for attracting new jobs and investments.						
Increase partnerships that promote collaboration, innovation, and investment	Expand opportunities and activities through the London Waste to Resources Innovation Centre.	✓ Engage companies, implement pilot projects and share progress towards targets.	• E&I	12/31/19		
		✓ Engage companies, establish collaborative projects and share progress towards targets.	• E&I	12/31/19		
		✓ Engage companies, establish collaborative ideas and projects, and sign an MOU.	• E&I	12/31/19	As part of the Climate Emergency Action Plan, a new MoU has been approved for signing with Western University that builds off the success of the previous MoU and Agreement with Western University (London Waste to Resources Innovation Centre).	
Increase partnerships that promote collaboration, innovation, and investment	Implement the Smart City Strategy.	✓ Complete a Smart City Strategy.	• P&ED	12/31/20	Completed in 2020.	
		✓ Complete a Smart City Implementation Plan.	• P&ED	12/31/21	Completed in 2021.	
		↑ Implement the Smart City Strategy.	• P&ED	12/31/23	Implementation of Smart Cities initiatives continue.	
		✓ Create a Smart City Steering Committee.	• P&ED	12/31/20	Completed in 2020.	
Increase partnerships that promote collaboration, innovation, and investment	Seek out and develop new partnerships and opportunities for collaboration.	↑ Participate in City Studio.	• P&ED	12/31/23	There were 22 CityStudio projects during the 2021-22 school year with post-secondary partners.	
Increase partnerships that promote collaboration, innovation, and investment	Plan for High Speed Rail.	↑ Monitor provincial activity for opportunities to initiate local action.	• E&I • P&ED	12/31/23	Monitoring of Provincial decisions regarding High Speed Rail continues.	
Increase partnerships that promote collaboration, innovation, and investment	Collaborate with regional partners on international missions for new investment attraction.	↑ Identify new emerging areas that can leverage London's core competencies and unique value proposition.	• LEDC	12/31/23	Film and Multi-Media has been added as a core industry for the LEDC, culminating with the creation of a Film Office.	














Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
		<ul style="list-style-type: none"> <li>Participate on regional alliances such as the Ontario Food Cluster, and Ontario Manufacturing Communities Alliance and the Southwestern Ontario Marketing Alliance.</li> </ul>	<ul style="list-style-type: none"> <li>LEDC</li> </ul>	12/31/23	4 investment missions occurred in 2021 in partnership with Consider Canada City Alliance (CCCA) Ontario Food Cluster (OFC) Ontario Manufacturing Communities Alliance (OMCA).	
		<ul style="list-style-type: none"> <li>Raise visibility for job creation opportunities.</li> </ul>	<ul style="list-style-type: none"> <li>LEDC</li> </ul>	12/31/23	Engagement is up across all media channels, in part to success of campaigns such as I love London and Don't Tell Toronto.	
Increase partnerships that promote collaboration, innovation, and investment	Undertake regional planning partnerships with neighbouring municipalities and promote regional connectivity.	<ul style="list-style-type: none"> <li>Engage in regional planning discussions with area municipalities.</li> </ul>	<ul style="list-style-type: none"> <li>P&amp;ED</li> </ul>	12/31/23	Engagement and discussions continue with area municipalities on various programs and projects.	
Increase partnerships that promote collaboration, innovation, and investment	Grow tourism revenues through initiatives that build awareness and interest in London.	<ul style="list-style-type: none"> <li>Ongoing SEO, Content Marketing, Digital, Radio and Social sector and attraction specific campaigns to bolster tourism – demographic specific with the Millennial Tourist being the primary demographic.</li> </ul>	<ul style="list-style-type: none"> <li>P&amp;ED</li> </ul>	12/31/23	Campaigns continue.	
Increase partnerships that promote collaboration, innovation, and investment	Support tourism by facilitating local, provincial, and national stakeholders to encourage community economic development, business partnerships, product development and legacy development for London.	<ul style="list-style-type: none"> <li>Ongoing communication and collaborative partnerships with large organizations with common objectives to leverage resources such as with Downtown London or major venues, festivals or attractions.</li> </ul>	<ul style="list-style-type: none"> <li>P&amp;ED</li> </ul>	12/31/23	Partnerships continue.	
Increase partnerships that promote collaboration, innovation, and investment	Support the development of agricultural industry and promote its value to the urban community through the establishment of an Agricultural Centre of Excellence.	<ul style="list-style-type: none"> <li>Work with industry participants to produce meaningful annual tradeshow.</li> </ul>	<ul style="list-style-type: none"> <li>Western Fair</li> </ul>	12/31/23	The National Poultry Show plans were once again shelved this time to respond to Avian Influenza quarantine zones. Its return in February 2023 was recently announced. The first Cannabis Conference & Expo was held in June 2022.	
		<ul style="list-style-type: none"> <li>Partner with investors to leverage WFA capital commitments.</li> </ul>	<ul style="list-style-type: none"> <li>Western Fair</li> </ul>	6/30/23	<p>Second accelerator space substantially completed and work on incubator spaces began. Soon The Grove will have four community/commercial kitchen areas available for day use. Two current tenants secured significant foreign investments, and five agri-tech start-ups were funded with seed capital as part of the FedDev Grant, one of which has also received \$1.2M in seed capital from Emertech. Growing Chefs! Ontario built and opened its on-site greenhouse.</p> <p>The incubator spaces funded by a Federal Economic Development Agency of Southern Ontario grant were completed and will be opening for day use shortly.</p>	
		<ul style="list-style-type: none"> <li>Attract agri-entrepreneurs that align with WFA mandate and objectives.</li> </ul>	<ul style="list-style-type: none"> <li>Western Fair</li> </ul>	12/31/23	An ag-robotics in-field research study Showcasing the Practicality of Modern Robotic Weed Management Systems in partnership with Haggerty Agrobotics and partially funded by Ontario Ministry of Agriculture, Food , and Rural Affairs got	

Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
					underway. The project is about 80% complete.	
		<p>↑ Develop programming with ACoE partners that fulfil needs of the community.</p>	<ul style="list-style-type: none"> <li>Western Fair</li> </ul>	12/31/23	The return of school fieldtrips has allowed Growing Chefs! to host their first school group in their food literacy space in the Grove at Western Fair District this September. Growing Chefs!, the Wormery, and Terra Optima participated in the school tours program during the 2022 Western Fair.	
Increase partnerships that promote collaboration, innovation, and investment	Work with multi-sector stakeholders to develop a Screen-Based Industry Strategy.	<p>↑ Continue to work with the Screen Industry Partner Committee and sector stakeholders on the development of an action plan in-line with municipal best practices.</p>	<ul style="list-style-type: none"> <li>P&amp;ED</li> </ul>	12/31/23	Film and Multi-Media has been added as a core industry for the LEDC, culminating with the creation of a Film Office.	
Maintain viability in key global markets	Continue to engage the community to attract conventions, conferences, and multi-day events to London contributing to the community's economic prosperity.	<p>↑ Leverage the new RBC Place London brand with a successful execution of the annual marketing plan working with key partners of Tourism London, Downtown London, Western University and Fanshawe College.</p>	<ul style="list-style-type: none"> <li>RBC Place</li> </ul>	12/31/22	<p>Maintained naming sponsor with RBC using RBCPL facade for positive community messaging. Positive social media coverage with ongoing meals distributed by 519 Pursuit to those living rough.</p> <p>Provincial restrictions have been lifted resulting in pre-covid return to operations for Q3 and Q4.</p>	
		<p>↑ Finalize plan to enhance the space and experience of RBC Place London creating a future gathering place for everyone.</p>	<ul style="list-style-type: none"> <li>RBC Place</li> </ul>	12/31/22	<p>Two federal grant applications approved in 2022 for capital improvements: technology enhancements &amp; King Street outdoor space enhancements.</p> <p>Capital improvements through grants to be completed by 12/31/22 and 03/15/23.</p> <p>75% of the technology enhancements have been completed and King Street outdoor project has been started. Targeted finish date is May 2023.</p>	
		<p>↑ Continue to enhance the guest experience by executing on the RBC Place London Guest (GX) and Associate (AX) Experience strategies.</p>	<ul style="list-style-type: none"> <li>RBC Place</li> </ul>	12/31/23	<p>Safely hosted the following number of events:</p> <p>Q2- 31 Q3- 28 Q4- 58 (Booked)</p> <p>Focused on attracting and retaining top talent to enhance the guest experience, maintain ability to host new and large experiences. Current associate level of 105 staff, back to 90% of pre-pandemic levels. Received higher than national average scores on independent employee culture survey. Offering competitive wages and excellent experiences and career support for staff.</p>	

Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
Maintain viability in key global markets	Create a vibrant entertainment district in the City of London.	 Continue to provide space and promote events that meet community needs.	<ul style="list-style-type: none"> <li>Western Fair</li> </ul>	12/31/23	Western Fair continued to provide space for Londoners to get vaccinated. The Middlesex London Health Unit reduced their operational footprint in the Agriplex in April to allow community events to begin in a portion of the building. The Muslim Expo was held in May, and the Western Fair returned in September! The Pride Parade staged floats in the parking lot once again in July.	
		 Monitor the number of licensed outdoor patios with amplified sound.	<ul style="list-style-type: none"> <li>P&amp;ED</li> </ul>	12/31/23	12 new patios with amplified sound were opened.	
		 Monitor the number of private music venues in the City of London.	<ul style="list-style-type: none"> <li>P&amp;ED</li> </ul>	12/31/23	29 private music venues are operating again following the COVID-19 Pandemic.	
Increase public and private investment in strategic locations	Revitalize London's downtown and urban areas.	 Develop Metrics and Targets to monitor the performance of CIPs.	<ul style="list-style-type: none"> <li>BIAs</li> </ul>	6/30/22	Metrics and Targets were adopted by Municipal Council on April 14, 2021 for the Downtown and OEV CIPs and on November 16, 2021 for the SoHo, Hamilton Road, and Lambeth CIPs.	
		 Implement CIP incentive programs.	<ul style="list-style-type: none"> <li>BIAs</li> </ul>	12/31/23	Through support of the LCRN, enhancements made to CIP incentives such as patio and façade incentives.	
		 Report on the State of the Downtown bi-annually.	<ul style="list-style-type: none"> <li>BIAs</li> </ul>	12/31/23	The State of the Downtown is to be reported on in 2022.	
		 Contribute to a fund for property acquisition within Community Improvement Plan areas.	<ul style="list-style-type: none"> <li>P&amp;ED</li> </ul>	12/31/23	\$400,000 has been approved through the Multi-Year Budget to be contributed to a reserve fund to allow the City to purchase lands within CIP Areas. Opportunities will be reviewed as they arise.	
		 Increase target marketing where appropriate to increase traffic in market.	<ul style="list-style-type: none"> <li>Covent Garden Market</li> </ul>	12/31/23	<p>Higher engagement and followers on social media. Foot traffic increasing in Q1 2022 with a noticeable jump from 54,700 patrons in February to 74,900 in March and continuing to increase. Continued to see increase in foot traffic with the return of Sundays at the Market and additional festivals and events on the weekends.</p> <p>Sales up \$1.16M from 2020/2021 but down \$1M from 2019/2020 for the period from Oct 2021 to Mar 2022. Covid-19 has had a drastic effect on the sales of our tenants but we have noticed an increase in sales since province wide mask and capacity mandates were removed.</p>	
 Maintain level of tenant satisfaction to lower turnover.	<ul style="list-style-type: none"> <li>Covent Garden Market</li> </ul>	12/31/23	Covent Garden Market has done everything it can to keep tenants operational through rent reduction and forgiveness. By end of 2022, there should be no vacancies within the market.			

Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
		<ul style="list-style-type: none"> <li>↑ Fill vacancies with the right tenants for long lasting success.</li> </ul>	<ul style="list-style-type: none"> <li>Covent Garden Market</li> </ul>	12/31/23	New tenants adjusting well. Number of new tenants coming in to fill all vacancies by the end of the year. Bringing in a variety of new types of businesses to fill voids in market offerings.	
Increase public and private investment in amenities that attract visitors, a talented workforce and investment	Invest in city building projects.	<ul style="list-style-type: none"> <li>↑ Implement Our Move Forward: London's Downtown Plan.</li> </ul>	<ul style="list-style-type: none"> <li>P&amp;ED</li> </ul>	12/31/23	Under the strategic direction of 'Creating a Buzz', achieved an UNESCO City of Music Designation.	
		<ul style="list-style-type: none"> <li>↑ Continue the procurement process for the Old Victoria Hospital Lands.</li> </ul>	<ul style="list-style-type: none"> <li>P&amp;ED</li> </ul>	12/31/23	Rezoning occurred to facilitate the sale of lands to a consortium of affordable housing providers.	
Increase public and private investment in amenities that attract visitors, a talented workforce and investment	Increase partnership funding, sponsorships, and donations to recreation services and amenities.	<ul style="list-style-type: none"> <li>↑ Continue to implement the Council approved policies related to sponsorship and advertising.</li> </ul>	<ul style="list-style-type: none"> <li>NCWS</li> </ul>	12/31/23	<p>\$75,000 was donated by Tim Hortons for a new play village structure at Storybook Gardens.</p> <p>A \$250,000 pledge from Maple Leaf Sports Entertainment was made for a basketball court rebuild in West Lions Park in memory of the Afzaal family has been completed and is available to the public.</p>	
		<ul style="list-style-type: none"> <li>↑ Continue to implement the Adopt a Park program.</li> </ul>	<ul style="list-style-type: none"> <li>NCWS</li> </ul>	12/31/23	To date, 6 new parks have been adopted in 2022 - Byron, Carling, Talbot, Springbank (Skatepark), Bellwood Park East, Ann Street Park.	
Maintain foreign investment attraction, local retention, and growth and entrepreneurship support programs	Ensure job growth through attraction of new capital from a diverse range of markets and industries.	<ul style="list-style-type: none"> <li>↑ Identify new emerging areas that can leverage London's core competencies and unique value proposition.</li> </ul>	<ul style="list-style-type: none"> <li>LEDC</li> </ul>	12/31/23	Film and Multi-Media has been added as a core industry for the LEDC, culminating with the creation of a Film Office.	
		<ul style="list-style-type: none"> <li>↑ Invest and develop job creation opportunities in target markets best suited to match London's key sectors.</li> </ul>	<ul style="list-style-type: none"> <li>LEDC</li> </ul>	12/31/23	Film and Multi-Media has been added as a core industry for the LEDC, culminating with the creation of a Film Office.	
OUTCOMES						
London creates a supportive environment where entrepreneurs, businesses, and talent can thrive.						
Increase access to supports for entrepreneurs and small businesses, and community economic development	Revitalize London's Downtown and urban areas.	<ul style="list-style-type: none"> <li>↑ Support Business Improvement Areas.</li> </ul>	<ul style="list-style-type: none"> <li>P&amp;ED</li> </ul>	12/31/23	Several new investments and programs with BIAs have occurred in relation to the LCRN, such as outdoor markets on Dundas Place and Holiday Concerts in partnership with the Arts Council.	
		<ul style="list-style-type: none"> <li>✓ Review Regeneration Tools for Hyde Park area.</li> </ul>	<ul style="list-style-type: none"> <li>P&amp;ED</li> </ul>	12/31/20	Completed in 2020.	
		<ul style="list-style-type: none"> <li>↑ Implement CIP Incentive Programs.</li> </ul>	<ul style="list-style-type: none"> <li>P&amp;ED</li> </ul>	12/31/23	The Argyle Core Area CIP was approved by Municipal Council on October 5, 2021.	

Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
		✓ Complete the Lambeth Area CIP.	• P&ED	12/31/19	Completed in 2021.	
		✓ Develop Metrics and Targets to monitor the performance of CIPs.	• BIAs	6/30/22	Metrics and Targets were adopted by Municipal Council on April 14, 2021 for the Downtown and OEV CIPs and on November 16, 2021 for the SoHo, Hamilton Road, and Lambeth CIPs.	
		↑ Report on the State of the Downtown bi-annually.	• BIAs	12/31/23	The State of the Downtown is to be reported on in 2022.	
		✓ Invest in BIA's in the multi-year budget.	• BIAs	3/31/20	Completed in 2020 as part of the Multi-Year Budget.	
Increase access to supports for entrepreneurs and small businesses, and community economic development	Support entrepreneurs, start-up, and scale-up companies.	↑ Create a business friendly municipal environment.	• LEDC	12/31/23	1,082 referrals made from LEDC to partners, including municipal services.	
		↑ Foster scale-up activity with existing business and support long-term growth.	• LEDC	12/31/23	23 active expansion files in 2021.	
		↑ Connect entrepreneurs to share best practices and experiences through programs such as the Founders' Network.	• LEDC	12/31/23	28 seminars and workforce projects directed at workforce development in 2021.	
		↑ Implement the London Music Strategy by providing artist entrepreneurs with performance opportunities.	• P&ED	12/31/23	Accomplishments included: - 13 artists performed at UNESCO City of Music Concerts - 11 artists performances during Revive Live - 5 artists performed at WORDS & Music Downtown featuring - 20 artist performed at Electric Market - 20 artists performed at 6 Amplify London Live concerts - 17 artists performed London Majors games - 13 artists performed at City of London Council Meetings - 8 artists performed at Park It At The Market - 10 artists performed during TD Play The Park - 5 artists performed at VENUVExVENUE launch event - 2 artist paid to perform international at UNESCO events - 3 professional development bootcamp for artists and emerging industry professional - Launched Center Stage Patio Grants	

Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
					- City of London recognized at Canadian Music Week for "Excellence In Music City Development" - London Major National Anthem and Pop-Up Concerts with LAC	
		 Implement the London Music Strategy by hosting workshops and networking opportunities for artist entrepreneurs.	• P&ED	12/31/23	Hosted multiple events to educate and connect community including, Canadian Songwriter Challenge, Music Sync Summit, ISO Project.	
Increase efficiency and consistency for administrative and regulatory processes	Improve administrative and regulatory processes and by-law requirements to enhance London's competitiveness.	 Prepare BIA creation/expansion manual.	• P&ED	12/31/21	Manual draft is complete, being reviewed.	
		 Update Incentive Marketing Materials.	• P&ED	12/31/20	Completed in 2020.	
		 Update the Sidewalk Patio Manual for Dundas Place.	• P&ED	6/30/21	Completed in 2021.	
		 Implement a review of existing by-laws with a risk-based protocol focussing on municipal purposes.	• P&ED	12/31/23	Municipal Compliance continues to review regulations in an effort to ensure public safety and consumer protection: towing, property standards, pool fences, vacant buildings, and delivery of graphic flyers.	
		 Conduct focused reviews of all major building processes.	• P&ED	12/31/23	The review of all major building processes continues.	
		 Implement continuous improvement initiatives for all major building review processes.	• P&ED	12/31/23	Improved the digital permit application process by providing automated directions to applicants with respect to documentation format and submission of revisions.	
		 Enhance current permit processing methods by implementing electronic media for multiple and concurrent reviews of building permit applications.	• P&ED	12/31/22	Completed. All permit processing is conducted exclusively using digital methods allowing concurrent reviews.	
		 Improve capacity to engage the community and perform a regulatory role in the review of development applications.	• P&ED	12/31/23	Project continues.	
		 Conduct focused reviews of all major development review processes.	• P&ED	12/31/23	Reviews of major development processes continue.	
		 Implement continuous improvement initiatives for all major development review processes.	• P&ED	12/31/23	Reviews and implementation of major development processes continue. EZ Sigma contracted to review processes.	
		 Rezone the Hamilton Road Corridor to streamline approval processes.	• P&ED	12/31/19	Completed in 2019.	
		 Rezone the Lambeth Main Street Corridor to streamline approval processes.	• P&ED	12/31/21	Completed in 2021, the rezoning was approved.	

Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
		✓ Remove Priority Listings from the Heritage Register.	• P&ED	3/31/19	Completed in 2019.	
		✓ Heritage Alteration Permit Process Review.	• P&ED	12/31/20	Completed in 2020.	
		✓ Revise the Archaeological holding provision in the Zoning Bylaw.	• P&ED	6/30/20	Completed in 2020.	
Increase efficiency and consistency for administrative and regulatory processes	Improve access and navigation of City services and supports through Service London Business.	↑ Continue to collaborate with external partners in regulatory workshops.	• P&ED	12/31/23	Regular workshops occur between City staff and small business community.	
		↑ Engage internal stakeholders to identify and complete customer journeys.	• P&ED	12/31/23	Residential Rental Unit Licensing journey map and Vehicle for Hire journey map in progress.	
		↑ Create awareness of the Service London Business Hub.	• P&ED	12/31/23	Business Hub continues to be promoted as an alternative to front counter service.	
		↑ Communicate business success stories to Londoners.	• P&ED	12/31/23	Events and promotions communicated through City of London social media channels.	
		↑ Create awareness of online resources for businesses.	• P&ED	12/31/23	Communication ongoing with new and existing businesses that have a municipal business license.	
Increase the availability of serviced land in strategic locations	Continue to invest in land acquisition and servicing to recruit and retain new industrial employees.	✓ Update the Industrial Land Development Strategy.	• P&ED	12/31/21	Completed in 2021, approved by Council in December 2021.	
		↑ Continue to develop, market and sell industrial land.	• P&ED	12/31/23	15.5 hectares of industrial land was sold, resulting in an increase of \$576,000 in municipal taxes paid.	
		↑ Support existing and potential industrial clients to create and sustain jobs.	• P&ED	12/31/23	More than 275 jobs were added to industries within designated industrial lands.	
		↑ Help existing and potential industrial clients to grow the tax base.	• P&ED	12/31/23	15.5 hectares of industrial land was sold, resulting in an increase of \$576,000 in municipal taxes paid.	
		↑ Invest in the maintenance and acquisition of industrial land in strategic locations.	• P&ED	12/31/23	The Industrial Land Development Strategy continues to be implemented, as well as the purchase of 25.8 new hectares of developable land in 2021.	



Introduction

# CREATING a Safe London for Women and Girls

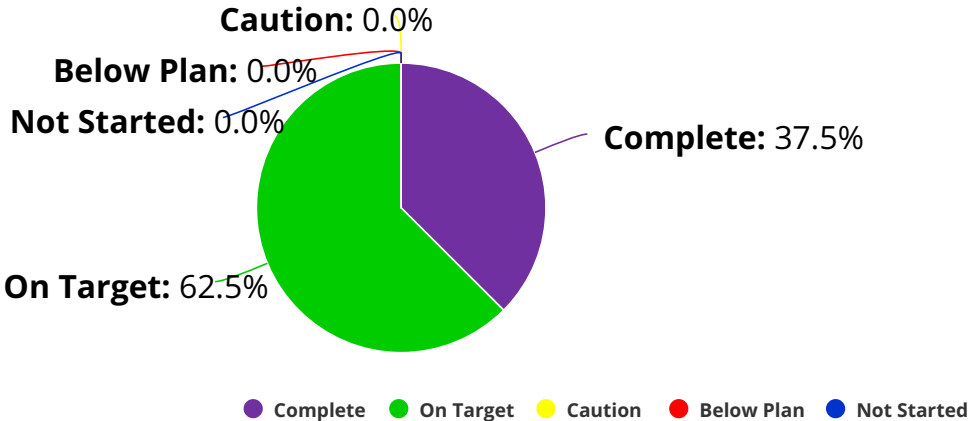
OUTCOMES:

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



## Creating a Safe London for Women and Girls - Progress

### Progress Report



## Status Definitions



**Complete:** Action is done



**On Target:**

- Action is ongoing or is completed annually
- Action is in progress and is on target to be complete by target date
- Action is not yet started but is on target to be complete by target end date



**Caution:**

- Action is delayed by 1 quarter
- Action is in progress or not yet started, and is flagged as possibly not being completed by target end date







**Below Plan:** Action is delayed by 2 quarters or more










**Not Started:** Action that was not approved through the Multi-Year Budget process and therefore will not be started in the 2019-2023 Strategic Plan








## Strategy Alignment







Creating a Safe London for Women and Girls

Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
OUTCOMES						
London has enhanced the potential for women and girls to live safe lives.						
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	Apply a three pillared framework (legislation, public awareness, and funded services) in policy and by-law development.	 Develop a three pillared framework (legislation, public awareness, and funded services) through research, consultation and engagement.	<ul style="list-style-type: none"> <li>CMO</li> </ul>	6/30/22	<p>The intentional integration of the Gender Equity Lens into the Anti-Racism and Anti-Oppression Framework has resulted in an intersectional, applied framework and tool that deepens our commitment to addressing gender equity and equality. It ensures that the unique needs of women and girls are considered at all stages, while also considering and recognizing that discrimination and gender are interconnected and cannot be examined in isolation.</p> <p>To deepen our understanding of these intersectional inequities, gender equity has been woven into the Anti-Racism and Anti-Oppression Foundations training and a Fact Sheet on the experiences of women and girls has been created and included. This Fact Sheet provides data and information about gender equity, the gendered impacts of the COVID-19 pandemic, violence against women and girls and gender-based violence, and sexual violence and was reviewed and supported by the London Coordinating Committee to End Woman Abuse Strategic Pillar Working Group.</p>	
		 Present draft three pillared framework to Council.	<ul style="list-style-type: none"> <li>CMO</li> </ul>	12/31/23	The Anti-Racism and Anti-Oppression Framework and Equity Tool were unanimously approved by Municipal Council on September 27, 2022.	
		 Implement three pillared framework for public awareness.	<ul style="list-style-type: none"> <li>CMO</li> </ul>	12/31/23	Implementation of the Anti-Racism and Anti-Oppression Framework is critical and will begin immediately across the enterprise, with an emphasis on supporting leadership and all single points of accountability from across the organization in using, supporting, and integrating the equity tool into their work.	
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	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.	 Through consultation develop action plan to 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.	<ul style="list-style-type: none"> <li>CMO</li> </ul>	12/31/23	The City continues to find opportunities to ensure that women and girls with lived experience are included in the development of policies, by-laws, and programs that affect them. The City of London's Anti-Racism and Anti-Oppression Framework supports the Corporation by embedding the principles of equity and inclusion in all aspects of our work, from design to implementation of corporate policies, procedures, programs,	

Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
					projects, plans, services, budgets, and decisions. Supporting documents are also available to staff including Fact Sheets on equity-deserving groups, including women and girls.	
		 Implement action plan.	• CMO	12/31/23		
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	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.	 Finalize Respectful Workplace Policy and Complaint and Resolution Procedures.	• ES	12/31/19	Updated the Respectful Workplace Policy as part of Council Policy Annual review in August 2021.	
		 Implement Respectful Workplace Policy.	• ES	12/31/23	Renewed contract for Respectful Workplace Ombudsperson for another year.  To date, 1,441 employees have completed "A Safe and Respectful Workplace" training.	
		 Update Template for Annual Report to City Council and update metrics.	• ES	12/31/20		
		 Annual Report to City Council.	• ES	12/31/23	Report submitted to Corporate Services Committee dated March 28, 2022, for the reporting period January 1, 2021, to December 31, 2021.	
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	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.	 Review current "I Step Forward" and "It Starts with Me" training to update the intimate partner violence and sexual violence sections and include sex trafficking and non-state torture.	• ES	12/31/20		
		 Deliver updated "I Step Forward" and "It Starts with Me" training.	• ES	12/31/23	In the first quarter of 2022, twenty-three employees representing a cross-section of the organization participated in a Pilot Program. In addition to reviewing these online training programs, debriefing sessions and a survey were conducted. Feedback from the Pilot Program was incorporated to enhance the learning experience.  To date, 1,441 employees have completed "A Safe and Respectful Workplace" training and 1,715 employees have	








Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
					completed "Responding to Domestic Violence and Human Trafficking." A corporate-wide launch of these two corporate training programs is currently under way.	
		✓ Develop Respectful Workplace training which will include training on the updated Respectful Workplace Policy and Workplace Culture.	• ES	3/31/20		
		✓ Deliver Respectful Workplace training.	• ES	3/31/20		
		↑ Deliver enhanced Respectful Workplace Training.	• ES	12/31/23	Two corporate training programs, "I Step Forward" and "It Starts with Me," were significantly enhanced in the areas of responding to violence against women and employees' rights and responsibilities for creating and maintaining a respectful workplace. In addition, the <i>Centre for Research and Education on Violence Against Women and Children</i> (CREVAWC) conducted an intersectional review of these programs. The City's "I Step Forward" and "It Starts with Me" programs are now entitled "Responding to Domestic Violence and Human Trafficking" and "A Safe and Respectful Workplace" respectively.	
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	Increase the number of women in senior management positions and other positions of power.	↑ Develop a Mentorship Program for women.	• CMO • ES	12/31/23	The work of creating a mentorship program for women at the City of London will be done in collaboration with the City's Anti-Racism and Anti-Oppression Division. The program must be grounded in the Anti-Racism and Anti-Oppression Framework and will be broadened to include racialized women and gender diversity. The creation of this Program will also be done in conjunction with People Plan, which includes an objective to update the succession planning program. The technical capabilities will also be a feature of the new HRIS system when it is in place.	
		↑ Implement Mentorship Program.	• CMO • ES	12/31/23		
		↑ Review and update current Succession Plan with gender equity lens.	• CMO • ES	12/31/23	The work of creating a mentorship program for women at the City of London will be done in collaboration with the City's Anti-Racism and Anti-Oppression Division. This will include the use of the new Anti-Racism and Anti-Oppression Framework and Equity Tool to guide the development of the program. It is imperative that program roadened to include racialized women and gender diversity. The creation of this Program is also aligned with the development of the People Plan, which	




Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
					includes an objective to update the succession planning program. The technical capabilities will also be a feature of the new HRIS system when it is in place.	
		 Implement Updated Succession Plan.	<ul style="list-style-type: none"> <li>• CMO</li> <li>• ES</li> </ul>	12/31/23		
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	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.	 Install bus stop amenities.	<ul style="list-style-type: none"> <li>• LTC</li> </ul>	12/31/23		
		 Develop a sustainable business plan with LTC to support affordable transit programs for Londoners and submit through the Multi-Year Budget process.	<ul style="list-style-type: none"> <li>• LTC</li> <li>• NCWS</li> </ul>	3/31/20		
		 Implement a sustainable business plan with LTC to support affordable transit programs for Londoners.	<ul style="list-style-type: none"> <li>• LTC</li> <li>• NCWS</li> </ul>	12/31/23		
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	Work together with City of London Housing Services, Housing Development Corporation, London-Middlesex Housing Corporation to build more accessible and safer housing options for women and girls.	 Through consultation and enhanced partnership with local VAW agencies, discuss current discrimination that impacts women and girls from accessing affordable housing.	<ul style="list-style-type: none"> <li>• SHD</li> </ul>	12/31/23	Housing service areas continue to work with the London Coordinating Committee to End Woman Abuse (LCCEWA) and continued to participate in working group meetings throughout 2022. These working group meetings focus on identifying strategic housing actions to address discrimination.	
		 Develop an action plan to address the current discrimination faced by women and girls trying to access affordable housing.	<ul style="list-style-type: none"> <li>• SHD</li> </ul>	12/31/23	The City and the London Coordinating Committee to End Woman Abuse (LCCEWA) continue to identify action plan initiatives to specifically address the discrimination faced by women and girls trying to access affordable housing.	
		 Connect with the VAW agencies annually to update action plan as needed.	<ul style="list-style-type: none"> <li>• SHD</li> </ul>	12/31/23	Workplan will be reviewed annually once developed.	


Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
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	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.	 Enhance partnerships with local VAW programs and shelters to support a housing first philosophy for rapidly re-housing abused women and children.	<ul style="list-style-type: none"> <li>• SHD</li> </ul>	12/31/23	Housing support programs continue to support rapid re-housing of abused women. Council's approval of the housing stability program for abused women will continue in 2022.	
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	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.	 Through consultation and enhanced partnership with local VAW agencies, discuss current discrimination that impacts women and girls from accessing affordable housing.	<ul style="list-style-type: none"> <li>• SHD</li> </ul>	12/31/23	Civic Administration continues to work with the London Coordinating Committee to End Woman Abuse (LCCEWA) and continues to participate in working group meetings throughout 2022. These working group meetings focus on identifying strategic housing actions to address discrimination.	
		 Develop an action plan to address the current discrimination faced by women and girls trying to access affordable housing.	<ul style="list-style-type: none"> <li>• SHD</li> </ul>	12/31/23	The City and the London Coordinating Committee to End Woman Abuse (LCCEWA) continue to identify action plan initiatives to specifically address the discrimination faced by women and girls trying to access affordable housing.	
		 Connect with the VAW agencies annually to update action plan as needed.	<ul style="list-style-type: none"> <li>• SHD</li> </ul>	12/31/23	Workplan will be reviewed annually once developed.	
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	Recognize London as a sex trafficking hub and take action to work collaboratively towards solutions.	 Assess outcomes of LPS involvement in Street Level Women at Risk (SLWAR) community plan.	<ul style="list-style-type: none"> <li>• LPS</li> </ul>	6/30/20		
		 Refer Persons at Risk (history/risk of survival sex work/trafficking) to Street Level Women at Risk (SLWAR) when intake is available.	<ul style="list-style-type: none"> <li>• LPS</li> </ul>	12/31/21	An ongoing partnership between the LPS and SLWAR resulted in successful outcomes for females at risk of violent offences. Women engaging in survival sex work identified by the LPS Persons at Risk (PAR) Coordinator were referred to SLWAR, successfully housed, and provided basic needs/security during the pandemic. Support from other programs/agencies (e.g., CMHA Middlesex, City of London Coordinated Access, Unity Project, and WISH) helped by facilitating immediate transitional housing until more permanent housing was	

Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
					available. As a result of all these supports, 80% of the referrals to SLWAR in 2021 were successful in acquiring sustained housing/hotel accommodations which exceeded our target of 63%. Trust and community partnerships represents a very large part of the success for these women.	
		✓ Collaboratively work with local agencies to work towards solutions for Persons at Risk (history/risk of survival sex work/trafficking).	• LPS	12/31/21	Refer to the above.	
		✓ Collaboratively work with local agencies to assist trafficked women to exit their situation and to prosecute those responsible.	• LPS	12/31/21	In 2021, the LPS Human Trafficking Unit continued to work with close to 10 local agencies to assist trafficked women to exit their situation and to prosecute those responsible.	
		✓ Work with neighbouring police services to combat Human Trafficking across jurisdictions.	• LPS	12/31/21	In 2021, a multi-jurisdictional human trafficking investigation involving the assistance of several police services across Ontario resulted in 87 criminal charges and 5 persons charged. Seven survivors came forward to police to provide statements related to this investigation.	
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	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.	✓ Investigate Global Every Woman Treaty.	• CMO	6/30/20	Research on the Global Every Woman Treaty has been completed. The Global Every Woman Treaty is a global treaty to end violence against women and girls and to create a legal mandate requiring nations to enact interventions proven to lower rates of violence.	
		↑ Develop advocacy strategies regarding Global Every Woman Treaty.	• CMO	6/30/23		
		↑ Support advocacy regarding the Global Every Woman Treaty with AMO, FCM and other provincial associations, the governments of each province and the federal government.	• CMO	6/30/23		
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	Include male violence against women and girls in discussions and decisions made at the Town and Gown Committee.	↑ Include male violence against women and girls as a standing item on the Town and Gown Committee agenda.	• CMO	12/31/23	The Safe Cities Action Plan community table includes members from all post-secondary institutions. This table meets quarterly and participates in action teams to advance the work of the Safe Cities Action Plan to address sexual violence in our community.	



Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
		 Update the Town and Gown Committee on community initiatives, such as UN Safe Cities Initiative, addressing male violence against women and girls.	• CMO	12/31/23		
		 Recognize the safety of women and girls in preparing operational plans involving near-campus issues.	• P&ED	12/31/23	Discussions are ongoing with all partners, focusing on more discussion around unsanctioned street parties.	
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	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).	 Update London Community Grants Program Policy to align with Council's Strategic Plan Strategic Areas of Focus.	• NCWS	8/30/19		
		 Support organizations to apply for the London Community Grants Program and other municipal funding opportunities.	• NCWS	12/31/23	\$184,750 of London Community Grants Program funding allocated to groups that align with Creating a Safe London for Women and Girls.	
		 Support Anova to complete UN Safe Cities Interim Report.	• CMO	9/30/20		
		 Support Anova in completion of final draft scoping study and next steps to Council for consideration.	• CMO	12/31/20		
		 Support Anova in the implementation of next steps as outlined in UN Safe Cities Interim Report.	• CMO	12/31/23	<p>The Safe Cities London Action Plan was approved by Council in March, 2021. Currently, membership of Safe Cities includes 23 organizations and individuals with lived experience from across the community.</p> <p>The Safe Cities Action Plan outlines a number of actions for the areas of focus: Social Norms, Policy and Practice, and Collaboration. Accomplishments include:</p> <ul style="list-style-type: none"> <li>• In 2022, the Safe Cities London Advisory Committee established its 2022 workplan, with focus on the following: creating a community-wide shared understanding of sexual violence; map all services and supports; continue to build a GBA+ toolkit; alternative reporting.</li> <li>• A companion Gender-Based Analysis Plus (GBA+) tool developed for use in conjunction with Crime Prevention Through Environmental Design (CPTED) principles has been piloted by three divisions. This iterative tool will be</li> </ul>	

Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
					<p>used to ensure inclusive practices that engage women and girls with lived experience.</p> <ul style="list-style-type: none"> <li>Work is underway to advance the priority to change social norms and behaviours. This included a survey of Safe City members to assess their understanding of sexual violence and the supports they need to advance this work within their organizations.</li> </ul>	
		<p> Pending Council direction, support implementation of UN Safe Cities Initiative.</p>	<ul style="list-style-type: none"> <li>CMO</li> </ul>	12/31/23		
<p>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</p>	<p>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</p>	<p> Develop Trauma and Violence Lens.</p>	<ul style="list-style-type: none"> <li>CMO</li> </ul>	9/30/21	<p>The City and the LCCEWA continue to collaborate to identify promising practices and develop a guide for the application of a trauma and violence informed care approach.</p> <p>The trauma and violence lens is taking shape in a variety of ways that meet the specific need of service areas and teams:</p> <ul style="list-style-type: none"> <li>The London Coordinating Committee to End Woman Abuse (LCCEWA) and the City have developed a resource card that lists 24/7 crisis lines and services for women and girls. This card will be a resource for staff as part of training on handling disclosures of sexual violence.</li> <li>The Anti-Racism and Anti-Oppression Framework as well as Foundational training include a focus on trauma and violence-informed care.</li> <li>Trauma and violence-informed care is built into the "Responding to Domestic Violence and Human Trafficking" training program.</li> <li>ANOVA delivered training sessions to both the Community Engagement Community of Practice and the Mobility Master Plan internal team on gender-based violence and the intersections of identity when engaging community.</li> <li>94 people leaders in Environment and Infrastructure and Planning and Economic Development participated in Bystander Intervention training in 2022.</li> </ul>	
		<p> Deliver Trauma and Violence Lens training to employees involved in the review and development of policies and procedures.</p>	<ul style="list-style-type: none"> <li>CMO</li> </ul>	6/30/23	<p>As noted above, a trauma and violence-informed lens has been implemented as part of corporate tools and training programs such as the Anti-Racism and Anti-Oppression Framework, Anti-Racism and Anti-Oppression Foundational training, and Responding to Domestic Violence and Human Trafficking training. As well, service area-specific tools and training are being developed and implemented.</p>	

Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
		 Apply Trauma and Violence Lens to implementation of Council's 2019-2023 Strategic Plan.	<ul style="list-style-type: none"> <li>• CMO</li> </ul>	12/31/23		

Introduction

# LEADING in Public Service

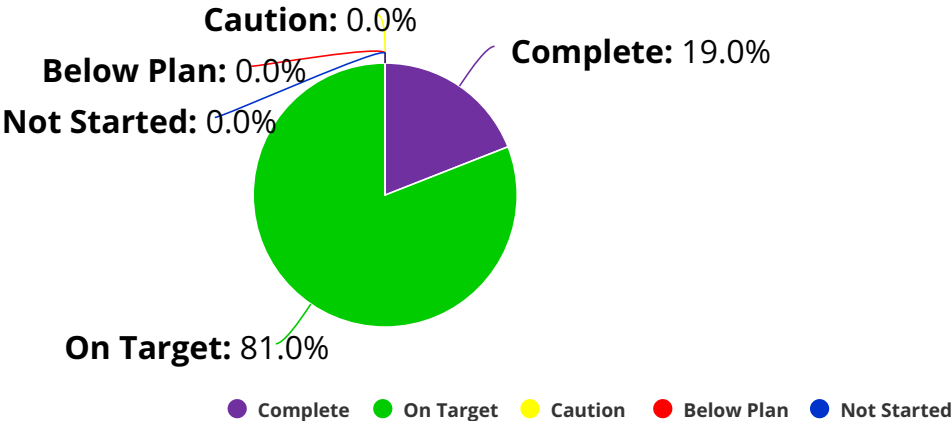
OUTCOMES:

- 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 - Progress

### Progress Report



## Status Definitions



**Complete:** Action is done



**On Target:**

- Action is ongoing or is completed annually
- Action is in progress and is on target to be complete by target date
- Action is not yet started but is on target to be complete by target end date



**Caution:**

- Action is delayed by 1 quarter
- Action is in progress or not yet started, and is flagged as possibly not being completed by target end date












**Below Plan:** Action is delayed by 2 quarters or more










**Not Started:** Action that was not approved through the Multi-Year Budget process and therefore will not be started in the 2019-2023 Strategic Plan

## Strategy Alignment

Leading in Public Service

Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
OUTCOMES						
The City of London is trusted, open, and accountable in service of our community.						
Increase opportunities for residents to be informed and participate in local government	Develop and deliver a corporate communications strategy, including staff training and tools to enhance communications and public engagement.	 Develop a comprehensive Corporate Communications Strategy through research, consultation, and engagement.	• ES	12/31/21		
		 Implement the Corporate Communications Strategy.	• ES	12/31/23		
		 Develop and deliver a media relations training module.	• ES	12/31/23		
		 Establish and facilitate an internal public engagement forum.	• ES	12/31/23	Delivered internal session in February 2022 focused on understanding the prevalence of gender-based violence as well as a trauma and violence informed approach as a resource for staff when engaging with individuals in the community.	
		 Create a standardized survey to measure resident satisfaction with public engagement.	• ES	12/31/23		
		 Complete a City Planning Outreach and Education Strategy.	• P&ED	12/31/21	Project came to an end in Q1 2022, with key components shifted to various portfolios, following a reassessment of work program ongoing and emerging priorities.	
		 Implement the City Planning Outreach and Education Strategy.	• P&ED	12/31/23	Project was terminated in Q1 2022, with key components shifted to various portfolios, following a reassessment of work program ongoing and emerging priorities.	
		 Continue to develop and implement enhanced or targeted engagement strategies for London residents to support the Neighbourhood Decision Making Program.	• NCWS	12/31/23	Continued to reach Londoners in communities that do not normally participate in Neighbourhood Decision Making through tactics such as large poster boards in parks, trails and dog parks, increased targeted social media posts, London Transit Commission ads on outside and inside of buses, billboards, and pop up events.	
		 Develop and implement a comprehensive engagement strategy for the Multi-Year Budget and annual updates.	• FS	12/31/23	Despite the ongoing COVID-19 pandemic, public engagement opportunities for the 2022 Annual Budget Update provided a variety of different ways for Londoners to provide input. These engagement opportunities included: <ul style="list-style-type: none"> <li>• Social media campaign</li> <li>• Advertising in local publications</li> <li>• Digital newsletters</li> </ul>	







Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
					<ul style="list-style-type: none"> <li>• Pre-tabling virtual budget education sessions</li> <li>• Post-tabling virtual budget presentation and Q&amp;A</li> <li>• Budget handout through Ontario Works cheque mail-outs</li> <li>• All budget materials posted on london.ca/budget &amp; GetInvolved.London.ca</li> <li>• Public Participation Meeting</li> <li>• Support for virtual Councillors' ward meetings as requested</li> <li>• Materials to support Councillors' engagement activities</li> <li>• Presentations to Council Advisory Committees and community groups as requested</li> </ul>	
		<p> Partner with community organizations for enhanced engagement through the Multi-Year Budget process.</p>	<ul style="list-style-type: none"> <li>• FS</li> </ul>	12/31/23	Due to the ongoing COVID-19 pandemic, in person public engagement opportunities for the 2022 Annual Budget Update were not possible. However, virtual meetings with community groups were conducted as requested.	
Improve public accountability and transparency in decision making	Measure and publicly report on corporate performance.	<p> Compile and submit data for defined measures.</p>	<ul style="list-style-type: none"> <li>• CMO</li> </ul>	12/31/23	As part of the strategic planning framework, performance data is collected on an annual basis. The 2020-2022 data is used to complete the 2020-2022 Impact Assessment which looks at whether or not the actions taken through the implementation of the Strategic Plan have had an impact on our community.	
		<p> Update actions and metrics identified in Council's Strategic Plan.</p>	<ul style="list-style-type: none"> <li>• CMO</li> </ul>	12/31/23	The November 2022 Semi-Annual Progress Report and the 2020-2022 Impact Assessment will be presented to the Strategic Priorities and Policy Committee on December 12, 2022.	
		<p> Communicate annual citizen perceptions of service delivery, and municipal accomplishments, to the public.</p>	<ul style="list-style-type: none"> <li>• CMO</li> </ul>	12/31/23	The results of the 2022 Annual Resident Satisfaction Survey will be presented to the Strategic Priorities and Policy Committee on December 12, 2022.	
Improve public accountability and transparency in decision making	Increase access to information to support community decision making.	<p> Conduct review of City's Open Data initiative.</p>	<ul style="list-style-type: none"> <li>• CMO</li> </ul>	12/31/19		
		<p> Launch City data in a visual and user friendly format.</p>	<ul style="list-style-type: none"> <li>• CMO</li> </ul>	12/31/19		
		<p> Identify and approve new datasets for release.</p>	<ul style="list-style-type: none"> <li>• CMO</li> </ul>	12/31/23	The City's Open Data catalogue continues to be actively used by the community. Additionally, the City responds to new open data requests on an on going basis. These requests are largely from the education sector and private industry and have included information pertaining to historical documents and maps, municipal service delivery, etc.	






Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
		<ul style="list-style-type: none"> <li>Survey community to prioritize datasets for release.</li> </ul>	<ul style="list-style-type: none"> <li>CMO</li> </ul>	12/31/23		
Build relationships with Indigenous peoples that are respectful, transparent, responsive, and accountable	This strategy must be developed in partnership with Indigenous peoples, including local First Nations.	<ul style="list-style-type: none"> <li>Deliver enterprise-wide training on anti-racism and anti-oppression, including Indigeneity.</li> </ul>	<ul style="list-style-type: none"> <li>CMO</li> </ul>	12/31/23	Anti-Racism and Anti-Oppression Foundations Training modules have been developed and will be required for employees. The training includes sections on anti-Indigenous racism and the impact of colonialism on Indigenous people. The rollout of the training has begun with leaders and will continue to be offered to staff throughout 2023. The training consists of 3 online modules and a live interactive module and will be rolled out to services area teams strategically.	
		<ul style="list-style-type: none"> <li>Actions to be developed in partnership with Indigenous peoples, including local First Nations.</li> </ul>	<ul style="list-style-type: none"> <li>CMO</li> </ul>	12/31/23	A Council to Council meeting was held between Oneida Nation of the Thames and members of our City Council with a hope to continue discussion in 2023. Chippewas of the Thames First Nation are also interested in hosting a similar meeting between our Councils. Bi-annual meetings continue to be held between N'Amerind Friendship Centre and the City Manager as per our Memorandum of Understanding. A Truth and Reconciliation Action Plan is being developed to support the City's efforts towards the Calls to Action of the Truth and Reconciliation Commission Report.	
		<ul style="list-style-type: none"> <li>Implementation of reconciliation plan.</li> </ul>	<ul style="list-style-type: none"> <li>MLHU</li> </ul>	12/31/23	<p>The implementation of the reconciliation plan has been delayed by the pandemic; however, collaboration related to vaccination and contact tracing was significant and regular with all three local First Nations and with local Indigenous organizations.</p> <p>Towards the goal of relationship building, MLHU has organized gift giving ceremonies with both the Chippewas of the Thames Nation and the Munsee-Delaware Nation to celebrate our collaboration in responding to the COVID 19 pandemic. A similar celebration is being organized with the Oneida of the Thames.</p>	
		<ul style="list-style-type: none"> <li>Health equity staff capacity building.</li> </ul>	<ul style="list-style-type: none"> <li>MLHU</li> </ul>	12/31/23	All new staff receive a mandatory Health Equity module during orientation and Indigenous Cultural Safety training is provided to all full-time staff. Additionally, Anti-Racism training as per the Anti-Black Racism Plan is currently being vetted and is on target to be implemented late 2022 or early 2023.	
















Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
		✓ Hire an Indigenous Relations position.	• CMO	12/31/20		
		✓ Develop an internal mechanism to identify and track City-led initiatives supporting reconciliation.	• CMO	12/31/20		
Increase the effectiveness of London's strategic advocacy	Promote London's intergovernmental priorities through Municipal Associations.	↑ Support London's representatives on the boards of various municipal associations.	• ES	12/31/23	The Strategic Advocacy Framework priorities were advanced during the 2022 AMO Annual Conference where the City of London secured 13 delegations with provincial ministers on key priorities. For the first time, the City of London undertook several joint delegations with the County of Middlesex. These joint delegations on key issues such as childcare, land ambulance, and mental health and addictions served to reinforce the importance of regional solutions from provincial partners.	
Increase the effectiveness of London's strategic advocacy	Increase the awareness of, and support of, Council's strategic advocacy priorities.	✓ Develop 2019-2023 Strategic Advocacy Framework.	• ES	12/31/20		
		↑ Implement 2019-2023 Strategic Advocacy Framework.	• ES	12/31/23		
OUTCOMES						
Londoners experience exceptional and valued customer service.						
Increase community and resident satisfaction of their service experience with the City	Create new and/or enhance opportunities for residents and neighbourhood groups to engage on program and service needs.	↑ Continue to support Neighbourhood Hubs by ensuring community centres are safe and welcoming spaces where people can gather and connect, and used as access points for information.	• NCWS	12/31/23	Community centres are reintroducing furniture into their buildings as gathering spaces where people are encouraged to gather and connect. The Child and Youth Network's All About Food maps are now located in all community centres for residents to access.	
		↑ Continue research and engagement to identify new and emerging program trends.	• NCWS	12/31/23	Presented to a group of seniors through Third Age Outreach to inform them of new recreation opportunities in London available to ages 55+. Presentation covered information on Seniors Centres Without Walls, Seniors Satellites, and the Age Friendly London conference.	
		↑ Increase resident awareness and marketing of parks, recreation, and sport opportunities and information.	• NCWS	12/31/23	Worked with Family Centres Westminster, Westmount, and Fox Hollow to reintroduce programming based on the needs of the neighbourhoods they serve, and utilized our partnerships with these groups to cross-promote program opportunities on Facebook.	
Increase responsiveness to our customers	Research and respond to emerging planning trends and issues.	↑ Report on and respond to legislative changes.	• P&ED	12/31/23	Reporting on legislative changes is ongoing.	

Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
		<ul style="list-style-type: none"> <li>Report on and recommend action for emergent planning issues.</li> </ul>	<ul style="list-style-type: none"> <li>P&amp;ED</li> </ul>	12/31/23	Reporting and recommendations on emergent planning issues is on going as needed.	
Increase responsiveness to our customers	Streamline customer intake and follow-up across the corporation.	<ul style="list-style-type: none"> <li>Continue to develop customer service training initiatives.</li> </ul>	<ul style="list-style-type: none"> <li>ES</li> </ul>	12/31/23	The Service London Contact Centre continues to develop an onboarding process for new staff. Service London also offers training for new and existing Dynamics CRM users.	
		<ul style="list-style-type: none"> <li>Develop survey strategy for relevant customer service counters.</li> </ul>	<ul style="list-style-type: none"> <li>ES</li> </ul>	12/31/23		
		<ul style="list-style-type: none"> <li>Track service request planned completion data in Dynamics CRM.</li> </ul>	<ul style="list-style-type: none"> <li>ES</li> </ul>	12/31/23	Service London continues to work across the enterprise with all CRM users to support the tracking and monitoring of planned completion dates.	
		<ul style="list-style-type: none"> <li>Monitor and Report outcome measures to the Ministry of Children, Community, and Social Services.</li> </ul>	<ul style="list-style-type: none"> <li>SHD</li> </ul>	12/31/23	April - July - 75.8% of Ontario Works applications were processed in 4 days.	Experienced a decrease in OW application decisions within 4 days as a result of staffing availability for intakes and booking outside of 6 days at one point which has skewed our target. Anticipated to return to target levels with peak vacation period over (June - August). Ministry reports for August / September currently not available to confirm current stats.
		<ul style="list-style-type: none"> <li>Monitor and update Ontario Works service delivery model.</li> </ul>	<ul style="list-style-type: none"> <li>SHD</li> </ul>	12/31/23	Life Stabilization exceeded target of 90% for wait times in the Ontario Works queue with 97.8% of Ontario Works clients calling the Intake line receiving service within 5 minutes.	
		<ul style="list-style-type: none"> <li>Implement continuous improvement initiatives for all major development and building permit review processes.</li> </ul>	<ul style="list-style-type: none"> <li>P&amp;ED</li> </ul>	12/31/23	Residential Rental Unit Licensing journey map and Vehicle for Hire journey map in progress.	
Increase efficiency and effectiveness of service delivery		Implement customer service standards.	<ul style="list-style-type: none"> <li>Monitor and track Service Request Records.</li> </ul>	<ul style="list-style-type: none"> <li>ES</li> </ul>	12/31/23	
	<ul style="list-style-type: none"> <li>Increase awareness of customer service information and standards.</li> </ul>		<ul style="list-style-type: none"> <li>ES</li> </ul>	12/31/23		










Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
Increase efficiency and effectiveness of service delivery	Conduct targeted service reviews.	 Conduct targeted zero-based budget reviews annually.	<ul style="list-style-type: none"> <li>FS</li> </ul>	9/30/23	As part of the preparation for the 2023 Budget Update, Civic Administration undertook an extensive review of opportunities for potential budgetary reductions and right-sizing. As part of this process, approximately 28 different budget areas/lines were identified, noting that the results of this review will be included in the 2023 Budget Update to be tabled on December 6, 2022.	
		 Conduct targeted additional reviews annually.	<ul style="list-style-type: none"> <li>FS</li> </ul>	12/31/23	Similar to the Zero-based Reviews noted above, in preparation for the 2023 Annual Budget Update, a number of programs and services were reviewed by the Senior Leadership Team for potential budgetary savings to mitigate the planned 2023 tax levy increase. The reviews completed with potential savings will be included as budget amendments for Council's consideration in the 2023 Annual Budget Update to be tabled at the Strategic Priorities and Policy Committee on December 6, 2022.	
		 Update Council on the service review program through the annual Service Review Update report.	<ul style="list-style-type: none"> <li>FS</li> </ul>	12/31/23	The 2022 Service Review Update report was presented to the Strategic Priorities and Policy Committee on October 11, 2022.	
Increase efficiency and effectiveness of service delivery	Promote and strengthen continuous improvement practices.	 Implement Continuous Improvement Framework.	<ul style="list-style-type: none"> <li>CMO</li> </ul>	12/31/23		
		 Provide City of London staff with knowledge, tools and resources to build and support a culture of continuous improvement.	<ul style="list-style-type: none"> <li>CMO</li> </ul>	12/31/23	The Innovation and Continuous Improvement team continues to facilitate the 'I do, We do, You do' approach to increase organizational capacity and to move from basic awareness to regular practitioners of continuous improvement. Building upon the continuous improvement approach that has been established at the City of London, the Continuous Improvement team has begun building additional tools and techniques within the areas of innovation, project management, and data literacy to continue to support employees and teams to deliver efficient and effective services.	
		 Improve corporate processes through Continuous Improvement practices such as rapid improvement events, team huddles and green belt projects.	<ul style="list-style-type: none"> <li>CMO</li> </ul>	12/31/23	The 2022 Continuous Improvement workplan supports a basic awareness, emerging capability and regular practitioner approach towards increasing capacity across the Corporation. The implementation of huddles, standard work, and visual management allow Service Areas to generate and implement improvement ideas in a structured manner. Quick wins or "tickets" that document implemented improvements are submitted by staff on a regular basis recognizing the improvement and the employee(s) who contributed to it. In 2022, 66 'C.I tickets' have been completed by 42 unique	

Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
					employees and 11 rapid improvement events have been facilitated with a total of 84 participants.	
		 Review existing processes within Finance that may be informed by annual reporting and annual financial system upgrades.	<ul style="list-style-type: none"> <li>FS</li> </ul>	9/30/23	Process reviews and enhancements initiated and/or completed during this reporting period include: <ul style="list-style-type: none"> <li>Implementation of new Assessment Growth Policy with enhanced eligibility and prioritization criteria;</li> <li>Development of templates to support the implementation of the new PS3450 Financial Instruments accounting standards;</li> <li>Standardized debt issuance project list to align with format required by lawyers to ensure consistency amongst all parties and avoid additional re-work.</li> <li>Update of internal processes such as procurement forms, use of CaseWare for Financial Statement preparation, and moving Regional Water to electronic (Digital) paystubs.</li> </ul>	
		 Update and operationalize process improvements.	<ul style="list-style-type: none"> <li>FS</li> </ul>	12/31/23	The enhancements noted above have either been fully implemented during this reporting period or will be completed shortly thereafter.	
		 Support internal and external customers to complete continuous improvement projects.	<ul style="list-style-type: none"> <li>CMO</li> </ul>	12/31/23	<p>The Continuous Improvement team is involved in supporting numerous internal initiatives and service areas across the Corporation, including Facility Planning, Site Plan and Subdivision, Clerk's Office, Dearness Home, Active Transportation, and the Climate Emergency Action Plan.</p> <p>Over thirty interviews with the Development Industry and internal stakeholders were facilitated in collaboration with Planning and Economic Development to better understand opportunities for improvement within the development approval process. The team played a significant role in helping the Clerk's office prepare for the 2022 Municipal Election. Numerous workshops and simulations were facilitated to assist the Election's team with improvements to the poll station layouts, the supply pickup process and tabulator drop offs in an effort to improve the voter experience. Through the facilitation of these improvements, the 'I do, We do, You do' approach is used to build individual and Service Area capacity with continuous improvement.</p>	
Increase efficiency and effectiveness of service delivery	Demonstrate leadership and accountability in the management and provision of quality programs, and services.	 Report the results of satisfaction with City services to Council annually.	<ul style="list-style-type: none"> <li>CMO</li> </ul>	9/30/23	The results of the 2022 Annual Resident Satisfaction Survey will be presented to the Strategic Priorities and Policy Committee on December 12, 2022.	
		 Participate in national benchmarking initiative.	<ul style="list-style-type: none"> <li>CMO</li> </ul>	12/31/23	MBNC's 2021 Performance Measurement Report was released	






Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
					in October 2022. MBNC collects data across 36 municipal service areas and includes a network of 12 member municipalities seeking to enhance municipal service delivery through progressive benchmarking and knowledge exchange.	
		 Include "customer service objective" as a component of individual performance plans.	<ul style="list-style-type: none"> <li>ES</li> </ul>	12/31/23		
		 Train employees on Continuous Improvement practices.	<ul style="list-style-type: none"> <li>CMO</li> </ul>	12/31/23	The Continuous Improvement team has expanded the availability of training to accommodate increased interest across the Corporation. White Belt training is offered monthly, and Yellow Belt training is offered quarterly. Advanced training (Green Belt) is being offered to certified Yellow Belts to increase their knowledge and support the expanded use of continuous improvement tools. 6 Green Belt certifications are currently in progress. The Continuous Improvement team also offers dedicated training sessions upon request. The Leadership Foundations program (offered quarterly) includes an overview of the continuous improvement program. In 2022, 51 employees have received formal continuous improvement training at various levels across the Corporation.	
Increase efficiency and effectiveness of service delivery	Accommodate long-term space needs for the City of London and optimize service delivery locations.	 Develop Business Case for the consolidation of Civic Administrative Space for inclusion in the 2020-2023 Multi-year Budget.	<ul style="list-style-type: none"> <li>FS</li> </ul>	12/31/19	A business case to develop new administrative space and consolidate occupancy through the implementation of a master accommodation plan was approved by Council with the 2020-2023 Multi- Year Budget on March 2, 2020.	
		 Update the Master Accommodation Plan taking into account the potential for alternate work strategies and long term impacts on work space requirements resulting from COVID-19.	<ul style="list-style-type: none"> <li>FS</li> </ul>	12/31/21	Council directed Civic Administration in 2020 to initiate an update of the Master Accommodation Plan (MAP) and re-evaluate corporate space requirements to explore alternative work strategies and long term impacts on work space requirements resulting from the COVID-19 Pandemic. Civic Administration completed and presented an update of the Master Accommodation Plan to include Alternative work Strategies for the Strategic Priorities and Policy Committee on October 19, 2021 which included recommendations regarding long-term space requirements based on the implementation of alternative work strategies on a more permanent basis. Council approved the MAP and implementation of alternative work strategies that will guide overall space needs and will result in space savings of approximately 20%. The implementation and transition to the alternative work strategies will be completed through pilot projects for select service areas to test and adjust processes through a transition plan to long-term permanent	

Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
					implementation.	
Increase efficiency and effectiveness of service delivery	Improve animal welfare by encouraging more animal adoption.	 Foster partnerships with individuals and community groups to enhance adoption opportunities for companion animals.	<ul style="list-style-type: none"> <li>P&amp;ED</li> </ul>	12/31/23	Animal welfare services continues to partner with animal rescues in an effort to maintain London's status as an exemplary pro-adoption municipality. The "no kill" rate is consistently over the industry standard of 90%.	
Increase efficiency and effectiveness of service delivery	Improve residents' satisfaction with winter road and sidewalk maintenance.	 Execute winter maintenance level of service.	<ul style="list-style-type: none"> <li>E&amp;I</li> </ul>	6/30/23	Improved level of service for sidewalk snow plowing was implemented during the 2021/2022 winter season.	
		 Implement communications and education related to service levels.	<ul style="list-style-type: none"> <li>E&amp;I</li> </ul>	6/30/22	Webpage content was updated and CRM continues to be an effectively used tool.	
Reduce barriers to access city services and information	Enhance collaboration between Service Areas and community stakeholders to assist residents to access services and supports.	 Develop and implement processes for better information sharing across Service Areas; including tracking cross functional teams, and tools for collaboration.	<ul style="list-style-type: none"> <li>ES</li> </ul>	12/31/23		
		 Track and update Social Services / Housing training tracking report.	<ul style="list-style-type: none"> <li>SHD</li> </ul>	12/31/23	Life Stabilization staff attending 9 training sessions in the 2nd and 3rd quarter. To date, we have exceeded our target of 6 Training events for 2022. <ul style="list-style-type: none"> <li>- Crucial Conversations</li> <li>- Supportive Housing - Mental Health/Justice Programs</li> <li>- Anti Racism - Anti Oppression Equity Tool</li> <li>- Anti-Islamic Workshop</li> <li>- Indigenous Solidarity Day</li> <li>- Salvation Army Recovery Program</li> <li>- Co-ordinated Informed Response</li> <li>- Duty to Report - Children Aid Society</li> <li>- Grief and Loss</li> </ul>	
		 Participate in annual inter-departmental initiatives to enhance customer service.	<ul style="list-style-type: none"> <li>SHD</li> </ul>	12/31/23	The Diversion Pilot was extended to December 2022 - outreach staff connect with residents experiencing homelessness to assist in becoming registered for housing supports and connections to community organizations.	
Reduce barriers to access city services and information	Implement the 2018 to 2021 Multi Year Accessibility Plan.	 Annual Status Updates.	<ul style="list-style-type: none"> <li>CMO</li> </ul>	12/31/19		
		 Accessibility Compliance Report.	<ul style="list-style-type: none"> <li>CMO</li> </ul>	12/31/23		
		 Develop 2022 - 2025 Multi Year Accessibility Plan.	<ul style="list-style-type: none"> <li>CMO</li> </ul>	12/31/21	Extensive community consultations were held to inform the 2022-2026 Multi-Year Accessibility Plan including members of the Accessibility Community Advisory Committee, the newly formed Access without Limits Employee Resource Group, and	







Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
					community partners who serve clients with disabilities. The plan has recommendations that meet our needs for compliance. It also includes innovative ideas that Londoners identified would improve their ability to access public spaces.	
		<ul style="list-style-type: none"> <li>Implement 2022 - 2025 Multi Year Accessibility Plan.</li> </ul>	<ul style="list-style-type: none"> <li>CMO</li> </ul>	12/31/23	Implementation of the Multi-Year Accessibility Plan will be done in an enterprise-wide approach, encouraging all service areas and leaders to work collaboratively and consider accessibility in all areas of their work. The implementation will also be done with an intersectional approach so that we consider that people with disabilities experience different inequities based on their other social identities.	
Reduce barriers to access city services and information	Implement ways to improve access to services and information.	<ul style="list-style-type: none"> <li>Collaborate with departments and divisions in bringing additional services to customer service counters.</li> </ul>	<ul style="list-style-type: none"> <li>NCWS</li> <li>ES</li> </ul>	12/31/23		
		<ul style="list-style-type: none"> <li>Engage internal stakeholders in translating tools and resources.</li> </ul>	<ul style="list-style-type: none"> <li>ES</li> </ul>	12/31/23		
		<ul style="list-style-type: none"> <li>Continue to implement Service London initiatives.</li> </ul>	<ul style="list-style-type: none"> <li>ES</li> </ul>	12/31/23	Service London has continued to work with internal partners in expanding the Dynamics CRM platform and Service London portal. In 2022, there has been a significant upgrade to the CRM platform, and additional services have been added to the Service London Portal, including parking enforcement.	
		<ul style="list-style-type: none"> <li>Increase education about and awareness and use of service channels to make sure that people are getting the service they need when they need it.</li> </ul>	<ul style="list-style-type: none"> <li>ES</li> </ul>	12/31/23	<p>In April, a CityStudio project completed a comprehensive assessment of the Service London Portal, and the project group shared some valuable insights. The project was a success and won the Community Choice Award at the CityStudio Hubhub.</p> <p>In June, the portal expanded its offerings to include Parking Enforcement related service requests. This enables residents to submit parking inquiries / concerns 24/7 and to be reviewed by Parking Officer in real time.</p>	
		<ul style="list-style-type: none"> <li>Develop a policy for use of digital billboards and promote their availability.</li> </ul>	<ul style="list-style-type: none"> <li>ES</li> </ul>	12/31/23	Access to digital billboards continues to extend the reach of City and community-based messaging and content to Londoners. Some local community not for profit groups as well as community partners have also used them for promotional purposes.	
Increase the use of technology to improve service delivery	Continue to maintain, build, and enhance a high-performing and secure computing environment.	<ul style="list-style-type: none"> <li>Review, investigate and successfully resolve technical service requests and incidents.</li> </ul>	<ul style="list-style-type: none"> <li>ES</li> </ul>	12/31/23	ITS has successfully completed 9,260 service requests and incidents essential to the delivery of public service in the City of London from April 1 to August 31, 2022.	







Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
		 Perform tens of thousands of tasks annually resulting in the successful delivery of a managed computing environment.	<ul style="list-style-type: none"> <li>ES</li> </ul>	12/31/23	ITS has successfully completed 21,533 tasks for service requests and incidents essential to the delivery of public service in the City of London from April 1 to August 31, 2022.	
		 After each customer interaction through the incident and service request processes, ITS requests qualitative feedback on service performance. ITS receives over 2000 responses per year that are reviewed and analyzed to support service improvement.	<ul style="list-style-type: none"> <li>ES</li> </ul>	12/31/23	ITS has provided exceptional customer service; surpassing the established 97% customer satisfaction target based on 829 survey respondents received from April 1 to August 31, 2022.	
OUTCOMES <b>The City of London is a leader in public service as an employer, a steward of public funds, and an innovator of service.</b>						
Increase the diversity of the city's workforce	Update and implement an Equity and Inclusion Plan.	 Update to City Council - metrics and activities associated with workforce diversity/ demographics and the implementation of the Workplace Diversity and Inclusion Plan.	<ul style="list-style-type: none"> <li>CMO</li> <li>ES</li> </ul>	3/31/23	The Diversity, Equity and Inclusion Audit is in the planning phases with the aim to be implemented in Q1 2023.	
		 Develop and Finalize updated 2021 to 2026 Equity and Inclusion Plan .	<ul style="list-style-type: none"> <li>CMO</li> <li>ES</li> </ul>	12/31/23	The 2023-2026 Equity and Inclusion Plan is in progress. It will include engagement through the Diversity, Equity and Inclusion Audit and focus groups. The Plan will be submitted to Council in Q4 2023.	
		 Implement updated 2021 to 2026 Equity and Inclusion Plan.	<ul style="list-style-type: none"> <li>CMO</li> <li>ES</li> </ul>	12/31/26		
Attract and retain a talented workforce	Develop and implement a People Plan.	 Develop and Finalize People Plan and Metrics.	<ul style="list-style-type: none"> <li>ES</li> </ul>	12/31/20		
		 Implement People Plan.	<ul style="list-style-type: none"> <li>ES</li> </ul>	12/31/23	The implementation of the People Plan is an ongoing action that will take place over many years. Several People Plan initiatives are well underway in support of the People Plan vision and areas of focus. Work continues to identify projects and initiatives that achieve the expected results of the People Plan.	
Maintain a safe and healthy workplace	Develop and implement a People Plan.	 Develop and Finalize People Plan and Metrics.	<ul style="list-style-type: none"> <li>ES</li> </ul>	12/31/20		
		 Implement People Plan.	<ul style="list-style-type: none"> <li>ES</li> </ul>	12/31/23	The implementation of the People Plan is an ongoing action that will take place over many years. Several People Plan initiatives are well underway in support of the People Plan vision and areas of focus. Work continues to identify projects and initiatives that achieve the expected results of the People Plan.	



Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
Maintain London's finances in a transparent and well-planned manner to balance equity and affordability over the long term	Plan, conduct, and support annual internal and external audits.	 Support external auditors through the financial statement audit process.	<ul style="list-style-type: none"> <li>FS</li> </ul>	6/30/23	The City's external audit for the 2019 year end was completed in September 2020, the external audit for 2020 year end was completed in June 2021, and the external audit for 2021 was completed in June 2022.	
		 Support internal auditors in executing the internal audit plan.	<ul style="list-style-type: none"> <li>FS</li> </ul>	12/31/23	Fifteen (15) internal audits have been completed to date of which six (6) relate to the 2019 internal audit plan, five (5) relate to the 2020 internal audit plan, and four (4) relate to the 2021 audit plan. Four internal audits were approved as part of the 2022 Internal Audit Plan and two audits are nearing completion.	
Maintain London's finances in a transparent and well-planned manner to balance equity and affordability over the long term	Continue to ensure the strength and sustainability of London's finances.	 Complete annual review process by Moody's Investor Services.	<ul style="list-style-type: none"> <li>FS</li> </ul>	12/31/23	The City of London maintained its Aaa credit rating from Moody's for the 46th consecutive year.	
		 Develop and approve the 2020-2023 Multi-Year Budget and annual updates.	<ul style="list-style-type: none"> <li>FS</li> </ul>	3/31/23	The 2022 Annual Budget Update was approved by Council on December 21, 2021, noting that the 2022 tax levy from rates increase was reduced from the originally forecasted 3.8% to 2.8%. The 2023 Budget Update will be tabled on December 6, 2022.	
		 Implement the Corporation's approved financial policies.	<ul style="list-style-type: none"> <li>FS</li> </ul>	12/31/23	Review of the Corporation's financial policies was completed in 2021 in accordance with the Policy for the Establishment and Maintenance of Council Policies. Updates to financial policies were presented to the Corporate Services Committee on July 26, 2021. Adherence with the policies will continue to be monitored on an ongoing basis.	
Maintain London's finances in a transparent and well-planned manner to balance equity and affordability over the long term	Establish and monitor targets for reserves and reserve funds.	 Report to Council on the establishment and monitoring of reserve and reserve fund targets.	<ul style="list-style-type: none"> <li>FS</li> </ul>	12/31/23	The review of the Corporation's Special Projects & New Initiatives category of reserves & reserve funds (inclusive of target balances) was completed and approved by Council on July 5, 2022. The Contingencies, Stabilization and Risk Management and Growth categories of reserves and reserve funds are to be reviewed next, with anticipated completion in the first half of 2023.	

Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
Maintain London's finances in a transparent and well-planned manner to balance equity and affordability over the long term	Maximize investment returns, adhering to the City's investment policy.	 Implement and monitor the City's investment strategy.	<ul style="list-style-type: none"> <li>FS</li> </ul>	12/31/23	A comprehensive investment strategy has been developed and is in the process of being implemented with the aim of enhancing investment returns while still maintaining liquidity and security of the capital invested. This updated strategy, inclusive of required changes to the City's Investment Policy, was presented to the Corporate Services Committee on July 26, 2021. It is anticipated that this new strategy and policy will greatly enhance the City's ability to maintain the purchasing power of invested funds.	
		 Update Council on investment performance through the annual Investment Report.	<ul style="list-style-type: none"> <li>FS</li> </ul>	9/30/23	The 2022 Investment Report was presented to the Corporate Services Committee on July 25, 2022.	
Maintain London's finances in a transparent and well-planned manner to balance equity and affordability over the long term	Review and update the City's financial strategic planning, principles, and policies.	 Review the Corporation's financial policies annually.	<ul style="list-style-type: none"> <li>FS</li> </ul>	6/30/23	Review of the Corporation's financial policies was completed in 2021 in accordance with the Policy for the Establishment and Maintenance of Council Policies. Updates to financial policies were presented to the Corporate Services Committee on July 26, 2021. Adherence with the policies will continue to be monitored on an ongoing basis.	
		 Update the Corporation's Strategic Financial Framework.	<ul style="list-style-type: none"> <li>FS</li> </ul>	12/31/23	Preliminary foundational elements for the update of the Strategic Financial Framework, including review of the Debt Management Policy and the City's internal debt cap (among others), was completed in 2021. The compilation and review of the remainder of the Strategic Financial Framework is underway in 2022, in advance of the development of the 2024-2027 Multi-Year Budget.	
Maintain London's finances in a transparent and well-planned manner to balance equity and affordability over the long term	Develop and monitor the Multi-Year Budget to align financial resources with Council's Strategic Plan.	 Develop and approve the 2020-2023 Multi-Year Budget and annual updates.	<ul style="list-style-type: none"> <li>FS</li> </ul>	3/31/23	The 2022 Annual Budget Update was approved by Council on December 21, 2021, noting that the 2022 tax levy from rates increase was reduced from the originally forecasted 3.8% to 2.8%. The 2023 Budget Update will be tabled on December 6, 2022.	
		 Regularly monitor budget performance through the semi-annual Operating and Capital Budget Monitoring Reports.	<ul style="list-style-type: none"> <li>FS</li> </ul>	12/31/23	Semi-annual operating and capital budget monitoring reports were completed, with the 2021 Year-end Operating and Capital Monitoring reports to be presented to the Corporate Services Committee on April 19, 2022, inclusive of a comprehensive update on the City's 2021 and projected 2022 COVID-19 financial impacts.	

Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
Maintain London's finances in a transparent and well-planned manner to balance equity and affordability over the long term	Adhere to City of London limit on authorized debt (internal debt cap).	 Review the City's internal debt cap annually.	<ul style="list-style-type: none"> <li>FS</li> </ul>	12/31/23	The 2020-2023 Multi-Year Budget was approved with an internal property tax supported debt cap of \$36 million/year on average, which will be reviewed annually throughout the Multi-Year Budget period. As outlined in the 2021 Year-end Capital Budget Monitoring Report to be presented to the Corporate Services Committee on April 19, 2022, the Corporation remains approx. \$2.2 million/year below this debt cap.	
		 Develop and approve the 2020-2023 Multi-Year Budget and annual updates.	<ul style="list-style-type: none"> <li>FS</li> </ul>	3/31/23	The 2022 Annual Budget Update was approved by Council on December 21, 2021, noting that the 2022 tax levy from rates increase was reduced from the originally forecasted 3.8% to 2.8%. The 2023 Budget Update will be tabled on December 6, 2022.	
Maintain London's finances in a transparent and well-planned manner to balance equity and affordability over the long term	Develop tax policy to align with Council priorities of the Strategic Plan.	 Report out to Council on the impact of tax policy on property classes.	<ul style="list-style-type: none"> <li>FS</li> </ul>	12/31/23	2020 Tax Policy was approved by Municipal Council on April 21, 2020. The 2021 Tax Policy was approved by Municipal Council on May 4, 2021, and the 2022 Tax Policy was approved by Municipal Council in April 12, 2022.	
		 Develop future tax policy objectives.	<ul style="list-style-type: none"> <li>FS</li> </ul>	6/30/22	Civic Administration brought forward multiple reports to the Corporate Services Committee which addressed a number of items that impact tax policy such as ratio setting for the farm property class, parking and vacant land, Business Education Taxes, and subclass reductions. While Business Education Tax was addressed through the Provincial Budget in November 2020, Reassessment continues to be delayed. Additionally in the summer of 2021, Civic Administration provided an information report on the optional Small Business Class Subclass. Currently, Civic Administration is reviewing the feasibility and scope of implementing a vacant residential property tax as seen in other Ontario municipalities.	As part of the Ontario Government's Budget on March 24, 2021, the Minister of Finance announced the Province's decision to once again postpone a province-wide property assessment update due to the pandemic.
		 Implement tax policy through the setting of property class tax ratios.	<ul style="list-style-type: none"> <li>FS</li> </ul>	6/30/23	2020 Tax Policy was approved by Municipal Council on April 21, 2020, and 2021 Tax Policy was approved by Municipal Council on May 4, 2021, and the 2022 Tax Policy was approved by Municipal Council in April 12, 2022.	
Enhance the ability to respond to new and emerging technologies and best practices	Deliver and maintain innovative digital solutions to increase efficiency and effectiveness across the Corporation.	 Digital solutions are reviewed and ranked by the Corporate IT steering committee through an established criteria and process. Digital solutions are then managed and updated through the ITS project management methodology across the project lifecycle: Initiation, Planning, Execution, Monitoring and	<ul style="list-style-type: none"> <li>ES</li> </ul>	12/31/23	ITS delivered 19 digital solutions to City Services, Agencies, Boards and Commissions from April 1 to August 31, 2022. These digital solutions supported improved public service efficiency and business management opportunities.	

Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
		Closing.				
		 As part of the ITS project management methodology, all ITS projects require the completion of a lessons learned review for the purpose of enhancing project management.	<ul style="list-style-type: none"> <li>ES</li> </ul>	12/31/23	ITS collected 195 project lessons learned from April 1 to August 31, 2022 resulting in the continuous improvement of ITS project management	
		 As part of the ITS project management methodology, all ITS application projects undergo a success review to address the connection of project scope to delivered solutions through an Efficiency and Effectiveness lens.	<ul style="list-style-type: none"> <li>ES</li> </ul>	12/31/23		
		 All ITS resources are expected to account for labour on an hourly basis. This process allows for a labour focus aggregation and review from which management then makes allocation decisions to maximize project labour without impacting operations.	<ul style="list-style-type: none"> <li>ES</li> </ul>	12/31/23	46% of ITS labour in the Applications work area was directed to the delivery of digital transformation from April 1 to August 31, 2022. This outcome exceeds industry standards.	
		 Work in partnership and collaboration with our internal and external enforcement agencies to reduce physical records (Paperless trials).	<ul style="list-style-type: none"> <li>LS</li> </ul>	12/31/23		
		 Work in partnership and collaboration with our internal and external enforcement agencies to reduce physical records (Disclosure requests available electronically).	<ul style="list-style-type: none"> <li>LS</li> </ul>	12/31/23		
		 Develop foundational requirements for converting to digital application tracking from manual processes.	<ul style="list-style-type: none"> <li>P&amp;ED</li> </ul>	3/31/20	Completed in 2020.	
		 Complete foundational requirements for converting to digital application tracking from manual processes.	<ul style="list-style-type: none"> <li>P&amp;ED</li> </ul>	6/30/21	Completed in 2021.	
		 Implement preferred software solution for digital application tracking.	<ul style="list-style-type: none"> <li>P&amp;ED</li> </ul>	6/30/23	RFP for a consultant on the solution acquisition is underway.	

December 2022



# **CITY OF LONDON**

**2019 – 2023 Strategic Plan**

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*2020 – 2022 Impact Assessment*

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# Section 1.0 Introduction

## 1.1 The City of London's 2019 – 2023 Strategic Plan

In April 2019, London City Council approved the 2019-2023 Strategic Plan (Strategic Plan). The Strategic Plan includes a vision for London as, “A leader in commerce, culture, and innovation - our region's connection to the World.”

The Strategic Plan was influenced by the strong work that had already been accomplished, while drawing on new ideas that would push the plan forward. It did not start with a “blank page,” but “connected the dots” between planning that had already been completed by other leadership groups within the city and insights and feedback from community members. Municipal Council was also asked to consider the many conversations and interactions they had been able to have with their constituents throughout the campaign and election process.

The Strategic Plan set the priorities to be addressed in London over a four-year period. Council committed to focus on Strengthening our Community, Building a Sustainable City, Growing our Economy, Creating a Safe London for Women and Girls, and Leading in Public Service. In 2020, Council reaffirmed its commitment to eliminating systemic racism and oppression and established Anti-Racism and Anti-Oppression as a sixth priority of Council. The specific outcomes, expected results, and strategies that Council and Civic Administration were to deliver on together were outlined in the Strategic Plan. To view the full Strategic Plan, please visit the City of London's [website](#).

## 1.2 The Strategic Plan Reporting Cycle

As part of Council's commitment to accountability and transparency in decision-making, the Strategic Plan reporting cycle includes a number of reports that measure progress, performance, and impact of the work being done to support the implementation of the 2019-2023 Strategic Plan. These reports include:

1. **Semi-Annual Progress Report:** The [Semi-Annual Progress Report](#) (released every May and November) tracks progress and monitors implementation.
2. **Variance Report:** Variance reports are completed for any actions identified as ‘caution’ or ‘below plan’ in the Semi-Annual Progress Report. These reports are submitted to the appropriate Standing Committee following the tabling of the May and November Progress Reports.
3. **Report to the Community:** Released every November, with the exception of an election year, the [Report to the Community](#) highlights key activities and accomplishments from the past 12 months. This document does not provide an update on every strategy, rather, summarizes a shorter list of key actions which have contributed towards delivering on the Strategic Plan.

4. **Annual Performance Report:** The [Annual Performance Report](#) answers the question, “Did we do what we set out to do?” It is a tool to measure the annual performance of the Strategic Plan by assigning metrics (aggregate, quantifiable measures) to each strategy, expected result, and outcome in the Strategic Plan. Performance is tracked by comparing the difference between the actual and target for each metric, as well as qualitative information about successes, challenges, solutions, and data limitations experienced.
5. **Impact Assessment:** The Impact Assessment answers the question, “How has London changed as a result of the implementation of the Strategic Plan?” Completed every four years, it analyzes the performance data across all years, reporting on the change over time and the impact of the strategies over the life of the Strategic Plan.

### **1.3 What the Impact Assessment Is and Isn't**

The Impact Assessment reports on the impact of the implementation of the Strategic Plan for the years 2020, 2021, and the first six months of 2022 (a 2.5 year timeframe). Results, where possible, have been totaled across this time period to demonstrate aggregate results. Where data is only available for a specific time period, it is noted to provide context for the results.

The Impact Assessment does not report on all data points or metrics included in the Strategic Plan; this is the role of the Performance Report outlined in Appendix A. It is also not a line-by-line assessment or evaluation of the implementation of the Strategic Plan. Rather, it provides a summary of what happened through the implementation of the Strategic Plan and what was achieved.

### **1.4 Purpose of the Impact Assessment**

The Impact Assessment examines individual results from all Service Areas, Agencies, Boards, and Commissions to analyze the impact of the strategies included in the Strategic Plan over the life of the plan. The Impact Assessment is a companion document to the Performance Report.

Data from the annual performance reports serve as the foundation for the analysis completed during the impact assessment. The Performance Report compares the difference between actuals and targets of the current year and the number and percentage change between baseline actuals and current year actuals. In comparison, the Impact Assessment analyzes data across all years, reporting on change over time.

The results of the impact assessment will be used to inform the development of the next Strategic Plan.



## 1.5 How Impact Was Assessed

Each Service Area reported their results for 2020, 2021, and the first six months of 2022. The data reported was analyzed to understand the cumulative change across 2.5 years. In addition to quantitative data, qualitative data was also examined.

By reviewing data in aggregate, it was possible to determine the results of the implementation of the strategies found in the Strategic Plan. While all quantitative data provided by each Service Area was analyzed, not all data points have been included in this report. Similarly, not all qualitative data available was included. Results were included based on their contribution to, and alignment with, key findings within each outcome.

## 1.6 COVID-19

The onset of the COVID-19 pandemic disrupted and altered the lives of Londoners. This has been a period of time that will not soon be forgotten. At times, it has been challenging, confusing, and frustrating. It has also been rewarding, encouraging, and inspiring.

Addressing the COVID-19 pandemic required the City of London to be nimble, agile, resourceful, and implement new and innovative solutions not anticipated or built into the Strategic Plan when it was developed in 2019. It also required a collective commitment to public health measures and an equally important commitment to each other as Londoners.

While COVID-19 influenced the strategies, expected results, and actions to be implemented as part of the Strategic Plan, City Council and City of London staff continued to work diligently on the key strategic priorities. There are many instances where targets were met or exceeded; there are also targets that were not met due to shifting resources or priorities because of the pandemic. Targets and actuals are outlined in detail in Appendix A. It should be noted that there were many actions undertaken by the City of London as part of the response to the pandemic that were not included in the Strategic Plan, and therefore, are not fully represented in the Impact Assessment. Throughout the pandemic, the Strategic Plan served as an invaluable resource and guide to ensure the focus remained fixed on areas that matter the most, especially at a time of great change and uncertainty.

## 1.7 Emerging and Ongoing Needs in London

During one of the most tumultuous periods in history, much progress has been made, yet there is still more to accomplish. COVID-19 has had significant impacts on the economic and social health of London and the wider region, including:

- **Housing and Homelessness:** Despite our efforts, London is facing an escalating health and homelessness crisis. There are also complex needs surrounding homelessness that need to be addressed such as housing, mental health, addictions, and trauma. At the same time, the average home has become more expensive, and rents continue to rise. It is a complicated challenge to solve, one that requires a whole of community system response.

- **Anti-Racism and Anti-Oppression:** As per Council's direction, the Anti-Racism and Anti-Oppression Division was created in 2021, under the leadership of a Director, reporting directly to the City Manager. The Division includes new positions such as the Indigenous and Black Community Liaison Advisor roles and positions that moved to the new area including the Accessibility and Inclusion Advisor and the Equity and Inclusion Advisor. Since their creation, the Division has developed Anti-Racism and Anti-Oppression Foundations Training, an Anti-Racism and Anti-Oppression Framework with an Equity Tool, an Action Plan to Disrupt Islamophobia, and a City of London Land Acknowledgement. Other work has continued including the development of a Multi-Year Accessibility Plan, supporting the City of London's Newcomer Strategy, and co-chairing the London and Middlesex Local Immigration Partnership. Further work underway includes the development of an employee-informed Equity and Inclusion Action Plan, a Truth and Reconciliation Action Plan, and an Anti-Black Racism Action Plan.
- **Climate Emergency:** Locally, the effects of climate change can be seen through increased flooding along London's rivers, heavier winter snow squalls, more severe windstorms, increased heat and humidity in summers that impacts vulnerable populations, and increased warm-weather diseases like Lyme disease and West Nile virus. In 2019, Council declared a climate emergency at the urgency of the community. It triggered a number of actions, staff reports, and further decisions, including the development of a plan to achieve net-zero greenhouse gas emission by 2050. Ongoing and deeper reductions in greenhouse gas emissions requires Londoners, businesses, and employees to re-evaluate and reconsider the ways we move, live and play. Adjustments and changes must occur with how fossil fuels are used for transportation and mobility, heating and cooling homes and buildings, and manufacturing goods, as well as how items from food to clothing are consumed.
- **Safety of Women and Girls:** Violence against women and girls continues to pose a threat in London and the surrounding communities. Throughout the pandemic, community organizations working in this sector reported that intimate partner violence increased, as did the severity of intimate partner violence. When women and girls feel unsafe in public and private spaces, it can limit their ability to navigate, enjoy, and actively participate.

