



November 2016 Semi-Annual Progress Report



How to navigate this report

The November 2016 Progress Report includes:

- **Milestones:** for each strategy in Council’s *Strategic Plan*, a list of planned future-facing milestones have been established. These identify the key deliverables for each strategy. Some milestones repeat themselves under more than one strategy. The reader may wish to go directly to a specific strategy, therefore it is important to lay out the milestones for each strategy regardless if they repeat.
- **Target Date:** a target completion date has been set for each milestone, expressed as the last day of each quarter and year. In cases where the milestone must be hit on an annual basis (for example, preparing an annual report), the target end date is December 31, 2019 (the Strategic Plan end date).
- **Status:** each milestone has been assigned a status indicator to help define progress towards implementation. There are four status indicators in total: completed, on target, caution or below plan. Please see the legend below for definitions of status indicators.
- **Variance:** in some cases milestones have been delayed due to shifting priorities or emerging circumstances. In these cases a variance explanation has been provided.
- **Accomplishments:** high-level accomplishments have been included in this report and will be used to populate the content for the 2016 Report to the Community.
- **Accountability:** the City Service Area accountable for each “How are we doing it?” is identified in brackets in the same column.

Glossary of Acronyms

CMO	City Manager’s Office
DCS	Development and Compliance Services
EES	Environmental and Engineering Services
F&CS	Finance and Corporate Services
HR&CS	Human Resources and Corporate Services
HSSDH	Housing, Social Services, Dearness Home
L&CS	Legal and Corporate Services
NCFS	Neighbourhood, Children and Fire Services
P&R	Parks and Recreation
Planning	Planning

Status Indicators





	Complete: Milestone is done with no ongoing tasks
	On Target: <ul style="list-style-type: none">• Milestone is ongoing or completed annually; or• Milestone is on target to be completed by target end date
	Caution: <ul style="list-style-type: none">• Milestone is delayed by 1 quarter; or• Milestone may not be completed by target end date
	Below Plan: Milestone is delayed by 2 quarters or more

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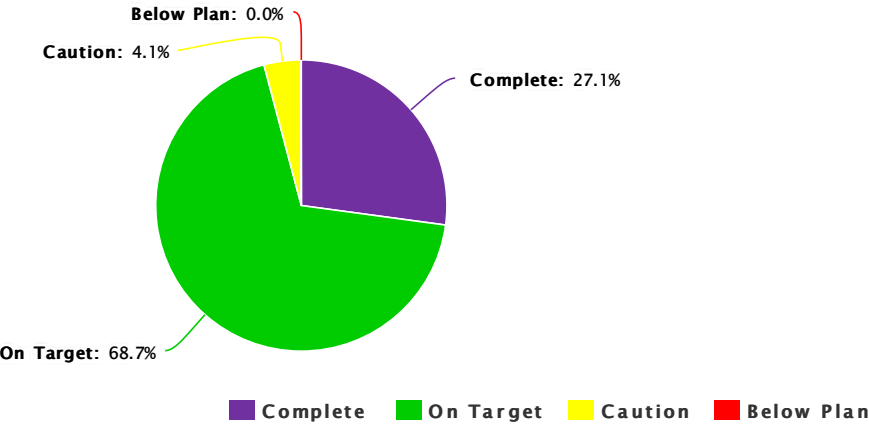
Collaborative, engaged leadership 100

Excellent service delivery 103

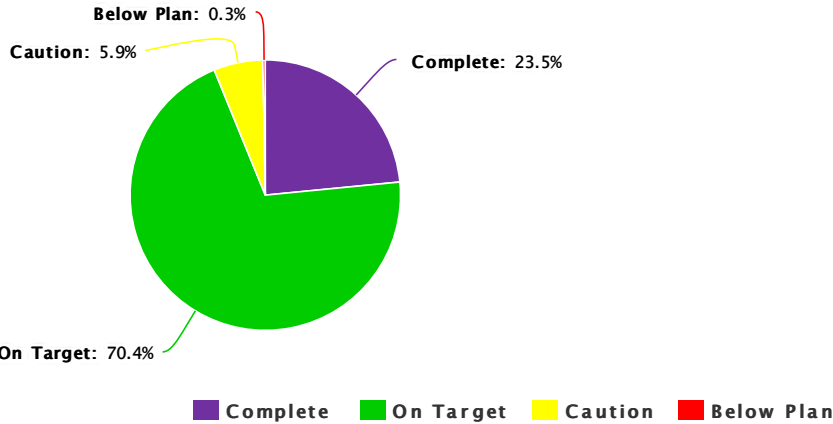
Strategic Outcomes

See below for the overall results from each Strategic Area of Focus.

Strengthening our Community - Results

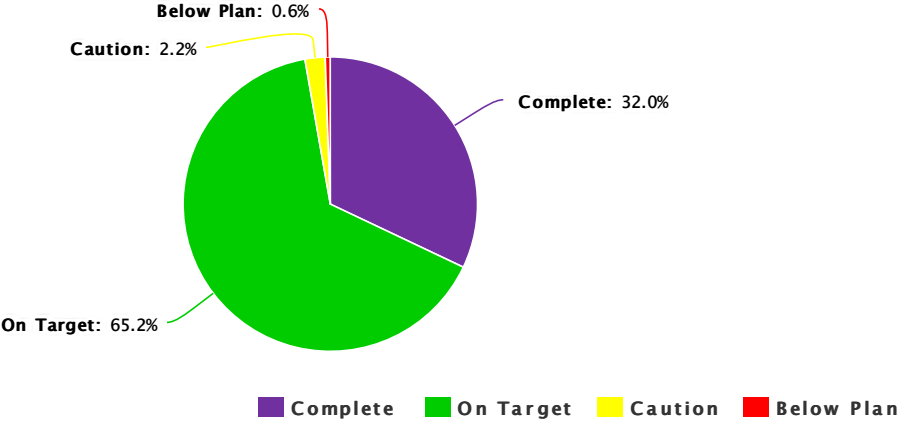


Building a Sustainable City - Results

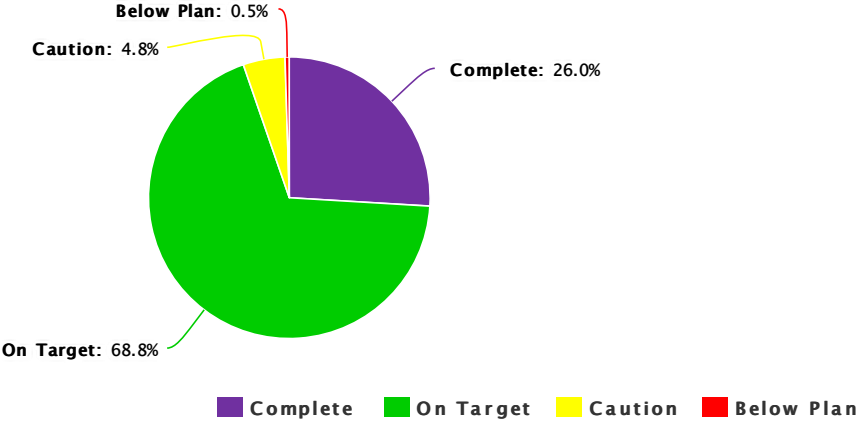




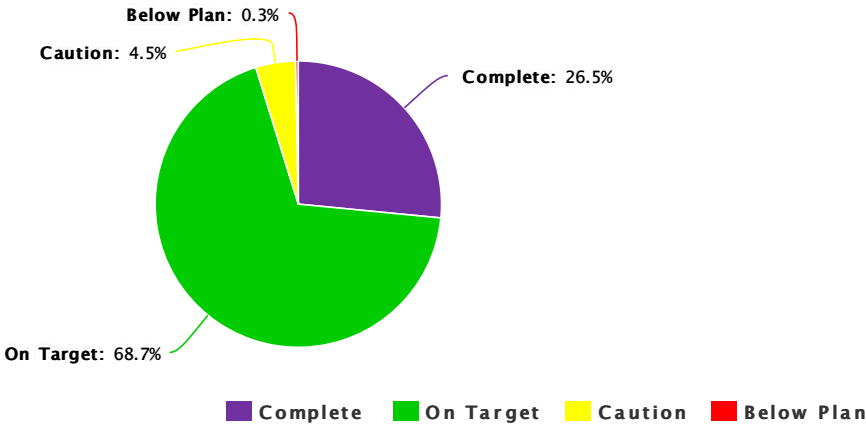
Growing our Economy - Results



Leading in Public Service - Results



























Strategic Plan - Results
















Measure Data

Period		Status	Complete	On Target	Caution	Below Plan
Q1-15		Not Defined				
Q2-15		Not Defined				
Q3-15		Not Defined				
Q4-15		Not Defined				
Q1-16		Not Defined				
Q2-16		Not Defined				
Q3-16		Not Defined	271	701	46	3
Q4-16		Not Defined				










Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
1. Vibrant, connected and engaged neighbourhoods	 Support neighbourhood driven activities and decision making.	 London Strengthening Neighbourhoods Strategy 2015-2020 (NCFS)	 Pilot SPARKS! Neighbourhood Matching Fund process to support neighbourhood decision making in 2 neighbourhoods.	9/30/16		
			 Develop and implement City-wide community engagement strategy to inform an updated London Strengthening Neighbourhoods Strategy 2015-2020.	12/31/16	Engaged over 4,000 Londoners this past summer to seek input on supporting neighbourhood driven activities and decision making	
			 Support residents and key stakeholder groups in the development of London Strengthening Neighbourhood Strategy 2015 - 2020 based on the results of the community engagement strategy.	3/31/17		
			 Support local residents and key stakeholders in the implementation of London Strengthening Neighbourhood Strategy 2015 – 2020.	12/31/19		
			 Develop and implement SPARKS! Neighbourhood Matching Fund process to support neighbourhood decision making in all neighbourhoods by 2019.	12/31/19		
		 Great Near Campus Neighbourhood Strategy (Planning)	 Complete public engagement program for reviewing and improving Near Campus Neighbourhood policies and programs.	6/30/16	Public engagement program completed.	
			 Complete draft policies and include them in The London Plan.	9/30/16	Great Near Campus Neighbourhod policies completed in draft and Council adopted the London Plan June 23, 2016	
			 Complete Near Campus Neighbourhood Strategy.	9/30/16	Council approved the amendments on July 26, 2016. These amendments will be incorporated in The London Plan upon Provincial approval.	
			 Begin implementing the Near Campus Neighbourhood Strategy through by-law enforcement, investment, implementation of Official Plan policies.	3/31/17		









Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
	<div>  Fund and partner with the London Public Library to support people and neighbourhoods. </div>	<div>  London Public Library 2014-2017 Strategic Plan (CMO) </div>	 Stewardship to demonstrate LPL's leadership, value and return on investment to the citizens of London	12/31/15	A research study was undertaken and completed in 2015: <i>Economic Impact of the London Public Library on the City of London</i>	
			 Spaces and Places Strategy: Revitalize and re-energize the Central Library, 2015-2017	6/30/17		
			 Spaces and Places Strategy: Revitalize and re-energize Jalna Branch Library	12/31/15		
			 Spaces and Places Strategy: Revitalize and re-energize Beacock Library Branch	9/30/16		
			 Spaces and Places Strategy: Revitalization/renovation of Cherryhill and Landon Branch Libraries	12/31/17		
			 Spaces and Places Strategy: Revitalization/renovation of Byron and Masonville Branch Libraries	12/31/18		
			 Spaces and Places Strategy: Revitalization/renovation of East London Branch Library	12/31/19		
			 Spaces and Places Strategy: Build new branch in southwest - Partnership with the City of London and the YMCA in a new southwest multi-purpose facility slated for opening in 2018	12/31/18		
			 Spaces and Places Strategy: Build new branch In southeast – Potential partnership with the City of London to build a multi-purpose community centre in the southeast that will result in the relocation of the Pond Mills branch to this facility – 2019-2020	12/31/19		
			 User First Strategy to provide an even more personalized service experience	12/31/17	Developed philosophy and service expectations in 2015. Mobilizing organization and staff 2016-17.	

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
	<div> <div></div> <div>Work with our partners in Education to help keep neighbourhood schools open and use former school sites effectively.</div> </div>		<div> <div></div> <div>Collections and Resources Strategy to expand and improve access through a variety of formats and delivery platforms</div> </div>	12/31/19	In 2016, the Library enhanced collections, e.g. Introduce new e-resources that enrich current collections in the areas of culture, entertainment and learning (e.g. Hoopla, a digital collection of music, videos, and audiobooks and Lynda.com, online learning tutorials on wide range of topics. In addition, over the next 4 years the Library is increasing access to London Room content through digitization of indexes and collections	
			<div> <div></div> <div>Current and Future Technology to harness the potential of technology and mobilize our technological response including introduction of maker/creator technologies for the public</div> </div>	12/31/17	Implemented short term plans including Disaster Recovery Site in 2016	
		<div> <div></div> <div>The London Plan (Public Facilities & Services) – draft (Planning)</div> </div>	<div> <div></div> <div>Prepare second draft of London Plan and release recommended Public Facilities & Services policies for comments. Undertake second round of public engagement seeking comments.</div> </div>	6/30/15	2nd Draft of policies completed and public engagement program completed.	
			<div> <div></div> <div>Release final London Plan and hold public meeting at Planning Committee.</div> </div>	6/30/16	Final policies drafted and Council adopted the London Plan June 23, 2016.	
			<div> <div></div> <div>Target approval of the London Plan by Province.</div> </div>	12/31/16		
			<div> <div></div> <div>Target unappealed portions of the London Plan in force and effect.</div> </div>	6/30/17		
			<div> <div></div> <div>Implement The London Plan through municipal regulation, public projects, budgeting and investment, partnerships and municipal programs.</div> </div>	6/30/17		
			<div> <div></div> <div>Target appeals to the London Plan resolved/Ontario Municipal Board decision.</div> </div>	6/30/18		
			<div> <div></div> <div>Implement monitoring program bi-annually to evaluate progress on London plan policies.</div> </div>	12/31/19		

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
		 Neighbourhood School Strategy – new (NCFS/Planning)	 City departments work collaboratively to research and develop draft policy with respect to effective and appropriate re-use of surplus school sites.	12/31/16		
			 Consult with public on draft policies.	3/31/17		
			 Present recommended Strategy.	12/31/17		
2. Diverse, inclusive and welcoming community			 Undertake community consultations, and best practices review for development of the Strategic Plan.	3/31/16	Meetings with community partners complete.	
			 Completion of the 2016- 2019 London & Middlesex Local Immigration Partnership Strategic Plan.	6/30/16	London and Middlesex Local Immigration Strategic Plan complete.	
			 Review 2015-2016 impact of the London & Middlesex Local Immigration Partnership 2013- 2016 Strategic Plan.	6/30/16	Report to Immigration, Refugees and Citizenship Canada complete.	
			 Active community engagement to address implementation of Strategic Plan.	9/30/16	Informed and engaged politicians, system partners, Municipal Council, Le Reseau de Soutien a l'immigration francophone, Francophone Local Immigration Committee.	Ongoing engagement. Follow up meeting with system partners in November 2016.
			 Review of London & Middlesex Local Immigration Partnership Terms of Reference.	9/30/16	Review of London and Middlesex Local Immigration Partnership Terms of Reference has been initiated.	Governance Working Group of the London and Middlesex Local Immigration Partnership will meet in November, 2016 to finalize terms of reference.
			 Obtain Immigration, Refugee, and Citizenship Canada (IRCC) funding for 2017 – 2020.	3/31/17	Proposal accepted. Negotiation of funding to follow in November- December 2016.	Confirmation of proposal received in September 2016 due to previous extension of contract.
			 Formal Evaluation of London & Middlesex Local Immigration Partnership.	12/31/18		








Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
	■ Support all Londoners to feel engaged and involved in our community.		↑ Coordinate meetings with partners and also ethno-cultural groups to enhance cross sector supports for immigrants.	12/31/19	Partnership with Faith and Settlement Research Project, Centre for Community Based Research. Meetings with systems partners, ethno-cultural groups and faith communities set for October, November, 2016.	
		■ Conference Board of Canada (resource for measurement) (HSSDH)	✓ Review London results.	12/31/19		
		■ Community Diversity and Inclusion Strategy – new (CMO)	✓ Initial discussion with stakeholders (London Diversity and Race Relations Advisory Committee) upon confirmation of Strategy through Multi-Year Budget. Link to other concurrent activities.	3/31/16		
			✓ Initiate project scoping, including dialogue with community organizations.	9/30/16		
			■ Complete draft strategy.	12/31/16		Project has been delayed to accommodate a greater scope of enegagment. Currently working with community partners to define.
			↑ Obtain strategy endorsement from Council and community.	6/30/17		
			↑ Support phased implementation of strategy.	6/30/17		
			↑ Monitor and evaluate planned activities and outcomes.	12/31/19		
		■ Consider a gender lens during the development and execution of new policies (HR&CS/All)	↑ Develop Corporate training, tools, and communications on applying a gender lens during the development and execution of new policies.	3/31/17		
			↑ Conduct training and communications on applying gender lens.	12/31/17		
			↑ Consider a gender lens during the development and execution of new policies.	12/31/19		
		■ Workplace Diversity and Inclusion (HR&CS)	↑ Align Workplace Diversity Plan with the Community Diversity and Inclusion Strategy.	12/31/17		

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
	 Work to always be a compassionate city to all.	 Compassionate Cities initiative (NCFS)	 Maintain current status with respect to this initiative.	12/31/19	London has remained a leader in Compassionate Cities, sharing 8 new city initiatives with the Charter for Compassion International and serving as founding member of the Canadians 4 Compassion Task Force.	
3. Caring and compassionate service	 Eliminate barriers for individuals facing poverty, mental health and addictions and help them find pathways to be successful.	 London Homeless Prevention and Housing Plan 2010-2024 (NCFS/HSSDH)	 Implement homeless management information system for use by all funded homeless serving organizations.	9/30/17		
			 Conduct a more comprehensive update on housing targets and activities as part of Year 5 review of the plan.	3/31/18	Submitted annual legislatively required update to Homeless Prevention and Housing Plan for 2015 (in 2016) on time and with provincial endorsement.	A more comprehensive review to be completed in Yr 5 of the Plan (2017)
			 Conduct annual updates on activities within the Homeless Prevention and Housing Plan.	12/31/19	Annual review for Homeless Prevention and Housing Plan submitted on time.	
			 Implement flexible permanent housing allowance program.	12/31/19	A flexible housing allowance has been put in place for individuals and families. In the start-up year over 300 individuals and families have benefitted in some way from a funded commitment of \$200,000.	









Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
			 Implement Homeless Prevention Implementation Plan.	12/31/19	The focus of homeless prevention efforts are aimed at individuals and families achieving housing stability. This approach includes working with participants to obtain their housing and be supported though intensive case management primarily provided through in-home support. The funded programs have supported over 250 individuals and 70 families in their housing stability efforts. In addition, over 700 individuals experiencing homelessness have found long term housing.	
			 Introduce and evaluate special programs aimed at achieving housing stability with unique populations experiencing homelessness including youth, Indigenous persons, women and justice related initiatives.	12/31/19		
			 Introduce and monitor Housing First projects aimed at achieving housing stability.	12/31/19		
			 Strengthen emergency utility program and rent bank program by introducing a financial literacy program and by evaluation/measuring housing stability.	12/31/19		
		 London Homeless Prevention System Implementation Plan (NCFS)	 Establish Housing First youth emergency shelter aimed at prevention.	9/30/18		
			 Apply evidence based practices to eliminate chronic homelessness.	12/31/19		
			 Focus on diversion from emergency shelter and homelessness.	12/31/19	In total over 28 training sessions have been held in London thus far in 2016. There have been over 400 attendees who have focused on learning and implementing a Housing First approach.	

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
		<div> <div></div> <div>Ontario Works Service Plan (HSSDH)</div> </div>	<div> <div></div> <div>Lead and participate in Registry Week and Point in Time Counts.</div> </div>	12/31/19		
			<div> <div></div> <div>Council approval for Bridges - Circles funding.</div> </div>	3/31/16		
			<div> <div></div> <div>Coordinate with lead community partners to broaden the implementation plan for Circles.</div> </div>	6/30/16	The City of London Social Services and Goodwill Industries Circles teams held a collaborative, strategic planning day in July 2016. The development of the expanded implementation Work plan for Circles was completed.	
			<div> <div></div> <div>Recruit additional staff to support Circles and Bridges training.</div> </div>	6/30/16	Goodwill Industries, the contracted community partner for Circles and Bridges training, alongside the City of London Social Services, hired additional dedicated staff for Bridges out of Poverty/Circles program expansion in June 2016.	
			<div> <div></div> <div>Complete Circles Bridges Pilot Evaluation Report.</div> </div>	6/30/16		Change in staffing resources caused delay in meeting this target date with a revised target date of October 2016. The completed evaluation report will be released by October 31st, 2016
			<div> <div></div> <div>Implement the third "Circle".</div> </div>	12/31/16		
			<div> <div></div> <div>Implement of the fourth "Circle".</div> </div>	6/30/17		
			<div> <div></div> <div>Complete and release a Circles Bridges Evaluation Report # 2.</div> </div>	9/30/18		
			<div> <div></div> <div>Monitor client impacts and outcomes.</div> </div>	12/31/19		

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
		<div><div></div>Child and Youth Agenda (NCFS)</div>	<div><div></div>Complete and obtain full endorsement of the Child and Youth Agenda to 2021.</div>	12/31/16		
			<div><div></div>Begin implementation of Strategic Priorities.</div>	3/31/17		
			<div><div></div>Develop and implement Measurement and Evaluation Framework.</div>	6/30/17		
			<div><div></div>Continue to implement Strategic Priorities.</div>	12/31/19	<div>Over 1,000 London children registered for a free Acti-Pass to date (an increase of 250 children from last year).</div> <div>Over 250 Baby's Book Bags have been distributed to new/expecting parents at prenatal health classes in the last 6 months.</div> <div>Poverty OVER London campaign was launched in May 2016, focused on shifting attitudes and perceptions about poverty in our community – what it is, what it isn't, why we should care to end it in our community and how we can all be a part of that movement.</div>	






















Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
			 Maintain strong engagement of Child and Youth Agenda Members and funding partners.	12/31/19	<p>Through the City's joint submission with the Thames Valley District School Board, the Ministry of Education invested \$1.8M in the community for construction of family centres in northeast and northwest London.</p> <p>Through the City's joint submission with the London District Catholic School Board, the Ministry of Education invested \$741,426 in the community for construction of Family Centre Westminster (supplementing the \$440,975 already received).</p> <p>Received a \$25,000 grant from Cowan Foundation for Family Centre Westminster.</p>	
			 Complete 2nd year of 3 year implementation plan for Age Friendly London.	9/30/15		
		 Age Friendly London (NCFS)	 Complete 3rd year of 3 year implementation plan for Age Friendly London.	9/30/16	<p>377 London parks have been scored using the Age Friendly Parks Checklist.</p> <p>Three local seniors were recognized with Ontario Senior's Achievement and Senior of the Year Awards.</p> <p>The Age Friendly Business Checklist and Resource Guide were completed.</p>	
			 Complete evaluation of Age Friendly London strategy.	12/31/16		
			 Create next 3-5 year Age Friendly London Action Plan.	3/31/17		
			 Implement next Age Friendly London Action Plan.	12/31/19		

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
		■ Mental Health and Addictions Strategy - new (HSSDH/NCFS)	✓ Identify corporate/ divisional resources to support the process upon approval of Strategy and Multi-Year Budget.	6/30/16	Resources have been secured to support the process.	
			✓ Initiate preliminary discussions with key community stakeholders.	9/30/16	Preliminary consultations with key community stakeholders have been held.	
			↑ Investigate options for plan development in consultation with community agencies and stakeholders.	12/31/16		
		■ London and Middlesex Food Policy Council – new (NCFS)	↑ Participate in the development of a London and Middlesex Food Policy Council.	9/30/16		
			↑ Participate as a member on the London and Middlesex Food Policy Council supporting the implementation of the community priorities.	9/30/16		
	■ Work with community agencies to help tenants keep their existing affordable housing and avoid homelessness.	■ London Middlesex Housing Corporation Strategy (HSSDH)	■ Review project plan to reflect a revised strategy on how to do this without dedicated funding	12/31/16		New leadership at LMHC recruited in August 2016. Plan to review and revise strategy had not been initiated prior to CEO's start.
		■ London Homeless Prevention and Housing Plan 2010-2024 (NCFS/HSSDH)	↑ Implement homeless management information system for use by all funded homeless serving organizations	9/30/17		
			↑ Implement flexible permanent housing allowance program	12/31/19	A flexible housing allowance has been put in place for individuals and families. In the start-up year over 300 individuals and families have benefited in some way from a funded commitment of \$200,000.	














Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
			 Implement Homeless Prevention Implementation Plan	12/31/19	<p>The focus of homeless prevention efforts are aimed at individuals and families achieving housing stability. This approach includes working with participants to obtain their housing and be supported though intensive case management primarily provided through in-home support. The funded programs have supported over 250 individuals and 70 families in their housing stability efforts.</p> <p>In addition, over 700 individuals experiencing homelessness have found long term housing.</p>	
			 Introduce and evaluate special programs aimed at achieving housing stability with unique populations experiencing homelessness including youth, Indigenous persons, women and justice related initiatives	12/31/19		
			 Introduce and monitor Housing First projects aimed at achieving housing stability	12/31/19		
			 Strengthen emergency utility program and rent bank program by introducing a financial literacy program and by evaluating/measuring housing stability	12/31/19		
		 London Homeless Prevention System Implementation Plan (NCFS)	 Establish Housing First youth emergency shelter aimed at prevention	9/30/18		
			 Apply evidence based practices to eliminate chronic homelessness	12/31/19		
			 Focus on diversion from emergency shelter and homelessness	12/31/19	<p>In total over 28 training sessions have been held in London thus far in 2016. There have been over 400 attendees who have focused on learning and implementing a Housing First approach.</p>	















Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
		The London Plan (Homelessness Prevention & Housing) – draft (Planning)	Lead and participate in Registry Week and Point in Time Counts	12/31/19		
			Prepare second draft of London Plan and release recommended Homelessness Prevention & Housing policies for comments. Undertake second round of public engagement seeking comments	6/30/15	2nd Draft of policies completed and public engagement program completed.	
			Release final London Plan and hold public meeting at Planning Committee	6/30/16	Final policies drafted and Council adopted the London Plan June 23, 2016.	
			Target approval of the London Plan by Province	12/31/16		
			Implement The London Plan through municipal regulation, public projects, budgeting and investment, partnerships and municipal programs	6/30/17		
			Target unappealed portions of the London Plan in force and effect	6/30/17		
			Target appeals to the London Plan resolved/Ontario Municipal Board decision	6/30/18		
			Implement monitoring program bi-annually to evaluate progress on London plan policies	12/31/19		
	Reduce and prevent homelessness.	London Homeless Prevention System Implementation Plan (NCFS)	Implement homeless management information system for use by all funded homeless serving organizations	9/30/17		
			Continue to implement Homeless Prevention System Implementation Plan	12/31/19		
			Implement flexible permanent housing allowance program	12/31/19		
			Introduce and evaluate special programs aimed at achieving housing stability with unique populations experiencing homelessness (including youth, Indigenous persons, women) and justice related initiatives	12/31/19		
			Introduce and monitor Housing First projects aimed at achieving housing stability	12/31/19		
			Strengthen emergency utility program and rent bank program by introducing a financial literacy program and by evaluation/measuring housing stability	12/31/19		












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		London Homeless Prevention and Housing Plan 2010-2024 (NCFS/HSSDH)	Establish Housing First youth emergency shelter aimed at prevention	9/30/18		
			Apply evidence based practices to eliminate chronic homelessness	12/31/19		
			Focus on diversion from emergency shelter and homelessness	12/31/19		
			Lead and participate in Registry Week and Point in Time Counts	12/31/19		
	Provide social services including Ontario Works in the community.	Ontario Works Service Plan (HSSDH)	Open the South London Community Centre Social Services community location to serve residents generally in the south end of the city	9/30/15		
			Open the Westmount Shopping Centre Social Services community location to serve residents generally in the west area of the city	12/31/16		
			Report to Committee and Council with results of Request for Proposals for East Area Social Services community location and approval of lease	12/31/16	East RFP complete, in process of negotiating lease.	
			Open the East Social Services community location	9/30/17		
			Plan and discuss location and services for the Core Social Services office with Corporate partners	12/31/19		
	Provide compassionate care for animals.	Expanded Animal Welfare Initiatives Strategy (DCS/EES)	Begin Renovations of purchased building for Cat Adoption Centre	6/30/16		Revised scope of project due to purchase of surplus property - renovation of property is underway
			Finalize plan for Companion Animal Veterinarians Clinic which will focus on providing spay/neuter of feral cats, low income spay/neuter and micro-chipping animals	6/30/16		Continuing negotiations for leased space
			Open Companion Animal Veterinarians Clinic	9/30/16		Continuing negotiations for leased space
			Open Renovated Cat Adoption Centre to the public	9/30/16		Revised scope of project due to purchase of surplus property - renovation of property is underway











Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
		 Humane Wildlife Conflict Policy (Planning)	 Report monthly on animal statistics on the City website on animal shelter statistics with an emphasis on live release rates and animal adoptions	12/31/19	Monthly reports appear on City web. Expanded to differentiate between cats and dogs.	
			 Complete Coyote Protocol review	12/31/15		
			 Develop and Implement the Beaver Protocol	12/31/15		
			 Complete Tree Trimming Protocol	9/30/16		
			 Monitor implementation of Coyote Protocol	12/31/19		
4. Amazing arts, culture and recreation experiences	 Fund and partner with the community to celebrate Canada's 150th anniversary in 2017.	 Canada's Sesquicentennial Anniversary of Confederation (CMO)	 Recruit the 150th Anniversary Coordinator and establish the governance structure with the lead partners of the London Heritage Council, London Celebrates Canada and the City of London Culture Office	12/31/15		
			 Secure contracts for funding support under the Canada 150 Community Infrastructure Program for renovation of the Harris Park Pavilion, Main Trail at Westminster Ponds and Victoria Park Cenotaph	6/30/16	Contract is in place.	
			 Establish a Canada Day event organizer's network to enhance Canada Day programming and participation in 2017	3/31/18		
			 Establish and execute social media and traditional media marketing strategies for local Canada 150 programming	3/31/18		
			 Implement Canada 150 Anniversary Programming for 2017	3/31/18		
	 Explore the potential for a multi-use performance venue(s) in London.	 Cultural Prosperity Plan (CMO)	 Examine proceeding with 2015 performance venue proposals in relation to implementing list of all Transformational Projects	3/31/15		
		 London's Downtown Plan (Planning)	 Evaluate emerging opportunities which advance this Transformational project and implement as resources allow	12/31/19		
	 Invest in new parks and recreation facilities and pursue innovative models for programs and service delivery.	 Parks and Recreation Strategic Master Plan 2009-update (P&R / NCFS)	 Continue to implement the London Community Gardens Strategic Plan 2015-19: Establish Policies and Guidelines through a series of stakeholder engagement sessions	3/31/15	Policies & Guidelines have been established.	















Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
			✔ Continue to Implement the Storybook Gardens Master Plan: Develop new Children's programming in collaboration with Child and Youth Network	3/31/15	Outreach programs and equipment sharing is in place with child & Youth Network.	
			✔ Continue to Implement the Storybook Gardens Master Plan: Develop plan to renovate former barn area and hill area of the park	6/30/15	Planning is complete. Phases are being implemented.	
			✔ Continue to implement the London Community Gardens Strategic Plan 2015-19: Approve Strategic Plan	9/30/15	Strategic Plan in place in 2015.	
			✔ Continue to Implement the Municipal Golf Course Business Plan: Improve playability and customer experience by redesigning #7 and #10 teeing grounds at Thames Valley Golf Course	12/31/15	Renovation work complete and in use for 2016 season.	
			✔ Continue to Implement the Storybook Gardens Master Plan: Collaborate with Fanshawe College to add production quality to various programs	12/31/15	Fanshawe assisting with lighting and sound production of stage performances as well as educational horticultural programming.	
			✔ Continue to Implement the Storybook Gardens Master Plan: Open renovated splash pad	12/31/15	Technical Safety Association (TSA) compliant splash pad operated in 2016.	
			✔ Continue to Implement the Municipal Golf Course Business Plan: Establish new contracts for carts and third party resellers to improve revenue opportunities	3/31/16	New contracts in place with cart provider and 3rd. party reseller.	
			✔ Increase budget for the Recreation Program Subsidy to improve access to recreation program opportunities for low income residents unable to meet full registration fees	3/31/16	4 year plan reflects these increases allowing greater access for more participants.	
			✔ Select architects for the East Community Centre	3/31/16	Completed-design underway.	
			✔ Continue to Implement the Municipal Golf Course Business Plan: Increase youth golf opportunities and awareness through tournament offerings and summer programs	6/30/16	Affordable access and inclusive programming and welcoming atmosphere has led to increased youth participation on all fronts.	










Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
			 Submit Interim Update on Parks and Recreation Strategic Master Plan	6/30/16		Interim Update report to go to Community and Protective Services Committee by January 2017.
			 Start Construction of the South West Community Centre	7/1/16	Construction commenced July 2016.	
			 Undertake public engagement for the East Community Centre	9/30/16	Held 2 community open houses in March and June, 2016.	
			 Continue to implement the London Community Gardens Strategic Plan 2015-19: Establish a stakeholder advisory group to support implementation of 2016 recommendations	12/31/16	Stakeholder meetings have been held to develop practices & procedures.	
			 Determine final design of the East Community Centre	3/31/17		
			 Continue to Implement the Storybook Gardens Master Plan: Launch new play group and school group programming	6/30/17		
			 Undertake public engagement for the Silverwoods Arena redevelopment	6/30/17	Community is excited about the project. Initial survey has been conducted. Options are being evaluated for future consideration.	
			 Develop innovative delivery models to increase recreation opportunities for seniors in neighbourhoods	12/31/17		
			 Continue to Implement the Storybook Gardens Master Plan: Celebrate 60th anniversary	6/30/18		
			 Redevelop Silverwoods Arena	6/30/18		
			 Decommission Glen Cairn Arena	9/30/18		
			 Open the South West Community Centre	9/30/18		
			 Open the East Community Centre	12/31/18		



Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
			 Continue to implement recommendations from Parks and Rec Master Plan 2009	12/31/19		
			 Continue to Implement the Storybook Gardens Master Plan: Implement the Storybook Gardens 2014 plan	12/31/19		
			 Continue to work on joint venture agreements with School boards, Universities and Colleges to provide recreational opportunities for the community at non-City owned facilities	12/31/19		
			 Develop and implement innovative processes to increase access to recreation opportunities, such as Acti-Pass, Fitness Flex Pass, etc	12/31/19		
			 Implement healthy Kids Community Challenge initiatives	12/31/19		
			 Participate and implement inMotion initiatives	12/31/19		
			 Present updated Parks and Recreation Strategic Master Plan to Council	12/31/19		
			 Update Parks and Recreation Strategic Master Plan 2019	12/31/19		
			 Continue to implement the London Community Gardens Strategic Plan 2015-19: Implement Phase 1 of Strategic Plan	3/31/16	Implementation of phase 1 is underway.	
			 Update Interim Parks and Recreation Strategic Master Plan and Sub-studies	12/31/18	Engaged consultant in sports services sub-study review. To be completd by end of 2016.	
			 Undertake public discussions regarding Glen Cairn Arena decommissioning	9/30/16	Initial public meeting undertaken in May. Survey is ongoing.	
			 Continue to Implement the Municipal Golf Course Business Plan: Implement plan to continue operating a self-sustaining "Golf Pays for Golf" experience for Londoners	12/31/19		
			 Continue to implement the London Community Gardens Strategic Plan 2015-19: Implement 2017 - 2019 recommendations	12/31/19		
			 Continue to implement the London Community Gardens Strategic Plan 2015-19: Implement 2017 - 2019 recommendations	12/31/19		