The work in these areas is far from finished, but it's important to acknowledge progress as advances are made, and there is much of that to document as part of this Impact Assessment.

## 1.8 Structure of the Results

Section Two to Section Eight of this report provide the results of the Impact Assessment. Each section includes the results for one Strategic Area of Focus. For each outcome, evidence that corresponds to the expected results demonstrates the change or impact achieved through the implementation of the Strategic Plan. Results consider data from 2020, 2021, and January 2022 to June 2022. Section Nine outlines next steps and how the results of the Impact Assessment will be used in the development of City of London's next Strategic Plan. Appendix A includes a Performance Report that compares the actuals and targets across 2020, 2021, and the first six months of 2022.

## 1.9 Definitions and Acronyms

### Definitions

- **Evidence of Impact:** The quantitative and qualitative data that demonstrates impact has been achieved as a result of the implementation of the Strategic Plan. Data is organized through a series of key findings that align with the expected results.
- **Expected Result:** The conditions or change required to achieve each outcome.
- **Metric:** The quantifiable measures to be used to track performance. Metrics will provide quantitative data.
- **Not Available (N/A):** The target and/or actual are not available for the reporting period.
- **No Data (ND):** The actual was not available as of June 30, 2022, due to reporting timelines.
- **Outcome:** The intended change in the lives of individuals, families, organizations, or community accomplished through the implementation of the Strategic Plan.
- **Strategy:** The action, method, or plan to bring about the future desired state.
- **Target:** The objective or goal set as a performance indicator for the identified year.
- **To Be Determined (TBD):** The unit of measure or the target has not yet been determined.

### Service Area Acronyms

- **BIAs:** Business Improvement Areas
- **CMO:** City Manager's Office
- **CGM:** Covent Garden Market
- **E&I:** Environment and Infrastructure
- **ES:** Enterprise Supports
- **FS:** Finance Supports
- **KCCA:** Kettle Creek Conservation Authority
- **LEDC:** London Economic Development Corporation
- **LFD:** London Fire Department
- **LMCH:** London Middlesex Community Housing
- **LPL:** London Public Library
- **LPS:** London Police Service
- **LS:** Legal Services
- **LTC:** London Transit Commission
- **LTVCA:** Lower Thames Valley Conservation Authority
- **MLHU:** Middlesex-London Health Unit
- **NCWS:** Neighbourhood and Community-Wide Services
- **P&ED:** Planning and Economic Development
- **SHD:** Social and Health Development
- **UTRCA:** Upper Thames River Conservation Authority

# 2.0 Strengthening Our Community

## 2.1 Londoners Have Access to the Supports They Need to Be Successful

<b>Between 2020 and 2022...</b>	<b>362</b> additional licensed child care spaces were created	<b>258</b> individuals and families received housing allowances	<b>149</b> supportive housing units were constructed/established
	<b>\$1,773,388</b> was invested in poverty reduction initiatives	<b>3,690,000</b> user trips were taken on the Thames Valley Parkway	<b>761</b> new affordable rental stock was built

### EVIDENCE OF IMPACT

Between 2020 and 2022 there were efforts made to...

#### 1. Increase affordable and quality housing options.

Results demonstrate that 258 individuals and families experiencing chronic homelessness received Homeless Prevention Housing Allowances which helped them to secure and maintain permanent, stable housing. In total, 149 supportive housing units were constructed and/or established through partnerships for individuals experiencing chronic homelessness. Further, 297 individuals were impacted through social housing regeneration.

#### 2. Reduce the number of individuals and families experiencing chronic homelessness or at risk of becoming chronically homeless.

Between 2020 and 2022, there were 761 new affordable units added to the rental stock. A total of 278 individuals and families experiencing chronic homelessness achieved housing stability from 2020 to 2021, meaning they remained housed for at least six months. Annually, 45% of individuals were diverted from accessing emergency shelter, and of the individuals who did access shelter, 53% of individuals were rapidly re-housed from emergency shelter to housing.

Built for Zero Canada recognized London as the first community in Canada to achieve a Veteran Quality By-Name List, a real-time list of all veterans experiencing homelessness in the community. The City of London Homeless Prevention and Housing team has continued to respond to the specific housing needs of veterans on the By-Name List and has reduced the number of veterans experiencing homelessness by over 75%.

Winter shelters provided temporary support to unsheltered individuals over the winter months of 2020 and 2021. Individuals were matched to Winter Shelters through a joint effort between the City's Coordinated Access system and Coordinated Informed Response program using defined eligibility criteria for each location and the City's By Name List. Participation from all participants was optional. All individuals referred to the York and Elizabeth Street sites in 2020 and Fanshawe site in 2021 were those who were actively engaged in obtaining housing. Referral to the Wiigiwaaminaan site in 2021 was for individuals who identified as Indigenous only and supports were focused on cultural reconnection and traditional cultural healing. These transitional shelter responses were in addition to the numerous day and overnight drop-in spaces and provision of basic needs supported by multiple agencies. Overall, the 2020 and 2021 winter responses were able to address a community need as a result of COVID-19 restrictions and provided those living unsheltered with multiple safe, warm places to go during this timeframe.

### **3. Improve access to mental health and addictions services.**

In 2021, a London Public Library location made mental health services available. These services continued to be available in 2022. In addition, over 100 isolated older adults were connected to community supports and services through the distribution of resource packages, and over 40 older adults received one-on-one social support and companionship through the "Leisure Buddies" program.

### **4. Decrease the number of London residents experiencing poverty.**

From 2020 to 2022, a total of \$1,773,388 was invested to support poverty reduction initiatives, and \$10,000,000 was invested through the London Community Recovery Network. In 2020, Child and Youth Network partners supported Western University Students' Council to create and deliver 1,000 basic needs kits to local community centres. In 2021, Child and Youth Network partners distributed 11,400 breakfast bags through 12 participating schools during the eight-week school closure. In 2022, 272 London Good Food Boxes were subsidized for children attending 28 high priority schools, with a total of 2,395 boxes distributed. Between 2021 and 2022, \$297,580 in Harvest Bucks were distributed through emergency food cupboards and community food programs.

### **5. Increase opportunities for individuals and families.**

A total of 362 additional licensed childcare spaces were created. Further, on average, there were 2,739 children in receipt of a child care fee subsidy on a monthly basis between 2020 and 2022. Through Neighbourhood and Community-Wide Services, 154 community supported initiatives were implemented and \$2,459,606 was invested to support collective community agendas.

Nshwaasnangong, London's first Indigenous-led Child Care and Family Centre, opened in 2021. In May 2022, following the launch of the Family Centre awareness and education campaign to engage families, there was a 30% increase in users and a 29% increase in sessions to familyinfo.ca, with almost 44% accessing the site via a direct search.

## 6. Improve the health and well-being of Londoners.

There were 3,690,000 user trips taken on the Thames Valley Parkway's 185 km of available pathways. For Neighbourhood and Community-Wide Services programming, 95% of participants reported increased physical activity levels, and 93% of program participants reported an increase in self-esteem. In 2021, the ACT-i-Pass program was expanded to include students entering Grade 5 and 6, and 1,411 students registered for the 2021-2022 program including 511 in Grade 5 and 900 in Grade 6.

## 2.2 Londoners Are Engaged and Have a Sense of Belonging in their Neighbourhoods and Community

<b>Between 2020 and 2022...</b>	<b>1,475</b> individuals engaged annually in LMLIP	<b>\$11,136,630</b> was invested through London Community Grants	<b>248</b> neighbourhood events movie nights, and events were supported
	<b>35</b> meetings were hosted to strengthen relationships with post-secondary institutions	<b>460</b> residents submitted ideas through the Neighbourhood Decision Making Program	<b>38</b> ideas were implemented through the Neighbourhood Decision Making Program

### EVIDENCE OF IMPACT

**Between 2020 and 2022 there were efforts made to...**

#### 1. Increase the number of residents who feel welcomed and included.

Between 2020 and 2022, an average of 1,475 individuals engaged in the London & Middlesex Local Immigrant Partnership (LMLIP) and City of London newcomer events annually. In 2021, the City of London, along with many community agencies and partners hosted the second annual London Newcomer Day to welcome and celebrate newcomers and share information about living, working, and studying in London, with over 120 attending the online event. The Community Diversity and Inclusion Strategy partnered with the London Public Library to host a “Day in the Life” series focused on perspectives of equity-denied groups. In 2020, the City of London also participated in and supported the second annual Place Matters Conference, where over 200 registrants met virtually to explore creating a strong sense of place for all Londoners.

## **2. Increase the number of meaningful opportunities for residents to be connected in their neighbourhood and community.**

Between 2021 and 2022, 460 residents submitted ideas through the Neighbourhood Decision Making Program. In total, 20,340 votes were cast to determine which ideas to implement, with a total of 38 ideas implemented through the program. Further, over the period of 2020 to 2022, 198 activities were supported, 12 movie nights were hosted, and 38 events were supported in neighbourhoods. There was also \$11,136,630 invested through the London Community Grants Program to support community organizations.

## **3. Strengthen relationships with post-secondary institutions that promote positive, proactive, and meaningful dialogue.**

There were 35 meetings hosted between 2020 and 2022 to promote positive, proactive, and meaningful dialogue. The City of London, Western University, University Students' Council, and Fanshawe College also collaborated to develop communications around unsanctioned street gatherings.



## 2.3 Londoners Have Access to the Services and Supports that Promote Well-Being, Health, and Safety in their Neighbourhood and Across the City

<b>Between 2020 and 2022...</b>	<b>480</b> cultural and arts events, exhibits, and classes	<b>20</b> community gardens available to residents	<b>1,222,992</b> visits to community centres
	<b>108,945</b> participants in sports and recreation programs	<b>393,584</b> visitors to Museum London and Eldon House	<b>5,416</b> inspections completed by London Fire Department

### EVIDENCE OF IMPACT

**Between 2020 and 2022 there were efforts made to...**

#### 1. Continue investment in culture.

In total, 66 arts organizations, collectives, and artists were funded annually through the Community Arts Investment Program (CAIP) and 10 heritage organizations and historians were funded annually through the Community Heritage Investment Program (CHIP).

There were also a total of 480 events, exhibits, and classes, including 244 hosted by the Dundas Street Partners, 79 hosted by Eldon House, and 157 hosted by Museum London. Attendance in arts and culture experiences between 2020 and 2022 was 393,584 visitors, including 351,399 Museum London visitors and 42,185 Eldon House visitors.

#### 2. Increase participation in recreation, sport, and leisure activities.

City of London community centres received 1,222,992 visits between 2020 and 2022. Recreation and sports programs engaged 108,945 participants, with 71,195 registered participants in recreation programs and 37,750 registered sport participants. To encourage participation in recreation and sport, an average of 2,150 individuals received Play Your Way financial assistance annually. There were also 6,368 opportunities for free drop-in recreation programs. The free Neighbourhood Playground Program operated for seven weeks at 18 park locations throughout the city, and over the course of the summer, this program had 3,200 visits, and overall satisfaction with the program was 95%.

### **3. Increase resident use of community gathering spaces.**

Throughout the lifespan of the Strategic Plan, 65% of targeted Wi-Fi implementations were completed, exceeding targets by 15%. Seven small scale projects and activations were implemented in core neighbourhoods, and the Dundas Place Fieldhouse was completed to support Dundas Place activities.

As of 2022, 55% of London's 20 community gardens are now accessible. In addition, just over one third of all community garden plots on average were subsidized. Accessibility at community gardens was enhanced by adding features in Thames Park including a pathway to the garden, accessible plots, and water taps. Accessible water taps were also added at Proudfoot, and accessible parking spaces at Carling Heights and Ann Street. To enhance the use of parks, formal, accessible seating areas were implemented in Sherwood Forest Park, Mitches Park, Piccadilly Park, Sheffield Park, and Vanderlinder Parkette.

### **4. Increase neighbourhood safety.**

Fourteen enhanced awareness and education programs, attended by 2,050 participants, were offered through Enterprise Services. The London Fire Department facilitated 564 public education activities, including "Coffee with a Firefighter" events to provide members of the community with an opportunity to speak with members of London Fire Department. The London Fire Department also completed 5,416 inspections and inspection activities.

## 2.4 London's Neighbourhoods Have Strong Character and Sense of Place.

<b>Between 2020 and 2022...</b>	<b>464</b> development applications with urban design review	<b>100%</b> of the heritage conservation district strategy was completed	<b>100%</b> of available surplus school sites were analyzed for parkland opportunities
	<b>7</b> gardening courses and workshops developed	<b>11</b> additional heritage properties protected through designation	<b>6</b> accessible community garden plots added

### EVIDENCE OF IMPACT

**Between 2020 and 2022 there were efforts made to...**

#### 1. Ensure new development fits within and enhances its surrounding community.

There was a total of 464 development applications with urban design review between 2020 and 2022. Further, three design guidelines were prepared for specific topics or areas. For example, urban design guidelines were incorporated into the Victoria Park and Masonville Secondary Plans, and streetscape design guidelines for the Downtown were developed to provide a consistent aesthetic to the public realm through the Downtown Loop infrastructure project.

#### 2. Continue the conservation of London's heritage properties and archeological resources.

In 2021, 100% of the heritage conversation district strategy was completed. Between 2020 and 2022, there were 210 Heritage Alteration Permits processed, and the number of heritage properties protected through designation increased by 11, from 329 to 340. During that same time period, there were 29 archaeological assessments completed and added to mapping.

#### 3. Increase the number of community gathering spaces in neighbourhoods.

Annually, 100% of available surplus school sites were analyzed for parkland opportunities. Through this process, new community gathering spaces will be created at 1958 Duluth Crescent, 18 Elm Street, and 7 Annadale Drive. The City of London also opened the new Lorne Avenue Park which stands at the site of the former Lorne Avenue Public School. This park features accessible walkways, an entry plaza, a unique playground made of wood, a

community stage, a sensory garden, an insect hotel, rain gardens, and an ecolawn. Designers also worked to incorporate artifacts from Lorne Avenue Public School, including the late-1800s school bell from the original building and exterior signage letters from the more recent building.

Two accessible community garden plots were added at Meadowlily Garden, as well as an accessible pathway at Carling Heights Optimist Community Centre and four accessible garden plots at Reservoir Park. Community consultation was completed for a new garden in Belvedere Park. Progress was also made on the London Community Gardens Program Strategic Plan, including the addition of five bulletin boards with shelving and vegetable boxes so gardeners can take or leave a vegetable or tool, two Gardening 101 courses, five gardening workshops, and one garden tour.

# 3.0 Building a Sustainable City

## 3.1 London’s Infrastructure is Built, Maintained, and Operated to Meet the Long-Term Needs of our Community.

<b>Between 2020 and 2022...</b>	<b>363</b> LMCH units renovated/retrofitted	<b>\$988,756</b> invested in conservation areas	<b>29</b> new parks developed
	<b>17</b> asset types with documented current levels of service	<b>18</b> public art and monuments created, maintained, or restored	<b>98%</b> of the Environmental Assessment (landfill expansion) complete

### EVIDENCE OF IMPACT

Between 2020 and 2022 there were efforts made to...

#### 1. Maintain or increase current levels of services.

There were 17 asset types with developed/documentated current levels of service between 2020 and 2022. Asset types refers to the 17 functional areas included in the City of London’s Asset Management Plan. During that same timeframe, there were 11 public art and monuments maintained and restored, and 9 public art and monuments created to reflect London’s identity. London Middlesex Community Housing also renovated/retrofitted 363 units.

#### 2. Build infrastructure to support future development and protect the environment.

The Environmental Assessment for the expansion of the W12A Landfill Site was 98% complete, the Waste Disposal Strategy was 80% complete, and the Adaptation Strategy for built infrastructure was 80% complete as of 2022.

#### 3. Manage the infrastructure gap for all assets.

The total number of new parks developed between 2020 and 2022 was 29. There was also \$324,753 invested in Museum London infrastructure, \$6,820,000 co-invested in the master site plan at the Western Fair District, and \$988,756 invested in conservation areas. Further, the strategies adopted through the 2020-2023 Multi-Year Budget period to mitigate the 2019 projected infrastructure gap contributed to the reduction of the actual assessed gap in 2020 and 2021 (i.e., \$ of infrastructure gap by functional area) for the majority of functional areas. Additionally, the current 2020 and 2021 infrastructure gap was eliminated for key functional areas including Water, Stormwater, Parking, Solid Waste and Corporate Security & Emergency Management.

## 3.2 London's Growth and Development Is Well Planned and Sustainable Over the Long-Term.

<b>Between 2020 and 2022...</b>	<b>50%</b> of the Resiliency Strategy complete	<b>1</b> Mobility Master Plan in development	<b>99.8%</b> of the London Plan policies are in force
	<b>100%</b> of the new zoning tool evaluations complete (Phase 1)	<b>4,160</b> additional permit-ready lots available annually	<b>9,900</b> dwelling units in the SoHo, Old East Village, and Downtown CIPs

### EVIDENCE OF IMPACT

Between 2020 and 2022 there were efforts made to...

#### 1. Improve London's resiliency to respond to potential future challenges.

The Resiliency (Adaptation) Strategy had a completion rate of 50% as of 2022, with the remainder to be completed as part of the Climate Emergency Action Plan (CEAP). The work aligned with the Green City Strategy, being implemented as part of the ten Areas of Focus included in the CEAP. Activities underway include ReThink Zoning, which will result in a new zoning by-law to implement the policies of The London Plan, focusing on inward and upward growth, residential intensification, and the conservation and preservation of our agricultural and natural heritage lands. The City of London is also starting to develop its new Mobility Master Plan, which will outline transportation and mobility policies, plans, and programs for the next 25 years. The Mobility Master Plan will build upon the London Plan and CEAP to identify infrastructure, policies, and programs to support a growing city.

#### 2. Ensure direct growth and intensification to strategic locations.

The policies in force in the London Plan increased from 90% in 2020 to 99.8% in 2022, an increase of 9.8%. The percentage of growth that was intensification (within the Built Area Boundary) ranged between 38.2% in 2020, 46.9% in 2021, and 32.9% in 2022. The percentage of growth within the Urban Growth Boundary ranged between 100% in 2020 and 2021 and 99.6% in 2022. Finally, the percentage of intensification within the Primary Transit Area ranged from 80.3% in 2020, 75% in 2021, and 63.5% in 2022.

For Phase 1 of the new zoning tool, evaluations were 100% complete. There was an average of 4,160 permit-ready lots available annually between 2021 and 2022. In addition, there were 5,669 dwelling units in the Downtown Community Improvement Plan (CIP), 1,426 dwelling units in the Old East Village CIP, and 2,805 dwelling units in the SoHo CIP. Various programs such as the secondary dwelling CIP helped to see exceeded targets of dwelling units within target areas.

### 3.3 London Has a Strong and Healthy Environment.

<b>Between 2020 and 2022...</b>	<b>15</b> environmental focused collaborative projects	<b>30</b> CityGreen activities and events hosted	<b>164,650</b> environmental education participants
	<b>77.7</b> hectares of invasive species removed	<b>525,887</b> hectares of trees planted	<b>101</b> hectares of wetlands created

#### EVIDENCE OF IMPACT

**Between 2020 and 2022 there were efforts made to...**

##### **1. Increase waste reduction, diversion, and resource recovery.**

To support this expected result, there were five groups/organizations actively involved in promoting waste diversion. London was also selected to be the first city in Canada to implement a pilot project to recover hard-to-recycle plastics items (e.g., flexible plastic packaging) called the Hefty® EnergyBag™ to create valuable recyclable resources and energy rather than placing them in the garbage. A total of 20,000 households will eventually be participating in the pilot project.

##### **2. Increase community knowledge and action to support the environment.**

The City of London and community groups have worked together on 15 collaborative environmentally focused projects. There were also 30 CityGreen activities and events hosted. Through the Conversation Authorities (UTRCA, LTVCA, KCCA) there were 164,650 environmental education participants.

##### **3. Protect and enhance waterways, wetlands, and natural areas.**

Through initiatives focused on the protection and enhancement of waterways, wetlands, and natural areas, 100% of provincially significant wetlands, areas of natural or scientific interest, and environmentally significant areas have been retained. The City of London received a Letter of Commendation from the National Invasive Species Centre for its efforts in Kilally Meadows Environmentally Significant Area.

Between 2020 and 2022, 77.7 hectares of invasive species were removed, including 27.5 hectares of phragmites and 50.2 hectares of invasive species other than buckthorn or phragmites. During that same time period, 101 hectares of wetlands were created (UTRCA,

LTVCA, KCCA), 525,887 trees were planted (UTRCA, LTVCA, KCCA), and 131.9 hectares of grasslands and meadows were created (UTRCA, LTVCA, KCCA).

There were 223 homeowner grants provided to reduce basement flooding and treatment plant bypasses, and 2.63 kilometres of combined sewer replacements was completed. As a result of enhanced treatment and storage capability at the Greenway Wastewater Treatment Plant, 113 million litres of raw sewage were treated instead of being directly bypassed to the Thames River in spring 2020.

#### **4. Conserve energy and increase action to respond to climate change and severe weather.**

Efforts were made between 2020 and 2022 to implement a series of strategies, including the development of the City's Corporate Energy Management Conservation Demand Management Strategy, with the completion of 50% of the corresponding actions, and the completion of an update of Green Fleet Plan. The Climate Emergency Action Plan was approved by Council in April 2022, after considerable community and business engagement.

The first four electric Zambonis are now operating at City facilities. Each electric Zamboni reduces 19 tonnes of emissions annually, creating a cleaner space for City staff and arena users while also reducing greenhouse gas emissions.



### 3.4 Londoner's Can Move Around the City Safely and Easily in a Manner That Meets Their Needs.

<b>Between 2020 and 2022...</b>	<b>657,700</b> subsidized London Transit Commission rides	<b>7,340</b> metres of sidewalks built	<b>25,930</b> metres of bike lanes built
	<b>32%</b> decrease in pedestrian injury and fatality collisions	<b>38%</b> decrease in cyclist injury and fatality collisions	<b>24,671</b> trees planted on streets, open spaces, and parks

#### EVIDENCE OF IMPACT

Between 2020 and 2022 there were efforts made to...

##### 1. Increase access to transportation options.

Plans and strategies were developed and implemented to address transportation options, including the Bike Parking Action Plan (80% completed), the monitoring program for building a bike-friendly London (80% completed), the Transportation Management Association Feasibility Study (100% completed), and the Bike Share Business Case (80% completed).

To increase access to transportation options, 7,340 metres of sidewalks, 12,720 metres of bike lanes, and 13,210 metres of protected bike lanes were built. Council has also approved participating in the Province of Ontario's Cargo E-bike pilot project and the personal E-scooter program. Further, 657,700 subsidized rides (income-related, youth, visually impaired, seniors, children 12 and under) were provided through London Transit Commission.

##### 2. Manage congestion and travel times.

There was an 6.8% reduction in the afternoon peak Travel Time Index (ratio of off-peak to peak travel times on busy roads). The reduction in the Travel Time Index has been, in part, attributed to COVID-19. There was also 4.3 lane kilometres of road added to the transportation network.

### **3. Improve safety for all modes of transportation.**

From 2020 to 2021, injury and fatality collisions decreased. Specifically, total injury and fatality collisions decreased by 31%, pedestrian injury and fatality collisions decreased by 32%, and cyclist injury and fatality collisions decreased by 38%. These reductions have partially been attributed to the policies, practices, and mandates implemented as a result of COVID-19.

The secure bike locker pilot project was also extended, with eighteen lockers over three locations throughout the downtown. Annual road safety actions include implementation of pedestrian crossovers, rail crossing improvements, more 40 km/h area speed limits, creating awareness of future automated speed enforcement in school zones, and other localized improvements. The Transportation Management Centre is also now operating and will help improve the operation and efficiency of the traffic signal system and will communicate disruptions to transit and emergency providers.

### **4. Improve quality of pedestrian environments to support healthy and active lifestyles.**

There were 24,671 trees planted on streets, open spaces, and parks to improve the quality of pedestrian environments. In addition, there were 137 benches and five new light spaces added to parks. When asked about parks and open spaces, on average, 93% of respondents reported they were satisfied. A total of 5.5 kilometres of pathways were improved, and \$360,000 was made available for cost-sharing neighbourhood street lighting projects.

# 4.0 Growing Our Economy

## 4.1 London Will Develop a Top Quality Workforce.

Between 2020 and 2022...

1,842

employer meetings to support talent engagement

26%

of families exited Ontario Works due to employment

12

interns hired by the City of London

50

employment activities to support newcomers

28

activities to create connections between students and employers

82

activities to connect individuals and employment agencies

### EVIDENCE OF IMPACT

Between 2020 and 2022 there were efforts made to...

#### 1. Increase access employers have to the talent they require.

In London, there are 20 agencies and institutions committed to developing a top quality workforce. There have been 18 activities and 1,842 employer meetings to support employers recruit and retain talent.

Each year, the percentage of individuals and families exiting Ontario Works financial assistance due to employment exceeded targets. In 2020, the target was exceeded by 3% (23% compared to 20%), in 2021 by 4.5% (24.5% compared to 20%) and in 2022 by 6% (31% compared to 25%). In 2022, as an example, 695 families exited Ontario Works financial assistance to employment. This is the result of meaningful conversations and connections by Life Stabilization staff, continual support of the client's journey, appropriate referrals to employment service providers, and financial assistance through employment-related benefits.

Further, through several employment programs with Life Stabilization, there has been a 20% increase in employment preparation, job placement, skills training, and job search referrals. London and Area Works job fairs were held, and a new Jobs Now Hub was launched in partnership with labour market partners to assist job seekers in effectively and efficiently finding employment opportunities. Labour Market Information Sessions were also held with 12 employers. A total of 516 individuals (clients, caseworkers, agency staff, community members) attended.

## **2. Increase opportunities between potential employers, post-secondary institutions, and other employment and training agencies.**

Twelve interns were hired by the City of London, providing employment experience to college and university students. By working with Western University, Fanshawe College, and support agencies, the LondonTechJobs and LondonMfgJobs portals were integrated to create a more seamless experience for job seekers and employers. In addition, Museum London facilitated 274 networking opportunities for cultural workers in art, history, literature, music, and digital technology.

In total, there were 160 activities to increase opportunities between potential employers, post-secondary institutions, and other employment agencies. This included: 28 activities to foster connections between students and businesses; 82 activities to support connections between individuals and employment and other training agencies; and 50 activities to support newcomers achieve their employment goals, including 24 activities to support connections between newcomers and employers, 11 activities to attract newcomers, and 15 activities to support newcomer retention and integration.

## 4.2 London is a Leader in Ontario for Attracting New Jobs and Investments.

<b>Between 2020 and 2022...</b>	<b>64</b> collaborative projects implemented	<b>2,700,000</b> overnight visitors in London	<b>\$8,500,000</b> in economic impact through RBC Place
	<b>\$1,339,333</b> in partnerships, donations, and sponsorships	<b>3,576</b> jobs created and retained in London through LEDC business attraction	<b>123</b> events held at Western Fair

### EVIDENCE OF IMPACT

**Between 2020 and 2022 there were efforts made to...**

#### 1. Increase partnerships that promote collaboration, innovations, and investment.

From 2020 – 2022, 12 companies collaborated on eight resource recovery pilot projects. The City of London, in collaboration with educational institutions also completed 64 projects. As an example, CityStudio, launched in 2020, was a collaboration between the City of London, Brescia University, Fanshawe College, Huron University College, King’s University College, Western University and Pillar Nonprofit Network.

London Economic Development Corporation conducted 27 regional investment promotion missions. Tourism in London resulted in 2,700,000 overnight visitors and \$692,477,600 in tourism spending.

#### 2. Maintain the viability in key global markets.

RBC Place London had a total revenue of \$4,800,000 and a total economic impact of \$8,500,000. Western Fair held 123 events between 2020 and 2022. In 2022, there were 19 outdoor patio venues with permits for amplified sound and 45 private music venues. London was also designated as Canada’s first United Nations Educational, Scientific and Cultural Organization (UNESCO) City of Music.

### **3. Increase public and private investment in strategic locations.**

The total value of all construction projects in receipt of Community Improvement Plans loans was \$5,293,282 between 2020 and 2022. Covent Garden Market sales revenue was \$27,680,000, and while the annual tenancy vacancy increased from 1.4% in 2020 to 6.5% in 2021, it has since decreased to 5.5% in 2022.

### **4. Increase public and private investment in amenities that attract visitors, a talented workforce, and investment.**

Partnership, sponsorship, and donations reached \$1,339,333 in total from 2020 to 2022. Sponsorships included, but were not limited to, a new Tim Hortons playhouse and cash donation for Storybook Gardens, a Bell Media in-kind advertising program, Maple Leaf Sports and Entertainment's donation of \$250,000 for new basketball courts in West Lions Park, free recreation opportunities at various recreation locations, \$211,000 in sponsorship for the East Lions Community Centre, and \$175,000 for the Hully Gully Playground in Southwest Optimist Park. There were also 326 adopt-a-parks.

Capital federal funding of \$963,068 was secured for technological building improvements, as well as to design and implement a new large community and event gathering space in the King Street Parkette at RBC Place London.

Western Fair started hosting events again in Q2 2022, including the first Muslim Expo after two years of postponement due to COVID-19 and the first CannabisWiki Conference & Expo. The return of the Camluck Classic saw fans come out for the year-end celebration of horse racing. RBC Place hosted 40 events since re-opening in March 2022, with 4,125 delegates days, a large private event hosting approximately 1,000 people, and operations at pre-pandemic levels. There have been six provincial, three national, and two international events confirmed with total number of delegates expected of approximately 6,850 attendees.

### **5. Maintain foreign investment attraction, local retention, and growth and entrepreneurship support programs.**

There were 3,220 jobs created in London and 356 jobs retained through London Economic Development Corporation (LEDC) business attraction efforts.

## 4.3 London Creates a Supportive Environment Where Entrepreneurs, Business, and Talent Can Thrive.

Between 2020 and 2022...

86

new businesses in BIAs

146

artist performance opportunities

5,218

Service London Business visits

31

processes reviewed and improved

1,630

new jobs created in City-owned industrial parks

54.5

hectares of City-owned industrial land inventory sold

### EVIDENCE OF IMPACT

Between 2020 and 2022 there were efforts made to...

#### 1. Increase access to supports for entrepreneurs and small businesses and community economic development.

One hundred percent of targeted business were in BIAs, and there was a total of 86 new business in BIAs between 2020 and 2022. Supports for start-ups and scale-ups totaled 1,544, while activities to supported entrepreneurship growth totaled 58. There were also 146 artist performance opportunities created and 93 music workshops and networking opportunities, including the JUNOS Awards and lunch hour programs.

#### 2. Increase efficiency and consistency for administrative and regulatory processes.

During 2020 – 2022, there were a combined 5,218 Service London Business visits, with 1,766 service counter visits and 3,452 website visits. To increase efficiency and consistency for administrative and regulatory processes, there were 31 processes reviewed and improved, including six by-laws, 12 building processes, six development processes, and seven planning processes.

On average, between 2020 and 2022, 66% of building permit applications were reviewed within legislated timeframes, and 49% of development applications met *Planning Act* timeframes. In 2021 alone, there was over one billion dollars in building permit value in the community, with City staff continuing to process higher than normal volumes of consultation and planning applications. Using a Continuous Improvement approach towards Site Plan application review, Development and Compliance Services, together with the community, set targets (30 days for standard applications, and 15 days for administrative applications) and reduced instances of applications needing to be resubmitted for revisions by nearly half. An exclusively digital applications process was completed for multiple and concurrent reviews of all planning and development and building permit applications. Detailed process

mapping was completed for site plan, subdivision, minor variance, consent, and zoning amendments which will be used to advance future digital modernization efforts.

### **3. Increase availability of serviced land in strategic locations.**

There were 54.5 hectares sold of City-owned industrial land inventory between 2020 and 2022. New jobs created in City-owned industrial parks, including expansions, reached 1,630, and there was an increase of \$2,080,694 in taxes paid by companies operating in City-owned industrial parks. The City of London continues to increase the availability of serviced land in strategic locations, purchasing 64 acres of land for future inventory in 2021 and opening the Huron Industrial Lands stormwater management facility.



# 5.0 Creating a Safe London for Women and Girls

## 5.1 London Has Enhanced the Potential for Women and Girls to Live Safe Lives.

<b>Between 2020 and 2022...</b>	<b>1,445</b> employees participated in Respectful Workplace training	<b>691</b> employees provided I Step Forward training	<b>666</b> employees completed Safe Cities London introductory module
	<b>51</b> additional shelter beds available for women	<b>148</b> women supported through Persons At Risk program	<b>\$384,750</b> in funding through London Community Grants

### EVIDENCE OF IMPACT

Between 2020 and 2022 there were efforts made to...

- 1. 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.**

London was the first Canadian city to make a clear and focused commitment to creating a safe community for women and girls. The Safe Cities London Action Plan was unanimously approved by City Council in 2021.

Training was also provided to City of London employees. Annually, on average, 691 employees participated in I Step Forward training, 666 employees completed the Safe London for Women and Girls Introductory Module, and 1,445 employees received Respectful Workplace training. In 2021, 157 employees in Life Stabilization also received Trauma and Violence-Informed Care training which focused on reflective practice and responding to clients' emotions, thoughts, and behaviours.

Additionally, in 2021, the City of London hosted a training session on Gender-Based Violence for settlement workers in partnership with Anova and the London Middlesex Local Immigration Partnership. Safe Cities London also collaborated to deliver bystander intervention training in 2021 to bar staff in the downtown and worked to raise awareness at Western University and Fanshawe College about on-board safety and the London Transit Commission's courtesy stop program.

Between 2020 and 2021, there were 36 additional shelter beds available to victims and survivors of gender-based violence as well as women and girls experiencing homelessness. In 2022, there will be 15 additional beds funded through the winter response. Of the referrals to Street Level Women at Risk (SLWAR), 77% of participants, on average, were successful in acquiring sustained housing/hotel accommodations until year-end. London Police Service provided support to 148 women through the Persons at Risk (PAR) program, aimed at reaching out to women who are involved in the sex trade on the street and whose lives are in danger.

Municipal Council also approved three additional housing support programs which complement existing Housing First programs and focus on community priorities, which includes women and children fleeing violence. In an effort to continue to support local Violence Against Women (VAW) agencies, Housing Services received Ministry approval to increase the Average Market Rent used by housing subsidy programs which will provide additional financial support to those supported by VAW agencies. The City of London, in partnership with Ontario Aboriginal Housing Services (OAHS), is also planning for a new multi-residential apartment building at 18 Elm Street to provide more safe and affordable rental housing in London. The building will provide safe, quality, and appropriate housing for First Nation, Inuit, and Metis people with a focus on addressing the needs of Indigenous women and children, families, and Elders in London.

There were 11 applications submitted to London Community Grants Program that aligned with Creating a Safe London for Women and Girls between 2020 and 2022, with \$384,750 in funding provided to support these programs.

# 6.0 Leading in Public Service

## 6.1 The City of London is Trusted, Open, and Accountable in Service of our Community.

Between 2020 and 2022...

1

new City of London website launched

10

Strategic Plan reports provided to the community

178

open data sets available to the public

21

initiatives implemented to support reconciliation

188

advocacy engagements with other levels of government

93%

of MLHU staff have completed Indigenous Cultural Safety Training

### EVIDENCE OF IMPACT

Between 2020 and 2022 there were efforts made to...

#### 1. Increase opportunities for residents to be informed and participate in local government.

The City of London successfully launched the new London.ca website on October 7, 2020. The new website connects users to City services and information more effectively and better meets the needs of customers, residents, and the community. The City has also implemented a number of new innovative engagement techniques through the City Planning Outreach and Education Strategy. These included walking tours, virtual reality, community showcases, and the holding of office hours at local libraries. Service areas have continued with public engagement throughout the pandemic and have focused on best practices for digital engagement and other alternatives to large in-person sessions to ensure community members could continue to participate in key projects and initiatives.

The Multi-Year Budget engagement strategy included: eight “pop up” events; two community open houses; attendance at Councillor ward meetings and community events; and the use of social media and radio advertising to promote awareness of information and engagement opportunities. Despite the ongoing restrictions associated with in-person gatherings due to the COVID-19 pandemic, the Finance team was able to continue to effectively utilize virtual public engagement options to ensure that a variety of different communication channels remained available for residents to participate in the 2022 Budget Update process, including a series of virtual information sessions, virtual attendance at Councillor ward meetings, advisory committees and community groups, the “Get Involved”

website, social media, etc. Different public engagement channels were also utilized, including newspaper advertisements and the distribution of information pamphlets in Ontario Works cheque mail-outs. The City of London also expanded the Community Connector program to ensure that the Neighbourhood Decision Making Program was accessible to all Londoners.

## **2. Improve public accounting and transparency in decision-making.**

The commitment through the City of London Strategic Plan resulted in seven Strategic Plan progress and performance reports, and three additional reports to the community, including annual community surveys. The City of London also participated in four public reports through collaboratives such as the Municipal Benchmarking Network Canada. There are also 178 open data sets available to the community.

## **3. Build relationships with Indigenous peoples that are respectful, transparent, responsive, and accountable.**

A total of 21 initiatives supporting reconciliation were implemented by the City of London. The Anti-Racism and Anti-Oppression Division supported a Council-to-Council meeting between Mayor and Council with Oneida Nation of the Thames Council. The Anti-Racism and Anti-Oppression Division also supported the completion of planning for the Turtle Island Healing Walk. Further, 93% of Middlesex London Health Unit staff who have completed Indigenous Cultural Safety Training and/or participated in other opportunities related to Indigenous cultural safety.

## **4. Increase effectiveness of London's strategic advocacy.**

London policy and advocacy priorities were reflected in municipal association submissions to government (e.g., releases, committee testimonies, etc.) a total of 88 times. There were also 188 advocacy engagements with other levels of government. In 2021 and 2022, update reports were provided on the Strategic Advocacy Framework and 100% of metrics were successfully implemented.

## 6.2 Londoners Experience Exceptional and Valued Customer Service.

**Between 2020 and 2022...**

**95%**

average community centre visitor satisfaction

**19**

seconds is the average intake response time for Ontario Works clients

**82%**

of residents were satisfied with the City services they received

**363**

continuous improvement projects were implemented

**90%**

of accessibility initiatives were implemented

**98%**

of Information Technology customers were satisfied

### EVIDENCE OF IMPACT

**Between 2020 and 2022 there were efforts made to...**

#### **1. Increase community and resident satisfaction of their service experience with the City.**

While community centre visitor satisfaction decreased from 95% in 2020 to 93% in 2021, satisfaction increased in 2022 to 96%. Additionally, results from the 2019 Citizen Satisfaction Survey showed that 93% of respondents believe that quality of life is good, and 90% of respondents believe London is welcoming.

#### **2. Increase responsiveness to our customers.**

In 2021, 82% of residents reported they were satisfied with the City services they received in the last 12 months. The percentage of Ontario Works clients that access intake within five minutes increased each year between 2020 (92%) and 2022 (98%), with the average response time being 19 seconds. On average, 80% of eligibility determinations into Ontario Works are made within four days.

#### **3. Increase efficiency and effectiveness of service delivery.**

To assist the City of London with efficiency and effectiveness of service delivery, 159 employees have participated in Continuous Improvement training, and 68 individuals participated in Continuous Improvement events. There were also 363 Continuous Improvement projects undertaken across the Corporation. As part of the preparation for the 2023 Budget Update during 2022, Civic Administration undertook an extensive review of opportunities for potential budgetary reductions. And, as part of this process, approximately 28 different budget areas/lines were identified, the results of this review will be included in the 2023 Budget Update.

#### **4. Reduce barriers to access City services and information.**

The City of London created 36 new processes to ensure that City resources are shared across Service Areas, 56 cross functional teams supported community initiatives, and 24 multi-Service Area initiatives were implemented.

Accessibility-focused efforts included making four front counters and 95 pedestrian crosswalks accessible, and completing 90% of accessibility initiatives. A total of 41 new tools and resources were translated and made available in multiple languages including Arabic, Chinese, Korean, Spanish and French. Translation continues to be prioritized for public facing communications as part of its commitment to accessible and exceptional customer service.

The Service London Portal continues to be the fastest growing customer service channel, with an average of 9,217 users. Over the past three years, staff have made a number of user experience enhancements to the Portal to improve customer service and make it easy for Londoners to request services.

#### **5. Increase the use of technology to improve service delivery.**

From 2020 to 2022, there were 54,047 technical service requests and incidents successfully completed by Information Technology Services (ITS). On average, 98% of Information Technology customers were satisfied with the service and support they received.

To ensure Public Service is being delivered efficiently, the ITS Client Services Team successfully resolved 6,035 calls through the support line with an average answer time of 13 seconds from January 1 to June 30, 2022. The ITS Hardware Team deployed 324 computer replacements as well as 42 new computers during that same time period.

## 6.3 The City of London is a Leader in Public Service as an Employer, a Steward of Public Funds, and an Innovator in Service.

<b>Between 2020 and 2022...</b>	<b>46th</b> consecutive year the City of London has had an Aaa credit rating	<b>0</b> further debt financing to support the lifecycle renewal capital budget	<b>147</b> digital solutions implemented
	<b>95%</b> of disclosure requests available electronically	<b>1</b> Chronic Homelessness Intelligence System launched	<b>26</b> enhancements to the Service London Experience

### EVIDENCE OF IMPACT

**Between 2020 and 2022 there were efforts made to...**

#### 1. Increase the diversity of the City's workforce.

The data below outlines the diversity of new hires at the City of London, as of 2021, and based on voluntary self-disclosure:

- 95% of new hires identify as women
- 21% of new hires identify as LGBTQ+
- 1% of new hires identify as Indigenous
- 48% of new hires identify as racialized
- 22% of new hires identify as People with Disabilities
- 36% of new hires identify as Recent Immigrants (CMO, ES)

#### 2. Attract and retain a talented workforce.

There were no metrics included.

#### 3. Maintain a safe and healthy workplace.

The strategic framework for the People Plan was approved in 2021. It sets a vision of 'A respectful, inclusive, and collaborative organization committed to delivering valued services to our community and includes four areas of focus: A Well Workplace; A Connecting, Communicating and Collaborating Workforce; A Learning and Leading Organization; A Strong Workforce and Operational Excellence.

#### **4. Maintain London's finances in a transparent and well-planned manner to balance the equity and affordability over the long-term.**

Moody's Investors Service has maintained the City of London's Aaa credit rating and stable outlook, the highest rating possible, for the 46<sup>th</sup> consecutive year. In 2022, the City of London achieved its goal of no further debt financing required to support the lifecycle renewal capital budget. This long-standing objective will ensure inter-generational equity and the sustainability of London's finances. Further, the average annual property tax levy increase of 3.8% (as approved through the 2020-2023 Multi-Year Budget) was reduced to 3.6% through the 2022 Budget Update process.

#### **5. Enhance the ability to respond to new and emerging technologies and best practices.**

Through ITS, there were 147 digital solutions delivered, with an average of 97% of digital solutions resulting in an increase in efficiency and/or effectiveness. ITS continued to deliver new Microsoft Office 365 applications focused on enhancing productivity at multiple levels throughout the Corporation. The following collaboration workspace applications were deployed from January 1 to June 30, 2022: Whiteboard, To Do, Tasks by Planner, Learn and Forms.

Through Legal Services, 95% paperless trials were achieved and 95% of disclosure requests were available electronically. Through Planning and Economic Development there was 25% progress made towards completion of digital application tracking initiatives.

RBC Place London was upgraded to industry leading event management software, resulting in improved operations and processes. There were also 26 enhancements to the Service London Experience. The enhancements included the ability for citizens to request Parking Enforcement via the Service London Portal. A modern and cloud-based application was delivered to manage facility and location booking, laying the foundation for hybrid work across the Corporation. Additionally, in 2021, the Homeless Prevention and Information Technology Services launched the Chronic Homelessness Intelligence System (CHAI). The first of its kind, CHAI is an Artificial Intelligence (AI) system that analyzes data to predict who may be at risk of chronic homelessness.



# 7.0 Anti-Racism and Anti-Oppression

**Between 2020 and 2022...**

**1**  
Anti-Racism and Anti-Oppression Framework & Equity Tool developed

**\$429,104**  
in funding allocated to anti-racism and anti-oppression projects

**4**  
City of London projects piloted using the Anti-Racism and Anti-Oppression Framework

**1**  
City of London land acknowledgement developed

**1**  
Action Plan to Disrupt Islamophobia developed

**1<sup>st</sup>**  
National Day for Truth and Reconciliation held in London

## EVIDENCE OF IMPACT

In 2020, Municipal Council reaffirmed its commitment to eliminating systemic racism and oppression by establishing Anti-Racism and Anti-Oppression as a sixth priority of Council. Municipal Council also unanimously approved the creation of the Anti-Racism and Anti-Oppression division. In 2021, the City of London announced appointments to the newly formed Anti-Racism and Anti-Oppression Division including the Director, Anti-Racism and Anti-Oppression, an Indigenous Community Liaison Advisor, and a Black Community Liaison Advisor. Further, the mandate of the Strategic Priorities and Policy Committee (SPPC) was amended to include anti-racism, diversity, inclusion, and anti-oppression as a strategic initiative, and the Community Diversity and Inclusion Strategy community volunteers elected to create a new sixth priority to address anti-Black racism.

In September 2022, Council unanimously approved the Anti-Racism and Anti-Oppression Framework and Equity Tool. The Framework supports the Corporation by embedding the principles of equity and inclusion in all aspects of the City of London’s work, from design to implementation of corporate policies, procedures, programs, projects, plans, services, budgets, and decisions. It contains several components, including commitments, overarching guiding principles, a shared understanding, an equity tool, and a reflection tool. Supporting documents are also available to staff including fact sheets on equity-denied groups to help integrate data about equity-denied groups. The Equity Tool is designed to provide a road map to identifying and eliminating barriers to inclusion. The Equity Tool was piloted with four City projects and the feedback provided was integrated into the Framework. Anti-Racism and Anti-Oppression Foundations Training and Equity Tool Training have been developed to support the use of the tool and are being strategically delivered to staff, starting with leaders. The Anti-Racism and Anti-Oppression Division will further assist in the application of the tool through coaching for staff and leadership. Service areas are currently working to identify large, multi-year, enterprise-wide initiatives that will begin to use the tool. Feedback and evaluation of the Framework will continue over the course of the next year and annually thereafter to inform future versions of this iterative document.

Between 2020 and 2022, investments were made to promote diversity, inclusion, and equity. The London Community Grants Program funded eight innovation and two capital projects with 86.5%, or \$429,104, of the funding allocated to projects that advance anti-Black and anti-Indigenous racism, anti-oppression, and promote diversity, inclusion, and equity. The 2021 Budget Update introduced the consideration of equity impacts in the development of all budget amendments. The 2022 Budget Update continued to build on this requirement by providing details on the equity-denied groups impacted by each budget request, the barriers or needs addressed by the amendment, as well as the positive and negative impacts associated with the budget change.

On September 30, 2021, the City of London recognized and observed the first National Day for Truth and Reconciliation to honour First Nations, Inuit and Métis residential school survivors, their families and communities, and to ensure that public commemoration of their history and the legacy of residential schools remains a vital component of the reconciliation process. An “Every Child Matters” flag was raised at City Hall, and City buildings were lit orange. Orange shirts with the words “Every Child Matters” written in English, and translated into the Indigenous languages of Ojibway, Oneida, and Lenape, were made available to City employees with profits donated to N’Amerind Friendship Centre. In collaboration with the London Public Library, orange buttons and posters were similarly created with the translations and distributed to patrons. An orange crosswalk was painted outside of the N’Amerind Friendship Centre and another at Dundas and Richmond. Future events for the commemoration of this day will include opportunities for employees to learn more about the impacts of the residential school system.

A London for Everyone: An Action Plan to Disrupt Islamophobia was developed in response to the June 6 terror attack and provides recommendations for both the City of London and for community based and public sector organizations to end Islamophobia. It was unanimously endorsed by Council on February 15, 2022. Implementation of the recommendations began, with prioritizing the one-year anniversary of the attack and included the creation of a Memorial Plaza at the intersection of the tragedy, a community garden in honour of Our London Family, and a march and a vigil that took place the weekend of the anniversary. The hiring process for the Muslim Community Liaison Advisor was also prioritized, and once filled, that role will work with the Anti-Islamophobia Working Group to deliver on additional recommendations from the report.

# 8.0 COVID-19

**Between 2020 and 2022...**

**1,300,000**  
doses of COVID-19 vaccine had been administered

**542**  
mobile and pop-up clinics were facilitated to administer vaccines

**\$40,500,000**  
in emergency assistance through the Safe Restart Agreement

**44,303**  
meals delivered across London

**2,882**  
Good Food Boxes delivered across London

**\$10,000,000**  
directed to recovery efforts

## EVIDENCE OF IMPACT

While not an official area of focus in the Strategic Plan, significant efforts were undertaken to address the COVID-19 pandemic in London.

**Between 2020 and 2022 there were efforts made related to...**

### 1. Health and Safety

In early January 2020, the City began monitoring the COVID-19 virus spread and activated a logistics team to support City services and community agencies to acquire personal protective equipment (PPE). This team continued to support the procurement and distribution of PPE in the community. The City of London also activated the Community Control Group (CCG) in March and declared a local state of emergency on March 20, 2020. The CCG continued to meet regularly to ensure critical municipal services were operational and support the health sector in the management of COVID-19 in the community.

In response to COVID-19, the Middlesex-London Health Unit launched a comprehensive incident management response which included contact tracing, outbreak management, working with countless organizations to ensure appropriate health measures and protocols were in place, public education, and monitoring and responding to cases in the community. As of November 26, 2022, more than 1.3 million doses of the COVID-19 vaccine had been administered across the Middlesex-London region, including more than 68,000 doses administered at 542 mobile and popup clinics. The City partnered with the Middlesex-London Health Unit to open two vaccination facilities, providing staff, facility, security, and technical support. The Western Fair Agriplex was used as a COVID-19 mass vaccination clinic supporting the community's health and safety until the end of September 2022. The Middlesex-London Health Unit moved its COVID-19 Mass Vaccination Clinic to the Western Fair District's main building in early October 2022 to continue offering COVID-19 vaccinations to the community.

Dearness Home responded to the COVID-19 Pandemic by increasing staff training on proper Infection, Prevention and Control measures including the use of Personal Protective Equipment. Dearness Home residents were able to enjoy entertainment and social interactions through the use of small group settings, room-to-room cohorting, and ongoing health and safety precautions, including ongoing health and safety training for hundreds of essential caregivers.

Throughout the pandemic, the City maintained an ongoing commitment to the health and safety of its residents and employees. In all operations, health and safety precautions were incorporated, including health screening upon entry of City facilities, physical distancing, frequent hand washing and hand sanitizing, and frequent sanitization of high touch surfaces. The new protocol manual and staff training for modified summer and fall recreation staff also included COVID-19 health and safety measures and a greater emphasis on mental health.

## **2. Financial Management**

The City of London received \$40.5 million in emergency assistance through the federal/provincial Safe Restart Agreement to support municipalities to address COVID-19 financial impacts and service interruptions. The City of London received \$9.7 million through the Social Services Relief Fund (SSRF) to support COVID-related housing initiatives for vulnerable people and create opportunities for longer-term housing.

The City also successfully navigated an estimated \$70 million of COVID-19 financial impacts (including lost revenues and additional costs) in 2021. This was made possible through the receipt of significant financial support from the federal and provincial governments, including Safe Restart Agreement funding, COVID-19 Recovery Funds, Social Services Relief Funds, etc. The City also implemented temporary service adjustments in response to public health restrictions that also helped to offset COVID-19 related lost revenues and additional costs.

## **3. Supports for Individuals and Families**

City Council unanimously approved the deferral of 2020 property tax installments and a rent deferral program for tenants of City-owned properties. In addition, a focused application review team was established to prioritize zoning and site plan approvals for affordable housing. More than 150 people were supported in temporary transitional housing using hotels as a response to physical distancing requirements in Emergency Shelters since March. These included the establishment and operation of Isolation Spaces, Monitoring Spaces, and designated hotels for those medically compromised or at risk of contracting COVID-19. The City of London in partnership with the YMCA of Southwestern Ontario established a temporary shower facility during COVID-19 to ensure individuals that were sleeping rough or unsheltered had access to a hot shower and personal hygiene kits.

The City of London also implemented the Canada Ontario Housing Benefit (COHB) leading up to COVID-19 and have since administered the entire program. Combined efforts have resulted in close to 300 vulnerable Londoners being supported monthly with their rent at an average of \$550 per month. The Rogers Connected for Success program was expanded to London Middlesex Community Housing tenants, providing support to explore expanding the program to additional low-income households to assist with online access to key resources.

The City of London partnered with community agencies to provide meals to vulnerable populations during the pandemic. This included 14,744 meals delivered to vulnerable populations in 2020. In 2021, RBC Place London continued to partner with the London Food Bank and 519 Pursuit to prepare a total of 29,559 meals from January to October 2021 for individuals living rough in London. In addition, 1,050 London Good Food Boxes were delivered across London in 2020 and another 1,832 London Good Food Boxes were distributed in 2021. A total of 15,000 masks were distributed among neighbourhood resource centres during the month of May 2021.

A “Rec at Home” Facebook campaign was implemented from April to May 2020, to encourage people of all ages to take part in physical activity while isolating at home. In addition, in April 2020, the City of London launched ‘Seniors Centres Without Walls’, a free program connecting isolated seniors and engaging them in social interactions, mindfulness and guest presenters. In 2021, ConnectLDN, a new virtual recreation hub featuring activities, resources, and experiences, was launched to keep Londoners engaged, entertained, and active at home.

The City of London operated a modified summer camp program in 2020 in 11 locations across the city. Over 800 children registered, and camps were at 97% capacity. Further, the City introduced free, modified neighbourhood-based programming for all ages October-December at eight community centres suitable to safely accommodate COVID-19 guidelines and restrictions, with locations opening in two waves. Virtual programs were also offered by the London Public Library and Museum London.

The City of London also supported 33 licensed childcare locations to provide Emergency Licensed Child Care to 756 children of essential workers during the school closure period from April 19 to June 30, 2021. Operators were also supported to deliver virtual early years services to over 52,000 participants through 1,874 interactive, recorded, and facilitated sessions from January to July 2021.

The Dearness Home team offered residents and their family members many creative ways to stay connected including Facetime and Skype video visits, window visits, and outdoor garden spaces.

## 4. Supports for Businesses

The London Community Recovery Network brought together over 150 leaders from business, non-profit, and institutional sectors to identify and implement ideas that can power a faster, stronger, deeper, and more inclusive recovery for London, with \$10,000,000 being invested into recovery efforts. The City of London also established a Back to Business (B2B) action team and intake portal to support London businesses. B2B was a temporary initiative designed to provide rapid and flexible responses to business' requests associated with reopening.

Council approved the extension of payment terms to 60 days for City of London invoices issued to customers, as well as flexibility in loading, unloading, and delivery times. Patio fees were also waived city-wide, and many patios were permitted to expand further, as well as extend the patio season in the colder months. A new streamlined application process to host sidewalk sales on City property was also launched, helping to make it easier for businesses to serve customers safely outside.

The City of London continued to focus on business needs and recovery efforts through digital submissions for both consultations and applications, consistently meeting or exceeding targeted timelines. For example, an online building permit application process was established for all building types allowing for concurrent plan review and improved processing times. Digital drawing reviews and digital signatures were implemented to support business continuity and improved turnaround timelines. Virtual job fairs, webinars, and online channels were launched in 2020 to help facilitate effective labour matching. There was continued support of key technology needs during the pandemic, including virtual council and standing committee meetings, public participation meetings, Committee of Adjustment, and virtual proceedings for the Provincial Offences Office.

In 2021, the City launched a new streamlined application process to host sidewalk sales on City property, helping to make it easier for businesses to serve customers safely outside. Businesses wishing to display and sell merchandise on City sidewalks or boulevards in front of their businesses can now access a three-step application on the City's website, with no associated fees. Further, as part of the 'Back to Business' initiative, building permit fees for tents and temporary decks associated with outdoor restaurant patios were waived in 2020 and 2021.

With consideration of pandemic restrictions, the Dundas Place space was programmed beginning in early August with outdoor activities and performances. Tourism London launched the 'Stay a Little Longer 2.0' program in 2021 to assist the hospitality industry's recovery efforts. The program enticed Londoners, as well as those in neighbouring regions, to book a hotel stay at a participating hotel.

# 9.0 Next Steps

## 9.1 The Impact Assessment

Both qualitative and quantitative data have been used to examine the impact of the strategies implemented between 2020 and 2022. The findings in this Impact Assessment demonstrate that London has changed as a result of the implementation of the 2019 – 2023 Strategic Plan.

Moving forward, the City of London will use the results of the Impact Assessment to make evidence-informed, data-driven decisions about the strategies, metrics, and targets required in the next Strategic Plan to make a difference for the London community.

## 9.2 The Next City of London Strategic Plan

As with any process, there are successes and lessons learned, that will guide the development of the next City of London Strategic Plan. The Strategic Plan and Multi-Year Budget will continue to be strategically aligned in a comprehensive and inclusive process. There will be extensive community consultation to engage and listen to the ideas and insights of Londoners. Progress reports, reports to the community, performance reports, and an impact assessment, will be used to measure, understand, and communicate the results of strategy implementation. These reports will be concise, use baseline data for comparison purposes, and incorporate metrics that align directly with the expected results.

# Appendix A: Performance Report: 2020 - 2022

The purpose of the Performance Report is to answer the question, “Did we do what we set out to do?” The Performance Report tracks performance on an annual basis and builds on the outcomes, expected results, and strategies of the Strategic Plan by assigning metrics and targets to each strategy. It also serves as the foundation for the Impact Assessment.

The 2020 – 2022 Performance Report is organized by Strategic Area of Focus and contains quantitative information. The metrics and targets included are reflective of decisions made through the Multi-Year Budget process. As such, it does not include the work undertaken to respond to the COVID-19 pandemic.

The 2020 – 2022 Performance Report captures the following data points for each metric:

- Actuals in 2020, 2021, and 2022 (from January 2022 – June 2022 only).
- Targets for 2020, 2021, and 2022 (from January 2022 – June 2022 only)

## Definitions

- **Evidence of Impact:** The quantitative and qualitative data that demonstrates impact has been achieved as a result of the implementation of the corresponding strategies. Data is organized through a series of key findings that align with the expected results in the Strategic Plan.
- **Expected Result:** The conditions or change required to achieve each outcome.
- **Metric:** The quantifiable measures to be used to track performance. Metrics will provide quantitative data.
- **Not Available (N/A):** The target and/or actual are not available for the reporting period.
- **No Data (ND):** The actual was not available as of June 30, 2022, due to reporting timelines.
- **Outcome:** The intended change in the lives of individuals, families, organizations, or community accomplished through the implementation of the Strategic Plan.
- **Strategy:** The action, method, or plan to bring about the future desired state.
- **Target:** The objective or goal set as a performance indicator for the identified year.
- **To Be Determined (TBD):** The unit of measure or the target has not yet been determined.

## Service Area Acronyms

- **BIAs:** Business Improvement Areas
- **CMO:** City Manager’s Office
- **CGM:** Covent Garden Market
- **E&I:** Environment and Infrastructure
- **ES:** Enterprise Supports



- **FS:** Finance Supports
- **KCCA:** Kettle Creek Conservation Authority
- **LEDC:** London Economic Development Corporation
- **LFD:** London Fire Department
- **LMCH:** London Middlesex Community Housing
- **LPL:** London Public Library
- **LPS:** London Police Service
- **LS:** Legal Services
- **LTC:** London Transit Commission
- **LTVCA:** Lower Thames Valley Conservation Authority
- **MLHU:** Middlesex-London Health Unit
- **NCWS:** Neighbourhood and Community-Wide Services
- **P&ED:** Planning and Economic Development
- **SHD:** Social and Health Development
- **UTRCA:** Upper Thames River Conservation Authority

## Strengthening Our Community

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

Expected Result	Metric	2020 Actual/Target	2021 Actual/Target	2022 Actual/Target (Jan 1 – Jun 30, 2022)
Increase affordable and quality housing options.	# of lives impacted through social housing regeneration (LMCH)	84 / 75	57 / 125	156 / 88
	# new revenue sources through the Regeneration Strategy (LMCH)	2 / 1	3 / 2	3 / 3
	# of additional units (LMCH)	0 / 0	0 / 100	0 / 50
	# chronic homeless supported through Housing First (SHD)	80 / 100	80 / 100	45 / 50
	# of individuals and families experiencing chronic homelessness receiving Homeless Prevention Housing Allowances (SHD)	258 / 250	258 / 100	258 / 258
	# of supportive housing units constructed and occupied (P&ED)	72 / 50	72 / 50	72 / 50
	# of supportive housing units established through partnerships to support for individuals and families experiencing chronic homelessness (SHD)	77 / 50	77 / 50	77 / 50
	# of individuals and families supported through new supplement programs (SHD)	344 / 200	344 / 200	172 / 100
	% of Homeless Prevention and Housing Plan Recommendations implemented (SHD)	16% / 25%	16% (SHD) 25% (P&ED) / 25%	60% completed; 20% in progress; 20% to be started / 25%
	% of identified London Middlesex Housing Corporation (LMHC) Strategic Plan objectives completed (LMCH)	26% / 20%	30% / 20%	30% / 20%

<b>Expected Result</b>	<b>Metric</b>	<b>2020 Actual/Target</b>	<b>2021 Actual/Target</b>	<b>2022 Actual/Target (Jan 1 – Jun 30, 2022)</b>
	% of LMHC Service Standards met (LMCH)	84% / 90%	38% / 90%	28% / 90%
	% of LMHC Tenants satisfied with their homes (LMCH)	69% / 70%	N/A / 75%	N/A / 80%
	# of housing units inspected for safety and environmental health (MLHU)	90 / 200	N/A / Actuals	26 / Actuals
	% of Affordable Housing Community Improvement Plan completed (P&ED, HDC)	50% / 50%	50% / 50%	0% / 0%
	% of Affordable Housing Development Toolkit completed (P&ED)	100% / 50%	100% / 100%	0% / 0%
	% of Inclusionary Zoning Bylaw completed (P&ED)	50% / 50%	100% / 100%	0% / 0%
	% of available school sites analyzed for affordable housing development opportunities (P&ED, HDC)	100% / 100%	100% / 100%	100% / 100%
Reduce the number of individuals and families experiencing chronic homelessness or at risk of becoming homeless.	# increase of new affordable rental stock (P&ED)	165 / 150	165 / 150	431 / 150
	# of chronically homeless individuals and families that achieve housing stability (housed for 6 months) (SHD)	278 / 100	278 / 100	ND / 100
	# of individuals and families that become chronically homeless (SHD)	235 / 200	235 / 200	143 / 100
	# of programs participating in coordinated access practice (SHD)	47 / 14	47 / 14	47 / 15
	# of unique chronic residents in shelter (SHD)	454 / 200	454 / 200	143 / 100

Expected Result	Metric	2020 Actual/Target	2021 Actual/Target	2022 Actual/Target (Jan 1 – Jun 30, 2022)
	% of individuals successfully diverted from shelter and individuals in shelter rapidly re-housed (SHD)	45% diverted from accessing shelter; 53% individuals who were rapidly re-housed from shelter to housing / 5%	45% diverted from accessing shelter; 53% individuals who were rapidly re-housed from shelter to housing / 5%	ND / 25%
Support improved access to mental health and addictions services.	% of priority actions implemented as a result of stewardship of the Middlesex London Community Drug and Alcohol Strategy	68% / 85%	N/A / 100%	N/A / TBD
	# of formalized partnerships in the Coordinated Informed Response (SHD)	19 / 12	19 / 15	19 / 15
	% of individuals moved from sleeping rough to shelter or housing through the Coordinated Informed Response (SHD)	50.8% / 50%	78% (556 of 709) / 75%	ND / 75%
	# of library locations with mental health services available (LPL)	0 / 1	1 / 1	1 / 1
Decrease the number of London residents experiencing poverty.	\$ invested to support poverty reduction initiatives (SHD, NCWS)	\$694,090 / \$653,160	\$489,864 / \$653,160	\$589,434 / \$653,160
	# of London residents experiencing poverty (based on the Low Income Cut-Off-After Tax (LICO-AT) (SHD, NCWS)	48,865 / Actuals	48,865 / Actuals	ND / Actuals
	# of London residents experiencing poverty (based on the Low Income Measure- LIM) (NCWS, SHD)	82,605 / Actuals	82,605 / Actuals	82,605 / Actuals

Expected Result	Metric	2020 Actual/Target	2021 Actual/Target	2022 Actual/Target (Jan 1 – Jun 30, 2022)
Increase opportunities for individuals and families.	% of reported sexual assaults that area cleared as unfounded (London Police) (LPS)	0 / <1.5%	N/A / <1.5	ND / TBD
	% of respondents satisfied with the quality of police services in helping victims of crime (LPS)	N/A / >82.0%	N/A	ND / TBD
	% of members who received community diversity and inclusion training (LPS)	100% / 100%	100% / 100%	100% / 100%
	% increase in circulation to meet demand for collections (LPL)	0% / 1%	23.9% / 1%	42% / 0.50%
	% on Indigenous people residing in local First Nations served (LPL)	19% / 6%	10% / 7%	13% / 8%
	# additional licensed child care spaces created (SHD)	11 / 88	223 / 88	128 / 44
	# children in receipt of child care fee subsidy monthly, each year (SHD)	2,749 / 2,850	2,544 / 2,850	2,926 / 2,850
	# EarlyON visits made by parents/caregivers and children (SHD)	31,346 / 107,453	14,619 / 109,602	14,018 / 54,801
	# of community organizations supporting collective community agendas (NCWS)	187 / 187	187 / 187	187 / 187
	# of community-based plans implemented (NCWS)	2 / 2	2 / 2	2 / 2
	# of community-supported initiatives implemented annually (NCWS)	137 / 154	154 / 154	154 / 154
	\$ invested to support collective community agendas (NCWS)	\$874,000 / \$1.1M	\$1.0M / \$1.1M	\$585,606 / \$550,000
	% of seniors population served at library locations (LPL)	23.1% / 30%	25% / 32%	26% / 34%

Expected Result	Metric	2020 Actual/Target	2021 Actual/Target	2022 Actual/Target (Jan 1 – Jun 30, 2022)
	# of youth served at library locations (LPL)	22,966 / 18,625	30,849 / 20,250	33,349 / 21,875
	\$ invested in auditorium expansion (SHD)	0 / \$300,000	\$216,648 / \$2M	\$151,209 / \$1,120,000
	# of programs and events offered (SHD)	56 / 115	115 / 115	0 / 75
Improve the health and well-being of Londoners.	# user trips on the Thames Valley Parkway (TVP) (E&I)	1,740,000 / 1,215,400	1,950,000 / 1,251,800	ND / 644,500
	# of kilometers of pathways (including TVP multi-use pathways and secondary multi-use paths) (E&I)	180 / 176	182 / 179	185 / 182
	# of kilometers of trails (dirt, woodchip, and gravel) (E&I, P&ED)	64 / 63	65 / 64	ND / 32.5
	# of connections completed in the Thames Valley Parkway system (E&I)	1 / 1	1 / 1	ND / 0
	% of program participants reporting increased levels of physical activity (NCWS)	95% / 88%	94% / 89%	95% / 89%
	% of program participants reporting increased self-esteem (NCWS)	95% / 92%	93% / 93%	92% / 93%
	# of nature-based reception programs implemented (NCWS)	1 / 1	13 / 1	3 / 1
	# of Onsite and virtual classes, exhibits, and other programs offered at Museum London (Museum London)	76 / 48	65 / 53	113 / 29.5
	# of personal service settings inspected by public health inspectors (MLHU)	182 / 667	N/A / 919	0 / 500
	% of 7- to 17-year-olds in London schools up to date for diphtheria, tetanus, Polio (DTP) Vaccine (MLHU)	77.6% / 81.3%	N/A / 95%	66.3% / 47.5%

Expected Result	Metric	2020 Actual/Target	2021 Actual/Target	2022 Actual/Target (Jan 1 – Jun 30, 2022)
	% of 7- to 17-year-olds in London schools up to date for measles, mumps, rubella (MMR) vaccine (MLHU)	91.4% / 90.9%	N/A / 95%	86.3% / 47.5%
	# of inspections conducted by public health inspectors at food serving establishments (MLHU)	1,711 / 4,000	N/A / 2,730	1,574 / 1,365
	% of tobacco, vapour products, and cannabis vendors inspected for compliance with display, handling & promotion sections of the Smoke Free Ontario Act (MLHU)	N/A / 100%	N/A / 100%	44% / 50% (tobacco); 46% / 50% (vapour); 0% / 50% (cannabis)
	# of pregnant women/young families supported through public health home visiting programs and group programs (MLHU)	302 / N/A	N/A / 1,597	680 / 801

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

Expected Result	Metric	2020 Actual/Target	2021 Actual/Target	2022 Actual/Target (Jan 1 – Jun 30, 2022)
Increase the number of residents who feel welcomed and included.	# of people engaged in the Community Diversity and Inclusion Strategy (CDIS) (CMO)	150 / 100	599 / 115	80 / 67.5
	# of community supported strategies implemented (CMO)	18 / 42	20 / 44	23 / 47
	# of individuals participate in London & Middlesex Local Immigration Partnership (LMLIP) and City newcomer events (CMO)	1,644 / 2,100	1,526 / 2,200	1,255 / 1,500
	% annual newcomer retention rate (CMO)	N/A / 70%	89% / 70%	82% / 70%
	% of Middlesex London Health Unit (MLHU) staff who have completed Indigenous Cultural Safety Training and/or participated in other opportunities related to Indigenous cultural safety (MLHU)	90% / 100%	N/A / 100%	93% / 100%
	# of City of London participants in enterprise-wide Anti-Racism and Anti-Oppression foundational training (CMO)	N/A / N/A	TBD / TBD	27 / TBD
	# of ABC participants in enterprise-wide Anti-Racism and Anti-Oppression foundational training (CMO)	TBD / TBD	TBD / TBD	TBD / TBD



Expected Result	Metric	2020 Actual/Target	2021 Actual/Target	2022 Actual/Target (Jan 1 – Jun 30, 2022)
Increase the number of meaningful opportunities for residents to be connected in their neighbourhood and community.	# of residents that voted in Neighbourhood Decision Making Votes (NCWS)	NA / NA	10,396 / 7,700	9,944 / 7,900
	# of Neighbourhood Decision Making ideas implemented (NCWS)	20 / 17	0 / 17	18 / 17
	# of residents who submitted ideas through Neighbourhood Decision Making (NCWS)	N/A / N/A	230 / 275	230 / 295
	% of London neighbourhoods supported through community development (NCWS)	0% / 74%	80% / 76%	80% / 75%
	% of neighbourhoods that participate in Neighbourhood Decision Making (NCWS)	0% / 95%	95% / 95%	95% / 95%
	# of active neighbourhood associations (NCWS)	37 / 34	38 / 35	36 / 35
	# of activities supported within each neighbourhood (NCWS)	0 / 6	6 / 6	6 / TBD
	# of planning education and engagement events held in neighbourhoods (P&ED)	0 / 4	0 / 5	4 / 4
	# of unique venues where planning events that have been held (P&ED)	10 / 5	0 / 8	51 / 5
	# of Subdivision Ambassador outreach events (P&ED)	0 / 12	0 / 18	0 / 9
	# of neighbourhood activities supported annually (NCWS)	N/A / N/A	113 / 170	85 / 85
	# of movie nights hosted in neighbourhoods (NCWS)	N/A / N/A	5 / 35	7 / 35
	# of movie nights hosted in neighbourhoods for the first time (NCWS)	N/A / N/A	0 / 2	1 / 2
	# of neighbourhood events supported (NCWS)	N/A / N/A	24 / 70	14 / 35

Expected Result	Metric	2020 Actual/Target	2021 Actual/Target	2022 Actual/Target (Jan 1 – Jun 30, 2022)
	# of new neighbourhood tools (NCWS)	2 / 2	2 / 2	1 / 1
	\$ invested to support community organizations through London Community Grants Program (NCWS)	\$3,712,210 / \$2,795,543	\$3,712,210 / \$2,795,543	\$3,712,210 / \$1,397,772
	\$ invested to support community organizations through Neighbourhood Small Events Fund (NCWS)	0 / \$20,000	\$7,605 / \$20,000	\$4,804 / \$10,000
	% increase in neighbourhoods supported (NCWS)	N/A / N/A	N/A / N/A	N/A / N/A
	# of permitted events (NCWS)	7 / 215	40 / 217	43 / 110
	# of special events request (NCWS)	124 / 220	79 / 222	57 / 112
	# of festivals held by Covent Garden Market (CGM)	0 / 3	4 / 3	4 / 3
	# of events hosted at Western Fair (Western Fair)	48 / 203	47 / 213	28 / 111
	# of tasks implemented from the Music, Entertainment, and Cultural Districts Strategy (P&ED, P&R)	1 / 1	1 / 1	1 / 1
	# of service delivery design surveys with Ontario Works clients conducted (SHD)	3 / 2	5 / 2	2 / 2
	# of client engagement sessions conducted (SHD)	2 / 5	5 / 1	16 / 5
	# of neighbourhoods that had an increase in recreation participation rates as a result of targeted outreach (NCWS)	0 / 1	2 / 2	2 / 2

Expected Result	Metric	2020 Actual/Target	2021 Actual/Target	2022 Actual/Target (Jan 1 – Jun 30, 2022)
	# of new urban agricultural initiatives implemented and identified by agriculture steering committee and City Planning staff (P&ED)	2 / 2	3 / 2	1 / 1
Strengthen relationships with post-secondary institutions that promote positive, proactive, and meaningful dialogue.	# of meetings promoting positive, proactive, and meaningful dialogue (CMO)	19 / Actuals	10 / Actuals	6 / Actuals
	# of shared initiatives (CMO)	4 / Actuals	2 / Actuals	2 / Actuals
	# of joint advocacy submissions (CMO)	1 / Actuals	2 / Actuals	1 / Actuals

**Outcome:** Londoner’s have access to services and supports that promote wellbeing, health, and safety in their neighbourhoods and across the city.

Expected Result	Metric	2020 Actual/Target	2021 Actual/Target	2022 Actual/Target (Jan 1 – Jun 30, 2022)
Continue to invest in culture.	# of Museum visitors (Museum London)	109,958 / 91,184	110,492 / 95,744	130,949 / 100,531
	# of classes, exhibits, and other programs offered at the Museum (Museum London)	69 / 30	78 / 33	10 / 19
	# of experiential tourism opportunities available to Museum visitors (Museum London)	4 / 27	30 / 28	11 / 15
	# of visitor surveys/focus groups (Museum London)	243 / 387	10 / 426	11 / 235
	# of arts organizations, collectives, and artists funded through the Community Arts Investment Program (CAIP) (NCWS)	78 / 60	62 / 60	60 / 60
	# of heritage organizations and historian funded through the Community Heritage Investment Program (CHIP) (NCWS)	10 / 10	9 / 10	10 / 10
	# of events hosted by the Dundas Street Partners (City, London Public Library, Museum London, Downtown London BIA, etc.) (P&ED)	1 / 4	235 / 6	8 / 8
	# of non-profit, charity, and private events (P&ED)	0 / 12	17 / 16	20 / 20
	# of artifacts professionally conserved (Eldon House)	3 / 3	4 / 3	3 / 3
	# key security risks mitigated year over year (Eldon House)	3 / 2	3 / 2	3 / 2
	% of permanent display artifacts digitized (Eldon House)	5% / 20%	5% / 20%	10 / 10

Expected Result	Metric	2020 Actual/Target	2021 Actual/Target	2022 Actual/Target (Jan 1 – Jun 30, 2022)
	# of public programs/special events hosted (Eldon House)	25 / 25	30 / 25	24 / 13
	# of new, returning, and online visitors (Eldon House)	15,354 / 22,000	15,377 / 23,000	11,454 / 12,000
	% increase in outreach programs (Eldon House)	4% / 5%	4% / 5%	2.5% / 2.5%
	# corporate and community partners (Eldon House)	6 / 4	8 / 5	7 / 3
	# of staff hours conducting audience research (Eldon House)	45 / 100	53 / 100	63 / 50
	% increase in volunteer participation	5% / 2%	3% / 2%	5% / 2%
Increase participation in recreation, sport, and leisure activities.	# of individuals receiving Play Your Way financial assistance (NCWS)	2,795 / 12,500	3,226 / 12,500	430 / 6,250
	# of opportunities for free drop-in recreation programs (NCWS)	4,130 / 2,000	1,723 / 2,065	515 / 1,038
	# of neighbourhood program sites with a new service (NCWS)	2 / 2	15 / 2	11 / 1
	% of subsidized community garden plots (NCWS)	40% / 43%	38% / 43%	27% / 22%
	% of accessible community garden plots	19% / 19%	21% / 21%	22% / 23%
	# of new play structures with enhanced safety surfaces (E&I)	1 / 2	1 / 1	2 / 2
	# of multilingual tours offered at Museum London (Museum London)	30 / 30	0 / 31	0 / 16.5
	# of visits to City operated community centres (NCWS)	593,288 / 2,700,000	272,537 / 2,720,000	357,167 / 1,375,000
	# of City owned recreation facilities and major park amenities (NCWS, E&I)_	504 / 482	510 / 502	ND / 261

Expected Result	Metric	2020 Actual/Target	2021 Actual/Target	2022 Actual/Target (Jan 1 – Jun 30, 2022)
	# of registered participants in recreation programs (NCWS)	35,663 / 73,000	17,807 / 73,500	17,725 / 18,250
	# of seniors satellite locations (NCWS)	8 / 8	4 / 9	4 / 9
	# increase in the number of community garden plots (NCWS)	18 / 17	18 / 17	20 / 18
	# of volunteers involved in sport (NCWS)	TBD / TBD	TBD / TBD	2266 / TBD
	# of registered sport participants (NCWS)	N/A / 35,100	19,000 / 35,250	18,750 / 17,750
	# of hours accessed through third party agreements	0 / 3,300	0 / 3,500	500 / 1,875
	# of formal agreements with local sport associations (NCWS)	10 / 8	10 / 9	10 / 10
Increase resident use of community gathering spaces.	# of new seating areas introduced to existing parks (E&I)	4 / 1	2 / 1	2 / 1
	# of small scale projects and activations implemented in core neighbourhoods (E&I)	3 / 3	3 / 3	1 / 3
	# of tree trunks in Hamilton Road Tree Trunk Tour (BIAs)	31 / 31	26 / 33	35 / 35
	% of available school sites analyzed for parkland opportunities (P&ED, E&I)	100% / 100%	100% / 100%	100% / 100%
	# of community gardens (NCWS)	18 / 17	18 / 17	20 / 18
	# of neighbourhood community facilities (NCWS)	18 / 18	18 / 18	18 / 18
	% of targeted Wi-Fi implementations completed (NCWS, ES)	10% / 10%	40% / 40%	65% / 50%
Increase neighbourhood safety.	# of active Neighbourhood Watches in London (NCWS)	462 / Actual	461 / Actuals	461 / TBD

Expected Result	Metric	2020 Actual/Target	2021 Actual/Target	2022 Actual/Target (Jan 1 – Jun 30, 2022)
	# of enhanced awareness and education programs (ES)	0 / 0	5 / 1	9 / 1
	# of participants in programs (ES)	0 / 0	50 / 2,000	2,000 / 2,000
	# of inspections and inspection activities completed (LFD)	1,494 / 8,785	1,873 / 9,140	2,049 / 4,662
	# of public education activities completed (LFD)	143 / 793	247 / 809	174 / 413
	# of targeted populations reached through public education activities (LFD)	6 / 5	3 / 5	4 / 3
	Injury Collisions per 1,000 Total Collisions (LPS)	149.0 / <149.3	154.5 / 149.3	ND / N/A
	Fatal Collisions per 1,000 Total Collisions (LPS)	1.4 / <0.9	1.7 / <0.9	ND / N/A
	Crime Severity Index (LPS)	82.1 / <88.2	N/A / <88.2	ND / N/A
	Violent crime severity index (LPS)	71.5 / <74.0	N/A / <74.0	ND / N/A
	Victimization Rate by population and violent crime (LPS)	796 / <780.7	N/A / <787.7	ND / N/A
	Violent Revictimization Rate by population and crime type (LPS)	9.64 / <8.38	N/A / <8.33	ND / N/A
	# of incidents (LFD)	9,229 / Actual	11,165 / Actuals	5,961 / TBD
	# of structural fires and explosions (LFD)	377 / Actual	425 / Actuals	201 / TBD
	Other metrics to be determined through the development of the Fire Master Plan (LFD)	TBD / TBD	TBD / TBD	0 / TBD
	# of elementary schools with school travel plans (MLHU)	29 / 35	N/A / 40	N/A / 23

Expected Result	Metric	2020 Actual/Target	2021 Actual/Target	2022 Actual/Target (Jan 1 – Jun 30, 2022)
	# of land development/municipal initiatives where official Middlesex London Healthy Unit input was provided about healthy community design (MLHU)	0 / 6-10	N/A / 8 to 10	2 / 2



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

Expected Result	Metric	2020 Actual/Target	2021 Actual/Target	2022 Actual/Target (Jan 1 – Jun 30, 2022)
Ensure that new development fits within and enhances its surrounding community.	# of development applications with urban design review (P&ED)	166 / 179	188 / 179	110 / 90
	# of design guidelines prepared for specific topics or areas (P&ED)	1 / 1	2 / 1	0 / 0
Continue to conserve London's heritage properties and archaeological resources.	% of heritage conservation district strategy (Heritage Places) completed (P&ED)	50% / 50%	100% / 100%	0% / 0%
	% of the municipally owned Heritage Buildings Conservation Master Plan updated (P&ED)	50% / 50%	50% / 100%	75% / 100%
	# of Heritage Alteration Permits processes (P&ED)	80 / 80	86 / 80	44 / 40
	# of heritage conservation districts in place (P&ED)	7 / 8	7 / 8	7 / 9
	# of heritage properties listed on the municipal register (P&ED)	2,266 / 2,400	2,223 / 2,500	2,217 / 2,550
	# of heritage properties protected through designation (P&ED)	329 / 369	335 / 374	340 / 377
	# of archaeological assessments completed and added to mapping (P&ED)	0 / 10	29 / 10	0 / 5
Increase the number of community gathering spaces in neighbourhoods.	% of available surplus school sites analyzed for parkland opportunities (P&ED)	100% / 100%	100% / 100%	100% / 100%
	# community gardens (NCWS)	18 / 17	18 / 17	19 / 18
	# neighbourhood and district community centres (NCWS, E&I)	18 / 18	18 / 18	18 / 18

## Building a Sustainable City

**Outcome:** London’s Infrastructure is built, maintained, and operated to meet the long-term needs of our community.

Expected Result	Metric	2020 Actual/Target	2021 Actual/Target	2022 Actual/Target (Jan 1 – Jun 30, 2022)
Maintain or increase current levels of service.	# of existing public art and monuments maintained and restored (NCWS)	3 / 2	1 / 2	7 / 2
	# of public art and monuments created to reflect London’s identity (NCWS)	4 / 3	2 / 0	3 / 1
	# of asset types with developed/documented current levels of service (FS)	17 / 17	17 / 17	N/A / TBD
	# of asset types with identified proposed levels of service (FS)	0 / TBD	0 / 0	N/A / TBD
	# of LMCH units renovated/retrofitted (LMCH)	363 / 363	0 / 0	N/A / TBD
Build infrastructure to support future development and protect the environment.	% completion of the Environmental Assessment (E&I)	30% / 20%	95% / 60%	98% / 95%
	# Environmental Assessment approval received (E&I)	0 / 0	0 / 0	0 / 0
	% completion of Waste Disposal Strategy (E&I)	60% / 60%	80% / 80%	80% / 80%
	# Environmental Compliance Approvals received (E&I)	0 / 0	0 / 0	0 / 0
	% completion of Adaptation Strategy for built infrastructure (E&I)	50% / 50%	70% / 70%	80% / 80%
	% completion of actions assigned to the City between 2020 and 2023 (E&I)	0% / 0%	25% / 25%	50% / 50%
	% completion of actions assigned to Conservation Authorities between 2020 and 2023 (UTRCA)	TBD / TBD	TBD / TBD	TBD / TBD
	% completion of actions assigned to Conservation Authorities between 2020 and 2023 (LTVCA)			

Expected Result	Metric	2020 Actual/Target	2021 Actual/Target	2022 Actual/Target (Jan 1 – Jun 30, 2022)
	% completion of actions assigned to Conservation Authorities between 2020 and 2023 (KCCA)			
	# of new mid-size multi-use community centres (E&I, NCWS)	0 / 0	1 / 0	0 / 0
	# of new parks developed (E&I)	10 / 9	15 / 10	4 / 5
	# of expanded and renewed facilities at conservation areas (UTRCA)	0 / 0	2 / 2	2 / 2
	# of expanded and renewed facilities at conservation areas (LTVCA)	2 / 2	1 / 1	1 / 0
	# of expanded and renewed facilities at conservation areas (KCCA)	1 / 1	1 / 1	1 / 1
	% of stakeholder satisfaction with annual Growth Management Implementation Strategy Update process (P&ED)	TBD / TBD	0 / Actuals	0 / Actuals
Manage the infrastructure gap for all assets.	<b>Ratio of budget to replacement value of asset by functional area (FS)</b>			
	Water	0.55% / 0.5%	0.52% / 0.50%	ND
	Wastewater- Sanitary	0.41% / 0.44%	0.45% / 0.44%	ND
	Stormwater	0.42% / 0.4%	0.34% / 0.40%	ND
	Roads and Structures	1.22% / 2.6%	0.96% / 2.57%	ND
	Traffic	2.9% / 4.0%	2.64% / 4.04%	ND
	Parking	17.74% / 4.1%	9.77% / 4.07%	ND
	Solid Waste	5.96% / 7.8%	1.13% / 7.80%	ND
	Recreation	1.16% / 4.2%	0.91% / 4.16%	ND
Parks	1.53% / 4.3%	2.56% / 4.27%	ND	

Expected Result	Metric	2020 Actual/Target	2021 Actual/Target	2022 Actual/Target (Jan 1 – Jun 30, 2022)
	Urban Forestry	0.19% / 1.1%	0.45% / 1.10%	ND
	Fire	1.17% / 5.6%	2.18% / 5.64%	ND
	Long Term Care	0.73% / 2.6%	0.66% / 2.57%	ND
	Corporate Facilities	1.03% / 2.8%	1.21% / 2.84%	ND
	Culture Facilities	1.02% / 3.1%	1.10% / 3.14%	ND
	Fleet	10.6% / 10.6%	8.02% / 10.57%	ND
	Information Technology	9.77% / 8.3%	6.18% / 8.32%	ND
	Corporate Security & Emergency Management	11.63% / 15.3%	12.48% / 15.29%	ND
<b>Ratio of budget to Corporate Asset Management Plan targets infrastructure investment by functional area (FS)</b>				
	Water	\$34.7M to \$28.5M / \$28.5M to \$28.5M	\$31.1M to \$28.0M / \$28.0M to \$28.0M	ND
	Wastewater- Sanitary	\$21.5M to \$22.6M / \$22.6M to \$22.6M	\$23.2M to \$22.6M / \$22.6M to \$22.6M	ND
	Stormwater	\$18.8M to \$17.6M / \$17.6M to \$17.6M	\$16.0M to \$17.0M / \$17.0M to \$17.0M	ND
	Roads & Structures	\$30.6M to \$55.0M / \$55.0M to \$55.0M	\$32.4M to \$56.9M / \$56.9M to \$56.9M	ND
	Traffic	\$7.0M to \$10.2M / \$10.2M to \$10.2M	\$7.2M to \$10.2M / \$10.2M to \$10.2M	ND
	Parking	\$1.0M to \$1.6M / \$1.6M to \$1.6M	\$0.51M to \$0.07 / \$0.07M to \$0.07M	ND