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
		The London Plan (Parks & Recreation) – draft (Planning)	 Implement approaches to increase recreation opportunities for seniors in neighbourhoods	12/31/19		
			 Prepare second draft of London Plan and release recommended Parks & Recreation policies for comments. Undertake second round of public engagement seeking comments	6/30/15	2nd Draft of policies completed and public engagement program completed.	
			 Release final London Plan and hold public meeting at Planning Committee	6/30/16	Final policies drafted and Council adopted the London Plan June 23, 2016.	
			 Target approval of the London Plan by Province	12/31/16		
			 Implement The London Plan through municipal regulation, public projects, budgeting and investment, partnerships and municipal programs	6/30/17		
			 Target unappealed portions of the London Plan in force and effect	6/30/17		
			 Target appeals to the London Plan resolved/Ontario Municipal Board decision	6/30/18		
			 Implement monitoring program bi-annually to evaluate progress on London plan policies	12/31/19		
		Cultural Prosperity Plan (CMO)	 London Arts Council and London Heritage Council - Implement Culture Days/Doors Open London annually during the last weekend of September	9/30/16	Total attendance for Culture Days and Doors Open London 2016 was 18,000 with over 80 participating organizations. This year saw 20 new organizations participate.	
			 London Arts Council - Implement a variety of arts based initiatives such as: Arts build Ontario Workshop, London Artist in Residence Program (LAIR) and Culture City	6/30/19		
			 London Heritage Council - Implement a variety of heritage based initiatives such as: Trails Open London and Museum School programs	6/30/19		



Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
	 Fund and partner with Museum London, the London Arts Council, the London Heritage Council, Eldon House, the London Public Library, and others to strengthen culture in London.	 Cultural Prosperity Plan (CMO)	 Culture Office - Establish the City of London as the trustee for the Eldon House Little Trust Fund, which contributes to the maintenance of the Eldon House Collections	12/31/16		
			 Eldon House - Establish a new Strategic Plan and Website for Eldon House Heritage Museum and Gardens	12/31/16	The website has been created and updated. The Strategic Plan is currently being discussed. Eldon House is currently considering a facilitator and hope to have a document initiated by the end of 2016.	
			 Eldon House - Establish a partnership with the Fanshawe College Landscape Design Program to deliver college education to students via Eldon House as an outdoor classroom	12/31/17	Eldon House continues to establish relationships in the community, and has reached out to the Program Coordinator of Fanshawe's Horticulture Program, to review current and future opportunities.	
			 Culture Office - Celebrate London's identity through the furthering of Intangible Cultural Heritage. For example: work with the community and LACH to develop City Historical Interpretive Signage, Finding Freedom in the Forest City film, Mitacs oral history of the St. George Grosvenor Heritage Conservation District	12/31/19		
		 Museum London Strategic Plan (CMO)	 Museum London Strategic Plan of feet, friends, and funds objectives to surpass 2015 successful 10% increase in all targets.	12/31/16		Summer emergency sanitation repair impacted visitation and programming for a month and Museum was closed for two days.
			 Museum London Strategic Plan of feet, friends, and funds objectives to maintain 2016 targets during six to 9 month construction of Centre at the Forks.	12/31/17		Construction of Centre at the Forks may have a flatline impact and/or potential loss of attendance, programming and rentals in 2017.
			 New Museum London facility, Centre at the Forks to offer enlarged and flexible programming space as a barrier-free art incubator designed for artistic innovation and multiple uses for our community-focused program, playing a significant role in London's renewal strategies.	12/31/17		

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
			 One time government grants support diverse on-site/off-site public programming initiatives: Syrian Refugee art program in partnership with other organizations to assist children and families in a healing process as they transition to life in London; Culture Club+55 engages seniors on-site to socialize and pursue life-long learning about art and history topics and off-site via livestream in nursing homes such as Dearness and Mount Hope.	12/31/17		
			 Celebrate Canada's Sesquicentennial through material culture and art exhibitions with programming including: the exhibitions (working titles) Canada 150: A Student Exhibition; 150 Years of Art Making in London; and Canadian Eh? A History of the Nation's Signs and Symbols.	12/31/17		
			 Increase programs for socially/economically disadvantaged school children: expand Making Art Making Community curriculum-based program; increase enrollment in our High Five (standard of excellence) art camps via purchase of services through the City's child care fee subsidy program.	12/31/19		Continue to strive toward sustaining and initiating growth in ongoing public programming and creating new opportunities once position of Curator of Public Programming is filled in 2017.
		 London Public Library 2014-2017 Strategic Plan (CMO)				
5. Healthy, safe and accessible city	 Fund and partner with the Middlesex London Health Unit to promote and protect the health of our community.	 Middlesex London Health Unit Strategic Plan (CMO)	 Complete Organizational Structure and Location Project which consists of a comprehensive restructuring of the MLHU organizational chart, complementary processes, and relocation project.	12/31/18	The comprehensive restructuring of the MLHU's organizational chart was completed in 2016.	
			 Comprehensive Workplace Wellness Strategy	9/30/16		
			 Establishment and implementation of consistence performance management and measurement systems, tools and processes	12/31/18		
			 Formalize a MLHU planning and evaluation framework that integrates: evidence-informed program planning, innovation, research advisory requirements and regular evaluation of programs and services	12/31/16		
			 Living Wage employer certification	9/30/16	In 2016, the MLHU became a Living Wage certified employer.	
	 Support all Londoners to age well and have opportunities to reach their full potential.	 Age Friendly London Action Plan 2013-2016 (NCFS)	 Complete 2nd year of three year implementation plan for Age Friendly London	9/30/15		









Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
			 Complete 3rd year of three year implementation plan for Age Friendly London	9/30/16	377 London parks have been scored using the Age Friendly Parks Checklist. Three local seniors were recognized with Ontario Senior's Achievement and Senior of the Year Awards. The Age Friendly Business Checklist and Resource Guide were completed.	
			 Complete evaluation of Age Friendly London strategy	12/31/16		
			 Create next 3-5 year Age Friendly London Action Plan	3/31/17		
			 Implement next Age Friendly London Action Plan	12/31/19		
	 Support the health and well-being of all children, youth, and families in London.	 Child and Youth Agenda 2012-2015 (NCFS)	 Complete and obtain full endorsement of the Child and Youth Agenda to 2021	12/31/16		
			 Begin implementation of Strategic Priorities	3/31/17		
			 Develop and implement Measurement and Evaluation Framework	6/30/17		









Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
			 Continue implementation of Strategic Priorities	12/31/19	<p>Over 1,000 London children registered for a free Acti-Pass to date (an increase of 250 children from last year).</p> <p>Over 250 Baby's Book Bags have been distributed to new/expecting parents at prenatal health classes in the last 6 months.</p> <p>Poverty OVER London campaign was launched in May 2016, focused on shifting attitudes and perceptions about poverty in our community – what it is, what it isn't, why we should care to end it in our community and how we can all be a part of that movement.</p>	
			 Maintain strong engagement of Child and Youth Network Members and funding partners	12/31/19	<p>Through the City's joint submission with the Thames Valley District School Board, the Ministry of Education invested \$1.8M in the community for construction of family centres in northeast and northwest London.</p> <p>Through the City's joint submission with the London District Catholic School Board, the Ministry of Education invested \$741,426 in the community for construction of Family Centre Westminster (supplementing the \$440,975 already received).</p> <p>Received a \$25,000 grant from Cowan Foundation for Family Centre Westminster.</p>	

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
	<div>■ Protect and promote the safety of Londoners through funding the work of the London Police Services.</div>	<div>■ London Police Services 2016-2018 Business Plan (CMO)</div>	<div>↑ Continue Efforts to Deliver Efficient and Cost Effective Service</div>	12/31/19	<p>In May 2016 implemented a New patrol deployment plan was implemented. Service delivery and response times will be closely monitored.</p> <p>September 2016 Calls for Service Review and Outcomes - Calls for service are continually reviewed to improve the efficiency and effectiveness of service delivery. Call types have been recently transitioned to an alternate process in an ongoing effort to improve officer response times. Refer to the last strategy in this document for more details.</p>	As a result of review of the London Police Services 2010 Workload Analysis Report and current impacts on workload, 13 positions have been identified as required in 2016 to maintain adequate and effective policing to the community.
			<div>↑ Cultivate and Sustain a Quality Work Environment</div>	12/31/19		
			<div>↑ Protect and Assist Victims and Vulnerable Persons in our Community</div>	12/31/19		

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
			 Provide London with a Safe and Secure Community	12/31/18	In August 2016 Automatic License Plate Recognition System (ALPRS) - A successful funding proposal to Ministry of the Attorney General Civil Remedies Program resulted in \$35,210 funding to support the implementation of the ALPRS.This new system is also in alignment with overall goal of the City of London Road Safety Strategy 2014-2019.The ALPRS has the ability to dramatically improve road safety in London by improving the ability of the police to detect some of the most dangerous drivers on our roadways.	
			 Strengthen Community Outreach, Partnerships and Communications	12/31/19	In June 2016 Text to 9-1-1 Emergency Phone Call Services was implemented for the Deaf, Hard of Hearing and Speech Impaired Community (DHHSI).Text with 9-1-1 is a service offered to the DHHSI community that allows for the same access to the emergency 9-1-1 phone call system as the rest of the population.The service allows for the 9-1-1 voice call to be conducted by way of text messaging with a registered cellular phone.	

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
	<p>Promote and support a safe community through the work of the London Fire Department by:</p> <ul style="list-style-type: none"> Increased public education and prevention, Redeployment of resources, Introduction of new technology 	<p>London Fire Department Business Plan Fire and Rescue Services Fire Prevention and Education (NCFS)</p>	<p>✓ Resource Redeployment: Relocate Station 11 - Acquire land</p>	3/31/15		
			<p>✓ Increased Public Education and Prevention: Pilot a computer-based Work Order system for fire code inspections, with an emphasis on risk-based inspections for multi-occupancy buildings in areas with higher prevalence of fires</p>	6/30/16		
			<p>✓ Introduction of New Technology: Introduce Driver Training Simulator. Train key personnel, develop plan and programing</p>	6/30/16		
			<p>↑ Increased Public Education and Prevention: Increase public education activities in areas of the City with higher prevalence of fires</p>	9/30/16	<p>Over 6,800 inspections and inspections activities were conducted in the first 9 months of 2016 (52% increase from same time last year).</p> <p>Over 2,400 inspections were completed in the first 9 months of 2016 (28% increase from same time last year).</p>	
			<p>↑ Increased Public Education and Prevention: Introduce pilot for risk-based Fire Prevention education - areas with higher prevalence of fires</p>	9/30/16		
			<p>✓ Introduction of New Technology: Deliver 1st Phase of Training</p>	9/30/16		
			<p>✓ Introduction of New Technology: Finalize scoping of projects relating to implementation of mobile technologies, records and performance management software and determine approach to move forward</p>	9/30/16		
			<p>✓ Resource Redeployment: Develop and implement plan to redeploy 2 Fire Inspectors who will do building plan (fire safety) reviews within Service London area, City Hall</p>	9/30/16		

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
			 Resource Redeployment: Relocate Station 11 - Complete design, tender, Council approval process	9/30/16		
			 Introduction of New Technology: Deliver 2nd Phase of Training	12/31/16		
			 Increased Public Education and Prevention: Develop public education strategy to increase public education activities in areas of the City with higher prevalence of fires	9/30/17	Over 6,800 inspections and inspections activities were conducted in the first 9 months of 2016 (52% increase from same time last year). Over 2,400 inspections were completed in the first 9 months of 2016 (28% increase from same time last year).	
			 Introduction of New Technology: Develop cost recovery model with Finance, evaluate London Fire Department and Engineering and Environmental Services Department needs, solicit interest from other agencies, and Incorporate other agencies in training calendar	9/30/17		
			 Resource Redeployment: Relocate Station 11 - Construct and open station	9/30/17		
			 Resource Redeployment: Add Station 15 - Identify location and acquire land	3/31/18		
			 Resource Redeployment: Add Station 15 - Develop construction timetable	6/30/18		
			 Resource Redeployment: Add Station 16 - Identify location and acquire land	6/30/19		













Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
			 Increased Public Education and Prevention: Maintain increased frequency of routine inspections	12/31/19	Increased frequency of routine inspections in the first 9 months of 2016 including : Site Visits 2015 – 482 2016 – 1000 increase of 207% Site Plan Inspections 2015 – 8 2016 – 22 increase of 275% Building Permit Inspection 2015 – 478 2016 – 630 of 132%	
			 Introduction of New Technology: Continue Driver Training Simulator operations	12/31/19		
			 Introduction of New Technology: Implement mobile technologies, records and performance management software projects and determine approach to move forward	12/31/19		
			 Resource Redeployment: Add Station 16 - Develop construction timetable	12/31/19		
			 Resource Redeployment: Add Station 15 - Construct station, acquire equipment, open station	9/30/20		
			 Resource Redeployment: Add Station 16 - Construct station, acquire equipment, open station	6/30/21		
			 Increased Public Education and Prevention: Hire Fire Inspectors to increase frequency of routine inspections	9/30/16		
			 Increased Public Education and Prevention: Implement a computer-based Work Order system for fire code inspections, with an emphasis on risk-based inspections	12/31/19		



Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
	<div>Strengthen Emergency Management through: Public awareness activities and a public notification system, Expanded Emergency Operations Centre capabilities, Emergency management practices included as part of city planning and programming</div>	<div>City of London Emergency Response Plan (HR&CS)</div>	<div>↑ Select Software tool through Request for Proposals process</div>	12/31/16		
			<div>↑ Develop Emergency Operations Centre Scribe Program</div>	12/31/17		
			<div>↑ Develop Program outline - Public Notification</div>	12/31/17		
			<div>↑ Implement Emergency Operations Centre Scribe Program</div>	12/31/18		
			<div>↑ Implement Public Notification Program</div>	12/31/18		
			<div>↑ Review, update, monitor and evaluate Public Notification Program</div>	12/31/19		
		<div>Emergency Social Services Plan – New (HSSDH)</div>	<div>✓ Align the activities of the community plan work with Vulnerable Occupancy Protocol activities</div>	3/31/16	Work with Community stakeholders in establishing a vulnerable occupancy protocol.	
			<div>▢ Develop a protocol for assisting with and monitoring individual and community recovery once the emergency response ends</div>	9/30/16		Delayed but progressing. Being done in concert with Informal Care Bylaw.
			<div>↑ Establish a revised resource plan based on best practices and develop a local plan for the provision of community based emergency social services following a community crisis event (after the closure of a reception center and formal emergency management activities)</div>	12/1/16		Focus has been on establishing (Vulnerable Occupancy Protocol (VOP) and related Informal Care By-law. This project may be delayed but will continue the work in progression of these activities.

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
	<div><div></div><div>Improve London's neighbourhoods through pro-active enforcement of updated by-laws.</div></div>	<div><div></div><div>By-law Review (DCS)</div></div>	<div><div></div><div>Report to Council with recommendations and action plans as required</div></div>	12/31/16		Reports to Council occurred in 2016 related to Vulnerable Occupancy Protocol (VOP) and Informal Care By-law with the latter anticipated for start-up in November 2016. Reports to Council on status may be moved to early 2017.
			<div><div></div><div>Adopt big picture ideas of regulations</div></div>	6/30/16	Presented policy report on business licensing for the purposes of consumer protection and public helath ands safety.	
			<div><div></div><div>Identify and expand existing pro-active enforcement areas to include additional areas which would benefit from pro-active enforcement</div></div>	6/30/16	New and expanded areas identified in near campus neighbourhoods.	
			<div><div></div><div>Review the existing Business Licensing By-law with a focus on public health, safety, and consumer protection to create new and improved regulations</div></div>	6/30/16	Policy report approved and public meetings schedule approved.	
			<div><div></div><div>Hold public meetings for Business Licensing By-law review</div></div>	9/30/16		Council directed individual public participation meetings for business licensing review. meetings scheduled starting Q4 2016
			<div><div></div><div>Implement new areas for enforcement</div></div>	9/30/16		
			<div><div></div><div>Implement the Business Licensing By-law</div></div>	12/31/16	Schedule of public meetings approved	
		<div><div></div><div>Multi-agency enforcement partnerships (DCS)</div></div>	<div><div></div><div>Report protocol to Community and Protective Services Committee for a multi-agency process of addressing vulnerable occupancies in a variety of housing situations</div></div>	6/30/15	Vulnerable Occupancy Protocol VOP implemented.	
			<div><div></div><div>Implement a multi-agency process of addressing vulnerable occupancies in a variety of housing situations</div></div>	12/31/19	Informal Residential Care by-law approved.	
		<div><div></div><div>Targeted pro-active enforcement blitzes (DCS)</div></div>	<div><div></div><div>Identify new areas</div></div>	6/30/16	New and expanded proactive enforcement areas implemented in near campus neighbourhoods.	
















Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
			✔ Implement targeted enforcement protocol	9/30/16	Area specific and topic specific blitzes implemented.	
			✔ Implement a targeted program for proactive blitzes to address issues related to neighbourhood quality of life	12/31/19	Area specific and topic specific blitzes implemented.	
	<div> <div></div> Invest in programs and infrastructure to make London more accessible. </div>	<div> <div></div> City of London Accessibility Plan 2013-2017 (HR&CS) </div>	↑ Implement requirements to meet Design of Public Spaces Standard	12/31/16		
			↑ Review and implement requirements to file Accessibility Report	12/31/17		
			↑ Update City of London Accessibility Plan	3/31/18		
			↑ Review and implement requirements to file Accessibility Report	12/31/19		
	<div> <div></div> Continue to make pedestrian and cycling routes safer year round. </div>	<div> <div></div> School Crossing Guard Program (EES) </div>	↑ Review the locations for new School Crossing Guards annually	6/30/19		
			↑ Review and adjust the School Crossing Guard operating hours at each location to reflect changes in the school entry and dismissal times annually	12/31/19		
		<div> <div></div> Active and Safe Routes to School (EES) </div>	✔ Develop a program to install new pedestrian crossing devices	6/30/16	Completed the installation of 21 new pedestrian crossings and undertook a public education campaign to promote the new rules and regulations regarding the initiative in conjunction with the London Police Service and London Road Safety Committee.	
			✔ Enhance pedestrian safety by expanding and upgrading pedestrian facilities at 5 locations	9/30/16		
			✔ Develop & Implement a School Zone Speed Limit Policy	12/31/16		
			↑ Enhance pedestrian safety by expanding and upgrading pedestrian facilities at 18 locations	9/30/17		

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
	<div><div></div><div>Help Londoners understand how we provide safe drinking water and protect the Thames River.</div></div>		<div><div></div><div>Enhance pedestrian safety by expanding and upgrading pedestrian facilities at 18 locations</div></div>	9/30/18		
			<div><div></div><div>Enhance pedestrian safety by expanding and upgrading pedestrian facilities at 18 locations</div></div>	9/30/19		
			<div><div></div><div>Review local issues at 10 schools per year</div></div>	12/31/19		
		<div><div></div><div>Winter Maintenance Strategy – new (EES)</div></div>	<div><div></div><div>Develop a strategy that provides options for Council to consider for implementation related to enhanced service levels on sidewalks and pathways</div></div>	12/31/15		
		<div><div></div><div>Thames River Clear Water Revival Project (EES / Planning)</div></div>	<div><div></div><div>Report to Council on Thames River Water Management Plan: Phase 1</div></div>	12/31/17		
			<div><div></div><div>Report to Council on approaches to implement targets, monitoring and future reporting methods</div></div>	12/31/18		
			<div><div></div><div>Report to Council on program implications and budget impacts</div></div>	12/31/19		
		<div><div></div><div>Source Water Protection Plan (EES)</div></div>	<div><div></div><div>Seek Provincial approval of a plan for the protection of groundwater near City wells</div></div>	3/31/16	Approval of the Plan confirms that how we are proposing to manage protection of source water meets Provincial requirements, and is technically sound.	
			<div><div></div><div>Train development approval staff to communicate requirements to developers</div></div>	9/30/16	The Plan can impose more stringent requirements on development opportunities. Staff are now able to communicate the importance of source water protection to the development community.	
			<div><div></div><div>Update the City website to communicate the program to the public</div></div>	3/31/17		
		<div><div></div><div>Drinking Water Annual Report (EES)</div></div>	<div><div></div><div>Report on drinking water quality testing results and system performance annually</div></div>	3/31/19		

















Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
		 Drinking Water Quality Management System (EES)	 Report on Ontario Ministry of the Environment and Climate Change annual inspection and audit to ensure that the water system is in compliance with all applicable legal requirements annually	3/31/19	Achieved a 100% on our annual inspection from the Ministry of Environment and Climate Change for the second year in a row. This certifies safe management and operation of London's drinking water.	
		 The London Plan (Civic Infrastructure, Natural Resources and Natural Heritage) – draft (Planning)	 Prepare second draft of London Plan and release recommended Civic Infrastructure, Natural Resources and Natural Heritage policies for comments. Undertake second round of public engagement seeking comments	6/30/15	2nd Draft of policies completed and public engagement program completed.	
			 Release final London Plan and hold public meeting at Planning Committee	6/30/16	Final policies drafted and Council adopted the London Plan June 23, 2016.	
			 Target approval of the London Plan by Province	12/31/16		
			 Implement The London Plan through municipal regulation, public projects, budgeting and investment, partnerships and municipal programs	6/30/17		
			 Target unappealed portions of the London Plan in force and effect	6/30/17		
			 Target appeals to the London Plan resolved/Ontario Municipal Board decision	6/30/18		
			 Implement monitoring program bi-annually to evaluate progress on London plan policies	12/31/19		
		 Partnership with Conservation Authorities: Kettle Creek Conservation Authority, Lower Thames Conservation Authority, Upper Thames Conservation Authority (EES)	 Conservation Authority Partnerships Phase 1: Develop a Memorandum of Understanding related to Water Erosion Control Infrastructure funded projects undertaken jointly by the Upper Thames Conservation Authority and City. Report back on this to Municipal Council and the Upper Thames Conservation Authority Board	2/28/17		

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
			 Conservation Authority Partnerships Phase 2: Build upon current relationships with Upper Thames Conservation Authority by undertaking a review of existing shared service arrangements related to the health of the Thames River watershed (hydrogeology, Beaver Activity Management, Low Impact Development Strategy, Risk Assessments)	12/31/17		
			 Conservation Authority Partnerships Phase 3: Partner with Conservation Authorities to roll out the Low Impact Development Strategy	12/31/18		
















Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
Robust Infrastructure	<div><div></div>Address and manage the infrastructure gap to maintain what we have now and reduce the tax burden on future generations. This includes everything from roads to parks to buildings</div>	<div><div></div>State of the Infrastructure Report (F&CS)</div>	<div><div></div>Monitor the infrastructure gap through annual reviews of the State of Infrastructure Report. (Full update once every 5 years)</div>	12/31/15		
			<div><div></div>Acquire an asset management software system. Note: The growth of the infrastructure gap is managed through the development and implementation of standardized asset management best practices currently evolving across Canada and around the world</div>	12/31/17	Council approved the acquisition and implementation of the Corporate Asset Management (CAM) Computer System in June 2016. Implementation will be complete by year-end 2017.	
			<div><div></div>Research the infrastructure gap through pilot projects in Transportation and Parks & Recreation</div>	12/31/18		
			<div><div></div>Implement the financial and asset recommendations of the Corporate Asset Management Plan. (Reports are prepared on an ongoing annual review basis with a full update once every 5 years)</div>	12/31/19		
			<div><div></div>Implement the system across the city</div>	12/31/19		
	<div><div></div>Manage and improve water, wastewater, and storm water infrastructure and services</div>	<div><div></div>Water and Wastewater Business Plans (EES)</div>	<div><div></div>Seek Council approval of 2016-19 Business Plan and Budget</div>	3/31/16		
			<div><div></div>Implement the Business Plan annually</div>	12/31/19	Annual targets for customer service improvements, like account data available on-line, were met. Construction programs to improve asset performance continue, including the \$40 million Greenway plant expansion.	Federal and Provincial infrastructure funding programs will significantly increase the near term and 10 year forecast for capital construction, challenging our resources and requiring more coordination with transit/transportation programs.


















Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
	 Manage and upgrade transportation infrastructure such as heritage bridges, railway grade separations, cycling facilities, and parking lots	 Parking Master Plan (EES)	 Consult with the public on parking opportunities and requirements	3/31/16		
			 Complete Strategy for Council approval	9/30/16		Additional consultation with community stakeholders to review various implementation strategies and impacts.
			 Finalize Strategic Implementation Plan	12/31/16		Additional consultation with community stakeholders to review implementation strategy and impacts.
		 Parking Lot Upgrade Strategy (EES)	 Complete Strategy Development	6/30/15		
			 Complete Year One Lot Upgrades (Lot 2)	12/31/16		Public consultation and design changes have delayed the construction to 2017.
			 Complete Year Two Lot Upgrades (Lots 1 and 17)	12/31/17		
			 Complete Year Three Lot Upgrades (Lots 4, 5, 3W & 3E)	12/31/18		
			 Complete Year Four Lot Upgrades (Lots 8, 11, 7 & 15).	12/31/19		
		 Heritage Bridge Preservation Strategy - Meadowlily Footbridge - Blackfriars Bridge (EES / Planning)	 Complete construction of improvements - Meadowlily Footbridge	3/31/15	Meadowlily Footbridge project completed	
			 Complete Environmental Assessment - Blackfriars Bridge	6/30/16	Blackfriars Bridge ESA process completed.	
			 Complete Detail Design and Public Consultation - Blackfriars Bridge	3/31/17		

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
			↑ Complete construction of improvements - Blackfriars Bridge	6/30/19		
		■ Transportation Master Plan (EES)	↑ Complete Environmental Assessment and review opportunities for advancement – Adelaide Street/ CPR Grade Separation	9/30/17		
		■ Bicycle Master Plan (EES)	✓ Complete detailed design - 2015 Cycling Facility (Egerton, White Oaks, Upper Queens, Nixon, Ridout, Oxford West, Colborne, Second)	6/30/15		
			✓ Complete construction of Improvements - 2015 Cycling Facility (Egerton, White Oaks, Upper Queens, Nixon, Ridout, Oxford West, Colborne, Second)	12/31/15		
			✓ Complete detailed design - 2016 Cycling Facility (Cheapside, Fanshawe College Boulevard, Trafalgar, Sandford, Bruce)	6/30/16		
			↑ Complete construction of improvements - 2016 Cycling Facility (Cheapside, Fanshawe College Boulevard, Trafalgar, Sandford, Bruce)	12/31/16		
	■ Increase efforts on more resource recovery, long-term disposal capacity, and reducing community impacts of waste management	■ Long-Term Waste Management Plan (EES)	↑ Develop Environmental Assessment Terms of Reference and submission to Province	3/31/17		
			↑ Complete Long-term Resource Recovery Plan	9/30/17		
			↑ Complete Environmental Assessment and submission to Province	9/30/18		
			↑ Increase waste diversion (e.g., downtown, public space recycling, etc.)	12/31/18		
	■ Fund innovative ways to adapt to Climate Change	■ Climate Change Adaptation Strategy (EES)	↑ Prepare Environmental Protection Act Documentation and submission to Province	12/31/19		
			↑ Award flood proofing design for Vauxhall plant	12/31/16		
			↑ Phase 2: Incorporate increased Climate Change Adaptation in design and practice when possible	12/31/16		
			↑ Award flood proofing design for Greenway plant	3/31/17		





















Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
			 Award flood proofing design for Adelaide plant	6/30/17		
			 Begin construction of West London Dykes Phase 3	6/30/17		
			 Phase 3: Update Draft Strategy, implementation plan and final review with stakeholders	6/30/17		
			 Phase 4: Submit to Committee/Council	9/30/17		
			 Award flood proofing construction for Vauxhall plant	3/31/18		
			 Phase 5: Implement approved strategy	3/31/18		
			 Award flood proofing construction for Adelaide plant	3/31/19		
			 Begin construction of West London Dykes Phase 4	6/30/19		
		 The London Plan (The Green City and Natural Hazards) – draft (Planning)	 Prepare second draft of London Plan and release recommended The Green City and Natural Hazards policies for comments. Undertake second round of public engagement seeking comments	6/30/15	2nd Draft of policies completed and public engagement program completed.	
			 Release final London Plan and hold public meeting at Planning Committee	6/30/16	Final policies drafted and Council adopted the London Plan June 23, 2016.	
			 Target approval of the London Plan by Province	12/31/16		
			 Implement The London Plan through municipal regulation, public projects, budgeting and investment, partnerships and municipal programs	6/30/17		
			 Target unappealed portions of the London Plan in force and effect	6/30/17		
			 Target appeals to the London Plan resolved/Ontario Municipal Board decision	6/30/18		
			 Implement monitoring program bi-annually to evaluate progress on London plan policies	12/31/19		

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
		<div><div></div>Partnership with the Conservation Authorities Kettle Creek Conservation Authority Lower Thames Conservation Authority Upper Thames Conservation Authority (EES)</div>	<div><div></div>Conservation Authority Partnerships Phase 1: Develop a Memorandum of Understanding related to Water Erosion Control Infrastructure funded projects undertaken jointly by the Upper Thames Conservation Authority and City. Report back on this to Municipal Council and the Upper Thames Conservation Authority Board</div>	12/31/16		
			<div><div></div>Conservation Authority Partnerships Phase 2: Build upon current relationships with Upper Thames Conservation Authority by undertaking a review of existing shared service arrangements related to the health of the Thames River watershed (hydrogeology, Beaver Activity Management, Low Impact Development Strategy, Risk Assessments).</div>	12/31/17		
			<div><div></div>Conservation Authority Partnerships Phase 3: Partner with Conservation Authorities to roll out the Low Impact Development Strategy</div>	12/31/18		
Convenient and connected mobility choices	<div><div></div>Implement and enhance safe mobility choices for cyclists, pedestrians, transit users and drivers through the provision of complete streets, connected pathways, and enhanced transit services</div>	<div><div></div>Transportation Master Plan (EES)</div>	<div><div></div>Complete construction improvements – Hyde Park Road Improvements</div>	12/31/15		
			<div><div></div>Complete Detail Design and Public Consultation – Fanshawe Park Road East Improvements</div>	12/31/15		
			<div><div></div>Complete detailed design – Commissioners Road Improvements (Wonderland to Viscount)</div>	12/31/15		
			<div><div></div>Complete detailed design – Sarnia Road Improvements (east of Wonderland Road)</div>	12/31/15		
			<div><div></div>Complete detailed design – Veterans Memorial Parkway North Extension</div>	12/31/15		
			<div><div></div>Complete Environmental Assessment – Wharncliffe & Western Road Improvements (Oxford to Platts Lane)</div>	12/31/15		
			<div><div></div>Complete Environmental Assessment – Wharncliffe Road Improvements (Horton to Becher)</div>	12/31/16		Delayed due to regulatory approvals from CN Railway
			<div><div></div>Complete construction of Commissioners Road Improvements (Wonderland to Viscount)</div>	12/31/16		











Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
			 Complete construction of improvements – Fanshawe Park Road East Improvements	12/31/16		
			 Complete construction of Sarnia Road Improvements (east of Wonderland Road).	12/31/16		
			 Complete Environmental Assessment – Fanshawe Park Road / Richmond Intersection Improvements	12/31/16		
			 Complete Environmental Assessment – Western Road / Sarnia Road Intersection Improvements	12/31/16		Delayed due to ongoing discussion with Western University regarding Campus Master Plan.
			 Complete detailed design – Wharncliffe & Western Road Improvements (Oxford to Platts Lane)	9/30/17		
			 Complete detailed design – Western Road / Sarnia Road Intersection Improvements	12/31/17		
			 Complete detailed design – Fanshawe Park Road / Richmond Intersection Improvements	3/31/18		
			 Complete construction of Wharncliffe & Western Road Improvements (Oxford to Platts Lane)	12/31/18		
			 Complete detailed design – Wharncliffe Road Improvements (Horton to Becher)	12/31/18		
			 Complete construction of Fanshawe Park Road / Richmond Intersection Improvements	6/30/19		
			 Complete construction of improvements – Veterans Memorial Parkway North Extension	12/31/19		
			 Complete construction Western Road / Sarnia Road Intersection Improvements	12/31/19		Western University Campus Master Plan may alter preferred option.
			 Complete construction of Wharncliffe Road Improvements (Horton to Becher)	12/31/20		Approvals from CN Railway.
		 Rapid Transit Implementation Strategy (EES)	 Complete Environmental Assessment	3/31/17		EA is subject to approvals from MTO on the Business Case.

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
			 Design First Phase	3/31/19		Subject to funding approvals from Provincial and Federal government.
		 London Transit Commission Strategic Business Plan (CMO)				
		 Bicycle Master Plan (EES)	 Present draft Cycling Master Plan	6/30/16		
			 Finalize Cycling Master Plan for Council approval	12/31/16		
		 Thames Valley Corridor Plan (Planning)	 Complete Environmental Assessment for Thames Valley Corridor North Branch pathway project	9/30/16	North Branch EA completed. EA has now been bumped up.	
			 Issue Construction Tender	12/31/17		
			 Begin construction	6/30/18		
			 Complete construction	12/31/19		
		 The London Plan (Mobility) - draft (Planning)	 Prepare second draft of London Plan and release recommended Mobility policies for comments. Undertake second round of public engagement seeking comments	6/30/15	2nd Draft of policies completed and public engagement program completed.	
			 Release final London Plan and hold public meeting at Planning Committee	6/30/16	Final policies drafted and Council adopted the London Plan June 23, 2016.	
			 Target approval of the London Plan by Province	12/31/16		
			 Implement The London Plan through municipal regulation, public projects, budgeting and investment, partnerships and municipal programs	6/30/17		
			 Target unappealed portions of the London Plan in force and effect	6/30/17		
			 Target appeals to the London Plan resolved/Ontario Municipal Board decision	6/30/18		















Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
	<div> <div></div> <div>Improve travel to other cities through better transportation connectivity specifically regional transit connections</div> </div>		<div> <div></div> <div>Implement monitoring program bi-annually to evaluate progress on London plan policies</div> </div>	12/31/19		
		<div> <div></div> <div>Provincial High Speed Rail Regional Hub- new (EES / Planning)</div> </div>	<div> <div></div> <div>Participate in Provincial Environmental Assessment. Provide project status report to Council</div> </div>	9/30/16		
			<div> <div></div> <div>Report Project status upon finalization of technical studies</div> </div>	3/31/17		
		<div> <div></div> <div>Transportation Master Plan (EES)</div> </div>	<div> <div></div> <div>Complete Wonderland Road Highway 401 interchange construction</div> </div>	12/31/15	In partnership with the Ministry of Transportation, the completed new interchange provides alternative vehicle and commercial goods access from Highway 401. The interchange will help spur economic and residential development in the southwest part of the City and alleviate congestion on existing routes.	
			<div> <div></div> <div>Complete Veterans Memorial Parkway Highway 401 interchange improvements and south extension in partnership with the Ministry of Transportation</div> </div>	6/30/18		
			<div> <div></div> <div>Start construction on Highbury Avenue 401 interchange</div> </div>	3/31/19		
		<div> <div></div> <div>London's Downtown Plan (Planning)</div> </div>	<div> <div></div> <div>Evaluate emerging opportunities to advance Transformational Projects #8 and #9 in this Plan which support this strategy and implement as resources allow</div> </div>	12/31/19		
		<div> <div></div> <div>The London Plan (Mobility) – draft (Planning)</div> </div>	<div> <div></div> <div>Prepare second draft of London Plan and release recommended Mobility policies for comments. Undertake second round of public engagement seeking comments</div> </div>	6/30/15	2nd Draft of policies completed and public engagement program completed.	
			<div> <div></div> <div>Release final London Plan and hold public meeting at Planning Committee</div> </div>	6/30/16	Final policies drafted and Council adopted the London Plan June 23, 2016.	
			<div> <div></div> <div>Target approval of the London Plan by Province</div> </div>	12/31/16		