Expected Result	Metric	2020 Actual/Target	2021 Actual/Target	2022 Actual/Target (Jan 1 – Jun 30, 2022)
	Solid Waste	\$5.6M to \$1.2M / \$1.2M to \$1.2M	\$1.2M to \$3.8M / \$3.8M to \$3.8M	ND
	Recreation	\$4.2M to \$8.2M / \$8.2M to \$8.2M	\$3.8M to \$21.5M / \$21.5M to \$21.5M	ND
	Parks	\$3.2M to \$7.5M / \$7.5M to \$7.5M	\$5.1M to \$6.4M / \$6.4M to \$6.4M	ND
	Urban Forestry	\$0.9M to \$4.4M / \$4.4M to \$4.4M	\$2.2M to \$4.4M / \$4.4M to \$4.4M	ND
	Fire	\$1.4M to \$7.1M / \$7.1M to \$7.1M	\$3.0M to \$4.0M / \$4.0M to \$4.0M	ND
	Long Term Care	\$0.5M to \$0.4M / \$0.4M to \$0.4M	\$0.5M to \$1.9M / \$1.9M to \$1.9M	ND
	Corporate Facilities	\$2.7M to \$6.6M / \$6.6M to \$6.6M	\$3.2M to \$10.8M / \$10.8M to \$10.8M	ND
	Culture Facilities	\$0.9M to \$0.7M / \$0.7M to \$0.7M	\$1.0M to \$2.6M / \$2.6M to \$2.6M	ND
	Fleet	\$6.1M to \$5.9M / \$5.9M to \$5.9M	\$4.6M to \$4.4M / \$4.4M to \$4.4M	ND
	Information Technology	\$3.7M to \$4.7M / \$4.7M to \$4.7M	\$2.3M to \$1.9M / \$1.9M to \$1.9M	ND

Expected Result	Metric	2020 Actual/Target	2021 Actual/Target	2022 Actual/Target (Jan 1 – Jun 30, 2022)
	Corporate Security & Emergency Management	\$1.0M to \$1.2M / \$1.2M to \$1.2M	\$1.1M to \$2.1M / \$2.1M to \$2.1M	ND
	% completion of library building components (LPL)	2% / 10%	2% / 10%	4% / 10%
	# of branch libraries revitalized per 10 year cycle (LPL)	0 / 1	0 / 1	0 / 1
	# branch libraries with way finding and signage strategy completed (LPL)	0 / 5	0 / 5	1 / 0
	# library locations with accessibility upgrades (automatic door openers, bathrooms, meeting rooms, etc.) (LPL)	0 / 10	0 / 6	0 / 0
	# library locations per city growth (LPL)	0 / 1	1 / 1	0 / 0
	\$ invested to improve Museum London infrastructure (ML)	\$225,780 / \$350,000	\$47,107 / \$340,000	\$51,866 / \$125,000
	\$ co-invested in master site plan at the Western Fair District (Western Fair)	0 / TBD	\$4.77M / TBD	\$2.05M / TBD
	\$ invested in conservation areas (UTRCA)	\$0 / \$300,000 (suspended)	\$160,000 / \$170,000	\$100,000 / \$100,000
	\$ invested in conservation areas (LTVCA)	\$40,000 / \$40,000	\$66,000 / TBD	\$40,000 / \$0
	\$ invested in conservation areas (KCCA)	118,845 / 91,400	\$189,779 / \$119,686	\$274,132 / \$274,132
	# Corporate Asset Management Plan reviews/updates published (FS)	1 / 1	1 / 1	0 / 0
<b>\$ of infrastructure gap by functional area (FS)</b>				
	Water	\$345,788 / \$9,462,574	No Gap / \$9,052,791	ND
	Wastewater – Sanitary	\$6,887,210 / \$21,582,746	\$2,361,030 / \$28,316,741	ND
	Stormwater	No Gap / No Gap	No Gap / No Gap	ND
	Roads & Structures	\$77,748,404 / \$80,330,984	\$135,147,163 / \$105,517,209	ND

Expected Result	Metric	2020 Actual/Target	2021 Actual/Target	2022 Actual/Target (Jan 1 – Jun 30, 2022)
	Traffic	\$9,790,952 / \$10,452,742	\$3,616,902 / \$13,277,889	ND
	Parking	\$80,842 / \$1,163,999	No Gap / \$1,223,141	ND
	Solid Waste	No Gap / \$455,514	No Gap / \$480,124	ND
	Recreation	\$59,716,144 / \$60,850,990	\$56,137,322 / \$77,980,654	ND
	Parks	\$21,250,892 / \$20,194,164	\$10,604,096 / \$21,606,473	ND
	Urban Forestry	\$9,538,862 / \$8,321,487	\$2,780,225 / \$10,268,099	ND
	Fire	\$12,682,835 / \$13,176,143	\$11,806,700 / \$14,160,333	ND
	Long Term Care	\$1,865,537 / \$1,959,792	\$2,318,423 / \$3,296,026	ND
	Corporate Facilities	\$32,069,443 / \$35,840,337	\$21,449,554 / \$44,344,886	ND
	Culture Facilities	\$9,771,609 / \$9,724,582	\$7,409,247 / \$11,238,111	ND
	Fleet	\$1,100,967 / \$5,013,383	\$3,012,455 / \$5,183,775	ND
	Information Technology	\$1,245,582 / \$1,487,287	\$1,313,212 / \$854,127	ND
	Corporate Security & Emergency Management	\$263,590 / \$563,949	No Gap / \$1,932,406	ND
	# of communication channels and educational outreach activities (FS)	3 / 3	3 / 3	ND

**Outcome:** London’s growth and development is well planned and sustainable over the long term.

Expected Result	Metric	2020 Actual/Target	2021 Actual/Target	2022 Actual/Target (Jan 1 – Jun 30, 2022)
Improve London’s resiliency to respond to potential future challenges.	% of Green City Strategy completed (P&ED)	65% / 50%	100% / 100%	100% / 100%
	% of Resiliency Strategy completed (E&I)	0% / 0%	0% / 0%	50% / 50%
	# of low impact development (LID) projects completed (UTRCA)	2 / 2	N/A / 2	2 / 2
	# of low impact development (LID) projects completed (LTVCA)	0 / 0	0 / 0	0 / 0
	# of low impact development (LID) projects completed (KCCA)	TBD / TBD	0 / 0	0 / 0
Direct growth and intensification to strategic locations.	% of new zoning tool evaluations completed (Phase 1) (P&ED)	50% / 50%	100% / 100%	0% / 0%
	% of new zoning tool completed (Phase 2) (P&ED)	0% / 0%	25% / 25%	25% / 25%
	# of London Plan policies in force (P&ED)	90% / 90%	97% / 95%	99.8% / 100%
	% of agricultural land preserved (P&ED)	100% / 100%	100% / 100%	100% / 100%
	% of Urban Growth Boundary review completed (P&ED)	0% / 0%	0% / 0%	0% / 0%
	% growth that is intensification (within Built Area Boundary) (P&ED)	38.2% / 45%	46.9% / 45%	32.9% / 45%
	% of intensification within Primary Transit Area (P&ED)	80.3% / 75%	75% / 75%	63.5% / 75%
	% growth within Urban Growth Boundary (P&ED)	100% / 100%	100% / 100%	99.6% / 100%
	% of Provincially Significant Wetlands, Areas of Natural and Scientific Interest, and Environmentally Significant Areas retained (P&ED)	100% / 100%	100% / 100%	100% / 100%
	# of additional permit ready lots available (P&ED)	TBD / TBD	4,456 / 3,407	3,861 / 3,748
	# of additional market ready units available (P&ED)	TBD / TBD	N/A / 24,664	N/A / 26,556



Expected Result	Metric	2020 Actual/Target	2021 Actual/Target	2022 Actual/Target (Jan 1 – Jun 30, 2022)
	# of secondary plans (P&ED)	1 / 1	1 / 1	1 / 1
	# of dwelling units in Downtown Community Improvement Plan (P&ED)	4,892 / 4,305	5,984 / 4,520	5,669 / 4,746
	# of dwelling units in Old East Village Community Improvement Plan (P&ED)	1,225 / 1,122	1,298 / 1,144	1,426 / 1,167
	# of dwelling units in SoHo Community Improvement Plan (P&ED)	2,104 / 2,142	2,672 / 2,185	2,805 / 2,229
	% of monitoring program completed (P&ED)	100% / 100%	100% / 100%	0 / 0
	\$ of reserve fund savings available for capital costs for parking facility (P&ED)	\$250,000 / \$250,000	\$1,000,000 / \$500,000	\$750,000 / \$750,000

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

Expected Result	Metric	2020 Actual/Target	2021 Actual/Target	2022 Actual/Target (Jan 1 – Jun 30, 2022)
Increase waste reduction, diversion, and resource recovery.	# of groups or organizations actively involved in promoting waste diversion (E&I)	0 / 5	5 / 5	0 / 0
	# of methodologies for measuring: (a) reduction in per capita waste generation; (b) participation in the Green Bin; and, (c) percentage of waste diverted in the industrial, commercial, and institutional (IC&I) sector (E&I)	1 / 1	0 / 0	0 / 0
	% of residential waste is diverted from landfill (E&I)	0% / 1%	0% / 2%	0% / 10%
	% reduction in per capita waste generation (E&I)	0 / 0	0% / 1%	0% / 1%
	% households participating in the Green Bin Program (E&I)	0% / 0%	0% / 60%	0% / 0%
	% of industrial, commercial, and institutional (IC&I) waste diverted from landfill (E&I)	0% / 0%	0% / 3%	ND / 3%
Increase community knowledge and action to support the environment.	# of businesses/institutions that have joined because of City collaboration (E&I)	13 / 8	8 / 8	0 / 0
	# of collaborative projects with community groups undertaken (E&I)	6 / 6	6 / 6	3 / 3
	# of CityGreen activities or events hosted (E&I)	12 / 12	12 / 12	6 / 6
	# of participants in environmental education provided by Conservation Authorities (UTRCA)	15,000 / 40,000	15,000 / 30,000	45,000 / 45,000
	# of participants in environmental education provided by Conservation Authorities (LTVCA)	25,000 / 25,000	40,000 / 25,000	16,700 / 25,000
	# of participants in environmental education provided by Conservation Authorities (KCCA)	3,650 / 5,700	2,100 / 2,100	2,200 / 2,100

Expected Result	Metric	2020 Actual/Target	2021 Actual/Target	2022 Actual/Target (Jan 1 – Jun 30, 2022)
Protect and enhance waterways, wetlands, and natural areas.	# of conservation master plan/ecological restoration plans completed (P&ED)	1 / 1	1 / 1	1 / 1
	# of hectares of buckthorn removed (P&ED)	3.5 / 7.5	7.5 / 7.5	7.5 / 7.5
	# of hectares of Environmentally Sensitive Area (ESA) land managed through Upper Thames River Conservation Authority (UTRCA) contract (P&ED)	748.5 / 778.3	778 / 765	778 / 780
	# of hectares of invasive species other than buckthorn or phragmites removed (P&ED)	35.2 / 7.5	7.5 / 7.5	7.5 / 7.5
	# of hectares of phragmites removed (P&ED, E&I)	11 / 0.5	16.5 / 0.5	ND / 0.5
	# of hectares of wetlands created (UTRCA)	12 / 10	19 / 12	NA / 30
	# of hectares of wetlands created (LTVCA)	25 / 25	16.5 / 15	16.5 / 15
	# of hectares of wetlands created (KCCA)	5 / 3	6 / 3	1 completed, 2 pending completion by year end / 3
	# of trees planted (UTRCA)	30,000 / 60,000	50,000 / 50,000	42,000 / 50,000
	# of trees planted (LTVCA)	93,000 / 93,000	89,000 / 80,000	87,500 / 80,000
	# of trees planted (KCCA)	34,990 / 36,000	48,467 / 50,000	50,930 / 50,000
	# of hectares of grasslands/meadows created (UTRCA)	11 / 10	13.2 / 5	10 / 10
	# of hectares of grasslands/meadows created (LTVCA)	25 / 25	32 / 15	33.7 / 15
	# of hectares of grasslands/meadows created (KCCA)	2 / 2	4 / 2	1 / 2
	# of ecological assessments reviewed (P&ED)	10 / 10	10 / 10	10 / 10

Expected Result	Metric	2020 Actual/Target	2021 Actual/Target	2022 Actual/Target (Jan 1 – Jun 30, 2022)
	% of Environmental Impact Study monitoring compliance prior to subdivision assumption (P&ED)	TBD / TBD	0% / TBD	0 / TBD
	# of Thames River water quality samples taken (E&I)	12,644 / 5,000	12,643 / 5,000	5,824 / 5,000
	Surface Water Quality Report Card for the Thames River (published every 5 years by UTRCA)	TBD / TBD	N/A / N/A	N/A / TBD
	# of homeowner grants provided to reduce basement flooding and treatment plant bypasses (E&I)	75 / 50	77 / 50	71 / 50
	# of kilometres of combined sewer replacement (E&I)	0.3 / 0.3	1.43 / 1.6	0.9 / 0.9
	# litres reduction in raw sewage bypasses to the Thames River during large rainstorms (E&I)	153 / 100	72 / 150	27 / 200
	# of litres per day increase in ability to treat sewage during large rainstorms (E&I)	0 / 0	0 / 17	16 / 29
	# of projects completed from River Management Plan (E&I)	0 / 2	2 / 5	1 / 3
Conserve energy and increase actions to respond to climate change and severe weather.	% completion of CDM Strategy (2019-2023) (E&I)	100% / 100%	100% / 100%	0% / 0%
	% completion of CDM Strategy actions (E&I)	25% / 5%	40% / 25%	50% / 50%
	% completion of the updated Green Fleet Plan (E&I)	100% / 100%	100% / 100%	100% / 100%
	% reduction in corporate energy use on a per basis compared to 2007 (E&I)	10% / 0%	2% / 1%	ND / 2%
	% reduction in greenhouse gas generation levels from 2007 levels (E&I)	3% / 0%	4% / 2%	ND / 3%
	% completion of CEAP Strategy (2019-2023) (E&I)	25% / 25%	90% / 100%	0% / 0%
	% completion of CEAP actions assigned to the City between 2020 and 2023 (E&I)	5% / 5%	25% / 15%	30% / 30%

Expected Result	Metric	2020 Actual/Target	2021 Actual/Target	2022 Actual/Target (Jan 1 – Jun 30, 2022)
	% completion of actions assigned to Conservation Authorities (UTRCA)	NA / NA	NA / NA	NA / NA
	% completion of actions assigned to Conservation Authorities (LTVCA)	NA / NA	NA / NA	NA / NA
	% completion of actions assigned to Conservation Authorities (KCCA)	NA / NA	NA / NA	NA / NA
	% reduction in energy use on a per person basis compared to 2007 (E&I)	10% / 2.50%	2.5% / 2.5%	ND / 2.50%
	% reduction in greenhouse gas levels from 1990 levels (E&I)	12% / 2%	4% / 2%	ND / 2%
	# of stakeholder organizations, groups or businesses actively engaged in CEAP (E&I)	5 / 3	20 / 3	3 / 3
	% reduction in greenhouse gas per person from 1990 levels (E&I)	13% / 2%	6% / 2%	ND / 2%
	# of updates completed annually (UTRCA)	1 / 1	1 / 1	1 / 1
	# of updates completed annually (LTVCA)	1 / 1	1 / 1	0 / 1
	# of updates completed annually (KCCA)	1 / 1	1 / 1	2 / 1
	# of days of heat warnings	6 / N/A	N/A / Actuals	5 / Actuals
	# of days of cold weather alters	1 / N/A	N/A / Actuals	11 / Actuals
	# of ticks testing positive for Lyme disease (MLHU)	1 / 0	N/A / Actuals	0 - Actuals
	# of Vector Borne Diseases not previously reported in London (MLHU)	0 / 0	N/A / Actuals	0 / Actuals

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

Expected Result	Metric	2020 Actual/Target	2021 Actual/Target	2022 Actual/Target (Jan 1 – Jun 30, 2022)
Increase access to transportation options.	# of metres of sidewalks built (E&I)	4,240 / 1,500	3,100 / 1,000	N/A / 4,000
	% decrease in Urban Growth Area Streets without sidewalks (E&I)	0.8 / 0.5%	0.6% / 0.3%	N/A / 1.50%
	# of metres of bike lanes built (E&I)	4,000 / 5,000	8,460 / 1,000	260 / 260
	# of metres of protected bike lanes built (E&I)	2,050 / 1,700	7,360 / 1,000	3,800 / 3,800
	% completion of a Bike Parking Action Plan (E&I)	25% / 50%	75% / 75%	80% / 80%
	% completion of a monitoring program for building a bike-friendly London (E&I)	0% / 0%	75% / 0%	80% / 0%
	% completion of a Transportation Management Association Feasibility Study (E&I)	15% / 25%	100% / 100%	0% / 0%
	% completion of Bike Share Business Case (E&I)	0% / 0%	75% / 75%	80% / 80%
	% completion of transportation demand management actions between 2020 and 2023 (E&I)	20% / 20%	40% / 40%	20% / 20%
	% completion of the strategic plan (E&I)	50% / 50%	60% / 50%	75 / 0%
	# of subsidized rides (income-related, youth, visually impaired, seniors, children 12 and under) (LTC)	N/A / 352,772	657,700 / TBD	N/A / TBD
	# of service hour improvements to industrial areas (LTC)	TBD / TBD	TBD / TBD	N/A / TBD
	# of lower and level non-accommodated trips (LTC)	TBD / TBD	TBD / TBD	N/A / TBD
	Increase rides per capita (LTC)	TBD / TBD	TBD / TBD	N/A / TBD
	# of paratransit rides (LTC)	TBD / TBD	122,200 / TBD	N/A / TBD
Increase ridership (LTC)	TBD / TBD	TBD / TBD	N/A TBD	

Expected Result	Metric	2020 Actual/Target	2021 Actual/Target	2022 Actual/Target (Jan 1 – Jun 30, 2022)
	Increase rides per capita (LTC)	TBD / TBD	TBD / TBD	N/A / TBD
	KM of arterial road revitalized as a rapid transit corridor (E&I)	TBD / TBD	0.7 / 0.7	2.5 / 2.5
	% increase in people carrying capacity (E&I)	TBD / TBD	TBD / TBD	TBD / TBD
	% of PM peak period boarding's and alighting's at the fully accessible transit platform	TBD / TBD	TBD / TBD	TBD / TBD
	% of residences within walking distance of higher order transit (E&I)	TBD / TBD	TBD / TBD	TBD / TBD
	% of jobs within walking distance of higher order transit (E&I)	TBD / TBD	TBD / TBD	TBD / TBD
	Increase ridership (LTC)	TBD / TBD	TBD / TBD	N/A / TBD
	Increase ridership per capita (LTC)	TBD / TBD	TBD / TBD	N/A / TBD
Manage congestion and travel times.	% reduction in the afternoon peak Travel Time Index (ratio of off-peak to peak travel times on busy roads) (E&I)	11.4% / 2%	6.8% / 3%	N/A / 4%
	# of lane kilometers of road added to the transportation network (E&I)	4.3 / 4.3	0 / 2.9	N/A / 5.6
	# of new road-rail underpasses constructed	0 / 0	0 / 0	N/A / 1
Improve safety for all modes of transportation.	% reduction in total injury and fatality collisions (E&I)	26% / 4%	31% / 6%	N/A / 8%
	% reduction in pedestrian injury and fatality collisions (E&I)	32% / 4%	32% / 6%	N/A / 8%
	% reduction in cyclist injury and fatality collisions (E&I)	38% / 4%	38% / 6%	N/A / 8%

Expected Result	Metric	2020 Actual/Target	2021 Actual/Target	2022 Actual/Target (Jan 1 – Jun 30, 2022)
Improve the quality of pedestrian environments to support healthy and active lifestyles.	# of trees planted on streets, open spaces, and parks (E&I)	6,553 / 18,000	16,518 / 18,000	1,600 / 9,000
	# of benches added to parks (E&I)	55 / 50	56 / 55	26 / 27.5
	# of parks with new light spaces (E&I)	4 / 2	1 / 2	0 / 1
	% of public satisfied with park and open spaces (E&I)	95% / 95%	91% / 95%	ND / 96%
	# of kilometers of pathway improved (E&I)	3 / 3	2.5 / 4	ND / 2
	% of street projects with urban design review (P&ED)	100% / 100%	100% / 100%	100% / 100%
	# of street trees planted (E&I)	4,004 / 5,000	5,144 / 5,000	1,557 / 2,500
	\$ made available for cost-sharing neighbourhood street lighting projects (E&I)	\$120,000 / \$120,000	\$120,000 / \$120,000	\$120,000 / \$120,000
	% decrease in neighbourhood streets without streetlights (E&I)	0 / 0.5	0 / TBD	N/A / 1.5



## Growing our Economy

**Outcome:** The City of London will develop a top-quality workforce.

Expected Result	Metric	2020 Actual/Target	2021 Actual/Target	2022 Actual/Target (Jan 1 – Jun 30, 2022)
Increase access employers have to the talent they require.	# of agencies and institutions committed to developing a top quality workforce (LEDC)	20 / 20	25 / 20	20 / 20
	# of activities to support employers (LEDC)	10 / 4	4 / 4	4 / 4
	# of employer meetings (LEDC)	618 / 500	611 / 450	613 / 450
	% of Ontario Works cases terminated as a result of participants exiting to employment	23% / 20%	24.5% / 20%	31% / 25
	% of eligible clients that have an active outcome plan (SHD)	87% / 80%	92% / 85%	91% / 85%
	% of Londoners aged 25-64 who are 'not employed' (SHD, P&ED)	7% (based on monthly average in 2020 for adults) / Actuals	22.5% / 24%	ND / 24.0%
	London's participation rate (SHD, P&ED)	1.5% / Actuals	3.9% / Actuals	0.5% / 0.5%
	London's unemployment rate (SHD, P&ED)	8.2% / Actuals	5.7% / Actuals	5.7% / 5.2%
	London's Population (based on estimated 1.1% growth projection) (P&ED)	413,000 / Actuals	422,324 / Actuals	424,647 / Actuals
Footnote: as population rises but unemployment remains the same, this is equal to an increased volume in the workforce overall.				

Expected Result	Metric	2020 Actual/Target	2021 Actual/Target	2022 Actual/Target (Jan 1 – Jun 30, 2022)
Increase opportunities between potential employers, post-secondary institutions, and other employment and training agencies.	# of interns hired (ES)	0 / TBD	4 / TBD	8 / TBD
	# of activities to support connections of students to businesses (LEDC)	10 / 1	12 / 1	6 / 1
	# of activities to support connections of employers to employment and other training agencies (LEDC)	2 / 2	50 / 2	30 / 2
	# of activities to support connections of employers to newcomers (LEDC)	4 / 1	13 / 1	7 / 1
	# of networking opportunities provided for cultural workers in art, history, literature, music, and digital technology (Museum London)	164 / 28	80 / 29	30 / 30
	# of newcomer attraction activities supported (CMO)	2 / 5	4 / 5	5 / 5
	# of newcomer retention and integration activities supported (CMO)	7 / 5	3 / 5	5 / 5
	% annual newcomer retention rate (CMO)	N/A / 70%	89% / 70%	82% / 70%

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

Expected Result	Metric	2020 Actual/Target	2021 Actual/Target	2022 Actual/Target (Jan 1 – Jun 30, 2022)
Increase partnerships that promote collaboration, innovation, and investment.	# of resource recovery pilot projects initiated (E&I)	4 / 4	2 / 2	2 / 2
	# of companies collaborating on resource recovery projects (E&I)	5 / 5	5 / 5	2 / 2
	# of signed Memorandums of Understanding (MoUs) (E&I)	0 / 1	0 / 1	1 / 1
	# of City projects completed in collaboration with educational institutions (P&ED)	29 / 2	23 / 20	12 / 2
	Metrics TBD (P&ED, E&I)	TBD / TBD	TBD / TBD	TBD / TBD
	# of regional investment promotion missions (LEDC)	8 / 8	4 / 8	15 / 8
	# of area municipalities engaged in regional planning (P&ED)	5 / 5	41 / 41	15 / 15
	# of overnight visitors to London (P&ED)	N/A / 2,126,000	1,150,000 / 2,126,000	1.55M / TBD
	\$ of tourism spending in London (P&ED)	N/A / \$822,989	\$477,600 / \$822,989	\$692.2M / TBD
	\$ tourism revenue generated as a total of Gross Domestic Product (GDP) for Ontario (P&ED)	N/A / \$791,958	\$460,000 / \$791,958	\$667M / TBD
	\$ tourism revenue generated as a total of Gross Domestic Product (GDP) for London (P&ED)	N/A / \$473,595	\$274,000 / \$473,595	\$393M / TBD
	# of industry leading farm and poultry shows (Western Fair)	1 / 2	0 / 2	1 / 1
	\$ leveraged to support Agricultural Centre of Excellence (Western Fair)	TBD / TBD	\$1.01M / TBD	\$2.45M / TBD
	# of Agricultural Centre of Excellence partners (Western Fair)	4 / 2	13 / 2	10 / 2

Expected Result	Metric	2020 Actual/Target	2021 Actual/Target	2022 Actual/Target (Jan 1 – Jun 30, 2022)
	# of Agricultural Centre of Excellence users (Western Fair)	6,920 / 800	8,197 / 1,200	4,200 / 1,500
	Metric TBD through strategy development (NCWS)	TBD / TBD	TBD / TBD	\$2M / TBD
Maintain viability in key global markets.	\$ economic impact (RBC Place London)	\$3.3M / \$22M	\$1.8M / \$23.0M	\$3.4M / \$5.5M
	\$ of total revenue (RBC Place London)	\$1.8M / \$6.8M	\$1.4M / \$7.0M	\$1.6M / \$1.7M
	# of events held at Western Fair (Western Fair)	48 / 203	47 / 213	28 / 111
	# of outdoor patio venues with permits for amplified sound (P&ED) (2022)	6 / 11	12 / 12	19 / 13
	# of private music venues (P&ED)	48 / 29	29 / 29	45 / 30
Increase public investment in strategic locations.	\$ value of all construction projects in receipt of CIP loans (P&ED)	\$4.5M / \$1.5M	\$600,283 / \$1.5M	\$193k / \$1.5M
	Ratio of 3:1 Construction Value to CIP loans within Community Improvement Plan (CIP) areas (P&ED)	2.6:1 / 2.8:1	2.0 / 2.8	2.4 / 2.9
	% per year assessment growth rate above inflation in CIP areas (P&ED)	1% / 1%	1% / 1%	1% / 1%
	\$ contributed to a reserve fund for property acquisition within Community Improvement Plans (P&ED)	\$400,000 / \$100,000	\$0 / \$100K	\$100K / \$100K
	\$ Covent Garden Market sales revenue	\$10.18M / \$16.8M	\$11.3M / \$17.0M	\$6.2M / \$8.7M
	% of Covent Garden Market annual tenant vacancy (CGM)	1.4% / 2.5%	6.5% / 2.5%	5.5% / 2.5%

Expected Result	Metric	2020 Actual/Target	2021 Actual/Target	2022 Actual/Target (Jan 1 – Jun 30, 2022)
Increase public and private investment in amenities that attract visitors, a talented workforce, and investment.	# of Downtown Plan initiatives implemented (P&ED)	2 / 1	1 / 1	2 / 1
	# of units built within Old Victoria Hospital lands (P&ED)	0 / 0	0 / 300	0 / 0
	\$ in partnerships, sponsorships, and donations (NCWS)	\$44,000 / \$75,000	\$634,333 / \$115,000	\$495,392 / 661,000 / \$165,000
	# of adopt-a-parks (NCWS)	90 / 113	104 / 120	132 / 127
Maintain foreign investment attraction, local retention, and growth and entrepreneurship support programs.	# of jobs created (LEDC)	820 / 1,200	1,200 / 1,200	1,200 / 1,200
	# of active retention and expansion files (LEDC)	3 / 3	136 / TBD	27 / TBD
	# of jobs retained (LEDC)	50 / 50	156 / TBD	150 / TBD

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

Expected Result	Metric	2020 Actual/Target	2021 Actual/Target	2022 Actual/Target (Jan 1 – Jun 30, 2022)
Increase access to supports for entrepreneurs and small businesses, and community economic development.	# of Business Improvement Areas supported (P&ED)	5 / 5	5 / 5	5 / 5
	# of Community Improvement Plan financial incentive applications processes (P&ED)	25 / 25	68 / 25	25 / 25
	% of targeted businesses in BIAs (BIAs)	TBD / TBD	100% / TBD	100% / TBD
	# of net new businesses in BIAS (BIAs)	TBD / TBD	31 / TBD	55 / TBD
	# of supports provided for start-ups and scale-ups (LEDC)	428 / 500	505 / 500	611 / 500
	# of activities to support entrepreneurship growth (LEDC)	22 / 12	23 / 10	13 / 10
	# of artist performance opportunities created (P&ED)	15 / 6	125 / 6	6 / 6
	# of music workshops and networking opportunities created (P&ED)	21 / 6	66 / 6	6 / 6
Increase efficiency and consistency for administrative and regulatory processes.	# of planning policy/procedural manuals created (P&ED)	1 / 1	1 / 1	0 / 0
	# of by-laws reviewed and amended or repealed (P&ED)	2 / 2	4 / 2	0 / 1
	# of building processes reviewed and improved (P&ED)	4 / 6	4 / 3	4 / 4
	% of building permit applications reviewed within legislated timeframes (P&ED)	74 / 88	66% / Actuals	65% / N/A

Expected Result	Metric	2020 Actual/Target	2021 Actual/Target	2022 Actual/Target (Jan 1 – Jun 30, 2022)
	% of development applications meeting <i>Planning Act</i> timeframes (P&ED)	45% / N/A	56% / Actuals	48% / N/A
	# of development processes reviewed and improved (P&ED)	2 / 3	3 / 3	1 / N/A
	# of planning process reviews and improvements	4 / 2	3 / 1	0 / N/A
	# of attendees at collaborative regulatory workshops (P&ED)	110 / 65	520 / 65	65 / 65
	# of customer journeys mapped and improved (P&ED)	2 / 2	0 / 3	3 / 3
	# of visits to Service London Business Counter (P&ED)	1,470 / 425	196 / 450	100 / 238
	# of visits to Service London Business website (P&ED)	100 / 150	6,143 / 175	200 / 200
Increase the availability of serviced land in strategic locations.	% of Industrial Land Development Strategy Updated (P&ED)	0% / 0%	100% / 100%	0 / 0
	# of hectares sold of City-owned industrial land inventory (P&ED)	24.7 / 8	17.5 / 8	12.3 H / 8
	# of new jobs created in City-owned industrial parks, including expansions (P&ED)	(385 new build) / 500 +230 in expansions Total: 615	280/ 700 +130 in expansions Total: 410	140/ 300 +465 in expansions Total: 605
	\$ increase in taxes paid by companies operating in City-owned industrial parks (P&ED)	\$745,554 / \$200,000	\$786,939 / \$500,000	\$548,201 / \$200,000
	# of hectares of industrial land purchased to meet minimum Industrial Land Development Strategy target of 200 hectares of available land (P&ED)	0 / 0	0 / 25	25.8 / 0

## Creating a Safe London for Women and Girls

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

Expected Result	Metric	2020 Actual/Target	2021 Actual/Target	2022 Actual/Target (Jan 1 – Jun 30, 2022)
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.	Metrics to be developed based on the development of three pillared framework (CMO)	TBD / TBD	TBD	TBD / TBD
	Metrics to be developed based on the development of action plan (CMO)	TBD / TBD	TBD	TBD / TBD
	# of complaints of harassment under the Respectful Workplace Policy (ES) (2021)	0 / Actual	3 / Actuals	5 / Actuals
	# of complaints of discrimination under the Respectful Workplace Policy (ES) (2021)	5 / Actual	1 / Actuals	2 / Actuals
	# of complaints of disrespectful behaviour under the Respectful Workplace Policy (ES) (2021)	N/A	49 / Actuals	12 / Actuals
	# of complaints of reprisal under the Respectful Workplace Policy (ES) (2021)	N/A	1 / Actuals	0 / Actuals
	# of Workplace Violence Prevention Policy complaints (ES)	2 / Actuals	2 / Actuals	1 / Actuals
	# of employees trained (I Step Forward) (ES)	145 / Actuals	188 / Actuals	1,740 / Actuals
	# of employees trained (Safe London for Women and Girls Introductory Module) (CMO, ES)	1,230 / Actuals	273 / Actuals	495 / Actuals
	# of employees trained (Respectful Workplace) (ES)	1,135 / Actuals	1,770 / Actuals	1,430 / Actuals
	# of participants in the Mentorship Program (ES)	TBD / TBD	TBD / TBD	TBD / TBD



Expected Result	Metric	2020 Actual/Target	2021 Actual/Target	2022 Actual/Target (Jan 1 – Jun 30, 2022)
	# of participants in the Succession Plan (ES)	TBD / TBD	TBD / TBD	TBD / TBD
	# of bus shelters (LTC)	N/A / N/A	N/A / N/A	N/A / TBD
	# of bus stop luminaires (LTC)	N/A / N/A	N/A / N/A	N/A / TBD
	# of subsidized rides (Income-Related, Youth, and Visually Impaired, Seniors and Children 12 and Under) (LTC)	N/A / 352,772	657,700 / N/A	N/A / TBD
	Metrics to be developed based on Action Plan (SHD)	TBD / TBD	TBD / TBD	TBD / TBD
	# of additional shelter beds available to abused women and their children, and to homeless women and girls (SHD)	20 / 10	16 / 15	10* / 20
	Metrics to be developed based on the Action Plan (SHD)	TBD / TBD	TBD / TBD	TBD / TBD
	% of referrals to SLWAR that were successful in acquiring sustained housing/hotel accommodations until year-end (LPS)	74% / 100%	80% / >63%	N/A / TBD
	# of LPS referrals to SLWAR per 100,000 female population (LPS)	7.7 / >13.5	7.1 / >7.6	N/A / TBD
	Average rating of satisfaction with the collaborative process working towards solutions (LPS)  Rating: 1 to 7 1= Extremely Dissatisfied 7= Extremely Satisfied	N/A / >6.2	N/A / N/A	N/A / TBD

Expected Result	Metric	2020 Actual/Target	2021 Actual/Target	2022 Actual/Target (Jan 1 – Jun 30, 2022)
	# of identified Persons at Risk (history/risk of survival sex work/trafficking) per 100,000 female population that received support/safety planning by the LPS Persons at Risk Coordinator (LPS)	66.9 / >64.5	71.8 / >66.1	N/A / TBD
	# of identified potential victims of Human Trafficking who were offered support per 100,000 female population (LPS)	39 / >41.4	37 / >40	N/A / TBD
	Average rating of satisfaction with the collaborative process working towards solution (LPS)  Rating: 1 to 7 1= Extremely Dissatisfied 7= Extremely Satisfied	N/A / >4.4	N/A / N/A	N/A / TBD
	# of multi-agency Human Trafficking Projects (LPS)	1 / 1	1 / 1	N/A / TBD
	Metrics to be developed based on the strategy (CMO)	TBD / TBD	TBD / TBD	TBD / TBD
	Metrics to be determined in consultation with the Town and Gown Committee (CMO)	TBD / TBD	TBD / TBD	TBD / TBD
	Metrics to be determined based on strategy to recognize the safety of women and girls in preparing operational plans involving near-campus issues (P&ED)	TBD / TBD	TBD / TBD	N/A / N/A

Expected Result	Metric	2020 Actual/Target	2021 Actual/Target	2022 Actual/Target (Jan 1 – Jun 30, 2022)
	# of applications submitted that align with Creating a Safe London for Women and Girls (London Community Grants Program) (NCWS)	4 / Actuals	3 / Actuals	4 / Actuals
	\$ funded annually to support Creating a Safe London for Women and Girls (London Community Grants Program) (NCWS)	\$174,000 / Actual	\$137,250 / Actuals	\$73,500 / Actuals
	Metrics to be determined based on Anova’s UN Safe Cities Report findings (CMO)	TBD / TBD	TBD / TBD	TBD / TBD
	# of employees that receive trauma and violence lens training (CMO)	TBD / TBD	157 / Actuals	ND / 10
	% of identified policies, procedures that have been reviewed (CMO)	TBD / TBD	TBD / TBD	TBD / TBD

## Leading in Public Service

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

Expected Result	Metric	2020 Actual/Target	2021 Actual/Target	2022 Actual/Target (Jan 1 – Jun 30, 2022)
Increase opportunities for residents to be informed and participate in local government.	% of planning process and plan that is complete (ES)	30% / 50%	100% / 100%	100% / 100%
	% of metrics identified through the strategy that have been successfully achieved (ES)	0 / 0	TBD / 75%	TBD / 80%
	# of media relations training sessions offered (ES)	2 / 4	1 / 4	4 / 4
	# of Public Engagement Forum meetings (ES)	1 / 4	1 / 4	1 / 2
	% of resident public engagement satisfaction score (ES)	N/A / 85%	N/A / 90%	N/A / 90%
	% of City outreach education strategy completed (P&ED)	50% / 50%	50% / 50%	0% / 0%
	# of residents vote in the Neighbourhood Decision Making process (NCWS)	N/A/ N/A	10,396 / 7,700	9,944 / 7,900
	# of communication channels for Multi-Year Budget (MYB) engagement process (FS)	8 / 6	8 / 4	11 / 4
	# of resident interactions in the Multi-Year Budget process (FS)	2,229 / 1,400	2,788 / 1,020	12,032 / 1,070
Improve public accountability and transparency in decision making.	# of public reports the City of London participates in (BMA, Consulting, Municipal Benchmarking Network Canada (MBNC, etc.) (CMO)	2 / 2	2 / 2	ND / 2
	# of strategic plan progress and performance reports (CMO)	2 / 2	3 / 3	2 / 2
	# of reports to the community, including the annual community survey (CMO)	1 / 2	2 / 2	ND / 2

Expected Result	Metric	2020 Actual/Target	2021 Actual/Target	2022 Actual/Target (Jan 1 – Jun 30, 2022)
	# of open data sets available (CMO)	178 / 178	178 / 178	178 / 178
	# of new tools available, such as citizen dashboard (CMO)	0 / 0	0 / 0	0 / 0
Building relationships with Indigenous Peoples that are respectful, responsive, and accountable.	% of Middlesex London Health Unit (MLHU) staff who have completed Indigenous Cultural Safety Training and/or participated in other opportunities related to Indigenous cultural safety (MLHU)	90% / 100%	N/A / 100%	93% / 100%
	# of City of London participants in the Intercultural Competency Program (CMO)	0 / Actual	TBD / TBD	27 / Actuals
	# of Agencies, Boards and Commissions participants in the intercultural competency program (CMO)	N/A / Actual	TBD / TBD	TBD / TBD
	# of Indigenous Relationships position filled	0 / Actual	1 / 1	0 / 0 (filled in 2021)
	# of initiatives supporting reconciliation implemented (CMO)	8 / TBD	10 / TBD	3 / TBD
Increase the effectiveness of London's strategic advocacy.	# of times London policy and advocacy priorities are reflected in municipal association submissions to government (i.e., releases, committee testimonies, etc.) (ES)	12 / TBD	16 / TBD	60 / TBD
	# of advocacy engagements with other levels of government (ES)	48 / TBD	60 / TBD	80 / TBD
	# of update reports on the Strategic Advocacy Framework (ES)	0 / TBD	1 / TBD	1 / TBD
	% metrics identified and successfully implemented (ES)	TBD / TBD	100 / TBD	100 / TBD

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

Expected Result	Metric	2020 Actual/Target	2021 Actual/Target	2022 Actual/Target (Jan 1 – Jun 30, 2022)
Increase community and resident satisfaction of their service experience with the City.	% of all community centre visitors rating overall experience as good or excellent (NCWS)	95% / 95%	93% / 96%	96% / 96%
	% of program utilization rate (NCWS)	79% / 70%	81% / 71%	82% / 72%
	% satisfaction rate of annual community survey (CMO)	N/A / 90%	82% / 90%	ND / 90%
Increase responsiveness to our customers.	% of Provincial Planning legislation and policy updates reviewed and reported to Council (P&ED)	100% / 100%	100% / 100%	100% / 100%
	# reports addressing emergent planning issues (P&ED)	2 / 2	2 / 2	3 / 2
	% of identified City staff that receive customer service training by Service Area (ES)	TBD / TBD	TBD / TBD	TBD / TBD
	% of residents satisfied with the City services they received (based on contact with the City in the last 12 months) (ES)	N/A / 80%	82% / 80%	N/A / 80%
	% of Eligibility Determinations into Ontario Works made within 4 days (SHD)	75% / 75%	87% / 75%	78% / 75%
	% of Ontario Works clients that access intake within 5 minutes (P&ED)	92% / 80%	97.6% / 85%	98% / 90
	# of building and development processes reviewed and improved (P&ED)	6 / 9	3 / 3	10 / 4

Expected Result	Metric	2020 Actual/Target	2021 Actual/Target	2022 Actual/Target (Jan 1 – Jun 30, 2022)
Increase efficiency and effectiveness of service delivery.	% of customers satisfied with the service they received (ES)	N/A / 90%	82% / 90%	ND / 90%
	# of zero-based budget reviews completed (FS)	4 / 8	25 / 8	28 / 8
	# of additional reviews completed (FS)	4 / 2	5 / 2	5 / 2
	Total service reviews completed with efficiencies identified (FS)	8 / Actuals	30 / 30	33 / Actuals
	# of City employees with Lean training (CMO)	44 / 150	81 / 100	34 / 38
	# of individuals that participate in continuous improvement events (CMO)	31 / 45	13 / 60	24 / 45
	# of financial process improvements (FS)	8 / 2	13 / 2	6 / 2
	# of continuous improvement projects undertaken across the corporation (CMO)	145 / 165	159 / 210	59 / 135
	% satisfaction rate of annual community survey (CMO)	N/A / 90%	82% / 90%	ND / 90%
	% of Master Accommodation Plan – Alternate Work Strategies Update Completed (FS)	10% / 10%	100% / 100%	100% / 100%
	% rate of companion animal live release (P&ED)	90% / 90%	94% / 90%	90% / 90%
	# of winter storms with an improved response (E&I)	0 / 0	0 / 2	4 / 4
	% increase in London residents indicating they are very/somewhat satisfied with snow clearing and removal in the annual citizen satisfaction survey (E&I)	N/A / 0%	3% / 1%	ND / 1

Expected Result	Metric	2020 Actual/Target	2021 Actual/Target	2022 Actual/Target (Jan 1 – Jun 30, 2022)
Reduce barriers to access City services and information.	# of new processes developed to ensure that city resources are shared across Service Areas (CMO)	36 / 25	TBD / TBD	TBD / TBD
	# of cross functional teams supporting community initiatives (CMO)	58 / 35	TBD / TBD	TBD / TBD
	# of multi-Service Area initiatives implemented (CMO)	24 / TBD	TBD / TBD	TBD / TBD
	# of front counters made accessible	0 / 3	2 / 3	2 / 2
	# of pedestrian crosswalks made accessible	14 / 10	36 / 10	45 / 10
	% of accessibility initiatives implemented (ES)	80% / 90%	90% / 90%	90% / 90%
	Metric TBD in consultation with the Accessibility Advisory Committee (ES)	TBD / TBD	TBD / TBD	TBD / TBD
	# of services available at customer service counters (ES, NCWS)	10 / 10	9 / 11	11 / 12
	# of new tools and resources available in multiple languages (ES)	19 / 1	16 / 1	6 / 1
	% of customers satisfied with the service they received (ES)	N/A / 90%	82% / 90%	ND / 90%
	# of Service London Portal users (ES)	5,544 / 3,100	13,268 / 3,200	8,839 / 3,300
	% of contact centre service levels achieved	80% / 75%	79% / 75%	81% / TBD
	# of City message campaigns advertised on digital billboards (ES)	37 / TBD	36 / TBD	20 / TBD



Expected Result	Metric	2020 Actual/Target	2021 Actual/Target	2022 Actual/Target (Jan 1 – Jun 30, 2022)
Increase the use of technology to improve service delivery.	# of technical service requests and incidents successfully completed (ES)	21,246 / 23,000	21,442 / 23,500	11,359 / 11,750
	% of availability of City of London core computing environment (ES)	99.99% / 99.97%	99.99% / 99.97%	99.99% / 99.97%
	% of Information Technology customers satisfied (ES)	98% / 96%	98% / 96%	97.7% / 97%

**Outcome:** 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	Metric	2020 Actual/Target	2021 Actual/Target	2022 Actual/Target (Jan 1 – Jun 30, 2022)
Increase the diversity of the City's workforce.	% of new hires that identify as women (CMO, ES)	42.1 / Actuals	95 / Actuals	59 / Actuals
	% of new hires that identify as LGBTQ+ (CMO, ES)	8.3 / Actuals	21 / Actuals	18 / Actuals
	% of new hires that identify as Indigenous (CMO, ES)	0.4 / Actuals	1 / Actuals	2 / Actuals
	% of new hires that identify as racialized (CMO, ES)	21.5 / Actuals	48 / Actuals	21 / Actuals
	% of new hires that identify as People with Disabilities (CMO, ES)	8.3 / Actuals	22 / Actuals	5 / Actuals
	% of new hires that identify as Recent Immigrants (CMO, ES)	8.8 / Actuals	36 / Actuals	21 / Actuals
Attract and retain a talented workforce.	Metrics TBD through the development of the Plan (ES)	TBD / TBD	TBD / TBD	TBD / TBD
Maintain a safe and healthy workplace.	Metrics TBD through the development of the Plan (ES)	TBD / TBD	TBD / TBD	TBD / TBD
Maintain London's finances in a transparent and well-planned manner to balance equity and affordability over the long term.	# of audits completed (FS)	8 / 8	8 / 8	4 / 4
	# of consecutive years the Aaa credit rating is maintained (FS)	44 / 44	45 / 45	46 / 46
	Debt financing as a percentage of the lifecycle renewal capital budget (FS)	4% / 4%	1% / 1%	0% / TBD
	Debt servicing costs as a percentage of total revenues (FS)	4.8% / 4.7%	4.6% / 4.8%	4.0% / TBD

Expected Result	Metric	2020 Actual/Target	2021 Actual/Target	2022 Actual/Target (Jan 1 – Jun 30, 2022)
	% of reserve and reserve fund targets established and monitored (FS)	51% / 50%	51% / 80%	39% / 10%
	# bps (basis points) excess actual investment returns compared to the relevant market benchmarks (FS)	58 bps / 5 bps	114 bps / 5 bps	159 bps / 5 bps
	% of Strategic Financial Plan update completed (FS)	0% / 0%	15% / 35%	40% / 0%
	% variance between actual average annual tax levy, water, and wastewater rates compared to approved Multi-Year Budget (FS)	(Property Tax Supported = 0% Water = 0% Wastewater & Treatment = 0%) / 0%	Property Tax Supported = % Water = % Wastewater & Treatment = (0.2%) / 0%, 0%, 0%	Property Tax Supported = (0.2%) Water = 0% Wastewater & Treatment = (0.2%) / 0%
	<= 0 Actual dept authorized compared to internal debt cap (FS)	(\$857,000) / <= 0	-\$475,000 / <=0	(\$1,799,000) / <= 0
	< City of London Commercial tax ratio compared to average Provincial Commercial tax ratio (FS)	1.9100 / 1.7897	1.91 / 1.7858	1.91 / 1.7858
	< City of London Industrial tax ratio compared to average Provincial Industrial tax ratio (FS)	1.9100 / 2.3318	1.91 / 2.3209	1.91 / 2.3209
	< City of London Multi-residential tax ratio compared to average Provincial Multi-residential tax ratio (FS)	1.7119 / 1.7715	1.7119 / 1.7557	1.7119 / 1.7557

Expected Result	Metric	2020 Actual/Target	2021 Actual/Target	2022 Actual/Target (Jan 1 – Jun 30, 2022)
	Average tax increases by property class including education (FS)	(4.3% Res. 2.5% Multi 3.0% Farm 14.2% Commercial 5.2% Industrial 1.9%) / 4.4%	Res. 3.0% Multi 3.1% Farm 2.6% Comm. (8.3)% Industrial (8.3)% / 3.4%	Res. 2.45% Multi: 2.57% Farm 2.12% Comm. 2.01% Industrial 2.01% / 2.8%
	Metric TBD pending the tax policy strategy (FS)	TBD / TBD	TBD / TBD	TBD / TBD
Enhance the ability to respond to new and emerging technologies and best practices.	# of digital solutions delivered (ES)	52 / 50	61 / 50	34 / 25
	# of Lessons Learned Outcomes communicated to ITS Project Managers (ES)	273 / 225	321 / 250	142 / 125
	% of digital solutions that resulted in an increase in efficiency and/or effectiveness (ES)	98% / 95%	95% / 95%	97% / 96%
	% of time spent on projects (ES)	42% / 47%	46% / 45%	49% / 46%
	% paperless trials (Provincial Offences Court) (LS)	95% / 75%	95% / 75%	95% / 75%
	% of disclosure requests available electronically (Provincial Offences Court) (LS)	95% / 20%	95% / 30%	95% / 40%
	% progress towards completion of digital application tracking initiatives (P&ED)	15% / 20%	25% / 75%	25% / 100%

## Report to Strategic Planning and Policy Committee

**To:** Chair and Members  
Strategic Planning and Policy Committee

**From:** Lynne Livingstone, City Manager

**Subject:** Developing the 2023-2027 Strategic Plan: Proposed Approach and Setting the Context

**Date:** December 12, 2022

## Recommendation

That, on the recommendation of the City Manager, the following actions be taken with respect to the 2023-2027 Strategic Plan process:

- a) The report, entitled “Developing the 2023-2027 Strategic Plan: Proposed Approach and Setting the Context” BE RECEIVED for information; and,
- b) That the proposed approach and timelines for developing the 2023-2027 Strategic Plan, as outlined in the staff report dated December 12, 2022, BE ENDORSED.

## Executive Summary

The City of London’s Strategic Plan identifies a shared vision, mission, and strategic areas of focus to guide the work of Council and Administration for the next four years. Based on initial review, consultation, and planning undertaken by Civic Administration since January 2022, a process for developing the 2023-2027 Strategic Plan is proposed.

The proposed approach builds from the 2019-2023 Strategic Plan, maintaining the existing structure while making targeted improvements to both the process and engagement approach. A timeline for the process is provided, with Council meetings scheduled to work through the Strategic Plan beginning January 11, 2023. It is proposed that the final 2023-2027 Strategic Plan would be approved by Council on April 4, 2023.

In order to assist Council with their preparation for the strategic planning process, a series of background resources are attached to this report. These resources include a community profile (demographic information, current and projected population data, etc.); relevant information from the City’s annual Resident Satisfaction Survey; consolidated themes and priorities identified through post-election interviews with Council members; a summary of a Political, Economic, Social, Technological (PEST) Analysis; as well as other relevant reports related to the monitoring of the 2019-2023 Strategic Plan.

## Linkage to the Corporate Strategic Plan

Council’s Strategic Plan is a foundational document that guides the work of the Council and Administration over the next four years. It identifies the strategic direction over a four-year period and drives financial and business decisions through the Multi-Year Budget and Technology Investment Strategy.

# Analysis

## 1.0 Background Information

### 1.1 Previous Reports Related to this Matter

Strategic Priorities and Policy Committee (SPPC): December 17, 2018, January 14, 2019, January 25, 2019, March 4, 2019, April 1, 2019, November 25, 2019, June 23, 2020, October 20, 2020, November 17, 2020, July 28, 2021, November 30, 2021, June 22, 2022.

## 2.0 Discussion and Considerations

### 2.1 Purpose

The City of London undertakes a strategic planning process every four years, aligned with the municipal election cycle. The resulting Strategic Plan identifies a shared vision, mission, values, and strategic areas of focus, outcomes, expected results, and strategies to guide the work of Council and Administration. This report lays out the proposed process, timelines, and context for developing the 2023-2027 Strategic Plan.

### 2.2 Proposed Strategic Plan Development Process and Timelines

Preparation for the 2023-2027 strategic planning process has been ongoing since January 2022. In that time, Civic Administration has been working to mobilize internal teams and collect data to lay the groundwork for Council's strategic planning process. This work informs the current report, and includes:

- Reviewing progress and lessons learned from the 2019-2023 Strategic Plan.
- Establishing guiding principles for the 2023-2027 strategic planning process.
- Gathering input from the City's agencies, boards and commissions (ABCs) and other key organizational and community partners.
- Contextual/environmental data collection and analysis.

In addition, regular meetings have been held with the Enterprise-Wide Leadership Team (comprised of directors from across the Corporation) and leaders from the City's agencies, boards, and commissions. This team has been working to assemble administrative recommendations based on progress made in the 2019-2023 Strategic Plan, along with current business plans, directions, and environmental considerations. This work will continue to be developed and updated through Council's deliberation process and will be an essential input to identify specific recommended actions to support Council's direction on strategic priorities.

### Guiding Principles for the 2023-2027 Strategic Plan Process

Civic Administration has established and followed a number of guiding principles and considerations in planning the process for the 2023-2027 Strategic Plan, including:

- The 2023-2027 Strategic Plan will build from the 2019-2023 Strategic Plan, while adapting to the current context and continuously improving wherever possible.
- The Strategic Plan will be deliberately connected to the 2024-2027 Multi-Year Budget and the Technology Investment Strategy.
- The Strategic Plan will reflect all the services the City provides, but specifically identifies the strategic direction for the next four years.
- Both the planning process and the resulting Strategic Plan will uphold our commitments to equity and inclusion, fiscal stewardship and sustainability, and evidence informed decision-making.

## Structure of Council's 2023-2027 Strategic Plan

Civic Administration is recommending that the structure for the 2023-2027 Strategic Plan carry over from the 2019-2023 Strategic Plan. This structure is visualized below:



## Timelines and Key Deliverables

Civic Administration is recommending that 2023-2027 Strategic Plan process target final approval by Council on April 4, 2023. This timeline provides a balance of Council deliberation, engagement, and input while ensuring the Strategic Plan is complete prior to the start of the next Multi-Year Budget process, scheduled to begin in May 2023.

Council will have a series of meetings of the Strategic Priorities and Policy Committee that will be focused on the development of the 2023-2027 Strategic Plan. The proposed timelines and key deliverables for each meeting are identified below:

- **December 12, 2022: Proposed Approach to Developing the 2023-2027 Strategic Plan and Setting the Context**
  - Civic Administration provides a proposed approach and timeline for developing the 2023-2027 Strategic Plan as well as background materials that establish the context for Council's development of the Plan.
  - Public engagement on the Strategic Plan will kick-off following this meeting.
- **January 11, 2023: Setting Key Elements of the Strategic Plan**
  - Council begins to set the vision, mission, values, strategic areas of focus, outcomes, and expected results through a mix of small group discussions and debate.
  - Community engagement on key elements of the Plan continues and results to date will be shared.
- **February 7, 2023: Continuing to Set Key Elements of the Strategic Plan**
  - Council reviews and debates updates arising from the previous meeting and sets the vision, mission, values, and strategic areas of focus.
  - Council confirms the outcomes and expected results and Civic Administration will table the draft proposed strategies (specific actions that will be taken to achieve the outcomes and expected results).
  - Community engagement continues and results to-date will be shared.
- **February 28, 2023: Revisit Strategies and Review Order of Magnitude Costs**
  - Council debates updates to strategies based on direction from the previous meeting.
  - Civic Administration tables draft metrics and initial order of magnitude costing for the Strategic Plan as well as updates on community feedback received through the engagement process to date.

- **March 8, 2023: Public Participation Meeting**
  - Council will receive public delegations responding to the proposed Strategic Plan as discussed at the previous meetings.
  - Council provides direction on any additional changes to Strategic Plan.
- **March 28, 2023: Finalizing the 2023-2027 Strategic Plan**
  - Council debates any final changes to the 2023-2027 Strategic Plan.
- **April 4, 2023: Council – 2023-2027 Strategic Plan**
  - Council approves the 2023-2027 Strategic Plan.
- **\*April 17, 2023: Council – 2023-2027 Strategic Plan (If Needed)**
- **May 2023: 2024-2027 Multi-Year Budget Development Process**
  - Following approval of the Strategic Plan, the development of the 2024-2027 Multi-Year Budget process will begin.

\*Note: Recognizing the importance of launching the Multi-Year Budgeting process in May, an additional meeting time has been reserved in April, if needed.

### **Proposed Engagement Approach**

Initial engagement to support the development of the 2023-2027 Strategic Plan has been ongoing since the very start of the process. The review of the 2019-2023 Strategic Plan development process highlighted some key learnings and opportunities to improve the overall engagement approach. These include:

- Greater recognition of the both the quality and volume of direct input from residents that is received by members of Council through the election process.
- Undertaking targeted individual outreach to institutional partners, organizations with service delivery relationships, and other key stakeholders early in the process.
- Engaging the Enterprise-Wide Leadership Team (ELT) and leaders of Agencies, Boards, and Commissions (ABCs) together in regular discussions to support the development of administrative recommendations.
- More deliberately considering existing input channels, including recent engagement on specific initiatives and plans (Master Mobility Plan, Core Area Action Plan, Action Plan to Disrupt Islamophobia, Climate Emergency Action Plan, etc.), as well as through service specific data and feedback collected by Service Areas.
- More deliberately engaging leaders from across the organization to engage their networks and community partners in the development of the Plan.

In addition to the above-noted efforts and considerations, there will be ongoing opportunities for public input through the City's various channels and GetInvolved – the City's online engagement platform. This broader engagement will mirror Council's process, providing an opportunity for all City staff and members of the public to provide specific feedback at each stage of the strategic planning process.

Toolkits and assets will also be available to Members of Council to share information about engagement opportunities or host a Ward or community meeting should they wish to do so. Community-focused resources will also be available throughout the process.

The following provides a brief overview of planned engagement through each phase of strategic planning. Additional details about each phase will be provided to Council throughout the process.



- **Phase One: December 14, 2022, to January 4, 2023**
  - Launch community engagement on development of the 2023-2027 Strategic Plan seeking input on the vision, mission, and values.
  - Information gathered through public engagement in this phase will be presented at the January 11, 2023, meeting to help inform the discussion.
- **Phase Two: January 4 to February 7, 2023**
  - Engagement will continue on the vision, mission, and values. This will include the opportunity to provide feedback about Council’s proposed version(s) of the vision, mission, and values coming out of the January 11, 2023, meeting.
  - Launch engagement on the strategic areas of focus, outcomes and expected results on January 4, 2023, in alignment with when these materials will be available to Council.
  - Community engagement gathered throughout this phase will be presented at the February 7, 2023, Strategic Priorities and Policy Committee meeting.
- **Phase Three: February 8 to March 8, 2023**
  - The final phase of engagement will continue to seek feedback on the strategic areas of focus, outcomes, expected results, as well as strategies. Past experience has been that Council-led engagement (e.g., ward meetings, townhalls, etc.) has been most valuable during this phase.
  - A Public Participation Meeting (PPM) will be held on March 8, 2023, where Council will receive public delegations responding to the proposed Strategic Plan.
  - Community input gathered through this phase will be presented to Council at the February 28, 2023, meeting of the Strategic Priorities and Policy Committee meeting.

## **2.6 Setting the Context**

Several key background resources have been provided as part of this report to support Council’s deliberations on the 2023-2027 Strategic Plan. These resources are described on the following page, and attached as appendices. Additional contextual information, including community engagement feedback, will be provided to Municipal Council throughout the process as it becomes available.

### **Community Profile – Environics (Appendix A)**

This report, prepared by Environics Analytics, provides population-level insights into the current and projected state of demographic, economic, and social trends in London. This includes information about demographics, housing, income, education, employment, demographics, population projections, discrimination and safety, post-COVID recovery, and businesses in London.

The report also includes “index” scores that measure how similar or different the London data is when compared to Ontario overall, where an index score of 100 indicates that London and Ontario are equal. Scores above or below 100 illustrate whether a particular statistic in London is higher or lower than the provincial average, respectively.

### **Resident Satisfaction Survey – Data on Community Priorities (Appendix B)**

The City’s annual Resident Satisfaction Survey provides Londoners with an opportunity to share their perspectives and perceptions of key issues in our community. It covers a

wide range of topics including top of mind issues, priorities over the next four years, quality of life, value for tax dollars, satisfaction with municipal services and experiences with City staff, and welcoming and belonging.

For reference, the results from the “Most Important Issues” and “Four Year Priorities” questions are attached to this report. The full results of the Resident Satisfaction Survey are available through a report under separate title, *2022 Annual Resident Satisfaction Survey, SPPC Report, December 12, 2022.*

### **Council-Elect Engagement Conversations – Summary of Themes (Appendix C)**

Civic Administration spoke individually to City Council members following the 2022 Municipal Election, gathering input on what Londoners told them through conversations during the election period. Council members were asked the following three questions:

- What were the top three to five priorities you heard while engaging with Londoners over the last few months (door-to-door, social media, meetings, etc.)?
- What was the “single” most important message you heard talking to Londoners over the last few months?
- What do you think Council should achieve over the next 4 years?

Feedback received through these interviews have been compiled into themes and attached as reference.

### **2022 City of London Political, Economic, Social, Technological (PEST) Analysis (Appendix D)**

The purpose of a PEST analysis is to develop an understanding of the external factors that affect an organization. The PEST provides items to consider during decision making and strategic plan development. PEST definitions are as follows:

- **Political:** refers to the external political factors that may help or hinder the business and services that the City of London provides. Examples include employment regulations, other levels of government priorities and mandates.
- **Economic:** refers to the external economic factors that may help or hinder the business and services that the City of London provides. Examples include interest rates, inflation, Foreign Direct Investment.
- **Social:** refers to the external social factors that may help or hinder the business and services that the City of London provides. Examples include attitudes and behaviours, consumer trends, social and demographic trend research, health and wellbeing, and quality of life.
- **Technological:** refers to the external technology factors that may help or hinder the business and services that the City of London provides. Examples include artificial intelligence, cyber security, remote work.

Civic administration, agencies, boards, and commissions worked together to identify the key external political, economic, social, and technological factors impacting the City of London in 2022.

### **Additional Context – Other Reports**

#### **2019-2023 Strategic Plan Progress, Performance, and Impact Reports**

As part of Council's commitment to accountability and transparency in decision-making, the Strategic Plan reporting cycle includes a number of reports that measure progress, performance, and impact of the work being done to support the implementation of the

2019-2023 Strategic Plan. Specific reports that are relevant to the 2023-2027 Strategic Plan discussions include the:

1. **Semi-Annual Progress Report:** The Semi-Annual Progress Report (released every May and November) tracks progress and monitors implementation of Council's Strategic Plan. The November 2022 Progress Report, available through a report under separate title provides an update on the actions taken over the second and third quarters of 2022.
2. **Annual Performance Report:** The Annual Performance Report answers the question 'Did we do what we set out to do?' It is a tool to measure the annual performance of the Strategic Plan by assigning metrics (aggregate, quantifiable measures) to each strategy, expected result, and outcome in the Strategic Plan. Performance is tracked by comparing the difference between the actual and target for each metric, as well as qualitative information about successes, challenges, solutions, and data limitations experienced. Performance Reports were completed for 2020 and 2021.
3. **Impact Assessment:** The Impact Assessment answers the question 'How has London changed as a result of the implementation of the Strategic Plan?' Completed every four years, it analyzes the performance data across all years, reporting on the change over time and therefore the impact over the life of the Plan. The 2020-2022 Impact Assessment examines individual results from all service areas, agencies, boards, and commissions based on performance data gathered between 2020-2022. Using 2020 as the baseline reporting year, the data reported was analyzed to understand the cumulative change across all three years. In addition to quantitative data, qualitative data was also examined.

Each of these reports serve a distinct purpose and can be used to help inform the development of the 2023-2027 Strategic Plan. The November 2022 Semi-Annual Progress Report and 2020-2022 Impact Assessment are available through a report under a separate title, *November 2022 Semi-Annual Progress Report and 2020-2022 Impact Assessment, SPPC Report, December 12, 2022*.

## Conclusion

The City of London's Strategic Plan defines the mission, vision, values, and priorities that will guide the work of Council and Civic Administration for the next four years. It will drive decision-making through the Multi-Year Budget and Technology Investment Strategy. Most importantly, it is a statement of commitment to the community; a reflection of the priorities of Londoners.

The 2023-2027 Strategic Plan will set London's course for the future, building on progress made through the City's current and past Strategic Plans, while recognizing and adapting to a very different global context.

**Prepared by:** Nick Steinburg, Specialist, Strategy and Innovation

**Submitted by:** Rosanna Wilcox, Director, Strategy and Innovation

**Recommended by:** Lynne Livingstone, City Manager

# City of London

## 2022 Community Profile



November 2022

# Table of Contents

- Current State of London
- Demographic Trends
- Discrimination and Safety
- Post-COVID-19 Recovery
- Businesses in London

# How to Read – Demographic Reports

These reports describe the demographics for the City of London and compare them to Ontario. The **index** measures how similar or different the **trade area** (City of London) is compared to the **benchmark** (Ontario.) An index of 100 indicates that the trade area value equals the benchmark.

The Household Size bar chart shows the distribution of Household Size for the trade area (dark bars for the City of London) compared to the benchmark (light bars for Ontario)

## POPULATION

435,334

## HOUSEHOLDS

180,119

## MEDIAN MAINTAINER AGE

51

Index:95

## MARITAL STATUS



52.5%

Index: 93

Married/Common-Law

## FAMILY STATUS\*



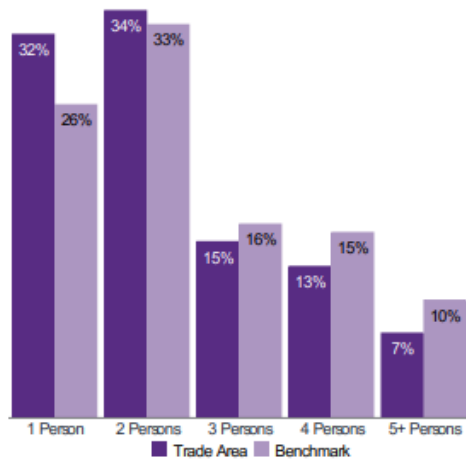
18.8%

Index:112

Total Lone-Parent Families

The Family Status section indicates that 18.8% of the households in The City of London are classified as lone parent families. With an index value of 112, the City of London is 12% more likely to be a Lone Parent Family compared to households in Ontario

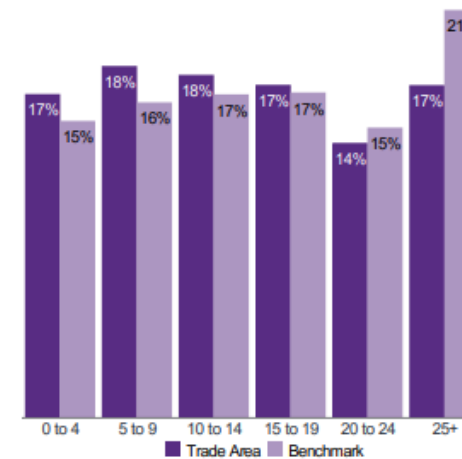
## HOUSEHOLD SIZE



## POPULATION BY AGE

Age Group	Count	%	Index
0 to 4	21,206	4.9	100
5 to 9	23,031	5.3	104
10 to 14	23,261	5.3	100
15 to 19	23,221	5.3	98
20 to 24	32,005	7.4	111
25 to 29	37,670	8.7	118
30 to 34	34,378	7.9	108
35 to 39	30,976	7.1	103
40 to 44	27,342	6.3	98
45 to 49	25,069	5.8	94
50 to 54	25,277	5.8	91
55 to 59	27,876	6.4	92
60 to 64	27,738	6.4	95
65 to 69	23,516	5.4	95
70 to 74	19,290	4.4	95
75 to 79	14,429	3.3	95
80 to 84	9,415	2.2	96
85+	9,634	2.2	95

## AGE OF CHILDREN AT HOME



# Current State of London

# Population and Households

## POPULATION

435,334

## HOUSEHOLDS

180,119

## MEDIAN MAINTAINER AGE

51

Index:95

## MARITAL STATUS



52.5%

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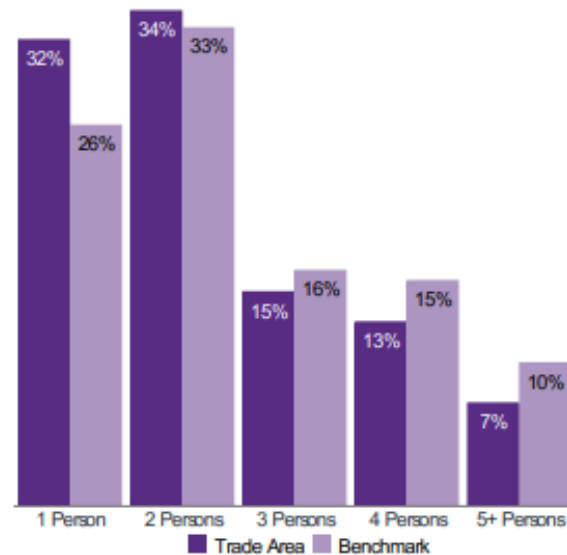


18.8%

Index:112

Total Lone-Parent Families

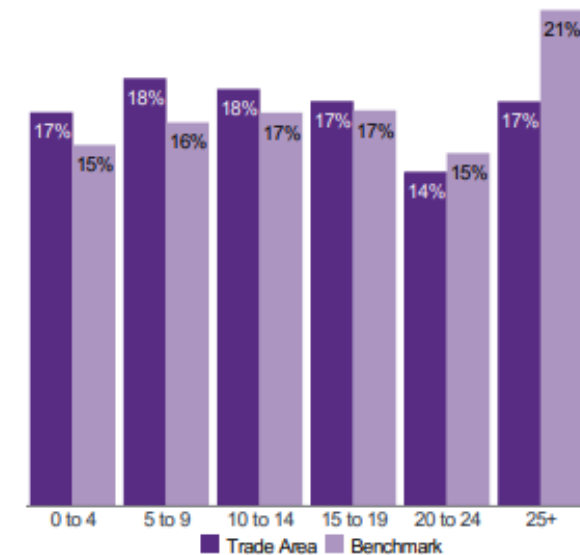
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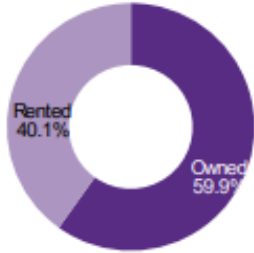
## AGE OF CHILDREN AT HOME





# Housing and Income

### TENURE



### STRUCTURE TYPE



Houses

65.4%

Index: 96



Apartments

34.4%

Index: 110

### AGE OF HOUSING\*

40 - 59 Years Old

% Comp: 29.0 Index: 112

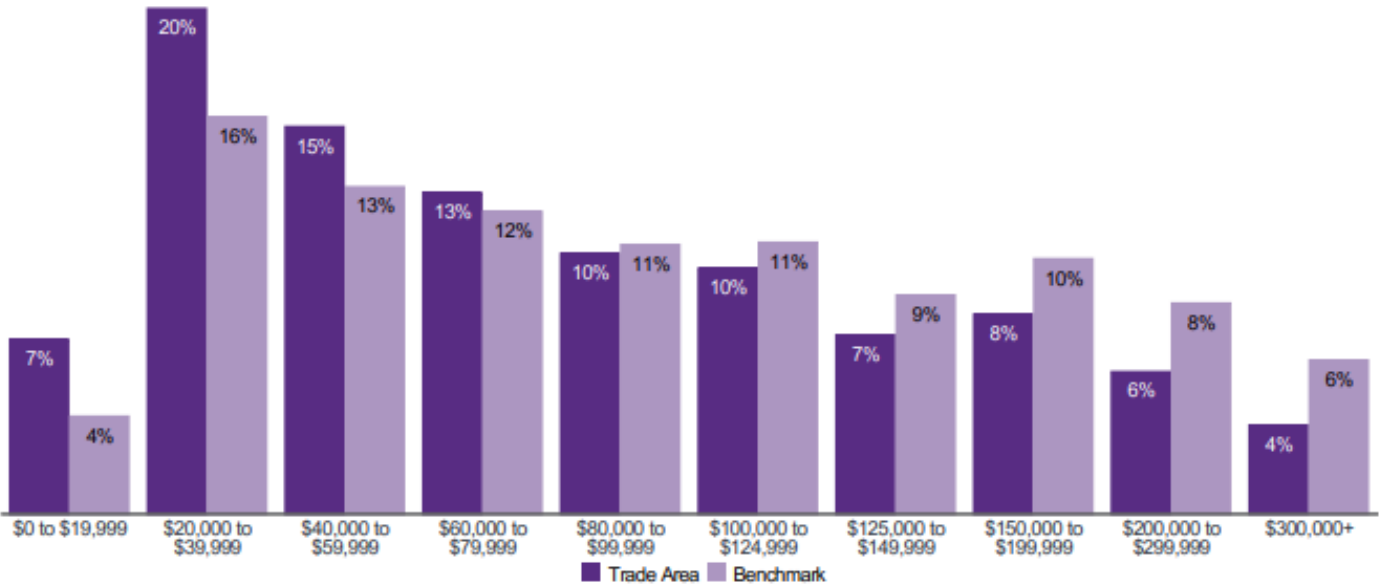
### AVERAGE HOUSEHOLD INCOME



\$94,838

Index: 79

### HOUSEHOLD INCOME DISTRIBUTION



# Education and Employment

## EDUCATION



28.9%

Index:98

University Degree

## LABOUR FORCE PARTICIPATION



64.0%

Index:98

Participation Rate

## METHOD OF TRAVEL TO WORK: TOP 2\*



37.7%

Index:104

Travel to work by **Car (as Driver)**

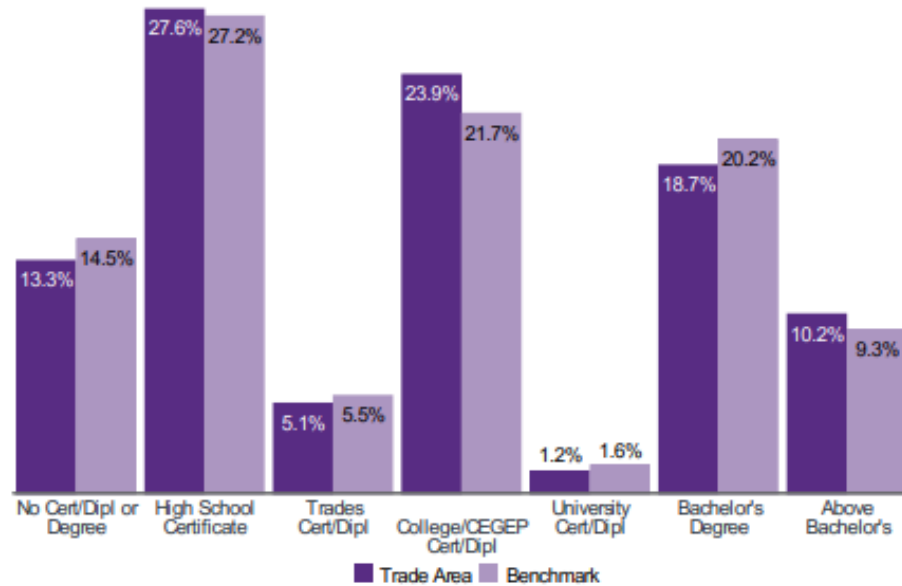


5.0%

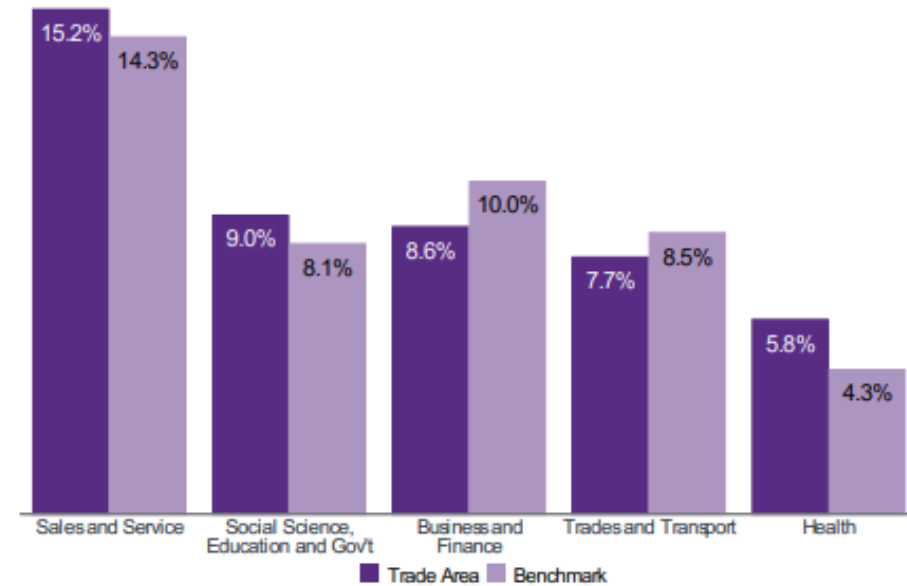
Index:67

Travel to work by **Public Transit**

## EDUCATIONAL ATTAINMENT



## OCCUPATIONS: TOP 5\*



# Demographics

## INDIGENOUS IDENTITY



2.5%  
Index:86

## RACIALIZED COMMUNITIES



23.7%  
Index:73

Belong to a racialized community

## NON-OFFICIAL LANGUAGE



1.6%  
Index:66

No knowledge of English or French

## IMMIGRATION



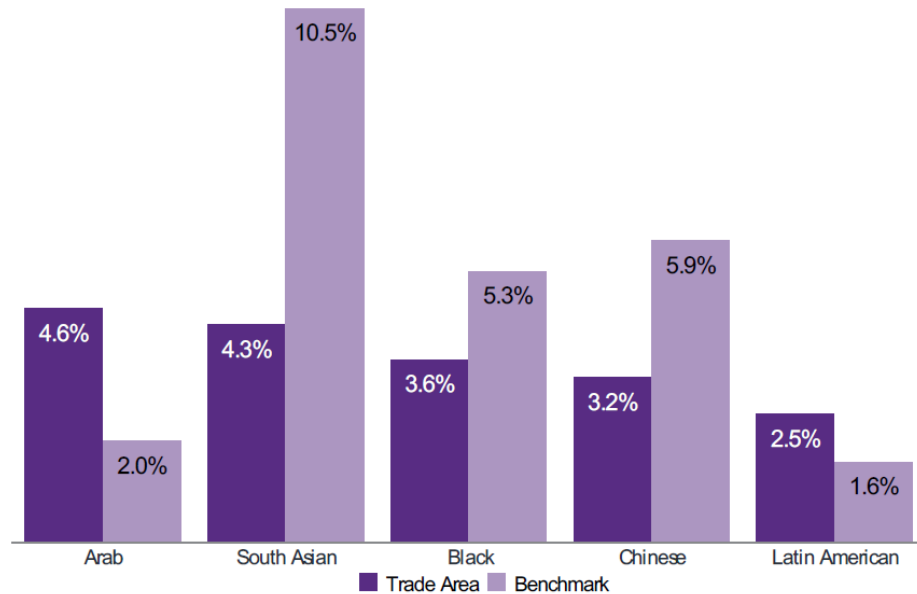
22.6%  
Index:75

Born outside Canada

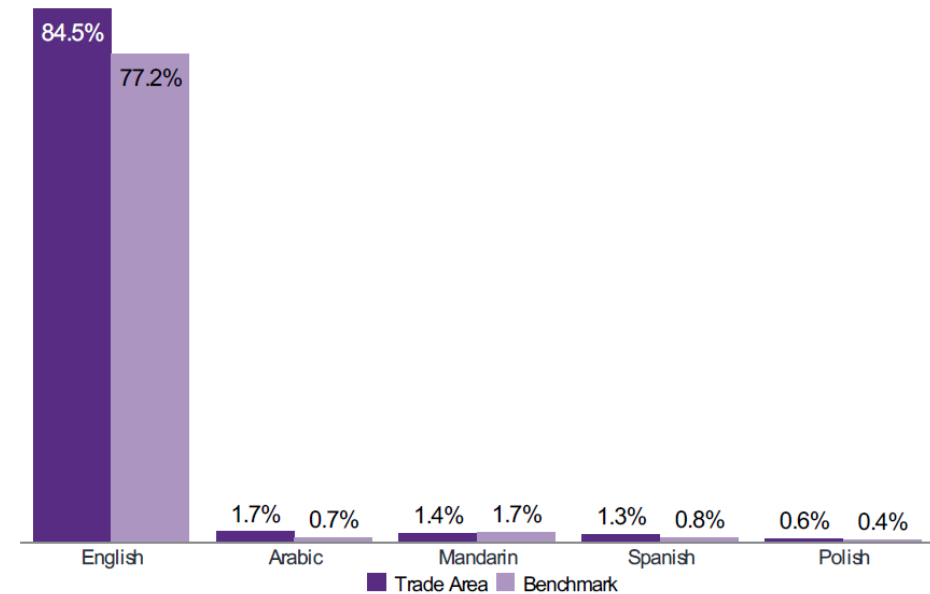
## PERIOD OF IMMIGRATION\*

Before 2001  
11.3% Index:74

## RACIALIZED COMMUNITIES: TOP 5



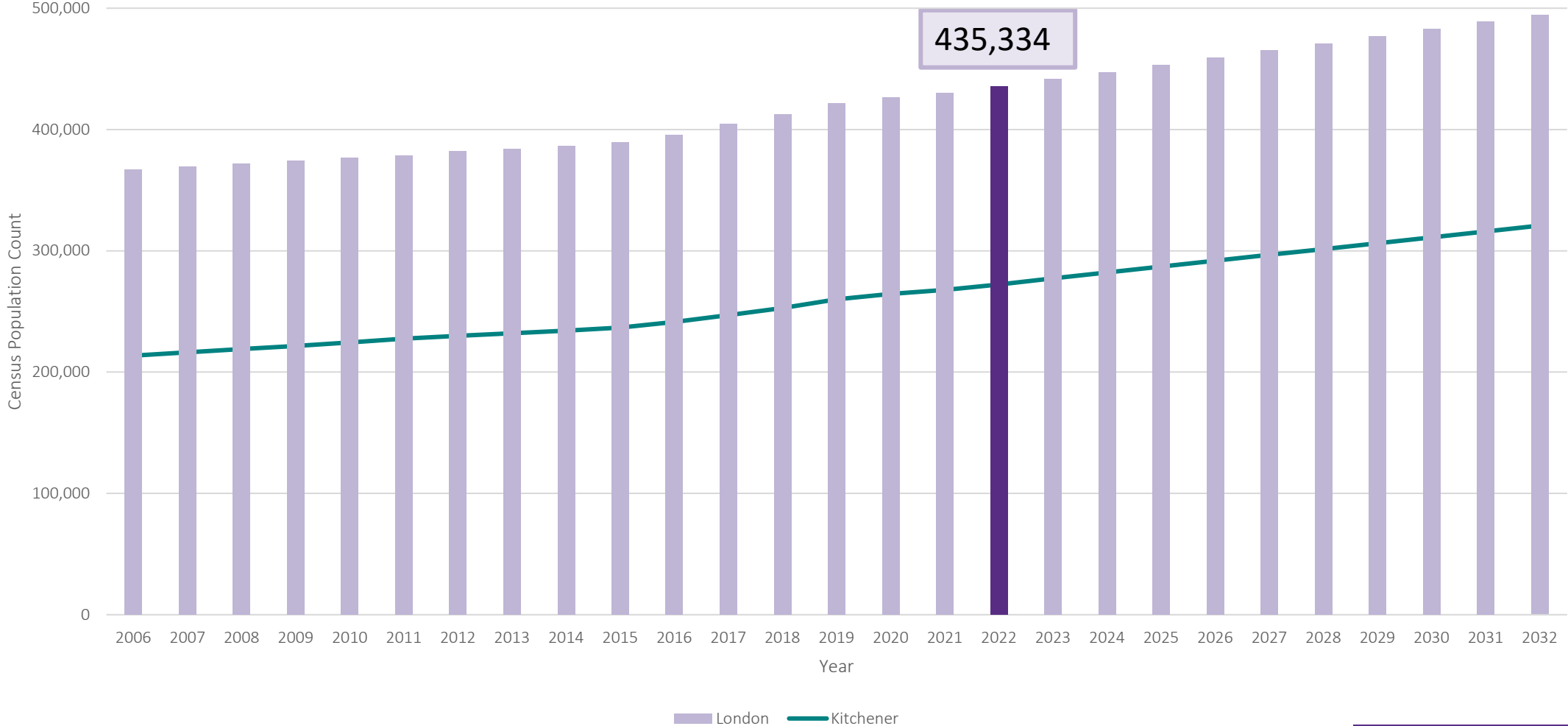
## LANGUAGES SPOKEN AT HOME: TOP 5\*\*



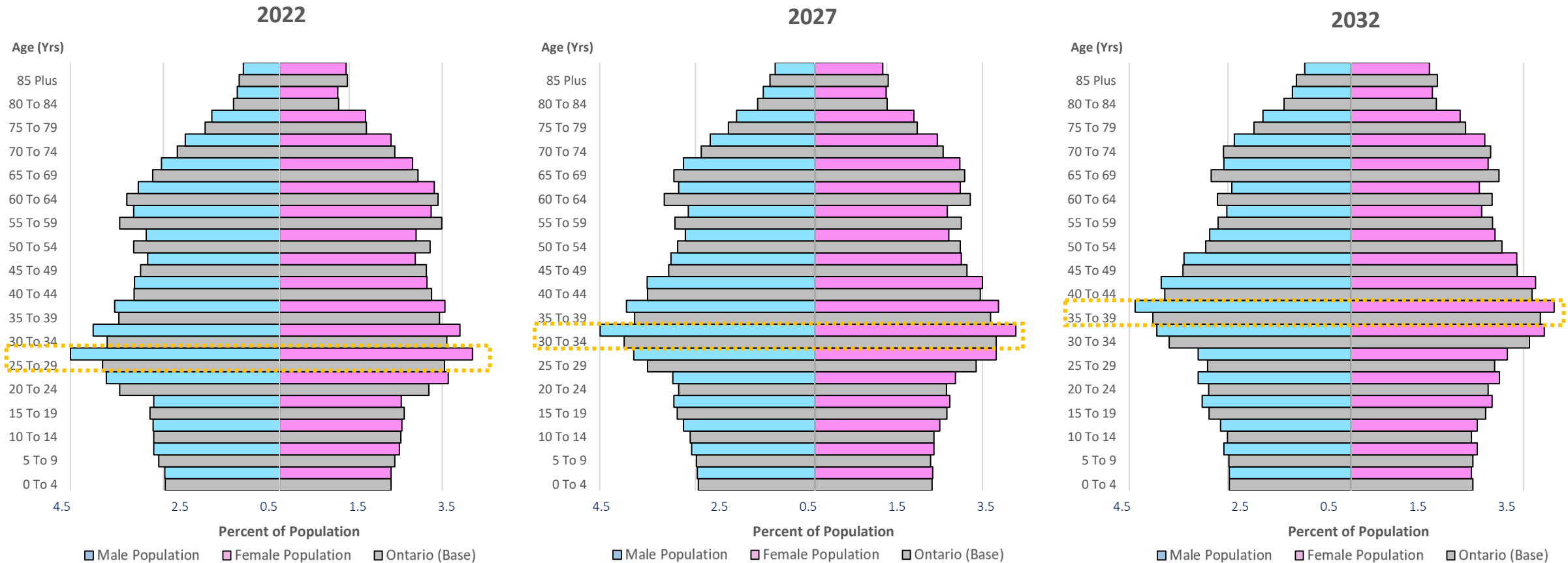
# Demographic Trends

# Total Population Projections – 2006 - 2032

Total Population for London and Kitchener



# Population Pyramid – 2022, 2027, 2032



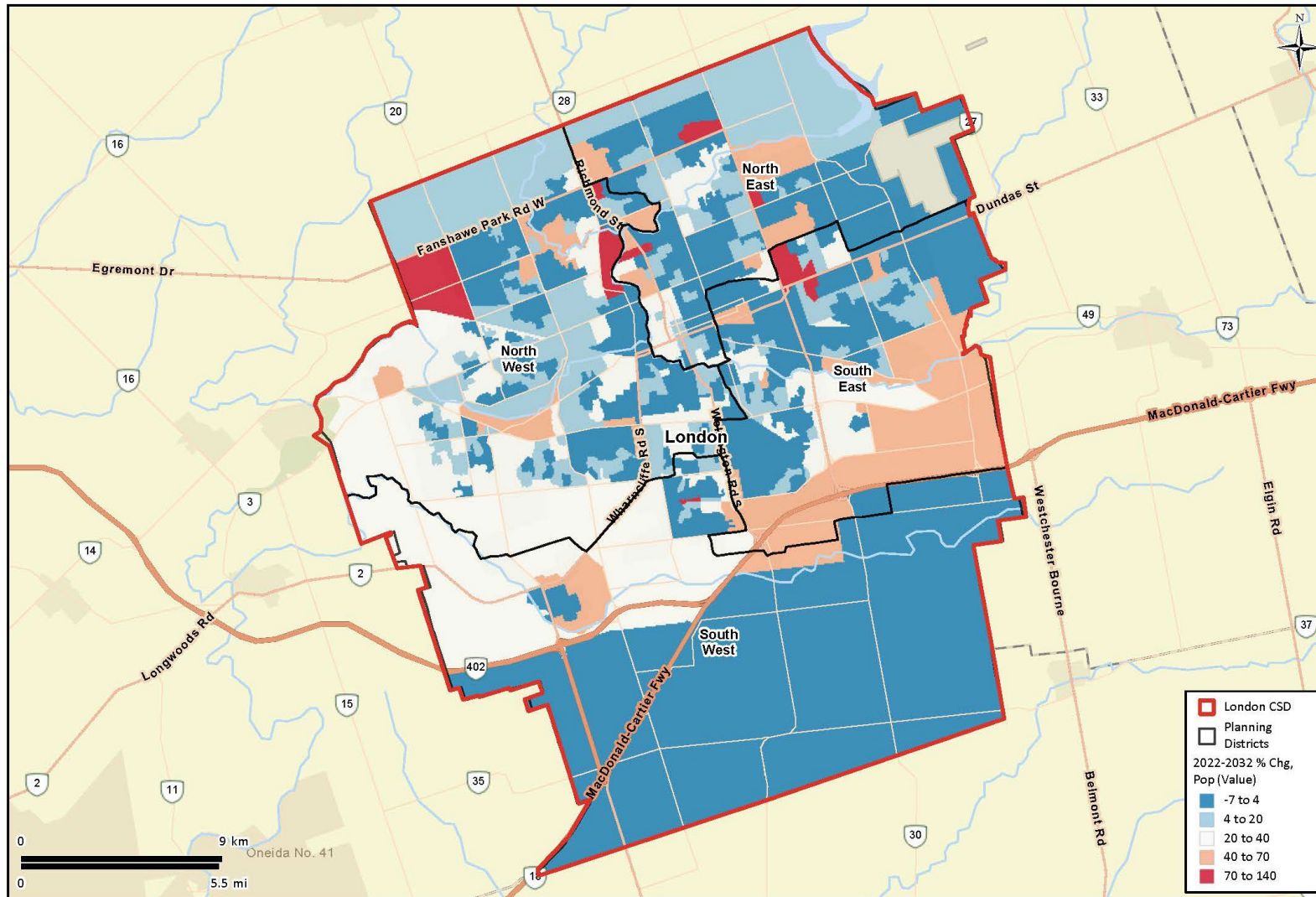
In 2022, the age group of 25 to 29 makes up 8.7% of the London Population; this is the largest age cohort in the City with 37,670 people. This age group will be 35 to 39 in 2032, and it will be comprised of 42,010 people.