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
			 Implement The London Plan through municipal regulation, public projects, budgeting and investment, partnerships and municipal programs	6/30/17		
			 Target unappealed portions of the London Plan in force and effect	6/30/17		
			 Target appeals to the London Plan resolved/Ontario Municipal Board decision	6/30/18		
			 Implement monitoring program bi-annually to evaluate progress on London plan policies	12/31/19		
		 London Transit Commission (CMO)				
		 London International Airport Authority (CMO)	 Explore avenues for working closer with the City of London	12/31/19		
			 Improve the passenger experience.	12/31/19		
			 Provide greater access to the London region by air.	12/31/19		
			 Strengthen business attraction and land development	12/31/19		
	 Improve travel by managing congestion and increasing roadway safety	 Traffic Signal Optimization (EES)	 Optimize Traffic signals timing annually (100 locations)	12/31/15		
			 Optimize Traffic signals timing annually (100 locations)	12/31/16		
			 Optimize Traffic signals timing annually (100 locations)	12/31/17		
			 Optimize Traffic signals timing annually (100 locations)	12/31/18		
			 Optimize Traffic signals timing annually (100 locations)	12/31/19		
		 Road Safety Strategy (EES)	 Complete one third of the traffic signal review system	6/30/15		
			 Develop Red-light camera enforcement program including a service contract	12/31/15		

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
			✔ Undertake an annual road safety network screening	12/31/15		
			✔ Undertake visibility review of traffic signal heads	12/31/15		
			✔ Complete review traffic signal review of one third of system	6/30/16		
			↑ Complete 5 in-service safety reviews	12/31/16		
			↑ Install Red-light camera equipment at select locations	3/31/17		
			↑ Complete review traffic signal review of one third of system	6/30/17		
			↑ Complete 5 in-service safety reviews	12/31/17		
			↑ Complete 5 in-service safety reviews	12/31/18		
			↑ Complete 5 in-service safety reviews	12/31/19		
	Explore a better subsidy model for transit riders so that more Londoners can benefit	Subsidized Transit Business Plan (NCFS)	↑ Develop Subsidized Transit Business Plan and Proposed New Model to go forward to City Council	12/31/16		
			↑ Evaluate effectiveness of the Subsidized Transit Business Plan	12/31/19		
			↑ Implement Subsidized Transit Business Plan, including recommendations of City Council	12/31/19		
		Communication with Provincial Government (CMO)	↑ Initiate targeted communication with Provincial Government after Council approval of subsidized transit business plan	3/31/17		












Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
Strong and healthy environment	 Implement innovative ways to conserve energy	 Community Energy Action Plan (EES)	 Provide annual updates on the Community Energy Action Plan which was approved by Council with 60 Actions between 2014 and 2018; 40 actions (2014 to 2015) and 16 actions (2016 to 2018)	6/30/19	In 2015, London managed to reduce its total greenhouse gas emissions to levels that are eight percent below 1990 levels. This surpasses the first milestone goal of London's CEAP – to reduce total greenhouse gas emissions to six percent below 1990 levels by 2014. On a per person basis, Londoners and London businesses released 25 percent fewer greenhouse gas emissions in 2015 than they did in 1990, along with reductions in air pollution emissions (e.g., nitrogen oxides, volatile organic compounds) from fossil fuel use.	
		 Corporate Energy Conservation Management Plan (EES)	 Provide annual updates on the Conservation Demand Management Plan which was approved by Council with 48 Actions between 2014 and 2020; 13 actions (2014 to 2015) and 35 actions (2016 to 2020)	12/31/19	Total corporate energy use in 2015 was almost five percent lower than it was in 2014, which is nearly half-way towards the CDM Plan goal for a 10 percent reduction from 2014 levels by 2020. Over the longer term, total energy use is now eight percent lower than it was in 2007. Total energy-related greenhouse gas emissions in 2015 were 51 percent lower than 2007.	
		 Street Light Energy Plan (EES)	 Complete Phase 1 of the LED Street Light Upgrade	6/30/16		
			 Complete Phase 2 of the LED Street Light Upgrade	6/30/18		
		 Review other Municipalities and Provincial programs (EES)	 Continue to review municipal and association contacts, document review, attendance at conferences/workshops, direct contact, etc	12/31/19		















Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
	<div> <div></div> <div>Reduce fuel use through innovation and research</div> </div>	<div> <div></div> <div>Green Fleet Strategy (EES)</div> </div>	<div> <div></div> <div>Phase 4: Prepare Updated Green Fleet Strategy and undertake stakeholder engagement</div> </div>	9/30/16		Work is under way but Milestone date of September 30 was not achieved due to multiple priorities (e.g., completing PwC Audit recommendations and additional performance review work in 2016) on the Vehicle & Equipment Reserve Fund. Project will be delayed 3 to 6 months.
			<div> <div></div> <div>Phase 5: Submit to Committee/Council</div> </div>	12/31/16		Phase 4 work is delayed which impacts Phase 5. Work is under way but Milestone date of September 30 was not achieved due to multiple priorities (e.g., completing PwC Audit recommendations and additional performance review work in 2016 on the Vehicle & Equipment Reserve Fund. Project will be delayed 3 to 6 months.
	<div> <div></div> <div>Plant more trees and better protect them from deforestation, invasive species, and other threats</div> </div>	<div> <div></div> <div>Urban Forest Strategy (Planning / EES)</div> </div>	<div> <div></div> <div>Begin implementing Urban Forest Strategy</div> </div>	12/31/15	Planting, protection, and maintenance initiatives are now advancing to implement the Urban Forest Strategy.	
			<div> <div></div> <div>Complete Planting Strategy</div> </div>	6/30/16		Staff resource assigned to this project left the position. Hiring process underway and will re-initiate project thereafter.
			<div> <div></div> <div>Revise Tree Conservation By-law</div> </div>	9/30/16	New Tree Protection By-law now in place and is being implemented.	
			<div> <div></div> <div>Plant 4000 Trees</div> </div>	12/31/16		
















Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
			 Prepare Asian Longhorned Beetle Report	12/31/16		Urban Forestry Manager position is now vacant. Hiring process underway and will re-initiate project thereafter.
			 Revise Boulevard Tree Protection By-law	12/31/16		Tree Conservation By-law seen as higher priority. Requires further coordination with Forestry operations.
			 Complete Tree Canopy Cover Study	3/31/17		
			 Complete Urban Forest analysis update	12/31/18		
		 The London Plan (Urban Forest) – draft (Planning)	 Prepare second draft of London Plan and release recommended Urban Forest policies for comments. Undertake second round of public engagement seeking comments	6/30/15	2nd Draft of policies completed and public engagement program completed.	
			 Release final London Plan ["Urban Forest" section name changed to "Forest City"] and hold public meeting at Planning Committee	6/30/16	Final policies drafted and Council adopted the London Plan June 23, 2016.	
			 Target approval of the London Plan by Province	12/31/16		
			 Implement The London Plan through municipal regulation, public projects, budgeting and investment, partnerships and municipal programs	6/30/17		
			 Target unappealed portions of the London Plan in force and effect	6/30/17		
			 Target appeals to the London Plan resolved/Ontario Municipal Board decision	6/30/18		
			 Implement monitoring program bi-annually to evaluate progress on London plan policies	12/31/19		
		 Promote and enhance the Forest City brand (Planning)	 Implement annual community tree plantings, tree sales and giveaways, etc	12/31/19		















Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
	<div>Expand support for resident and community driven initiatives that encourage waste reduction and other</div>	<div>Roadmap 2.0 Road to Increased Resource Recovery and Zero Waste (EES)</div>	<div>✓ Approve (Updated) Interim Waste Diversion Plan (2016)</div>	3/31/16	Municipal Council approved the implementation of a 3 Container garbage limit and the introduction (pilot project) of a separate curbside collection for Christmas trees.	
			<div>↑ Complete Long-term Resource Recovery Plan</div>	9/30/17		
			<div>↑ Develop new Waste Diversion Plan</div>	3/31/18		
		<div>London Environmental Network (EES)</div>	<div>✓ Launch London Environmental Network (with funding from Ontario Trillium Foundation)</div>	3/31/15		
			<div>↑ Update: London Environmental Network</div>	6/30/19		
		<div>Green Development Strategy (Planning)</div>	<div>↑ Review resources required to resume the Strategy among projects to be included in Planning Services 2018 – 2019 Work Program</div>	12/31/17		
		<div>Property Assessed Clean Energy (EES)</div>	<div>✓ Phase 1: Update Local Improvement Charges (LIC Financing) for Energy and Water Efficiency Improvements</div>	3/31/16	Detailed report submitted to Civic Works Committee highlighting the challenges, opportunities and uncertainties associated with LIC financing.	
			<div>Phase 2: Undertake stakeholder engagement and prepare Draft Business Case for a Local Improvement Charges Pilot Project including implementation scope, framework, costs, and risks</div>	9/30/16		Provincial Government has introduced high level details of a new program called the Green Bank as part of the Climate Change Action Plan. This initiative may replace the need for individual municipalities to undertake these programs versus a central coordinating and funding body. More details will be available in late 2016 or early 2017.

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
			<div></div> Phase 3: Submit to Committee/Council	12/31/16		Phase 2 work is delayed which impacts Phase 3. Provincial Government has introduced high level details of a new program called the Green Bank as part of the Climate Change Action Plan. This initiative may replace the need for individual municipalities to undertake these programs versus a central coordinating and funding body. More details will be available in late 2016 or early 2017.
			<div></div> Phase 4: Implement approved strategy	3/31/17		Phase 2 work is delayed which impacts Phase 4. Provincial Government has introduced high level details of a new program called the Green Bank as part of the Climate Change Action Plan. This initiative may replace the need for individual municipalities to undertake these programs versus a central coordinating and funding body. More details will be available in late 2016 or early 2017.
	<div></div> Work together to protect all aspects of our natural environment including woodlands, wetlands, river and watercourses, and air quality as our city grows	<div></div> The London Plan (Natural Heritage and The Green City) – draft (Planning)	<div></div> Prepare second draft of London Plan and release recommended Natural Heritage and The Green City policies for comments. Undertake second round of public engagement seeking comments	6/30/15	2nd Draft of policies completed and public engagement program completed.	
			<div></div> Release final London Plan and hold public meeting at Planning Committee	6/30/16	Final policies drafted and Council adopted the London Plan June 23, 2016.	
			<div></div> Target approval of the London Plan by Province	12/31/16		















Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
			 Implement The London Plan through municipal regulation, public projects, budgeting and investment, partnerships and municipal programs	6/30/17		
			 Target unappealed portions of the London Plan in force and effect	6/30/17		
			 Target appeals to the London Plan resolved/Ontario Municipal Board decision	6/30/18		
			 Implement monitoring program bi-annually to evaluate progress on London plan policies	12/31/19		
		 Thames Valley Corridor Plan (Planning)	 Amend Woodland Reserve Fund By-Law to permit management of invasive species	6/30/16		Draft amendment to the Woodland Reserve Fund By-law is under review. Intend to complete by end of 2016.
		 Source Protection Plan (EES)	 Seek Provincial acceptance of a plan to protect groundwater near City wells	3/31/16	Approval of the Plan confirms that how we are proposing to manage protection of source water meets Provincial requirements, and is technically sound.	
			 Prepare risk management templates for use by City development approval staff (by Upper Thames River Conservation Authority)	9/30/16	A risk based approach has been developed based on a rigorous review of well information, soils and development potential, all mapped for use by staff.	
			 Train development approval staff	9/30/16	The Plan can impose more stringent requirements on development opportunities. Staff are now able to communicate the importance of source water protection to the development community.	
			 Begin private property inspections at which time the plan will be fully operational	12/31/16		

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
		Thames River Clear Water Revival Initiative (EES)	 Progress report from Upper Thames River Conservation Authority	12/31/16	Protection of our source water is now in place. Source protection plans contain policies that either recommend or require that actions be taken to address activities that threaten drinking water sources.	
			 Complete Thames River Water Management Plan: Phase 1	6/30/17		
			 Evaluate approaches to implement targets, monitoring and future reporting methods	12/31/18		
			 Assess implications and budget impacts	12/31/19		
		Pollution Prevention and Control Plan (EES)	 Complete Phase 2 report that outlines priority overflow locations and technical details	12/31/16		
			 Complete Phase 3 (final) report on priority solutions	12/31/17		
			 Review budget forecast implications	3/31/18		
			 Recommend budget forecast changes	6/30/18		
		Environmentally Significant Areas (Planning)	 Implement existing Environmentally Significant Area Conservation Master Plans to manage natural areas through annual reporting	12/31/19		
		Conservation Master Plans (Planning)	 Update Meadowlily Conservation Master Plan	12/31/18		
			 Update Medway Conservation Master Plan	12/31/18		
			 Set updates of next Conservation Master Plans due in 10-year cycle	3/31/19		
		Subwatershed Plans (EES)	 Develop Conceptual Alternatives for the movement of water, wildlife and people for: Dingman Subwatershed Environmental Assessment Phase 1	12/31/16		
			 Hold Public Meetings and Select Preferred Alternatives for: Dingman Subwatershed Environmental Assessment Phase 2	6/30/17		

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
			 Complete Final Report that will provide a conceptual stormwater servicing and corridor plan for the Dingman Creek Subwatershed. (Dingman Subwatershed Environmental Assessment Phase 3)	3/31/18		
		 Significant woodlands protection (Planning)	 Develop and implement (by priority) management plans for 90 woodlands annually	12/31/19		
		 Partnership with the Conservation Authorities Kettle Creek Conservation Authority Lower Thames Conservation Authority Upper Thames Conservation Authority (EES / Planning)	 Conservation Authority Approvals/Monitoring Optimization Phase 1: Work with conservation authority partners to streamline and optimize approval and watershed monitoring processes to ensure watershed health is maintained as the City grows	12/31/17		
			 Conservation Authority Approvals/Monitoring Optimization Phase 2: Assess and modify existing programs/processes/budgets to reflect Conservation Authority partnership efforts	12/31/18		
			 Monitor quarterly and annually on the daily management of the City's Environmentally Significant Areas through its contract with the Upper Thames River Conservation Authority	12/31/19		
		 Communicate with First Nations (CMO / EES)	 Participate in a Federation of Canadian Municipalities workshop on strengthening partnerships between our communities, identifying issues of mutual interest, exploring principles for strong relationships, and learning about service agreements	3/31/16	A follow up meeting in May, 2016 helped to identify specific areas of interest to explore further.	
			 Develop a strategic approach and actions that encourage our communities to first build a strong relationship based on listening and learning from each other	6/30/17	Sharing of information has continued with a review of the London Plan and a tour of stormwater and wastewater facilities.	
			 Develop new ways or modifications to existing approaches to: 1. delivering our services to First Nations residents of London; 2. meeting Provincial consultation requirements on infrastructure projects; 3. Addressing municipal related recommendations of the Truth and Reconciliation Commission of Canada	12/31/18		
			 Implement and build the new approaches into our programs	12/31/19		
	 Use new ways to help residents protect their basements from flooding	 Basement Flooding Grant Program (EES)	 Review the existing program and background information: the programs of other cities, insurance industry and communications	6/30/16	Developed an understanding of how London programs can be improved to better address basement flooding.	

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
			 Consider alternative approaches to reducing the risk of basement flooding ranging from strict regulation to encouragement	3/31/17		
			 Recommend a preferred approach after having consulted with the public	12/31/17		
			 Prepare the plan, including program changes, resources and costs	12/31/18		
		 Pollution Control and Prevention Program (EES)	 Include basement flooding protection in the Phase 2 report that outlines priority overflow locations and technical details	12/31/16		
			 Complete Phase 3 (final) report on priority solutions	12/31/17		
			 Review budget forecast implications including basement flooding risk reduction	3/31/18		
			 Coordinate recommended budget forecast changes between overflow reduction and basement flooding reduction programs	6/30/18		
			 Co-ordinate and implement both programs annually	12/31/19		
		 Weeping Tile Disconnections Program (EES)	 Create a list of possible neighbourhoods that could benefit from this 100% City paid program that has work on both public and private property	9/30/16	Five priority areas have been approved for consideration. All homeowners in each area will be approached to gauge their interest in this program, noting that at least 60% have to agree for the program to effectively protect basements from flooding.	
			 Engage the neighbourhoods with the Ward Councillor to determine which one has enough interest and support to proceed	12/31/16		
			 Design and build the neighbourhood home plumbing changes	12/31/17		
			 Evaluate performance of the investment by monitory sewer flows during rainstorms	12/31/18		

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
Beautiful places and spaces	<div> <div></div> Invest in public spaces to be gathering places for more compact neighbourhoods </div>	<div> <div></div> The London Plan (City Design) – draft (Planning) </div>	<div> <div></div> Prepare second draft of London Plan and release recommended City Design policies for comments. Undertake second round of public engagement seeking comments </div>	6/30/15	2nd Draft of policies completed and public engagement program completed.	
			<div> <div></div> Release final London Plan and hold public meeting at Planning Committee </div>	6/30/16	Final policies drafted and Council adopted the London Plan June 23, 2016.	
			<div> <div></div> Target approval of the London Plan by Province </div>	12/31/16		
			<div> <div></div> Implement The London Plan through municipal regulation, public projects, budgeting and investment, partnerships and municipal programs </div>	6/30/17		
			<div> <div></div> Target unappealed portions of the London Plan in force and effect </div>	6/30/17		
			<div> <div></div> Target appeals to the London Plan resolved/Ontario Municipal Board decision </div>	6/30/18		
			<div> <div></div> Implement monitoring program bi-annually to evaluate progress on London plan policies </div>	12/31/19		
		<div> <div></div> London's Downtown Plan (Planning) </div>	<div> <div></div> Build Transformational project #1 in this Plan. "Dundas Place", Wellington and the Forks of the Thames </div>	12/31/19		
		<div> <div></div> Civic Spaces Program (Planning) </div>	<div> <div></div> Request proposals for the design of Heritage Square in the Old Victoria Hospital Lands </div>	6/30/17		
			<div> <div></div> Construct Heritage Square </div>	6/30/18		
	<div> <div></div> Support more public art and continue maintaining what we own </div>	<div> <div></div> Public Art Strategy (CMO/Planning) </div>	<div> <div></div> Secure a contract with the Jet Aircraft Museum to store the Guy Lombardo Tempo 7 Hydroplane at their facility </div>	12/31/15		
			<div> <div></div> Identify with Facilities public art to be refurbished and conserved by a specialized Public Art Conservator for 2016 </div>	3/31/16		
			<div> <div></div> Seek additional investment in public art maintenance fund through multi-year budget process </div>	3/31/16		



















Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
			 Update Public Art Policy and Strategy to formalize the process of Bonus Zoning for Height and Density Incentives for Public Art on Private Development	12/31/16	New Official Plan policies re: bonus zoning is completed and adopted by Council through the London Plan.	
			 Commission and purchase Public Art and Monuments for Canada's 150th Anniversary such as: the LAV III and the Terry Fox Artwork	6/30/17		
			 Commission public art for the City of London such as: 505 Talbot Street Development, South West and South East Multi-Purpose Recreation Facilities, Truth and Reconciliation Monument, a Public Art Colouring Book and various Public Art Mural initiatives	12/31/19		
		 The London Plan (City Design and Culturally Rich & Diverse City) – draft (Planning)	 Prepare second draft of London Plan and release recommended City Design and Culturally Rich & Diverse City policies for comments. Undertake second round of public engagement seeking comments	6/30/15	2nd Draft of policies completed and public engagement program completed.	
			 Release final London Plan and hold public meeting at Planning Committee	6/30/16	Final policies drafted and Council adopted the London Plan June 23, 2016.	
			 Target approval of the London Plan by Province	12/31/16		
			 Implement The London Plan through municipal regulation, public projects, budgeting and investment, partnerships and municipal programs	6/30/17		
			 Target unappealed portions of the London Plan in force and effect	6/30/17		
			 Target appeals to the London Plan resolved/Ontario Municipal Board decision	6/30/18		
			 Implement monitoring program bi-annually to evaluate progress on London plan policies	12/31/19		
	 Create a more attractive city through urban design	 The London Plan (City Design) – draft (Planning)	 Prepare second draft of London Plan and release recommended City Design policies for comments. Undertake second round of public engagement seeking comments	6/30/15	2nd Draft of policies completed and public engagement program completed.	

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
			✓ Release final London Plan and hold public meeting at Planning Committee	6/30/16	Final policies drafted and Council adopted the London Plan June 23, 2016.	
			↑ Target approval of the London Plan by Province	12/31/16		
			↑ Target unappealed portions of the London Plan in force and effect	6/30/17		
			↑ Implement The London Plan through municipal regulation, public projects, budgeting and investment, partnerships and municipal programs	6/30/17		
			↑ Target appeals to the London Plan resolved/Ontario Municipal Board decision	6/30/18		
			↑ Implement monitoring program bi-annually to evaluate progress on London plan policies	12/31/19		
		<div> <div></div> <div>City Wide Urban Design Manual (Planning)</div> </div>	✓ Complete draft of manual	6/30/15	Draft of Urban Design Manual completed and circulated to development community and other stakeholders.	
			✓ Complete public engagement/consultation	6/30/15	Engagement process completed relating to draft Urban Design Manual. Will continue engagement through next draft of the Guidelines document.	
			<div> <div></div> <div>Complete final document</div> </div>	9/30/16		Based on feedback to circulation of Draft Design Manual, new approach/format is being undertaken - aligns more effectively with Council's approved London Plan.
		<div> <div></div> <div>Urban Design Peer Review Panel (Planning)</div> </div>	↑ Review planning and development applications through the Urban Design Peer Review Panel	12/31/19		

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
	Invest in parks and recreation facilities and amenities	Urban Design Program (Planning)	<div></div> Engage stakeholders within the development community, planning, architectural and landscape architectural communities	9/30/16		Stakeholder engagement is ongoing, and will be concluded with Urban Design Program review milestone end date.
			<div></div> Complete program review	6/30/17		
		Parks and Recreation Strategic Master Plan 2009 - update (P&R / NCFS)	<div></div> Select architects for the East Community Centre	3/31/16	Completed design underway.	
			<div></div> Start construction of the South West Community Centre	6/30/16	Construction commenced July 2016.	
			<div></div> Engage in public discussions regarding the Glen Cairn Arena Decommissioning	9/30/16	Community Consultation occurred in May 2016 and surveys are ongoing regarding the outdoor pool consultation. Report to council in 2017 with recommendations.	
			<div></div> Engage the public on the East Community Centre	9/30/16	Held 2 community open houses in March and June 2016.	
			<div></div> Present Interim Update on Parks and Recreation Strategic Master Plan	12/31/16		To be completed March 2017, pending sub-study to be completed end of 2016.
			<div></div> Complete final design of the East Community Centre	3/31/17		
			<div></div> Engage the public on the Silverwoods Arena Redevelopment	6/30/17		
			<div></div> Redevelop the Silverwoods Arena	6/30/18		
			<div></div> Decommission the Glen Cairn Arena	9/30/18		
			<div></div> Open South West Community Centre Building	9/30/18		

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
			↑ Open the East Community Centre Building	12/31/18		
			↑ Maintain and upgrade existing recreational parks and facilities through Annual Life cycle maintenance	12/31/19		
			↑ Update Parks and Recreation Strategic Master Plan	12/31/19		
		■ The London Plan (Parks & Recreation) – draft (Planning)	✓ Prepare second draft of London Plan and release recommended Parks & Recreation policies for comments. Undertake second round of public engagement seeking comments	6/30/15	2nd Draft of policies completed and public engagement program completed.	
			✓ Release final London Plan and hold public meeting at Planning Committee	6/30/16	Final policies drafted and Council adopted the London Plan June 23, 2016.	
			↑ Target approval of the London Plan by Province	12/31/16		
			↑ Implement The London Plan through municipal regulation, public projects, budgeting and investment, partnerships and municipal programs	6/30/17		
			↑ Target unappealed portions of the London Plan in force and effect	6/30/17		
			↑ Target appeals to the London Plan resolved/Ontario Municipal Board decision	6/30/18		
			↑ Implement monitoring program bi-annually to evaluate progress on London plan policies	12/31/19		
	■ Invest in making London's riverfront beautiful and accessible for all Londoners	■ Thames Valley Corridor Plan (Planning)	↑ Evaluate and implement opportunities as resources allow to implement the Thames Valley Corridor Plan	12/31/19		
		■ London Community Foundation “Back to the River Project” (Planning / EES)	✓ Launch International Design Competition	6/30/15	Design competition completed with London Community Foundation leadership.	

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
			✔ Select Winning Entry	12/31/15	Winning proposal selected by expert jury (facilitated by London Community Foundation) and approved by Municipal Council	
			✔ Confirm initial Project to undertake	6/30/16	Forks of the Thames shoreline work, plaza, "ribbon bridge" lookout, etc. established in 2016-19 Multi-Year Budget Strategic Investment Business Case #18.	
			🟡 Begin Environmental Assessment	9/30/16		"One River" EA Terms of Reference is being developed with First Nations additional consultation.
			🟢 Complete Environmental Assessment	6/30/18		
			🟢 Complete Detail Design of initial project	6/30/19		
		<div> <div></div> <div>The London Plan (City Design and Culturally Rich & Diverse City) – draft (Planning)</div> </div>	✔ Prepare second draft of London Plan and release recommended City Design and Culturally Rich & Diverse City policies for comments. Undertake second round of public engagement seeking comments	6/30/15	2nd Draft of policies completed and public engagement program completed.	
			✔ Release final London Plan and hold public meeting at Planning Committee	6/30/16	Final policies drafted and Council adopted the London Plan June 23, 2016	
			🟢 Target approval of the London Plan by Province	12/31/16		
			🟢 Implement The London Plan through municipal regulation, public projects, budgeting and investment, partnerships and municipal programs	6/30/17		
			🟢 Target unappealed portions of the London Plan in force and effect	6/30/17		
			🟢 Target appeals to the London Plan resolved/Ontario Municipal Board decision	6/30/18		

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
			 Implement monitoring program bi-annually to evaluate progress on London plan policies	12/31/19		
Responsible growth	 Finalize The London Plan	 The London Plan – draft (Planning)	 Prepare second draft of London Plan and release policies for comments. Undertake second round of public engagement seeking comments	6/30/15	2nd Draft of policies completed and public engagement program completed.	
			 Release final London Plan and hold public meeting at Planning Committee	6/30/16	Final policies drafted and Council adopted the London Plan June 23, 2016.	
			 Target approval of the London Plan by Province	12/31/16		
			 Implement The London Plan through municipal regulation, public projects, budgeting and investment, partnerships and municipal programs	6/30/17		
			 Target unappealed portions of the London Plan in force and effect	6/30/17		
			 Target appeals to the London Plan resolved/Ontario Municipal Board decision	6/30/18		
			 Implement monitoring program bi-annually to evaluate progress on London plan policies	12/31/19		
	 Build new transportation, water, wastewater, and storm water infrastructure as London grows	 Growth Management Implementation Strategy (EES)	 Complete detailed design in conjunction with development requirements – Killaly Road Upgrades	12/31/16		
			 Design and build the infrastructure that allows London to grow in accordance with the Growth Implementation Strategy	12/31/16		
			 Complete detailed design in conjunction with development requirements – Bradley Avenue Extension (Wharmcliffe to Wonderland)	3/31/17		
			 Undertake construction of improvements – Killaly Road Upgrades	9/30/17		
			 Complete construction of improvements – Bradley Avenue Extension (Wharmcliffe to Wonderland)	12/31/17		
			 Prepare the annual update of the GMIS with community stakeholders to balance the needs for new infrastructure with ensuring the health of the DC reserve funds	12/31/19		













Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
		The London Plan (Civic Infrastructure) – draft (Planning)	✓ Prepare second draft of London Plan and release recommended Civic Infrastructure policies for comments. Undertake second round of public engagement seeking comments	6/30/15	2nd Draft of policies completed and public engagement program completed.	
			✓ Release final London Plan and hold public meeting at Planning Committee	6/30/16	Final policies drafted and Council adopted the London Plan June 23, 2016.	
			↑ Target approval of the London Plan by Province	12/31/16		
			↑ Implement The London Plan through municipal regulation, public projects, budgeting and investment, partnerships and municipal programs	6/30/17		
			↑ Target unappealed portions of the London Plan in force and effect	6/30/17		
			↑ Target appeals to the London Plan resolved/Ontario Municipal Board decision	6/30/18		
			↑ Implement monitoring program bi-annually to evaluate progress	12/31/19		
		Development Charges Background Study	↑ Complete Development Charges Background Study and rates to ensure that growth pays for growth	9/30/19		
	Buy property for flood protection purposes	Floodplain Acquisition Strategy (Planning)	↑ Evaluate and implement opportunities as resources allow	12/31/19		
		Parks and Recreation Strategic Master Plan 2009– Update (P&R / NCFS)	↑ Evaluate and implement opportunities as resources allow	12/31/19		
		Thames Valley Corridor Plan (Planning)	↑ Evaluate and implement opportunities as resources allow to implement the Thames Valley Corridor Plan	12/31/19		
		The London Plan (Natural Resources) – draft (Planning)	✓ Prepare second draft of London Plan and release Natural Resources policies for comments. Undertake second round of public engagement seeking comments	3/31/15	2nd Draft of policies completed and public engagement program completed.	
			✓ Release final London Plan and hold public meeting at Planning Committee	6/30/16	Final policies drafted and Council adopted the London Plan June 23, 2016.	
















Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
			📈 Target approval of the London Plan by Province	12/31/16		
			📈 Implement the London Plan through municipal regulation, public projects, budgeting and investment, partnerships and municipal programs	6/30/17		
			📈 Target unappealed portions of the London Plan in force and effect	6/30/17		
			📈 Target appeals of the London Plan resolved/Ontario Municipal Board decision	6/30/18		
			📈 Implement monitoring program bi-annually to evaluate progress on London Plan policies	12/31/19		
	📊 Conserve agricultural land	📊 The London Plan (Food System) – draft (Planning)	✅ Prepare second draft of London Plan and release Food System policies for comments. Undertake second round of public engagement seeking comments	6/30/15	2nd Draft of policies completed and public engagement program completed.	
			✅ Release final London Plan and hold public meeting at Planning Committee	6/30/16	Final policies drafted and Council adopted the London Plan June 23, 2016.	
			📈 Target approval of the London Plan by Province	12/31/16		
			📈 Implement The London Plan through municipal regulation, public projects, budgeting and investment, partnerships and municipal programs	6/30/17		
			📈 Target unappealed portions of the London Plan in force and effect	6/30/17		
			📈 Target appeals to the London Plan resolved/Ontario Municipal Board decision	6/30/18		
			📈 Implement monitoring program bi-annually to evaluate progress on London plan policies	12/31/19		
		📊 London and Middlesex Food Policy Council - new (NCFS)	📈 Participate in the development of a London and Middlesex Food Policy Council	9/30/16		
			📈 Participates as a member on the London and Middlesex Food Policy Council supporting the implementation of the community priorities	9/30/16		
Heritage conservation	📊 Protect and promote London's Thames Heritage River status	📊 Thames Valley Corridor Plan (Planning)	📈 Explore possible sites for heritage interpretive signage	12/31/16		
















Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
		<div> <div></div> <div>The London Plan (City Structure and Cultural Heritage) - draft (Planning)</div> </div>	<div> <div></div> <div>Prepare second draft of London Plan and release City Structure and Cultural Heritage policies for comments. Undertake second round of public engagement seeking comments</div> </div>	6/30/15	2nd Draft of policies completed and public engagement program completed.	
			<div> <div></div> <div>Release final London Plan and hold public meeting at Planning Committee</div> </div>	6/30/16	Final policies drafted and Council adopted the London Plan June 23, 2016.	
			<div> <div></div> <div>Target approval of the London Plan by Province</div> </div>	12/31/16		
			<div> <div></div> <div>Implement The London Plan through municipal regulation, public projects, budgeting and investment, partnerships and municipal programs</div> </div>	6/30/17		
			<div> <div></div> <div>Target unappealed portions of the London Plan in force and effect</div> </div>	6/30/17		
			<div> <div></div> <div>Target appeals to the London Plan resolved/Ontario Municipal Board decision</div> </div>	6/30/18		
			<div> <div></div> <div>Implement monitoring program bi-annually to evaluate progress on London plan policies</div> </div>	12/31/19		
	<div> <div></div> <div>Protect and celebrate London's heritage for current and future generations</div> </div>	<div> <div></div> <div>Heritage Conservation District Plans - prepare and implement (Planning)</div> </div>	<div> <div></div> <div>Adopt St. George-Grosvenor Heritage Conservation District Study</div> </div>	9/30/16		Draft HCD study submitted to staff; final expected by 12/31/16.
			<div> <div></div> <div>Adopt SOHO Heritage Conservation District Study</div> </div>	6/30/17		SOHO HCD Study time frame is affected by St. George-Grosvenor HCD Study & Plan Council decisions.
			<div> <div></div> <div>Adopt St. George-Grosvenor Heritage Conservation District Plan</div> </div>	12/31/17		Start of HCD Plan requires Council approval after HCD Study is received by Council.
			<div> <div></div> <div>Adopt SOHO Heritage Conservation District Plan</div> </div>	12/31/18		SOHO HCD Plan time frame is affected by St. George-Grosvenor HCD Study & Plan Council decisions.
			<div> <div></div> <div>Review "Heritage Places" Potential Heritage Conservation District s roster</div> </div>	12/31/19		





Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
		Municipally Owned Heritage Properties 10 Year Capital Plan (Planning)	Complete Eldon Main House works	12/31/17		
			Complete Elsie Perrin Williams Main House works	12/31/17		
			Complete 1 Dundas works	12/31/18		
			Complete Eldon Carriage House works	12/31/18		
			Complete Flint Cottage works	12/31/18		
			Complete Elsie Perrin Williams Gate House works	12/31/19		
			Complete Grosvenor Lodge Main House works	12/31/19		
		Cultural Heritage Landscape Plans – prepare and implement (Planning)	Install interpretive signage in Western Counties Cultural Heritage Landscape Plan	6/30/17		
		The London Plan (Urban Regeneration and Cultural Heritage) – draft (Planning)	Prepare second draft of London Plan and release Urban Regeneration and Cultural Heritage policies for comments. Undertake second round of public engagement seeking comments	6/30/15	2nd Draft of policies completed and public engagement program completed.	
			Release final London Plan Cultural Heritage policies and hold public meeting at Planning Committee	6/30/16	Final policies drafted and Council adopted the London Plan June 23, 2016.	
			Target approval of the London Plan by Province	12/31/16		
			Implement The London Plan through municipal regulation, public projects, budgeting and investment, partnerships and municipal programs	6/30/17		
			Target unappealed portions of the London Plan in force and effect	6/30/17		
			Target appeals to the London Plan resolved/Ontario Municipal Board decision	6/30/18		






Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
			 Implement monitoring program bi-annually to evaluate progress on London plan policies	12/31/19		









Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
Diverse and resilient economy	 Work with partners to develop a community economic strategy	 Community Economic Roadmap – new (CMO)	 Finalize the roadmap	12/31/15		
			 Convene a leadership team to be responsible for overseeing implementation	3/31/16		
			 Convene action teams to lead work on each of the five priorities in the Roadmap	6/30/16		
			 Establish a mechanism for organizations to report on progress	12/31/16	After a competitive process ClearPoint Strategy was selected as the software tool which will be used to establish a reporting mechanism.	
			 Report out annually on progress towards implementation	12/31/16	The first annual update report to be released November 16, 2016 at the Economic Road Map update event being held at the London Convention Centre.	
	 Partner with the London Community Foundation on the “Back to the River Project”	 London Community Foundation’s “Back to the River Project” (Planning)	 Launch International Design Competition	6/30/15	Design competition completed with London Community Foundation leadership.	
			 Select Winning Entry	12/31/15	Winning proposal selected by expert jury (facilitated by London Community Foundation) and approved by Municipal Council	
			 Confirm initial Project to undertake	6/30/16	Forks of the Thames shoreline work, plaza, "ribbon bridge" lookout, etc. established in 2016-19 Multi-Year Budget Strategic Investment Business Case #18.	











Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
			 Begin Environmental Assessment	9/30/16		"One River" EA Terms of Reference is being developed with First Nations additional consultation.
			 Complete Environmental Assessment	6/30/18		
			 Complete Detail Design of initial Project	6/30/19		
		 London's Downtown Plan (Planning)	 Launch London Community Foundation "Back to the River Project"	6/30/15	Design competition completed with London Community Foundation leadership.	
		 Thames Valley Corridor Plan (Planning)	 Evaluate emerging opportunities to advance Transformational Projects #3 in this Plan which supports this strategy and implement as resources allow	12/31/19		
			 Incorporate Thames Valley Corridor Plan recommendations into the design of initial "Back to the River" Project	12/31/15	Design of Back to the River Project selected through design competition is consistent with the Thames Valley Corridor Plan.	
	 Buy and service industrial land to bring more jobs to London	 Industrial Land Development Strategy (EES)	 Align reporting of results with Community Economic Development Roadmap	3/31/16	Sold over 80 acres of city industrial land in 2016 for new and expanding businesses.	
			 Prepare large and small block implementation plans and update land acquisition strategy	12/31/16		Preparation of implementation plans are tied to active client files, the results of which will direct the update to the plan by June, 2017.
			 Have at least one large block "shovel ready" parcel available for sale	12/31/17		
			 Update land acquisition strategy based on sales performance and remaining inventory	6/30/18		
			 Update Industrial Land Development Strategy based on economic and financial performance	6/30/19		









Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
		 Various Community Improvement Plans (Planning)	 Complete Community Improvement Plan Programs Review	12/31/16		
		 The London Plan (City Structure Plan, Growth Management, and Industrial Place Type) – draft (Planning)	 Prepare second draft of London Plan and release City Structure Plan, Growth Management, and Industrial Place Type policies for comments. Undertake second round of public engagement seeking comments	6/30/15	2nd Draft of policies completed and public engagement program completed.	
			 Release final London Plan Industrial Place Type policies and hold public meeting at Planning Committee	6/30/16	Final policies drafted and Council adopted the London Plan June 23, 2016.	
			 Target approval of the London Plan by Province	10/20/16		
			 Implement The London Plan through municipal regulation, public projects, budgeting and investment, partnerships and municipal programs	6/30/17		
			 Target unappealed portions of the London Plan in force and effect	6/30/17		
			 Target appeals to the London Plan resolved/Ontario Municipal Board decision	6/30/18		
	 Support small businesses by improving City processes	 Streamlined Approval Processes (DCS / Planning)	 Continue to monitor processing times required to complete applications for amendments to the Zoning By-law/Official Plan.	12/31/19		
		 Service London Business (NCFS /DCS / Planning / F&CS)	 Develop additional Starter Guides and Consolidated Applications Packages	9/30/16	Three additional starting guilds and a Business Building 101 Guide were completed in 2016.	
			 Launch Business Hub in City Hall lobby	12/31/19		

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
		 Community Economic Roadmap – new (CMO)	 Investigate the need for a business concierge program for small businesses in relation to the City of London regulatory environment	12/31/17	Service London Business is providing concierge services to the business community to help business clients navigate the process of starting or expanding a business. This includes the creation of guides for small businesses (that explain the various steps in starting or expanding a business) and a Service London Business website that pulls together information on various entities in the city that support small businesses.	
			 Support the work of the Entrepreneurship Support Network and the Road Map partners who will explore the development of a communications strategy that promotes awareness of available support services and programs available to small business owners	12/31/18	A professional development day is being planned for the front line staff of the Entrepreneurship Support Network members; with the goal of sharing best practices, to review resources and tools used to serve entrepreneurs; and to enhance referral relationships amongst agencies.	
			 Identify process efficiencies through a Lean Six Sigma Program	12/31/19	A lean six sigma (LSS) pilot training project has been undertaken by the City, to help improve the effectiveness of City service delivery for internal and external customers. Currently 30 staff across all City Service Areas are being trained and are working on 16 process improvement projects.	

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
	 Fund and partner with the London Economic Development Corporation, Tourism London, London Convention Centre, and other community and regional partners to increase economic activity in London	 Community Economic Roadmap - new (CMO)	 Engage and connect economic development and community development organizations to build collaboration and leadership through in an annual information exchange as it relates to the implementation of the Road Map. Including sharing of key goals or initiatives being pursued in the upcoming fiscal year and the progress they are making against their strategic plans and objectives of the Community Economic Road Map where applicable.	12/31/16	Community Economic Road Map update event will be held annually, target date November. In addition, regular meetings are held with the different Road Map action teams to discuss collaboration between the different organizations and the progress they are making against the objectives identified in the Road Map.	
			 Work with the Economic Partnership Advisory Panel to develop and deliver a community wide Economic Road Map Update	12/31/16	The Community Economic Roadmap first annual update will be delivered on November 16th, 2016	
			 Partner with the London Economic Development Corporation and Downtown London to establish a pilot Fibre Optic Connection Grant Program	12/31/17	The City, in conjunction with the London Economic Development Corporation and Downtown London/MainStreet London, jointly funded the Last Mile/Fibre Optic Connection Grant program. The two year pilot program focuses on providing financial assistance to property owners and multi-year tenants in designated areas of the Downtown Community Improvement Project Area with high capacity fibre-optic broadband service.	

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
			 Explore new partnership opportunities with municipally funded economic development and community development organizations	12/31/19	<ul style="list-style-type: none"> Partnerships are being explored through the various Road Map initiatives. Tourism London was successful in its bid to host City for the 2017 Ontario Basketball Championships Tourism London was successful in its bid to host City for the 2018 Canada Summer Games Council supported Tourism London in its bid to co-host the 2019 International Ice Hockey Federation (IIHF) World Junior Hockey Championship 	
			 Partner with Tourism London and the London Arts Council to assist with the implementation of the Music Strategy	12/31/19	The City, Tourism London and the London Arts Council are working in collaboration to support the implementation of the Music Strategy.	
			 London Convention Centre will undertake a comprehensive marketing and sales strategy to attract new associations and organizations to meet in London	12/31/17		
			 London Convention Centre will continue to provide strong operational management driving an annual surplus while being more open to attract new revenue through naming rights, increasing revenue for future capital needs and new initiatives	12/31/19		
			 London Convention Centre will systematically define and implement the Guest Experience and Associate Experience Strategy to engage and delight guests	3/31/18		
	 Promote culture as a key part of economic growth and quality of life	 Cultural Prosperity Plan (CMO)	 Provide a written submission approved by Council based on London's Cultural Prosperity Plan to the Ministry of Tourism, Culture and Sport (MTCS) to be received as input for the Ontario Cultural Strategy Consultation	12/31/15		

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
			 Establish Culture/Entertainment Districts and their purpose and potential locations in the City of London. A Study Terms of Reference was approved by Council in October 2015 and Phase 1 report on the study of regulatory matters that optimize the staging of events was provided in March 2016. Strategy will be reported on after Canadian Country Music Week has taken place in London in September and has been evaluated	12/31/16		
			 Expand existing investment mechanisms for Culture. Community Arts Investment Program funding has been directed to accomplish specific outcomes of: a development acceleration stream of 6 arts organizations, orchestral music, poet laureate, and London Arts Live displays of culture by individual artists. The Grand Theatre receives multi-year granting as a primary economic generator for culture in London	12/31/16		
			 Place Cultural Profile Mapping currently on the City's GIS onto City Map. Link the City Map to the Community Culture Website and receive crowd source data back from this Culture Website and other sources on an ongoing basis to maintain currency. Access to data mapping analysis tools related to cultural mapping and include London Public Library mapping with culture mapping	12/31/16		
			 Review the ongoing activities, track and report on the progress of the Cultural Prosperity Plan. This will require the receipt of annual reports from funded cultural organizations	9/30/17		
			 Continue to support the London Artist in Residence (LAIR) program of the London Arts Council, which funds London-based artists to work in classrooms to collaboratively develop and deliver in-depth, integrated arts-infused projects with teachers in the Thames Valley District and London District Catholic School Boards	12/31/19		
			 Participate on the Action Team of An Exceptional Downtown and Vibrant Urban Environment Priority of the Community Economic Roadmap. Tie this work back to the implementation of the Cultural Prosperity Plan	12/31/19		
		 London Music Strategy (CMO)	 Recruit the London Music Industry Development Officer and establish the governance steering committee with the lead partners of: Tourism London, the London Arts Council and the City of London Culture Office	12/31/15		
			 Develop the London Music Strategy Implementation Plan	3/31/16		
			 Establish music industry engagement mechanisms including music task forces, the London Music Committee and community education and networking opportunities	6/30/16		

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
			 Assist Tourism London with the implementation of the Canadian Country Music Week and Awards September 8 - 11 2016	9/30/16	<p>Provided Free workshop for London Artists performing during Country Music Week</p> <p>Hosted the Country Music Week Unofficial Kick-off show at Cowboys</p> <p>Co-host of promotional campaign with MDM Recordings, Country 104 and BX93 and assisted in promoting MDM Recording Contest Event (secured 3 local artists spots at the private industry party during Country Music Week)</p> <p>Hosted 3 local artist showcases at Blakes (Delta Double Tree Hilton) featuring 15 artists</p>	
			 Initiate the development of a music sector inventory of existing assets in the London community which can be connected to the City's GIS	9/30/16		The quantity of data was unforeseen, delaying the project by approx. 1 month. The Census is set to be released on November 15th, 2016.
			 Partner with the London Youth Advisory Council (LYAC) to establish an ongoing Youth Music Engagement Program	6/30/17		
			 Establish ongoing music programming opportunities for local talent to be part of Canada 150 Celebration in 2017	12/31/17		
			 Evaluate the potential of an ongoing position for the London Music Development Officer	12/31/17	The Music Office will present a 1 year status report to SPPC on November 7th.	
			 Recognize the London Music Strategy as a key part of the implementation of London's Cultural Prosperity Plan	12/31/19		
		 The London Plan (Culturally Rich & Diverse City) – draft (Planning)	 Prepare second draft of London Plan and release Culturally Rich & Diverse City policies for comments. Undertake second round of public engagement seeking comments	6/30/15	2nd Draft of policies completed and public engagement program completed.	

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
			✔ Release final London Plan and hold public meeting at Planning Committee	6/30/16	Final policies drafted and Council adopted the London Plan June 23, 2016.	
			⬆ Target approval of the London Plan by Province	12/31/16		
			⬆ Implement The London Plan through municipal regulation, public projects, budgeting and investment, partnerships and municipal programs	6/30/17		
			⬆ Target unappealed portions of the London Plan in force and effect	6/30/17		
			⬆ Target appeals to the London Plan resolved/Ontario Municipal Board decision	6/30/18		
			⬆ Implement monitoring program bi-annually to evaluate progress on London plan policies	12/31/19		
Urban regeneration	Invest in London's downtown as the heart of our city	London's Downtown Plan (Planning)	✔ Adopt London's Downtown Plan	6/30/15		
			⬆ Implement Medium & Small Scale Projects	12/31/19		
		Dundas Flexible Street (EES / Planning)	✔ Complete Scoping Study	12/31/15	Scoping study completed and established as the foundation for the EA process.	
			⬆ Undertake Environmental Assessment to determine infrastructure requirements	12/31/16		
			⬆ Complete detailed design	12/31/17		
			⬆ Undertake phased construction of improvements	12/31/19		
		Forks of the Thames Re-development (EES / Planning)	✔ Launch London Community Foundation "Back to the River Project"	6/30/15	Design competition completed with London Community Foundation leadership.	











Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
		<div> <div></div> <div>London Community Foundation's "Back to the River Project" (EES / Planning)</div> </div>	<div> <div></div> <div>Launch International Design Competition</div> </div>	6/30/15	Design competition completed with London Community Foundation leadership.	
			<div> <div></div> <div>Select Winning Entry</div> </div>	12/31/15	Winning proposal selected by expert jury (facilitated by London Community Foundation) and approved by Municipal Council	
			<div> <div></div> <div>Confirm initial Project to undertake</div> </div>	6/30/16	Forks of the Thames shoreline work, plaza, "ribbon bridge" lookout, etc. established in 2016-19 Multi-Year Budget Strategic Investment Business Case #18.	
			<div> <div></div> <div>Begin Environmental Assessment</div> </div>	9/30/16		"One River" EA Terms of Reference is being developed with First Nations additional consultation.
			<div> <div></div> <div>Complete Environmental Assessment</div> </div>	6/30/18		
			<div> <div></div> <div>Complete Detail Design of initial Project</div> </div>	6/30/19		
		<div> <div></div> <div>Alleyway Program (Planning)</div> </div>	<div> <div></div> <div>Adopt Terms of Reference for Alleyway Program</div> </div>	3/31/19		
		<div> <div></div> <div>Various infrastructure upgrades (EES / Planning)</div> </div>	<div> <div></div> <div>Award Core Area Servicing Studies that will determine the type and cost of municipal service improvements to support more people and businesses downtown in the future</div> </div>	6/30/16	Specific projects to overcome service limitations and allow for continued intensification downtown will be identified. Completion of this study will ensure that "growth pays for growth" and that water and sewer rate payers are not funding infrastructure that should be supported by Development Charges rates.	










Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
	<div> <div></div> <div>Create new partnerships to build, and support the building of, new affordable housing</div> </div>		<div> <div></div> <div>Develop preliminary project lists based on 2014 information</div> </div>	3/31/17		
			<div> <div></div> <div>Integrate downtown servicing costs and schedules into Development Charges Master Plans</div> </div>	12/31/18		
		<div> <div></div> <div>Downtown management organization – new (Planning)</div> </div>	<div> <div></div> <div>Adopt Terms of Reference for an appropriate management entity for Dundas Place</div> </div>	12/31/17		
		<div> <div></div> <div>Housing Development Corporation Strategy (HSSDH)</div> </div>	<div> <div></div> <div>Establish the Housing Development Corporation, London</div> </div>	12/31/15		
			<div> <div></div> <div>Establish a new procurement and application process for development ventures, partnerships, and new projects in affordable housing</div> </div>	6/30/16		
			<div> <div></div> <div>Establish the governance structure, policies, and Board recruitment for citizen board over Housing Development Corporation</div> </div>	6/30/16	HDC policies complete. Board recruitment finalized. First public HDC Board to start Dec 1, 2016. Related City Shareholder Declaration in progress to be completed by Dec 2016.	
			<div> <div></div> <div>Continue Housing Development Corporation operations in housing development</div> </div>	3/31/17	First HDC Project initiated in May 2016. New Federal and Provincial Funding resulted in 2 more projects being advanced in 2016.	
		<div> <div></div> <div>Regenerating Public Housing Plan (HSSDH)</div> </div>	<div> <div></div> <div>Establish formal partnership team for regeneration of public housing (City, London Middlesex Housing Corporation, and Housing Development Corporation) with proposals for key elements of regeneration plan</div> </div>	9/30/17		
			<div> <div></div> <div>Secure contract for tenant support strategy to facilitate tenant engagement in regeneration and mitigate impacts to residents</div> </div>	6/30/18	Initial discussions with LMHC Board.	
			<div> <div></div> <div>Secure contract for regeneration related project development: 1. Overall Strategic Plan and 2. Site specific regeneration plan for initial priority sites</div> </div>	9/30/18	Multi Year Budget established to begin process in 2018. Preparatory activities to begin in 2017.	
			<div> <div></div> <div>Initiate redevelopment activities. These will be subject to plans at priority sites with land studies, building plans, and related budget requirements</div> </div>	6/30/19		












Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
	Invest more in heritage restoration, brownfield remediation, urban regeneration, and community improvement projects	Various Community Improvement Plans (Planning)	✓ Start Hamilton Road Area Community Improvement Plan	6/30/16	Project launched in August of 2016.	
			✓ Start Lambeth Community Improvement Plan	6/30/16	Project launched in August of 2016.	
			↑ Complete Hamilton Road Area Community Improvement Plan	1/1/18		
			↑ Complete Lambeth Community Improvement Plan	1/1/18		
			↑ Complete Community Improvement Plan Programs Review	12/31/16		
		The London Plan (Urban Regeneration) – draft (Planning)	✓ Prepare second draft of London Plan and release policies for comments, noting these policies were incorporated throughout the second draft of the Plan rather than in a separate Urban Regeneration chapter. Undertake second round of public engagement seeking comments	6/30/15	2nd Draft of policies completed and public engagement program completed. Final policies drafted and Council adopted the London Plan June 23, 2016.	
	Use community improvement plans to coordinate City and private investment to meet both local and city-wide priorities	Various Community Improvement Plans (Planning)	✓ Start Hamilton Road Area Community Improvement Plan	6/30/16	Project launched in August of 2016.	
			✓ Start Lambeth Community Improvement Plan	6/30/16	Project launched in August of 2016.	
			↑ Complete Community Improvement Plan Programs Review	12/31/16		
		The London Plan (Urban Regeneration) – draft (Planning)	✓ Prepare second draft of London Plan and release Urban Regeneration policies for comments. Undertake second round of public engagement seeking comments	6/30/15	2nd Draft of policies completed and public engagement program completed. Final policies drafted and Council adopted the London Plan June 23, 2016.	