# Population Change Over Time

Percent Population Change in London, Ontario



# Total Population % Change – 2022 - 2032



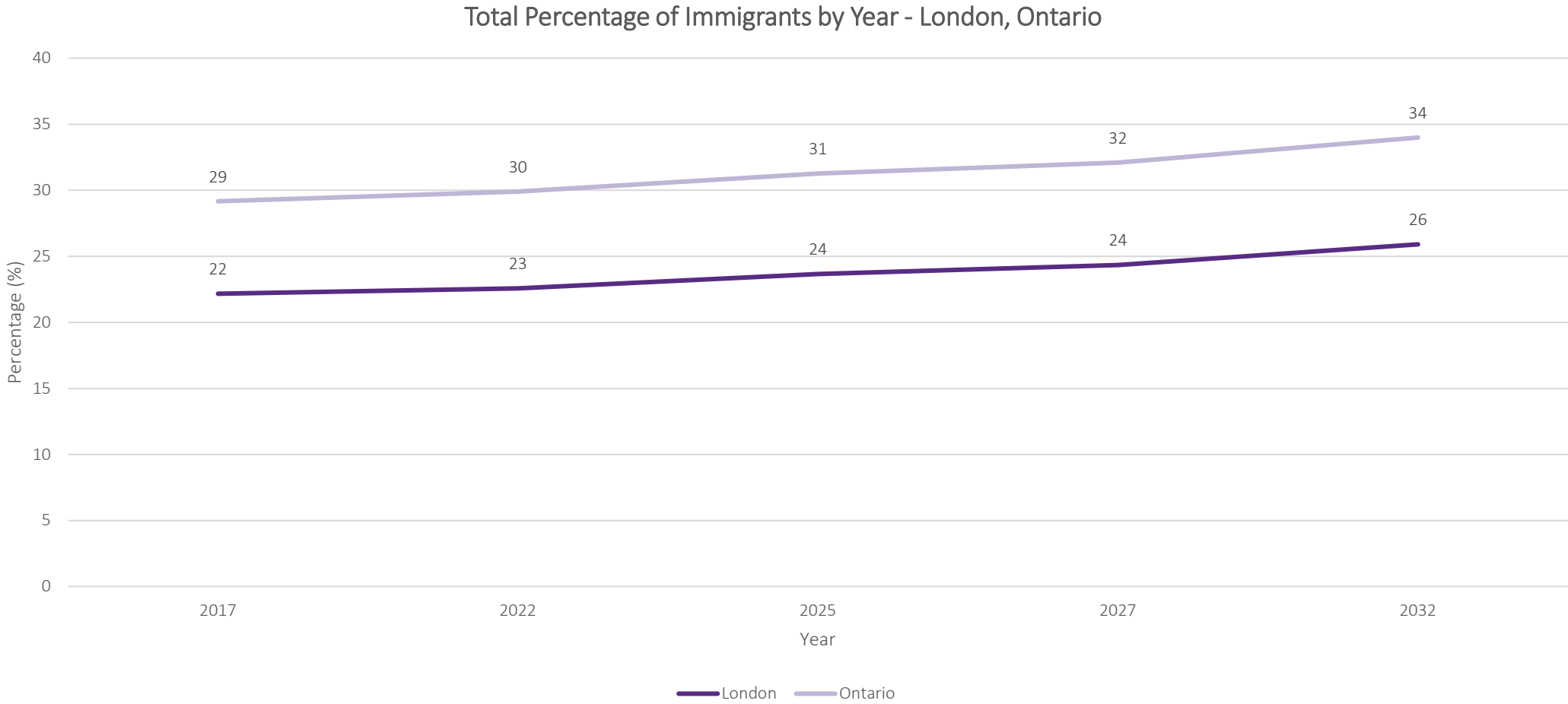
Data Sources: <https://en.environicsanalytics.ca/Envision/About/1/2022>  
 Copyright 2022 © Environics Analytics (EA). ©2022 Environics Analytics | ©2006-2022 TomTom  
 Basemap Sources: Province of Ontario, Esri Canada, Esri, HERE, Garmin, SafeGraph, METI/NASA, USGS, EPA, NPS, USDA, NRCAN, Parks Canada Powered by Esri  
 Disclaimer: Scale bar is for reference only



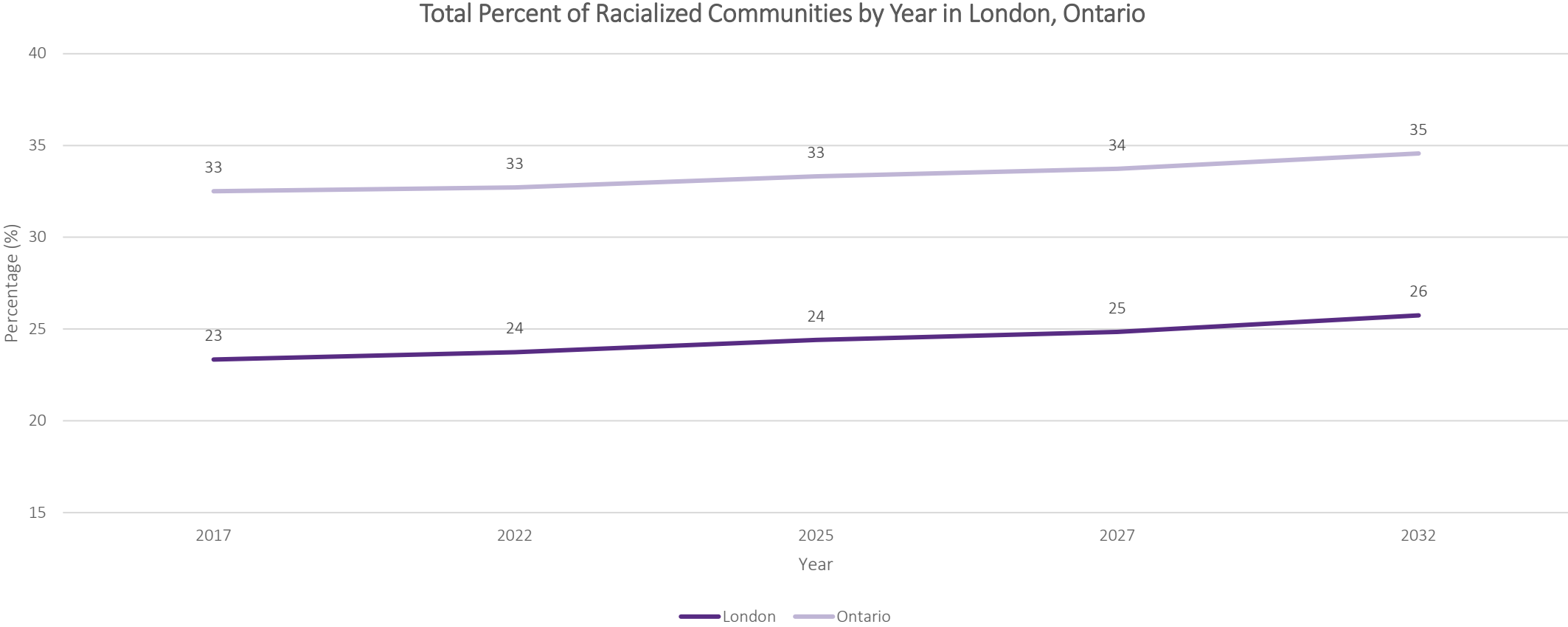
# Average Household Income – 2022 - 2032



# Total Percentage of Immigrants – 2017 - 2032



# Total Percent of Racialized Communities – 2022-2032



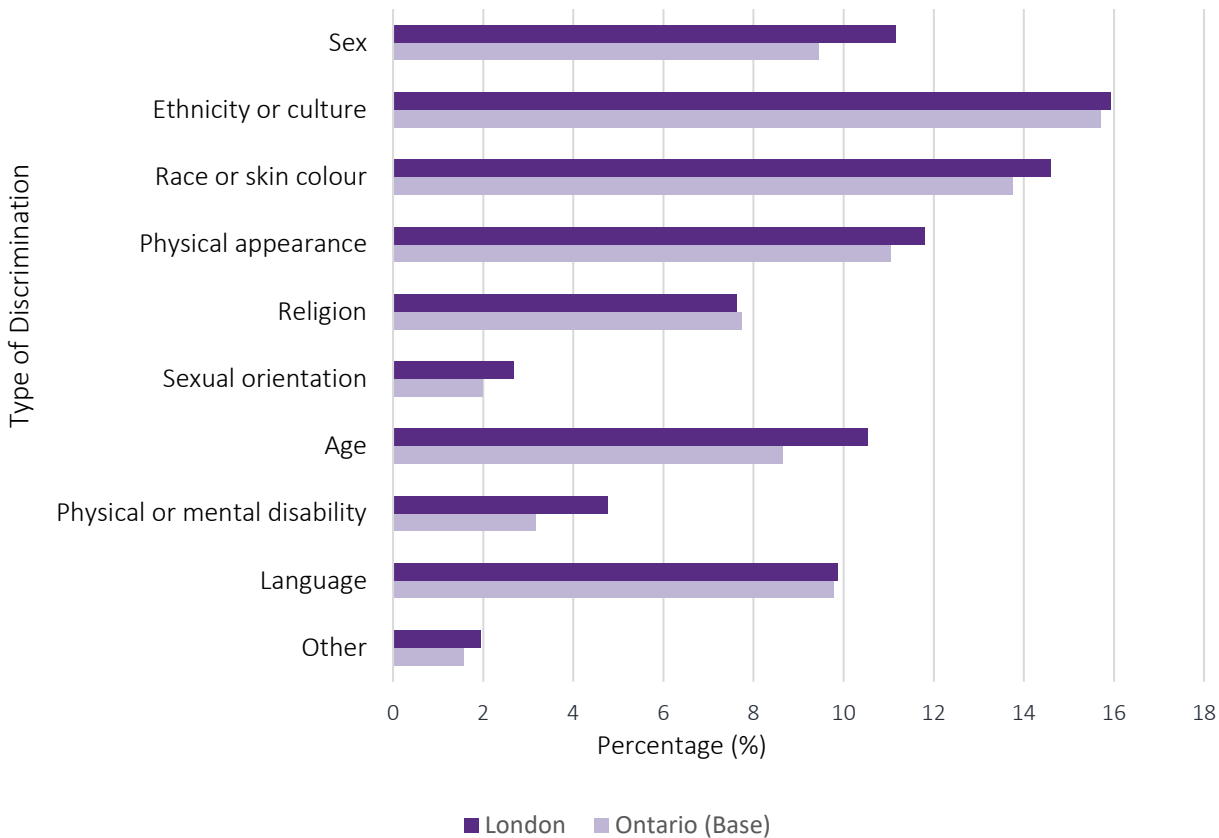
# Discrimination and Safety

Updated Information to 2022

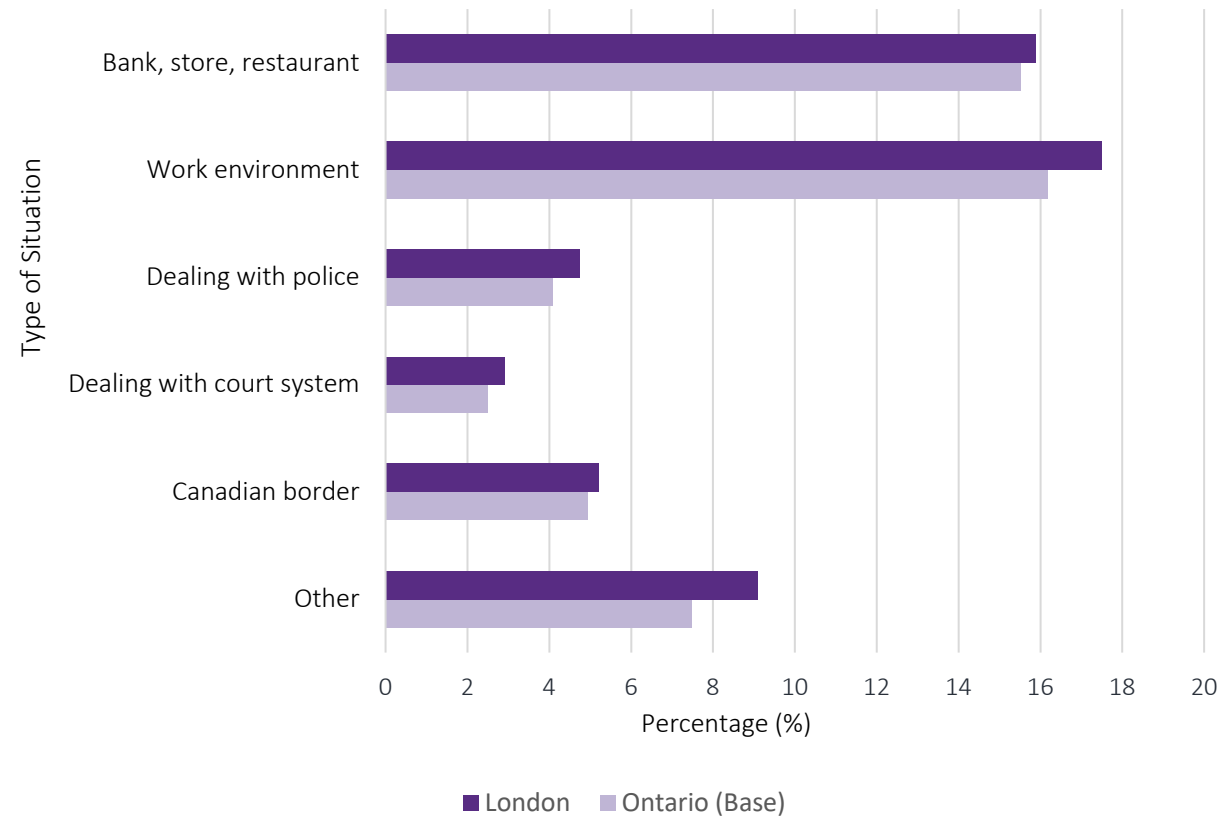
# Discrimination

34.2% of London residents have been a victim of discrimination in the past 5 years.

Type of Discrimination Experienced In The Past 5 Years

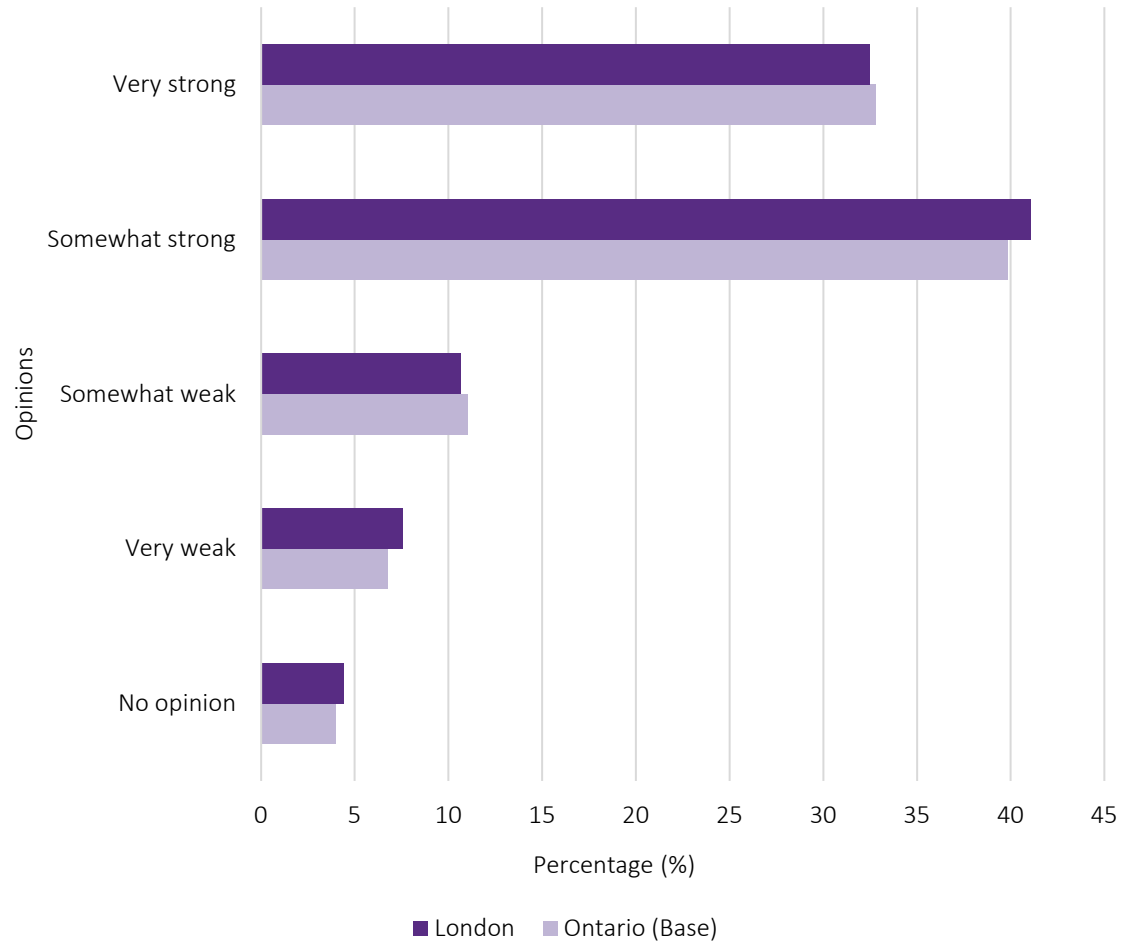


Situation of Discrimination Experienced In The Past 5 Years

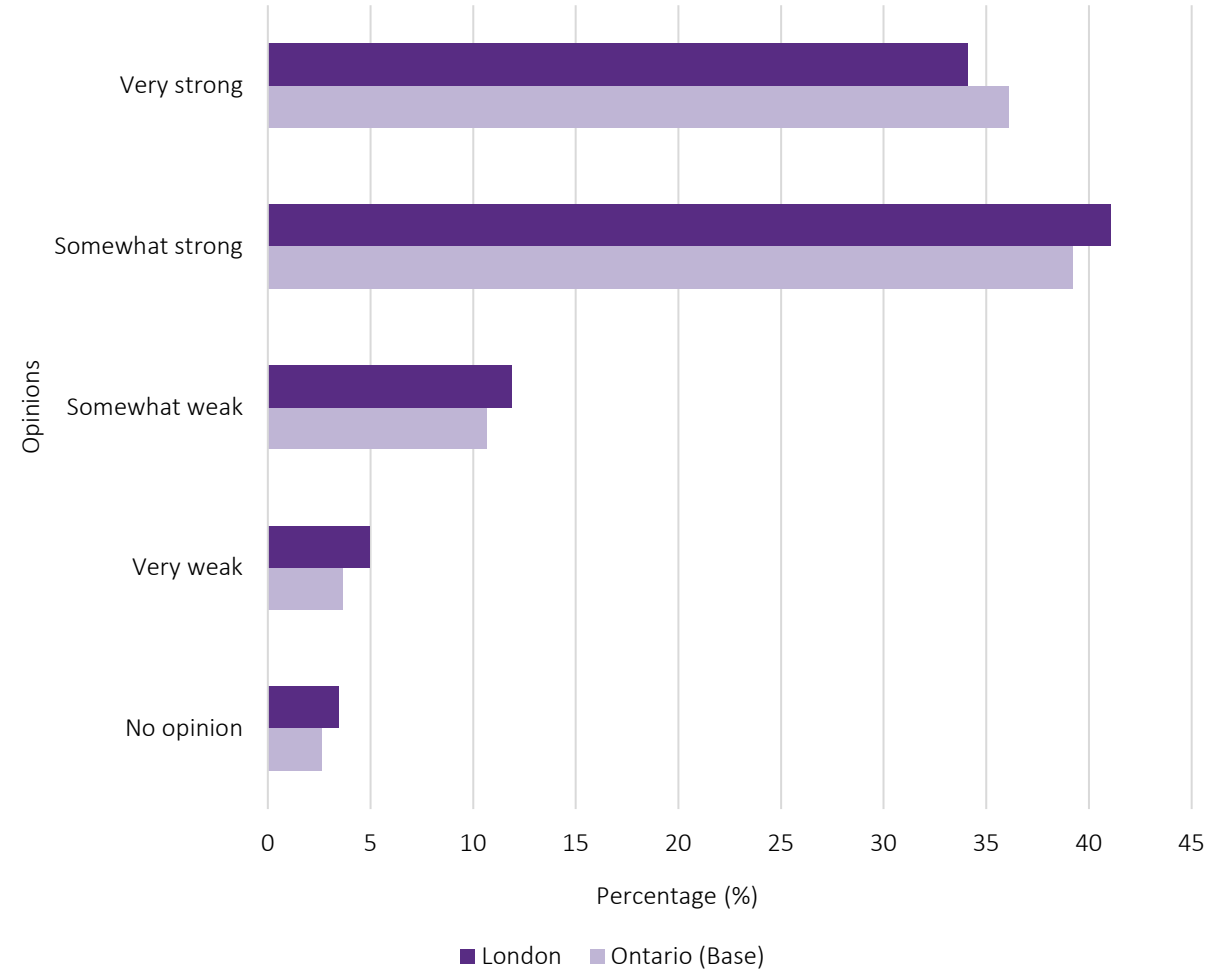


# Sense of Belonging

## Local Community



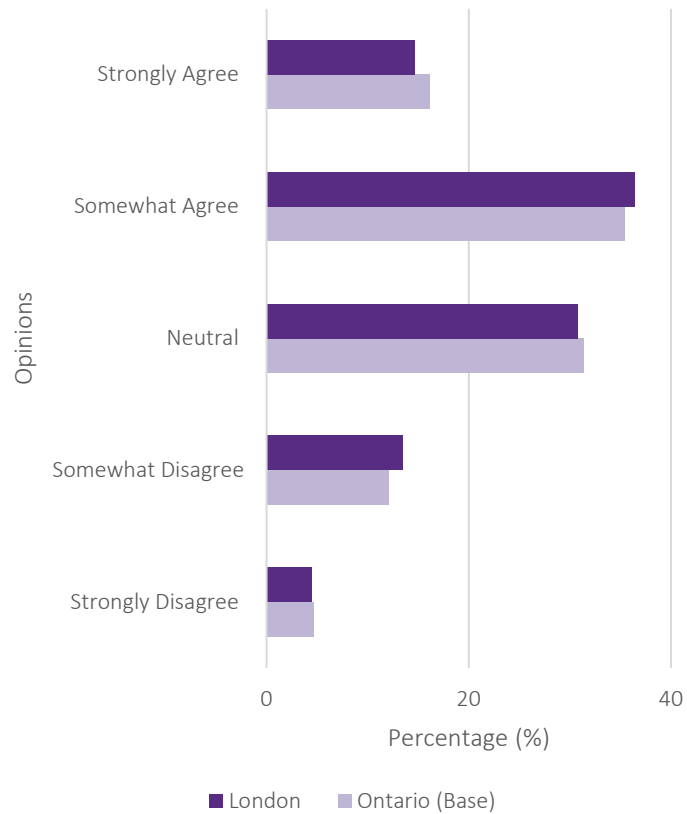
## Town or City



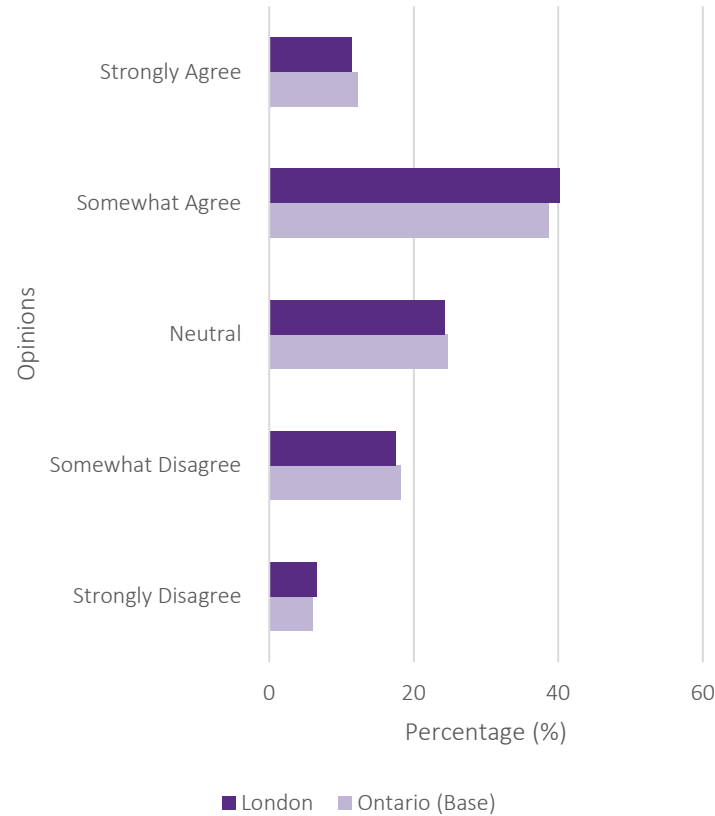
# Post-COVID-19 Recovery

# Spending and Shopping Habits

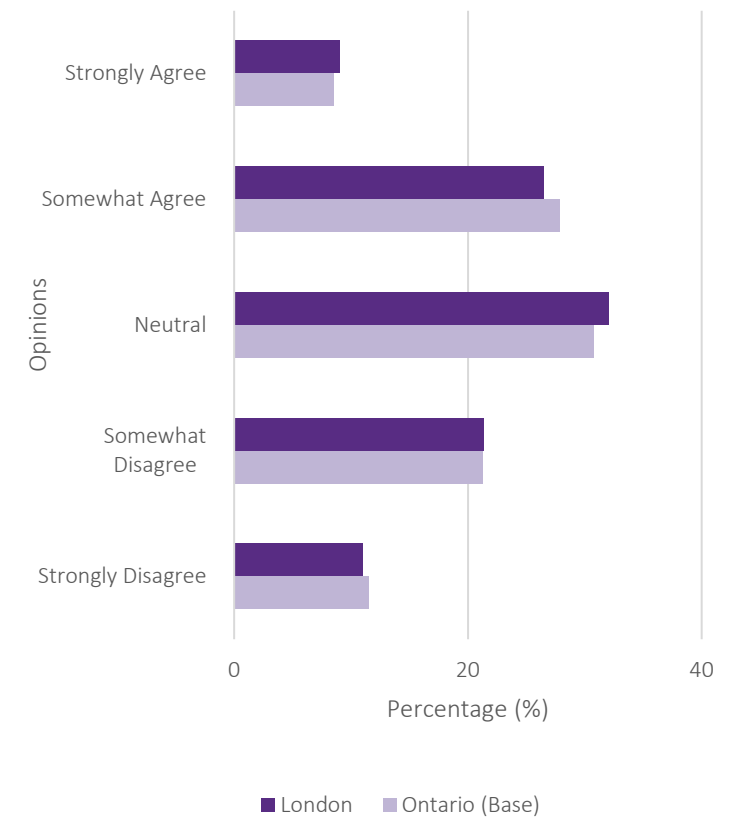
I am more careful with my spending due to economic uncertainty



I feel safe shopping in-store



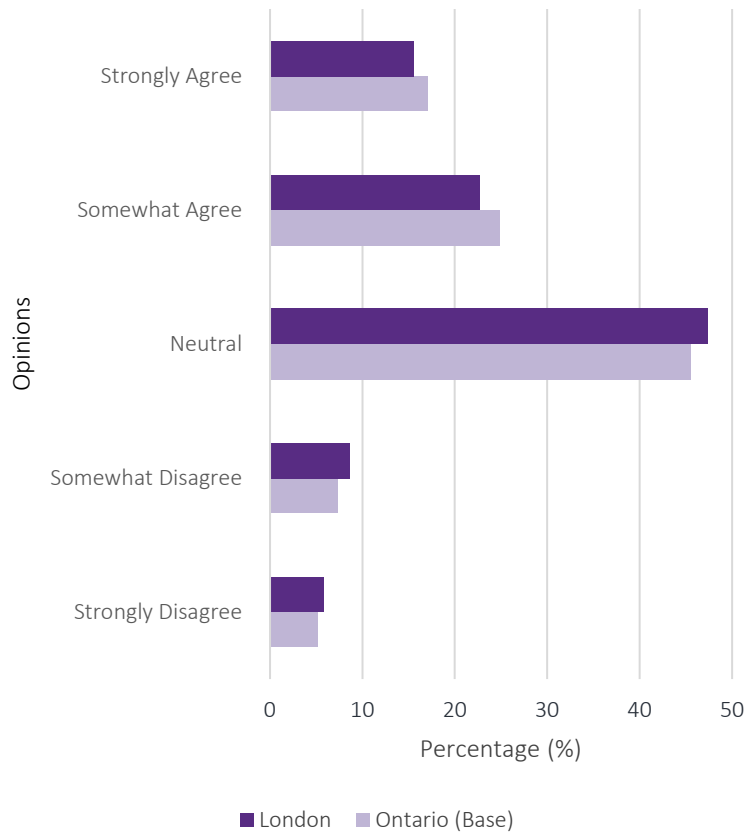
I will continue to mostly shop online even though stores are open



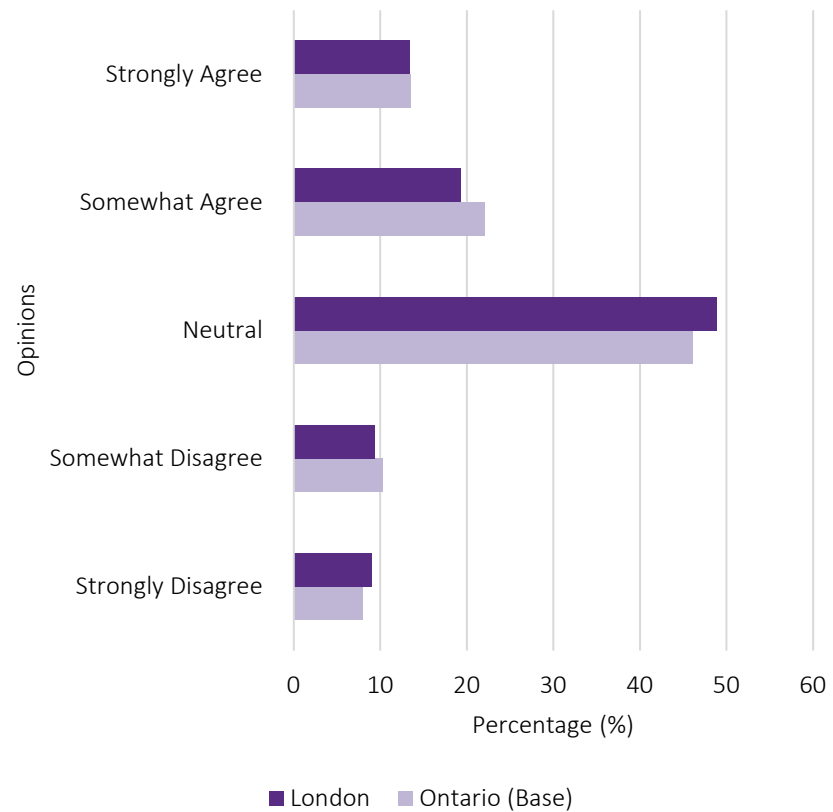


# Work and Life Balance

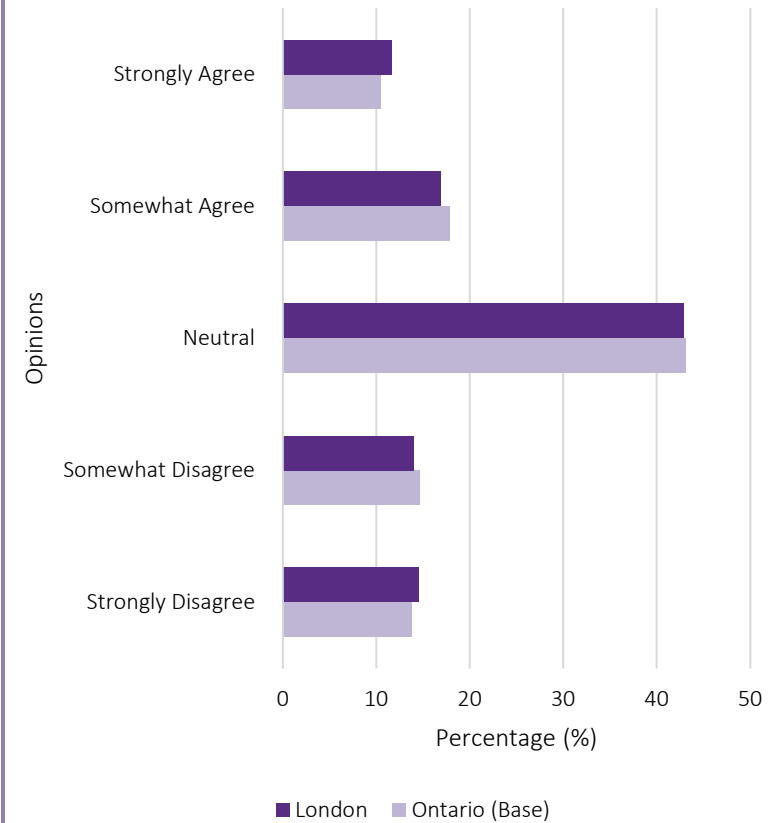
WFH gives freedom/flexibility to live a lifestyle that suits me



I have a better work/life balance when working from home

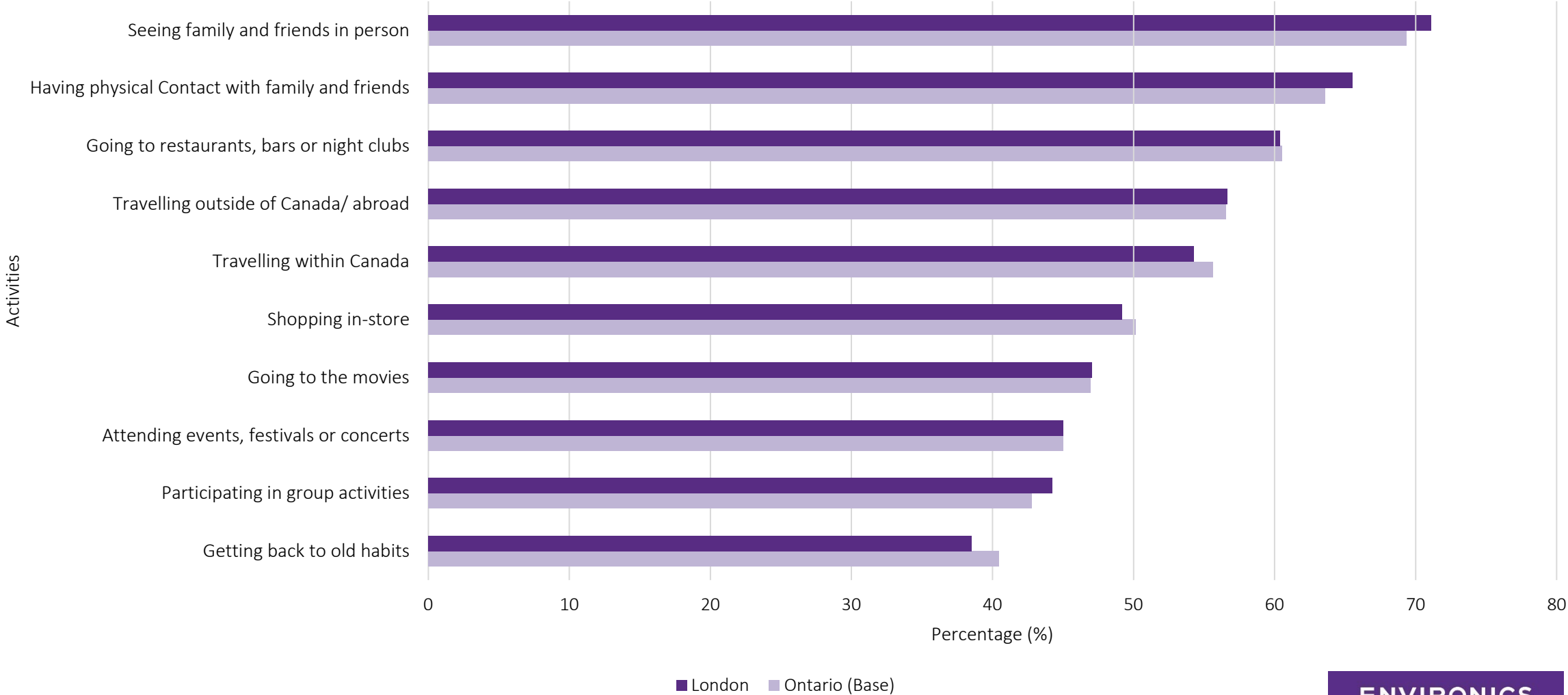


Prefer to be in a company office, than working remotely from home



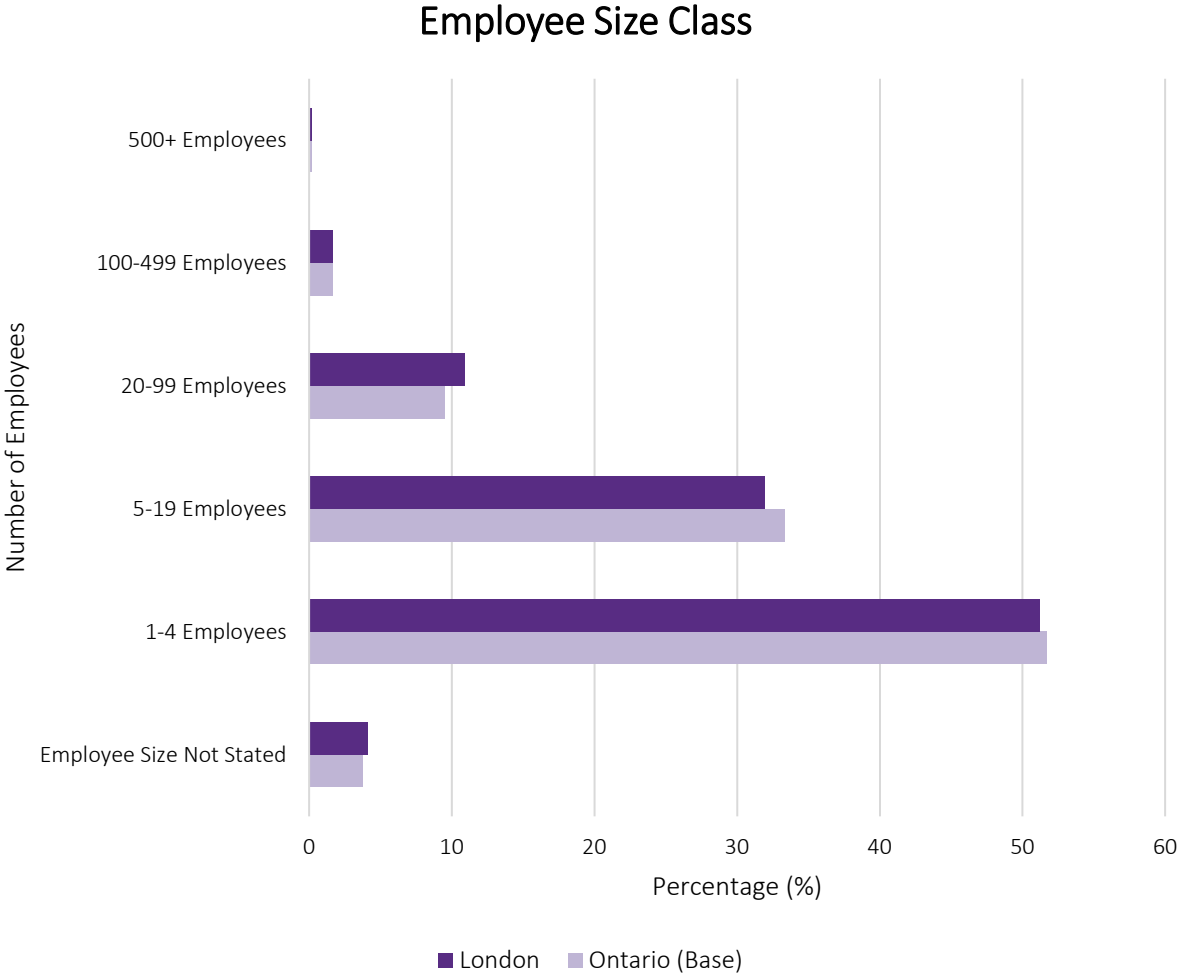
# Top 10 Activities Looking Forward To

Activities Look Forward To Do

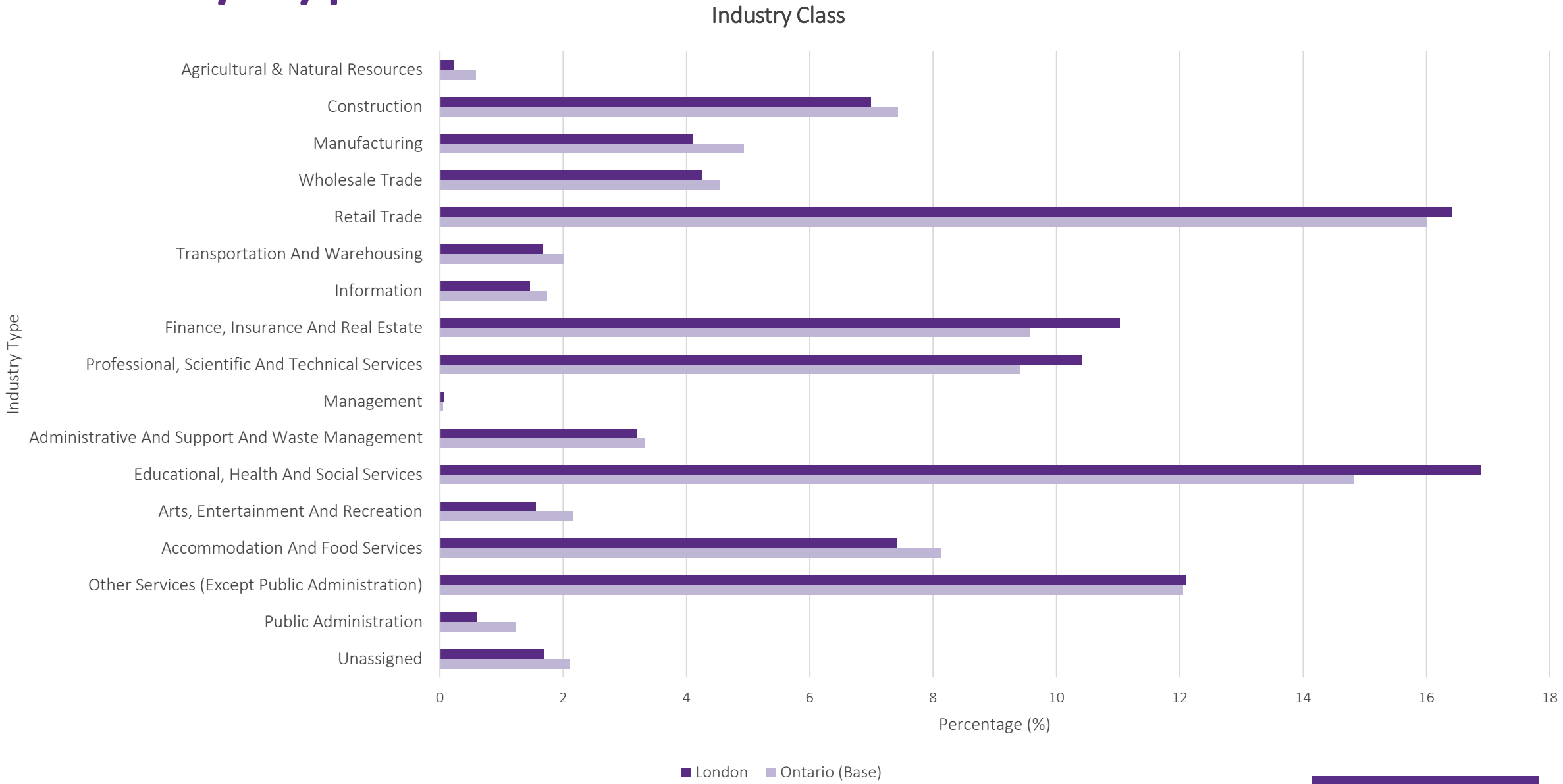


# Businesses in London

# Business Size and Sales



# Industry Types



# Annual Resident Satisfaction Survey

**The City of London**  
**October 2022**



# Top of Mind Issues



# Top of Mind Issues

**Nearly half (47%) of residents say poverty is the most important issue facing the city – a significant increase from 28% in the previous year.**

Issue	2022	2021	2019	2018	2017	2016	2015
<b>NET: Poverty*</b>	<b>47%</b>	<b>28%</b>	<b>12%</b>	<b>4%</b>	<b>5%</b>	<b>5%</b>	<b>3%</b>
Homelessness	44%	27%	10%	3%	4%	3%	2%
Poverty	5%	4%	3%	1%	2%	3%	1%
<b>NET: Transportation*</b>	<b>30%</b>	<b>34%</b>	<b>38%</b>	<b>35%</b>	<b>36%</b>	<b>23%</b>	<b>13%</b>
Traffic/road congestion/traffic lights	17%	22%	10%	7%	4%	5%	4%
Inadequate public transit/transportation	14%	12%	20%	17%	17%	17%	10%
Rapid transit/support rapid transit	3%	6%	4%	1%	10%	-	-
Opposition to rapid transit	1%	1%	3%	7%	4%	-	-
<b>NET: Development/Infrastructure*</b>	<b>28%</b>	<b>23%</b>	<b>21%</b>	<b>20%</b>	<b>11%</b>	<b>19%</b>	<b>21%</b>
Roads/Road repair/snow removal/poorly maintained roads	11%	13%	12%	11%	5%	9%	11%
*** Housing - lack of affordable housing	10%	20%	11%	3%	4%	2%	2%
Infrastructure	8%	9%	8%	3%	3%	8%	7%
Development urban sprawl/loss of greenspace	3%	5%	5%	3%	2%	2%	3%
Parking	1%	1%	-	-	-	-	-
<b>NET: Health*</b>	<b>20%</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
*** Mental health / Drug addiction	13%	10%	-	-	-	-	-
*** Hospital wait times / lack of medical care	7%	4%	4%	4%	-	-	-
*** COVID-19 (e.g. restrictions, vaccines, in general)	2%	8%	-	-	-	-	-

Poverty has become the most important issue facing the city with nearly 1 in 2 (NET: 47%) residents saying so. Specifically, mentions of homelessness (from 27% to 44%) drives this increase.

Transportation is identified as the next most important issue by residents with 3 in 10 (NET: 30%) saying so. Specifically, nearly 1 in 5 (17%) mentioned ‘traffic/road congestion/traffic lights’.

Around 3 in 10 (NET: 28%) residents say development and infrastructure is the most important issue facing the city – remaining consistent with previous years.

1 in 5 (NET: 20%) residents also say health is the most important issue facing the city with mental health and drug addiction as the most important health issue (13%).

Fewer residents are finding the COVID-19 pandemic as an important issue facing the city compared to the previous year (from 8% to 2%).

\*\*\* In 2015-2021, mentions were not grouped under the net categories. So, the net percentages do not include these mentions in these previous years.

\*Net categories for multiple response questions are calculated by adding up the number of responses (not percentages) for each sub-category and dividing the total number by the total sample size.

Q1. What are the most important issues facing the City of London? That is, what issues should receive the greatest attention from City Council? [Multi-select];

Framework: All respondents.

Sample Size: 2022 (n=500); 2021 (n=508); 2019 (n=500); 2018 (n=500); 2017 (n=500); 2016 (n=500); 2015 (n=500).



# Top of Mind Issues (cont'd)

Issue	2022	2021	2019	2018	2017	2016	2015
<b>NET: Economy*</b>	<b>20%</b>	<b>5%</b>	<b>7%</b>	<b>4%</b>	<b>4%</b>	<b>13%</b>	<b>13%</b>
High interest rates	12%	-	-	-	-	-	-
Unemployment/ Jobs/ poor job market	3%	5%	6%	4%	3%	12%	12%
High inflation rates	2%	-	-	-	-	-	-
*** Economic growth / attract, retain businesses / manufacturing	2%	3%	3%	2%	-	-	-
*** Social assistance (e.g. employment insurance, sick benefits, etc.)	2%	1%	-	-	-	-	-
Taxes	2%	3%	6%	3%	3%	5%	6%
<b>NET: Mayor/City government*</b>	<b>2%</b>	<b>4%</b>	<b>8%</b>	<b>4%</b>	<b>4%</b>	<b>4%</b>	<b>4%</b>
Fiscal management/government spending/budget	1%	3%	4%	2%	-	-	-
Poor government/political infighting/no leadership	1%	2%	3%	1%	2%	-	-

1 in 5 (NET: 20%) residents also say the economy is the most important issue facing the city. Specifically, around 1 in 10 (12%) mentioned 'high interest rates'.

A few residents also say the city government (2%) are the most important issues facing the city.

\*\*\* In 2015-2021, mentions were not grouped under the net categories. So, the net percentages do not include these mentions in these previous years.

\*Net categories for multiple response questions are calculated by adding up the number of responses (not percentages) for each sub-category and dividing the total number by the total sample size.

Q1. What are the most important issues facing the City of London? That is, what issues should receive the greatest attention from City Council? [Multi-select];

Framework: All respondents.

Sample Size: 2022 (n=500); 2021 (n=508); 2019 (n=500); 2018 (n=500); 2017 (n=500); 2016 (n=500); 2015 (n=500).

# Top of Mind Issues (cont'd)

Issue	2022	2021	2019	2018	2017	2016	2015
<b>NET: Other*</b>	-	-	-	-	-	-	-
Public safety (e.g., crime, policing, speeding)	10%	14%	-	-	-	-	-
Education	4%	4%	4%	2%	-	1%	3%
Lack of support for vulnerable communities	3%	-	-	-	-	-	-
Environment/pollution	2%	4%	6%	3%	3%	5%	6%
Waste management (e.g., garbage collection, recycling, composting)	2%	2%	-	-	-	-	-
City cleanliness (e.g., dirty graffiti, needles lying around )	1%	1%	-	-	-	-	-
Senior care	1%	1%	-	-	-	-	-
Social equity (e.g., racism, discrimination, Indigenous issues)	<1%	3%	-	-	-	-	-
Other	4%	9%	-	-	-	-	-
<b>Nothing</b>	1%	3%	3%	5%	5%	4%	2%
<b>Don't know/Refused</b>	5%	5%	9%	8%	12%	10%	13%

Public safety is also another common important issue in the city identified by 1 in 10 residents (10%).

\*Net categories for multiple response questions are calculated by adding up the number of responses (not percentages) for each sub-category and dividing the total number by the total sample size.

Q1. What are the most important issues facing the City of London? That is, what issues should receive the greatest attention from City Council? [Multi-select];

Framework: All respondents.

Sample Size: 2022 (n=500); 2021 (n=508); 2019 (n=500); 2018 (n=500); 2017 (n=500); 2016 (n=500); 2015 (n=500).

# Priorities Over the Next 4 Years

**More than a third (36%) of residents thinks the City Council should tackle poverty (36%) in the next 4 years, specifically reducing the number of residents experiencing homelessness (34%).**

Priority	2022
<b>NET: Poverty</b>	<b>36%</b>
Reduce the number of residents experiencing homelessness	34%
Reduce the number of residents experiencing poverty	6%
<b>NET: Economics</b>	<b>26%</b>
Increase affordable housing	18%
Economic growth / attracting, retaining businesses / manufacturing	6%
Reducing unemployment	3%
Reducing taxes	3%
<b>NET: Transportation</b>	<b>26%</b>
Improve public transit / transportation	15%
Reduce traffic and road congestion	12%
Increase access to public transit / transportation	5%
Improve quality of pedestrian environments	3%
<b>NET: Development / Infrastructure Items</b>	<b>21%</b>
Improve maintenance of roads (including road repair and snow removal)	13%
Increase development / quality of housing options	9%
Development of green spaces (e.g., parks, conservation areas)	3%

Poverty is the most important issue that residents think the City Council should prioritize, especially in reducing the number of residents experiencing homelessness (34%).

Two other important aspects that should be prioritized are economic issues (NET: 26%), such as increasing affordable housing (18%), as well as transportation issues (NET: 26%), such as improving public transit (15%).

Around 1 in 5 residents (NET: 21%) say development and infrastructure should be a City Council priority, for instance improving the maintenance of roads (13%).

\*Net categories for multiple response questions are calculated by adding up the number of responses (not percentages) for each sub-category and dividing the total number by the total sample size.

(NEW) Q1B. In your opinion, what priorities should the City Council focus on in the next 4 years?. [Multi-select];

Framework: All respondents.

Sample Size: 2022 (n=500)

# Priorities Over the Next 4 Years (cont'd)

Priority	2022
<b>NET: Health / Wellbeing</b>	<b>17%</b>
Improve access to mental health and addiction resources	13%
Improve health and well-being of residents	7%
<b>NET: Climate Change / Sustainability</b>	<b>5%</b>
Improve education / schools	3%
Increase education amongst residents towards supporting the environment	1%
Protecting and conserving natural areas	1%
Promote waste reduction in the city	1%
<b>NET: Mayor / City Gov't</b>	<b>4%</b>
Reduce barriers to access city services and information	2%
Improve public accountability and transparency in the local government	2%
<b>NET: Sustainability</b>	<b>2%</b>
Promote and increase waste reduction	2%
<b>NET: Other</b>	<b>19%</b>
Improve public safety (e.g., crime, policing, speeding)	9%
Improve access to support for vulnerable populations	4%
Improve access to recreation, sports and leisure activities	3%
Improve the feeling of welcoming and inclusion in the city	2%
Other	3%

Nearly 1 in 5 (NET: 17%) residents also say that health should be a priority. Specifically, around 1 in 10 (13%) mentioned 'improved access to mental health and addiction resources'.

A few residents also say that climate change (5%), government issues (4%), and sustainability (2%) should be priorities for the City Council.

\*Net categories for multiple response questions are calculated by adding up the number of responses (not percentages) for each sub-category and dividing the total number by the total sample size.

**(NEW) Q1B.** In your opinion, what priorities should the City Council focus on in the next 4 years?. [Multi-select];

**Framework:** All respondents.

**Sample Size:** 2022 (n=500)

## Council-Elect Engagement Conversations Summary of Themes and Priorities

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### Introduction

Civic Administration spoke individually to City Council members following the 2022 Municipal Election, gathering input on what Londoners told them through conversations during the election period. Council members were asked the following three questions:

- What were the top three to five priorities you heard while engaging with Londoners over the last few months (door-to-door, social media, meetings, etc.)?
- What was the most common issue you heard about when talking to Londoners over the last few months?
- What do you think Council should achieve in the next 4 years?

This document outlines the common themes identified by Council members, as well as summary points to expand on how those themes were framed. It is important to note that, while common themes have been compiled, there was a great deal of overlap between the identified themes.

Themes are listed alphabetically.

### What were the top three to five priorities you heard while engaging with Londoners? What was the most common issue?

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#### Affordability

##### Cost of Living

- Affordability was a very common thread across many other topics; not just about housing or taxes, but broadly. Groceries, basic needs, housing costs, utilities, transportation, etc. are all seen as adding cost pressures.
- Residents are concerned for themselves and their own ability to maintain or improve their quality of life; they're also concerned for their families. Concerned that children won't have the same opportunities, concern for aging parents on fixed incomes.
- Concerns about the prospect of rising taxes were most often expressed through a broader affordability lens – not just “don't raise taxes”, but don't add to the broader affordability issue.
- Concerns about rising inequality and poverty, especially child poverty.

##### Housing

- Affordability and availability of housing was a very common theme – including rental units, right-sizing (growing families looking for more space; empty-nesters/retirees looking to downsize).
- Many in precarious housing situations; owners who bought during peak housing prices, now facing rising interest rates; concern among renters who worry about how they would afford a new place if they had to move out; concerns about the rise of “renovictions”, negative experiences with landlords.
- Many people in precarious housing situations – lack of affordability, poor state of repair, nowhere to move to so can't leave where they are.
- There were also residents, particularly those who have relocated to London from larger urban centres (including the GTA, Vancouver, international centres), who prioritized London because of affordability relative to their previous homes.

## Community Safety

- Residents are concerned about police response times being too long.
- Perception of increased crime within neighbourhoods, especially theft/break-ins; perception that non-violent crimes are not pursued.
- Residents recognized and often expressed concern for the challenges faced by emergency service providers, especially safety risks and high levels of burnout for first responders.
- Core area safety was a concern city-wide; residents concerned about coming downtown because of perception that it is unsafe/unwelcoming.
- Frequently linked to Safety for Women and Girls priority, as well as urban design concerns (e.g., street lighting).

## Homelessness

- Concerns about homelessness were universal across all areas across the city; residents are seeing the impacts of homelessness first-hand in their own neighbourhoods. No longer a primarily Core Area focused concern.
- Perception that current approach is no longer working; many different opinions from residents about what should be done and who should be responsible, all agree that “something needs to change”.
- Often connected to broader community safety; concerns about personal safety, perceptions of encampments, safety of those living in encampments.

## Infrastructure

### Neighbourhood Infrastructure

- There was widespread recognition of, and appreciation for, outdoor recreational amenities – parks, greenspaces, paths and trails, playgrounds, community centres, etc., often related to the pandemic (e.g., people staying closer to home, focusing on outdoor activities).
- Residents frequently expressed the desire for more neighbourhood amenities, and/or had greater attention to how existing amenities are resourced and maintained.
- Local development – some residents expressed feeling ignored by development processes, or that their concerns about developments were not being addressed.
- Many residents expressed acceptance for the need for increased density but want to see density that fits within the existing neighbourhood.
- Perceived need for greater collaboration between the City, organizations, developers, and other stakeholders to ensure growth and development reflect changing neighbourhood demographics and needs.

### Roads

- Residents frequently expressed frustration with the number and duration of construction projects, both within neighbourhoods and across the city.
- Some observed that the level of frustration was inversely correlated with how obvious the benefits were; opposition to projects was less when the benefits of the project were more evident to the individual.
- Local traffic concerns were a frequent topic of conversation with residents; speeding on residential streets, availability of crosswalks, traffic lights, etc., road redevelopment (sidewalk installation, local construction, etc.), cut-through traffic, potholes, etc.

### Transit/Active Transportation

- Conversations about public transit tended to focus on access and reliability: improving connectivity for those who live and/or work in areas with lower levels of service; the need for reliable transit for those who work late or early shifts; and the availability and reliability of paratransit services.
- Transit was often linked to affordability and safety; it was also expressed as a gender issue, an equity issue, an accessibility issue.
- Cycling infrastructure was a common topic of discussion, but divisive. Some residents supportive of recent work and interested in further expansion; others opposed to recent work, don't want it to continue.
- There was a unifying concern regarding cycling infrastructure around safety in places where there can be conflicts between bikes and cars; where lanes merge, at cross streets and driveways, around parking lanes, etc.
- While many residents expressed a desire for improved travel around the city, there was a similar flip side as in affordability – those who have relocated to London from busy urban centres see getting around London as relatively quick and easy.

## What do you think Council should achieve in the next four years?

### Affordability

- Use any and all municipal levers to help maintain or improve affordability in London.
- Find solutions to address housing affordability: work with other levels of government; encourage diverse types of housing; encourage redevelopment of underused property.
- Maintain municipal services without putting undue burden on residents through property taxes.
- Recognize broader affordability challenges when setting property tax rate targets.

### Community Safety

- Londoners should feel safer in their neighbourhoods.
- People should feel safer traveling around the city, especially in the downtown core.

### Core Area

- Make people feel safe and welcomed in the downtown.
- Leverage recent investments, address challenges, and make downtown a destination.
- Make sure the downtown goes in the right direction.

### Environment and Climate Change

- Continue to make progress towards London's climate change mitigation and adaptation, including the Climate Emergency Action Plan.
- Protect and enhance London's natural assets – green spaces, the Thames River, naturalized areas, trails, etc.

### Equity and Inclusion/Safe City for Women and Girls

- Maintain focus on efforts to make London a safe city for women and girls.
- Be a leader in applying gender and equity considerations to policy and action.
- Make London a more equitable, welcoming, inclusive, and accessible city.

## **Growth and Development**

- Prioritize sustainable growth, spread across the city.
- More of an equalization in terms of growth – not so concentrated in small parts of the city – encouraging growth in targeted areas.

## **Homelessness**

- Make progress on ending homelessness.
- Be proactive and work with community partners.
- More tailored responses – no “one-size fits all” approach.
- Not just affordable housing, but deeply affordable; not just new units, but units with supports.

## **Leadership and Collaboration**

- London should be leading regional and provincial conversations.
- Take a wider perspective – work with regional partners to address exurban growth, broader municipal challenges.
- Be more active in telling London’s story across the country and around the world; London should be a leader in attracting both talent and business.
- Work together – as a council, as a community, and with partners outside our borders. Act as facilitators and advocates for a united community approach.

## **Quality of Life for Londoners**

- Londoners’ lives should be better than they are now.
- More inclusive, more welcoming, more accessible; no one left behind.

## **Responsiveness**

- Residents should feel like they’ve been well served.
- More direct engagement with residents, more community conversations, more opportunities for residents to impact local decisions.
- Improve public consultation and communication practices.

## **Transportation**

- Make it easier to get around the city, get residents where they need to be when they need to be there.
- Look ahead, make decisions that will prepare the transportation network for future generations.



# City of London

## Political, Economic, Social, Technological (PEST) Analysis

### Introduction

Civic administration, agencies, boards, and commissions undertook a 2022 PEST analysis to develop an understanding of the external factors that affect the City of London. The PEST provides items to consider during decision making and strategic plan development.

### Political

#### External political factors that may help or hinder the business and services that the City of London provides

- Provincial and federal funding programs and regulations
  - New and/or changing priorities and legislation being introduced that have significant impacts on municipalities
  - Governments less focused on initiatives targeted for mid-sized cities
  - Adjustments to change in policy direction on issues such as affordable housing, climate change and environmental protection, early learning and child care
- Council directives – new municipal Council
- Ongoing relationships with community partners
- Global political unrest and conflict
- Ongoing impacts of COVID-19 pandemic

### Economic

#### External economic factors that may help or hinder the business and services that the City of London provides

- Elevated and persistent inflation levels and increasing cost of living
- Interest rates that are rising faster and to a higher level than seen in recent history
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- Continuing global supply chain issues and the impact on end markets, municipal infrastructure project costs and timing
- Expected deceleration in both import and export growth
- Global conflict impacting world economy
- Challenging insurance market resulting in increasing premiums and limitations on coverage
- Budget pressures and funding priorities of other levels of government
- Pace of growth and development
- Increasing land values, including industrial land values
- Ongoing challenges of high vacancy rates in the downtown
- Housing affordability and availability
- Income disparities
- Continued economic impacts of the COVID-19 pandemic and ongoing recovery efforts
- Access to and retention of talent (i.e., health care workers)
- Workforce's access to affordable child care, transportation and connection to job opportunities

### Social

#### External social factors that may help or hinder the business and services that the City of London provides

- High quality of life in London and relatively high resident satisfaction with City services
- Increasing population growth and changing demographics
- Commitment to equity and dismantling systems of racism and oppression
- Newcomers are an important element of the community fabric
- Increasing challenges for vulnerable populations
  - Underemployment and precarious employment

- Affordable housing and homelessness
- Mental health and addictions
- Health and obesity
- Attitudes and stigmas towards vulnerable populations
- Increasing trend of social isolation, exacerbated by pandemic
- Ongoing impacts of COVID-19 pandemic – mental health challenges, isolation, feelings of government intrusion and mistrust, hybrid work environments
- Londoners are actively engaged in their community and there is a desire to see increased participation and engagement in civic life
- Misinformation
- Emergency preparedness (terrorism, pandemic, climate change and natural disasters)
- Changing attitudes towards mobility (transit, active transportation)
- Implementing Truth and Reconciliation Commission Calls to Action
- Violence and impact on community safety, particularly in the core area
- Unprecedented levels of violence against women and girls

### Technology

#### **External technology factors that may help or hinder the business and services that the City of London provides**

- Open government and transparent decision-making
- Enhance decision making through analytics, machine learning, and artificial intelligence
- Cyber Security threats and risk management
- Digital transformation and automation
- Changing expectations about speed and accessibility of information and services
- Circular economy, green construction and facility retrofitting
- Intelligently leverage cloud computing and everything as a service (XaaS) opportunities
- Technological advancements and pace of change - how to prioritize modernization demands to meet service delivery needs and user interfaces
- Electronic bus technology, autonomous vehicles, smart traffic systems, etc.
- The enterprise will have to balance out demands for digital government with various demographic considerations: age, accessibility, equity, lowering GHG emissions, self-service expectations, seamless omni-channel experiences for different types of users
- Access to basic infrastructure, including broadband



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# **Council's Strategic Plan 2023-2027**

## **Proposed Approach and Context Setting**



# Outline

1. Purpose, Principles, and Planning Assumptions
2. Proposed Approach and Timelines
3. Setting the Context: Background Information



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# Purpose, Principles, and Planning Assumptions



# Council's Strategic Plan

- Identifies a **shared vision, mission, and strategic areas of focus** to guide the work of Council and Administration.
- Is **deliberately connected** with the 2024-2027 Multi-Year Budget and Technology Investment Strategy.



# Council's Strategic Plan

2022 2023 2024 2025 2026 2027 2028 2029 2030 2031 2032 2033 2034 2035

The London Plan

Climate Emergency Action Plan

Corporate Asset Management Plan

Mobility Master Plan

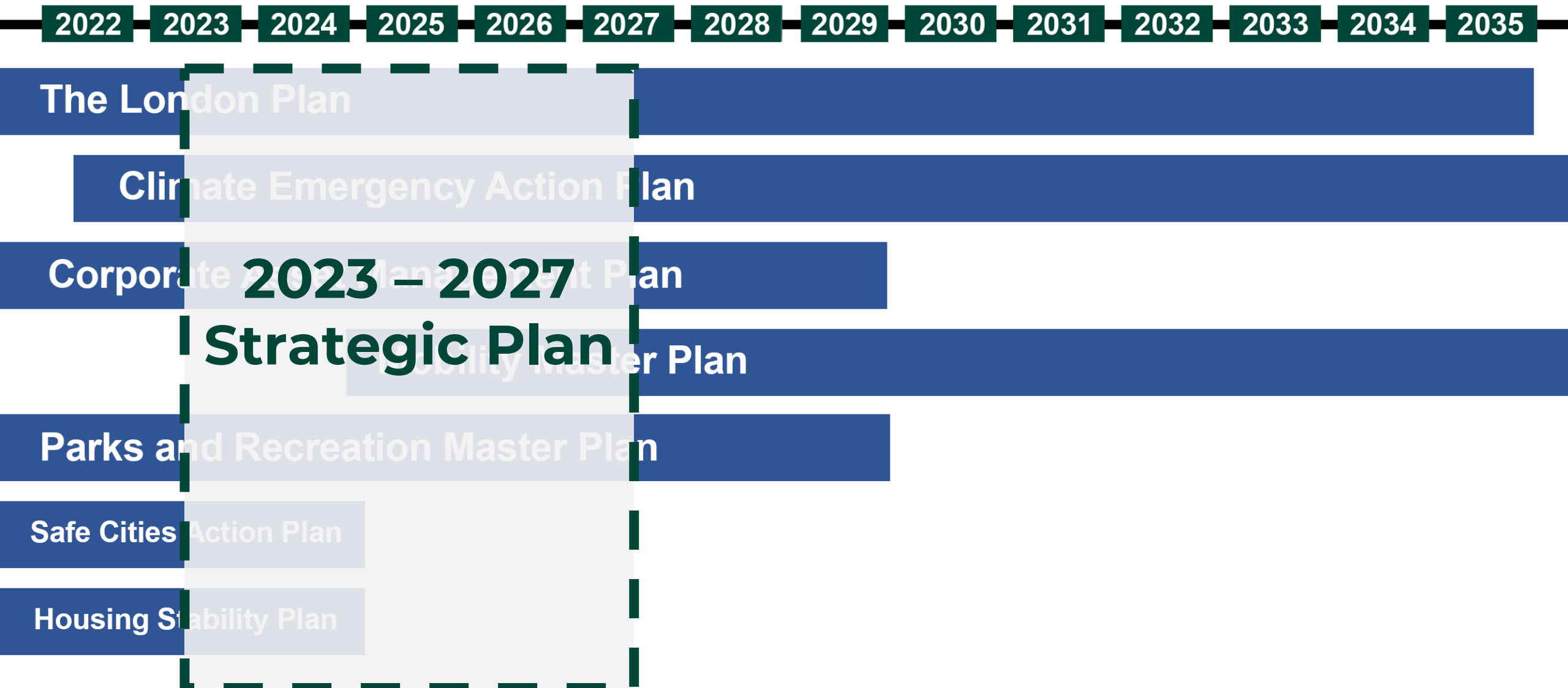
Parks and Recreation Master Plan

Safe Cities Action Plan

Housing Stability Plan



# Council's Strategic Plan







# Guiding Principles

- Build from the existing Strategic Plan, with a continuous improvement mindset.
- Reflect all the services the City provides, but specifically identify strategic direction, focus, and priorities for the next four years.
- Uphold commitments to equity and inclusion, fiscal stewardship and sustainability, and evidence informed decision-making.
- Drive decision-making through the Multi-Year Budget and the Technology Investment Strategy.

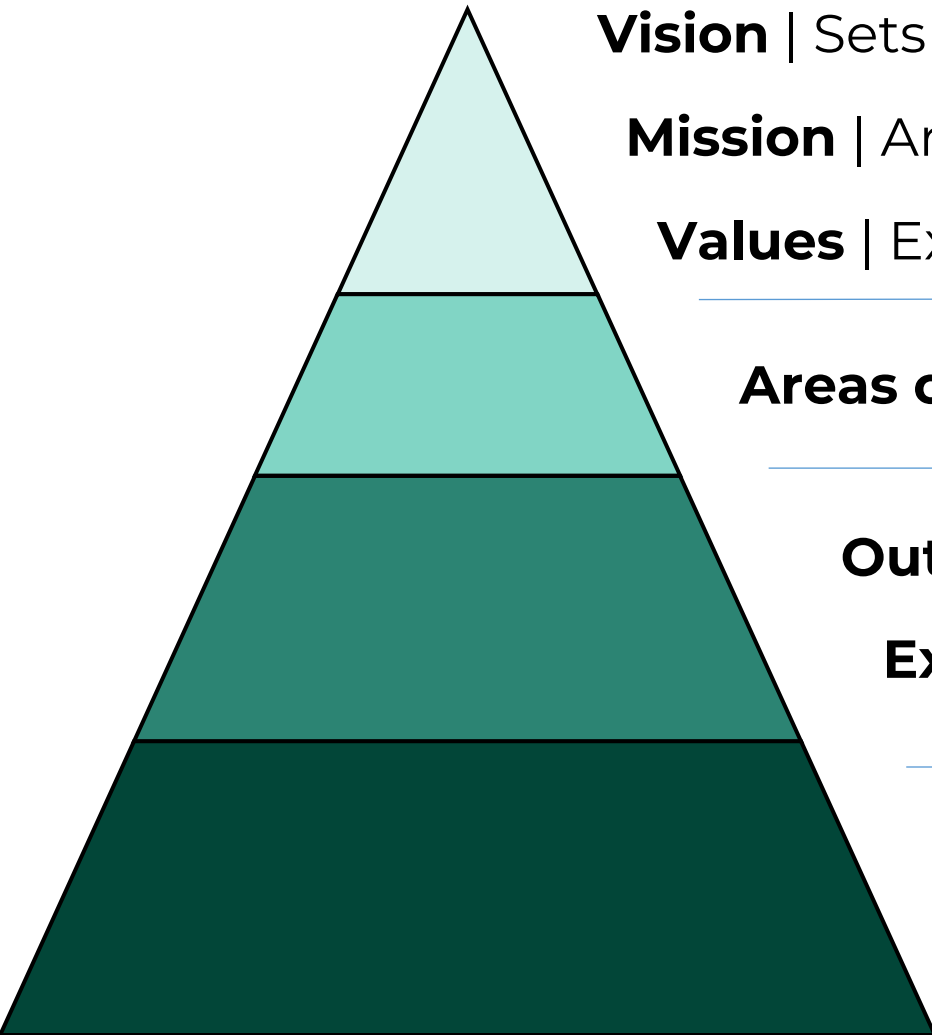


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# Proposed Strategic Planning Process and Timelines



# Strategic Plan Structure



**Vision** | Sets direction

**Mission** | Articulates purpose

**Values** | Express how the corporation operates

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**Areas of Focus** | Organize strategic priorities

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**Outcomes** | Describe the desired end state

**Expected Results** | Identify the change required to achieve outcomes

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**Strategies** | Identify actions that will drive progress

**Metrics** | Measure progress



# Strategic Plan Development Timeline

## December 2022 – April 2023

### Gathering Input – Public Engagement

Set Process,  
Timeline,  
and Context

Set Vision , Mission, Values,  
Outcomes and Expected  
Results

Set Strategies,  
Outcomes; Order  
of Magnitude

PPM, Revisit Plan

Approval of 2023-  
2027 Strategic Plan

2022

**December**

2023

**January**

**February**

**March**

**April**

**SPPC  
December 12**

**SPPC  
January 11**

**SPPC  
February 7**

**SPPC  
March 8**

**Council  
April 4**

Revisit V/M/V/O/ER;  
Strategies

Public Participation  
Meeting

2023-2027 Strategic  
Plan Approval

**SPPC  
February 28**

**SPPC  
March 28**

Revisit Strategies, order of  
magnitude costing, metrics

Final Draft Plan



# Proposed Engagement Approach

## **Phase One: December 14, 2022, to January 4, 2023**

- Launch community engagement on development of the 2023-2027 Strategic Plan.
- Information gathered through public engagement in this phase will be presented at the January 11, 2023, meeting to help inform the discussion.

## **Phase Two: January 4 to February 7, 2023**

- Engagement will continue to the vision, mission, and values. This will include the opportunity to provide feedback about Council's proposed version(s) of the vision, mission, and values coming out of the January 11, 2023, meeting.
- Launch engagement on the strategic areas of focus, outcomes and expected results on January 4, 2023, in alignment with when these materials will be available to Council.
- Community engagement gathered throughout this phase will be presented at the February 7, 2023, Strategic Priorities and Policy Committee meeting.



# Proposed Engagement Approach

## **Phase Three: February 8 to March 8, 2023**

- The final phase of engagement will continue to seek feedback on the strategic areas of focus, outcomes, expected results, as well as strategies. Past experience has been that Council-led engagement (e.g., ward meetings, townhalls, etc.) has been most valuable during this phase.
- A Public Participation Meeting (PPM) will be held on March 8, 2023, where Council will receive public delegations responding to the proposed Strategic Plan.
- Community input gathered through this phase will be presented to Council at the February 28, 2023, meeting of the Strategic Priorities and Policy Committee meeting.



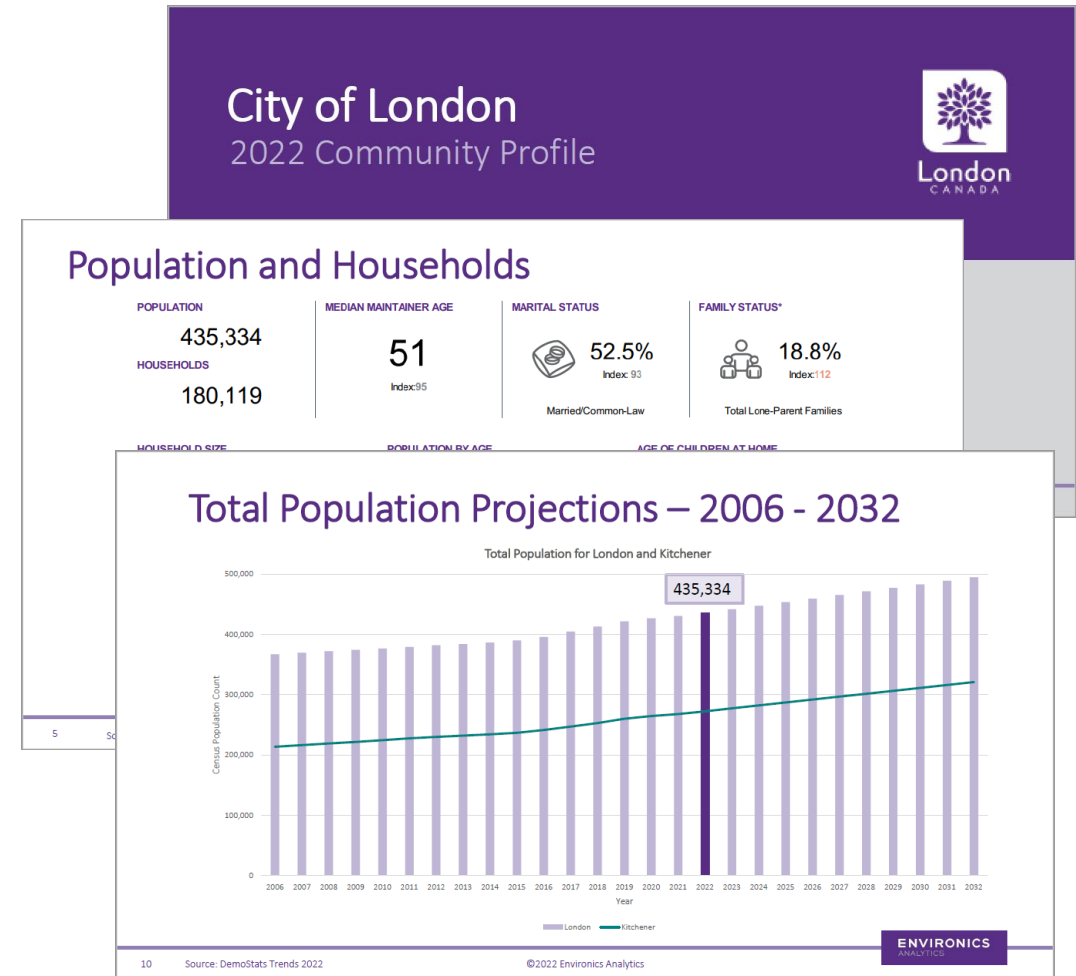
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# Setting the Context: Background Resources



# Community Profile

- Population-level data on demographic, economic, and social trends in London.
- Indexed measure of how London statistics compare to provincial averages.







# Resident Satisfaction Survey

## Top of Mind Issues

Nearly half (47%) of residents say poverty is the most important issue facing the city – a significant increase from 28% in the previous year.

Issue	2022	2021	2019	2018	2017	2016	2015
<b>NET: Poverty*</b>	<b>47%</b>	<b>28%</b>	<b>12%</b>	<b>4%</b>	<b>5%</b>	<b>5%</b>	<b>3%</b>
Homelessness	44%	27%	10%	3%	4%	3%	2%
Poverty	5%	4%	3%	1%	2%	3%	1%
<b>NET: Transportation**</b>	<b>30%</b>	<b>34%</b>	<b>35%</b>	<b>35%</b>	<b>30%</b>	<b>23%</b>	<b>13%</b>
Traffic/road congestion/traffic lights	17%	22%	10%	7%	4%	5%	4%
Inadequate public transit/transportation	14%	12%	20%	17%	17%	17%	10%
Rapid transit/support rapid transit	3%	6%	4%	1%	10%	-	-
Opposition to rapid transit	1%	1%	3%	7%	4%	-	-
<b>NET: Development/Infrastructure**</b>	<b>20%</b>	<b>22%</b>	<b>21%</b>	<b>20%</b>	<b>14%</b>	<b>19%</b>	<b>21%</b>
Roads/Road repair/snow removal/poorly maintained roads	11%	13%	12%	11%	5%	9%	11%
*** Housing - lack of affordable housing	10%	20%	11%	3%	4%	2%	2%
Infrastructure	8%	9%	8%	3%	3%	8%	7%
Development urban sprawl/loss of greenspace	3%	5%	5%	3%	2%	2%	3%
Parking	1%	1%	-	-	-	-	-
<b>NET: Health**</b>	<b>20%</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
*** Mental health / Drug addiction	13%	10%	-	-	-	-	-
*** Hospital wait times / lack of medical care	7%	4%	4%	4%	-	-	-

Poverty has become the most important issue facing the city with nearly 1 in 2 (NET: 47%) residents saying so. Specifically, mentions of homelessness (from 27% to 44%) drives this increase.

Transportation is identified as the next most important issue by residents with 3 in 10 (NET: 30%) saying so. Specifically, nearly 1 in 5 (17%) mentioned traffic/road congestion/traffic lights.

Around 3 in 10 (NET: 28%) residents say development and infrastructure is the most important issue facing the city – remaining consistent with previous years.

1 in 5 (NET: 20%) residents also say health is the most important issue facing the city with mental health and drug addiction as the most important health issue (13%).

Fewer residents are finding the COVID-19 pandemic as an important issue facing the city compared to the previous year (from 8% to 2%).

\*\*\* In 2015-2021, mentions were not grouped under the net categories. So, the net percentages do not include these mentions in these previous years.

- “Top of Mind Issues” and “Four Year Priorities” data from the annual Resident Satisfaction Survey attached for reference.

## Priorities Over the Next 4 Years

More than a third (36%) of residents thinks the City Council should tackle poverty (36%) in the next 4 years, specifically reducing the number of residents experiencing homelessness (34%).

Priority	2022
<b>NET: Poverty*</b>	<b>36%</b>
Reduce the number of residents experiencing homelessness	34%
Reduce the number of residents experiencing poverty	6%
<b>NET: Economic**</b>	<b>26%</b>
Increase affordable housing	18%
Economic growth / attracting, retaining businesses / manufacturing	6%
Reducing unemployment	3%
Reducing taxes	3%
<b>NET: Transportation**</b>	<b>26%</b>
Improve public transit / transportation	15%
Reduce traffic and road congestion	12%
Increase access to public transit / transportation	5%
Improve quality of pedestrian environments	3%
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Improve maintenance of roads (including road repair and snow removal)	13%
Increase development / quality of housing options	9%
Development of green spaces (e.g., parks, conservation areas)	3%

Poverty is the most important issue that residents think the City Council should prioritize, especially in reducing the number of residents experiencing homelessness (34%).

Two other important aspects that should be prioritized are economic issues (NET: 26%), such as increasing affordable housing (18%), as well transportation issues (NET: 26%), such as improving public transit (15%).

Around 1 in 5 residents (NET: 21%) say development and infrastructure should be a City Council priority, for instance improving the maintenance of roads (13%).

\*Net categories for multiple response questions are calculated by adding up the number of responses (not percentages) for each sub-category and dividing the total number by the total sample size. (NEW) Q18. In your opinion, what priorities should the City Council focus on in the next 4 years? (Multi-select). Framework: All respondents. Sample Size: 2022, (n=500)

- Full survey results are available under separate title on the SPPC Agenda for December 12, 2022.





# PEST Analysis

- Analysis of external factors that affect the City of London, including:
  - **P**olitical
  - **E**conomic
  - **S**ocial
  - **T**echnological

## City of London Political, Economic, Social, Technological (PEST) Analysis

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- Commitment to equity and dismantling systems of racism and oppression
- Newcomers are an important element of the community fabric
- Increasing challenges for vulnerable populations
  - Underemployment and precarious employment





# 2019-2023 Strategic Plan Reports: Progress, Performance, and Impact

## Three reports on the SPPC Agenda for December 12, 2022:

- 1. Semi-Annual Progress Report:** Tracks progress and monitors implementation of Council's Strategic Plan.
- 2. Annual Performance Report:** Measures annual performance on Strategic Plan goals through quantifiable metrics.
- 3. Impact Assessment:** Analyzes performance data across all years, reporting on change over time to demonstrate overall impact.



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**Thank You!**