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
Local, regional and global innovation	<div> <div></div> <div>Use new and emerging technology to improve quality of life and grow London's economy</div> </div>	<div> <div></div> <div>Smart Cities Strategy (F&CS / Planning)</div> </div>	<div> <div></div> <div>Form City of London working group with representation from various internal departments and external agencies (London Hydro, London Economic Development Corporation and Larg*net)</div> </div>	9/30/15	Joint working group was established and has been working through the RFQ and RFP processes.	
			<div> <div></div> <div>Form internal City of London working group with representation from departments who will be participating</div> </div>	9/30/15	Internal working group was established and has been working through the RFQ and RFP processes.	
			<div> <div></div> <div>Develop City of London internal working group to develop and distribute Request for Qualifications (RFQUAL)</div> </div>	3/31/16	Request for qualifications circulated Q2, 2016 and ten responses received.	
			<div> <div></div> <div>Select and notify qualified respondents from RFQUAL process for Request for Proposals short-list</div> </div>	6/30/16	Short list created from ten respondents to RFQ.	
			<div> <div></div> <div>Select proponent to undertake preparation of strategy</div> </div>	6/30/16	IBI Group was selected as proponent to undertake Smart City Strategy consulting work.	
			<div> <div></div> <div>Complete public engagement for the preparation of the strategy</div> </div>	9/30/16		Project has been altered so that engagement will occur throughout and be completed 6/30/17 when Strategy is completed.
			<div> <div></div> <div>Develop and disseminate Request for Proposals to successful vendors from RFQUAL process</div> </div>	9/30/16	Request for Qualifications process was completed and RFP was circulated to shortlisted to four proponents.	
			<div> <div></div> <div>Complete Smart Cities Strategy</div> </div>	6/30/17		
			<div> <div></div> <div>Work with successful vendor on the development and completion of implementation plan for Smart Cities Strategy</div> </div>	6/30/17		
			<div> <div></div> <div>Develop business case for consideration by Council for funding and implementation of strategy</div> </div>	12/31/17		
			<div> <div></div> <div>Develop Business Case for consideration by Council for funding of implementation plan</div> </div>	12/31/17		








Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
			✓ Evaluate, select and notify successful proponent from Request for Proposals process	12/31/16	IBI Group was selected as proponent to undertake Smart City Strategy consulting work.	
			✓ Report on mid-point status of 2-year pilot program	6/30/16	Report was submitted to Council to provide 2-year status update. Eligible area was expanded through update process.	
		<div> <div></div> <div>The London Plan (Smart City) – draft</div> </div>	✓ Prepare second draft of London Plan and release Smart City policies for comments. Undertake second round of public engagement seeking comments	6/30/15	2nd Draft of policies completed and public engagement program completed.	
			✓ Release final London Plan and hold public meeting at Planning Committee	6/30/16	Final policies drafted and Council adopted the London Plan June 23, 2016.	
			↑ Target approval of the London Plan by Province	12/31/16		
			↑ Implement The London Plan through municipal regulation, public projects, budgeting and investment, partnerships and municipal programs	6/30/17		
			↑ Target unappealed portions of the London Plan in force and effect	6/30/17		
			↑ Target appeals to the London Plan resolved/Ontario Municipal Board decision	6/30/18		
			↑ Implement monitoring program bi-annually to evaluate progress on London plan policies	12/31/19		
		<div> <div></div> <div>Municipal best practices (CMO)</div> </div>	✓ Review how other municipalities use technology to report on Strategic Planning and Performance Measurements	12/31/15		
			↑ Include investigating municipal best practices for use of new and emerging technology in Senior Leadership Team Performance Plans	12/31/19		
			↑ Participate in Municipal Groups such as Ontario Municipal Benchmarking Initiative, the Association of Municipalities of Ontario, and the Federation of Canadian Municipalities	12/31/19		
			↑ Review new and emerging technology with the Senior Leadership Team annually	12/31/19		












Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
	 Lead the development of new ways to resource recovery, energy recovery, and utility and resource optimization with our local and regional partners to keep our operating costs low and assist businesses with commercialization to help grow London's economy	 Partnerships with Budweiser Gardens, Covent Garden Market, and London Hydro (CMO)	 Covent Garden Market will improve energy efficiency by replacing older HVAC units and re-lamping LED fixtures with improved lamps	9/30/19		
			 Covent Garden Market will work with London Hydro to take advantage of rebates to reduce captial renewal costs	12/31/19		
			 Covent Garden Market will support small businesses by leasing to only owner operated tenants	12/31/19		
			 London Hydro will work with major industrial institutional and commercial customers to develop customized energy management systems to improve operational efficiencies and conservation	12/31/17		
			 London Hydro will expand the green fleet purchasing program for electric and hybrid	12/31/17		
			 London Hydro will complete the Nelson transformer station and other London Hydro infrastructure upgrades in support of the London Plan intensification targets and coordinated with City infrastructure renewals	12/31/19		
		 Community Energy Action Plan (EES)	 Provide annual updates on the Community Energy Action Plan which was approved by Council with 60 Actions between 2014 and 2018; 40 actions (2014 to 2015) and 16 actions (2016 to 2018)	12/31/18	In 2015, London, across all sectors, managed to reduce its total greenhouse gas emissions to levels that are eight percent below 1990 levels. On a per person basis, Londoners and London businesses used six percent less energy overall in 2014 than used in 2007. On a dollar gross domestic product (GDP) per unit energy basis, London's industrial, commercial, and institutional sector improved its energy productivity by 44 percent between 1990 and 2015.	

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
		 London Waste to Resources Innovation Centre (EES)	 Phase 1: Approve Concept of London Waste to Resources Innovation Centre	3/31/15	Report submitted to Civic Works Committee on February 3, 2015. Concept launched and one Memorandum of Understanding with Green Shields Energy (GSE).	
			 Phase 2: Update on the Concept of London Waste to Resources Innovation Centre project	6/30/16	Report submitted to Civic Works Committee on October 4, 2016 highlighting over 15 student research papers; a project funded by the Federation of Canadian Municipalities (FCM); establishment of an internal network of 19 internationally recognized experts from Western University; and establishment of a Municipal Working Group for Mixed Waste Processing and one Memorandum of Understanding with Green Shields Energy (GSE).	
			 Phase 3: Submit to Committee/Council	3/31/17		
			 Phase 3: Undertake stakeholder engagement and prepare a Draft Business Case for a Centre including implementation scope, framework, costs, and risks	3/31/17		
			 Phase 4: Implement approved strategy	3/31/17		
		 International Water Centre of Excellence (EES)	 Engage partners in a discussion on expanding research opportunities beyond the Greenway Water Demonstration Facility	6/30/16	Discussions have started on expanding the City role in supporting water industry research. These involve the local university, local industry and a consortium based in Southern Ontario.	
			 Prepare modifications to the Business and Operating Plan for consideration by the Municipal Council	6/30/17		








Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
			<div>  Prepare Corporate By-law changes to constitute the new Business Plan </div>	12/31/17		
Strategic, collaborative partnerships	<div>  Work better together for economic growth: Western Fair District, London Economic Development Corporation, London Hydro, London International Airport, Tourism London, London Convention Centre, Covent Garden Market, London Chamber of Commerce, Business Improvement Areas, and other key stakeholders </div>	<div>  Community Economic Roadmap - new (CMO) </div>	<div>  Work in collaboration with our community partners to develop London's Community Economic Roadmap </div>	12/31/15		
			<div>  Explore partnership opportunities with various community stakeholders and organizations </div>	12/31/19	Partnerships are being explored through the various Road Map initiatives.	
			<div>  Work with area municipalities to define opportunities to collaborate around regionally significant economic development initiatives that advance the competitiveness of London and Area </div>	12/31/19	The City of London has taken the lead in the creation of the Mayors of Southwest Ontario (MOSO) caucus, which includes the mayors of 11 urban municipalities across the region, to share information and identify key advocacy priorities of shared concern across Southwest Ontario.	
		<div>  Various Community Improvement Plans (Planning) </div>	<div>  Complete Community Improvement Plan Programs Review </div>	12/31/16		
		<div>  Western Fair District Strategic Plan 2011-2018 (CMO) </div>	<div>  Continue to invest in infrastructure improvements in the District </div>	12/31/19		
			<div>  Create a vibrant entertainment district in the City of London </div>	12/31/19		

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
			 Create unique cultural and recreational experiences in the City of London	12/31/19		
			 Support development of the agriculture industry and promote its value to the urban community	12/31/19		
			 Established Trackside Music Festival Partnership	9/30/16		
			 Launched the London Dairy Congress to promote innovation in the dairy industry	9/30/16		
		 Western Fair / City 4pad Joint Venture and Queen's Park Master Plan (CMO)	 Complete Garden Terrace	9/30/16		
	 Work with our municipal neighbours to create stronger industry clusters and raise our international profile and attractiveness	 London Economic Development Corporation's Industry Focus Areas: Food Processing, Life Sciences, Manufacturing, Digital Creative (CMO)	 Implement London Economic Development Corporation's Strategic Plan which highlights several initiatives to raise London's profile internationally	12/31/18		
	 Partner to develop strategic economic opportunities and research and development with the education sector including universities (Western, Brescia, Kings, Huron) and Fanshawe College	 Community Economic Roadmap - new (CMO)	 Act in a supporting role to the Entrepreneurship Support Network who will facilitate and connect the network of sector-based incubation and entrepreneurial development resources across the city	12/31/17	The Entrepreneurship Support Network (through LEDC leaderships) is working with a consultant to produce a "state of incubator / accelerators in London" report. This will review current incubation spaces and accelerator programs and services in London and identify current gaps and opportunities.	

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
			 Engage senior levels of leadership at Western University, Fanshawe Collage, and London Health Sciences to set the vision for entrepreneurship and innovation in London	12/31/18	Campus Linked Accelerators at Western and Fanshawe campuses are active members of the ESN. Advisory boards have been created by those institutions, consisting of entrepreneurs, community leaders, and members of entrepreneurial service organizations to provide cross pollination at an advisory level and to connect post-secondary institutions to the larger entrepreneurial ecosystem.	
			 Explore partnership opportunities with the Education Sector	12/31/19	Partnerships are being explored through the Road Map initiatives.	
			 Support the work of the London Medical Network	12/31/19		
	 Work with key partners to support the health and medical sectors	 London Medical Innovation and Commercialization Network (CMO)	 Develop an Action Team that will be tasked with implementing a “national centre of excellence for medical innovation and commercialization”, (Economic Priority of the Roadmap)	3/31/16	A nine-member Governing Council (GC) comprised predominantly of experienced leaders from the medical sector, institutions, civic government and the private sector has been established to over see the London Medical Network. The GC has a strategic plan and has assumed responsibility for strategic oversight for the community's entire medical innovation initiative.	
			 Support the Implementation of the London Medical Network Strategic Plan	12/31/19		

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
			 Support the work of the London Medical Network who will identify new opportunities for strategic partnering with other organizations and institutions that focus on key priority areas that support collaboration and networking	12/31/19	London Medical Network has partnered with Renishaw plc. to develop a new 3D Health Solutions Manufacturing Centre In London.	
			 Support the work of the London Medical Network who will work with our institutional partners to promote partnership opportunities between WORLDdiscoveries, TechAlliance, London Economic Development Corporation, and local Angel Networks that support entrepreneurs, start-ups and existing businesses	12/31/19	The London Medical Network partnered with TechAlliance on Burst. Partnered with National Research Council on temporary space to accommodate attraction candidates. Partnered with WorldDiscoveries on Proteus program. Western secured \$66MM grant to support Brain research and commercialization.	
Diverse employment opportunities	 Improve workforce recruitment, development, and retention by working with local and regional partners	 London Economic Development Corporation Workforce Development (CMO)	 Implement the Economic Road Map Priority "A top quality workforce"	12/31/19		
	 Improve delivery and coordination of employment services through partnerships with community organizations, funders, and employers	 Ontario Works Service Plan (HSSDH)	 Coordinate with lead community partners for broadened implementation and enhanced coordination of Bridges-Circles	12/31/16	Circles/Bridges Out of Poverty, Terms of Reference: Strategic Partnership Group complete. Engagement with key community stakeholders underway.	
			 Review Ontario Works Employment Assistance Framework & develop next Request for Proposals for service delivery	9/30/17	Purchase of Service Community organizations with Council approval of one year contract extensions.	
			 Develop & utilize partnership between Employment & Training sector and City's Transportation Demand to work collaboratively with employers to address transportation issues in areas not served by London Transit Commission	12/31/19		
			 Implement activities identified through Community Employment Assistance Strategic Advisory Group	12/31/19		

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
		<div> <div></div> Community Economic Roadmap - new (CMO) </div>	<div> <div></div> Convene an action team related to workforce recruitment and development </div>	6/30/16		
			<div> <div></div> Review the objectives established in the Roadmap related to workforce development </div>	6/30/16		
			<div> <div></div> Identify gaps related to workforce development and identify partners willing to take lead on each item </div>	9/30/16		
			<div> <div></div> Review ongoing activities and programs related to workforce development </div>	9/30/16		
			<div> <div></div> Report on progress on workforce development annually, as part of the annual Road Map progress report </div>	12/31/16	Community Economic Road Map update report will be available on November 16th, 2016.	
	<div> <div></div> Remove barriers to employment through the expansion of the City of London Internship Program </div>	<div> <div></div> City of London Internship Program (to include foreign trained professionals) (HR&CS) </div>	<div> <div></div> Expand existing City of London Internship Program to include program specifically targeting Foreign Trained Professionals </div>	12/31/16		
	<div> <div></div> Attract and retain newcomers, including international students, foreign trained professionals, and multi-generational immigrants to strengthen London's workforce </div>	<div> <div></div> Immigration Strategy – new (HSSDH) </div>	<div> <div></div> Research and develop approach to immigration strategy </div>	9/30/16	Research conducted in consultation with key stakeholders. Initial strategic plan has been developed.	
			<div> <div></div> Hold Internal and Community Consultations to determine objectives and goals of immigration strategy </div>	6/30/17		
			<div> <div></div> Obtain plan endorsement from Council and community </div>	9/30/17		
			<div> <div></div> Develop Implementation plan including mechanisms for engagement </div>	12/31/17		
			<div> <div></div> Provide an update to key stakeholders and Council </div>	3/31/18		
			<div> <div></div> Evaluate progress of strategy and implementation plan </div>	9/30/19		
		<div> <div></div> London Middlesex Local Immigration Partnership (HSSDH) </div>	<div> <div></div> Implement actions identified in Immigrants & the Labour Market: A London Perspective". </div>	12/31/19		

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
	 Attract and retain young talent	 Community Economic Roadmap - new (CMO)	 Support the creation of a provincially driven local employment planning council to inventory local skills capacity against employer needs	12/31/18	Pilot program being led by Workforce Planning and Development Board - runs from April 2016 to May 2017 - funded by Ontario's Ministry of Advanced Education and Skills Development. Strategic Plan for the pilot project has been developed and activity is underway. September 2016 - LEPC pilot project hosted a regional meeting of workforce planning initiatives, which will include the Economic Road Map priority 4 team.	
			 Support the London Economic Development Corporation and the Roadmap partners who will work on strengthening London's local workforce retention and attraction strategy targeting those occupations that will support employer needs, now and in the future	12/31/18	LEDC is working on initiatives to attract talent from outside of London (job fairs, etc.); also working with Fanshawe and Western to attract students. Need to gather success stories.	
			 Discuss and explore how to strengthen the attraction and retention of youth with London Economic Development Corporation and other community partners	12/31/19	Discussion taking place through the Road Map Action Team focused on workforce.	
			 Discuss and explore how to strengthen the attraction and retention of youth with the education institutions	12/31/19	Discussion taking place through the Road Map Action Team focused on workforce.	
			 Support the efforts of local and regional agencies working to promote skilled trades and technology related careers to youth	12/31/19	The Apprenticeship Network promotes apprenticeship as a first-choice career option and provides accurate apprenticeship information to employers, youth and job seekers.	










Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
Open, accountable and responsive government	<div><div></div><div>Make community engagement a priority. Make the public a partner who has access to our information and helps make decisions with Council</div></div>	<div><div></div><div>Community Engagement Policy – social media, online surveys, open data, videos, e-newsletters, working with local media, utilize ethnic newspapers (CMO)</div></div>	<div><div></div><div>Establish open data working group</div></div>	3/31/16		
			<div><div></div><div>Enhance live access to Council, Committee and Advisory meetings via mobile streaming app and live YouTube channel</div></div>	6/30/16	Now promote Standing Committees and Council meetings on social media.	
			<div><div></div><div>Create open data guidelines and evaluation criteria</div></div>	12/31/16		
			<div><div></div><div>Review current social media usage</div></div>	12/31/16		
			<div><div></div><div>Update current open data sets</div></div>	12/31/16		
			<div><div></div><div>Explore centralized online surveys</div></div>	12/31/17		
			<div><div></div><div>Explore City Hall news bureau opportunities</div></div>	12/31/17		
			<div><div></div><div>Explore opportunities to utilize ethnic newspapers</div></div>	12/31/17		
			<div><div></div><div>Increase informational videos posted on www.london.ca and YouTube</div></div>	12/31/17		
			<div><div></div><div>Increase subscribership to Our City e-newsletter</div></div>	12/31/17		
			<div><div></div><div>Promote engagement toolkit</div></div>	12/31/17		
			<div><div></div><div>Recommend social media optimization</div></div>	12/31/17		
			<div><div></div><div>Continue to monitor and track</div></div>	12/31/19		

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
			<div></div> Review/monitor/evaluate social media (ongoing)	12/31/19		
			<div></div> Facilitate use of toolkit	12/31/18		
		<div></div> Communications protocol (CMO)	<div></div> Review protocol and usage practices	12/31/16		
			<div></div> Increase awareness of protocol	12/31/17		
			<div></div> Evaluate protocol	12/31/19		
			<div></div> Monitor protocol	12/31/19		
		<div></div> Establish public engagement as a new area of focus (CMO)	<div></div> Determine and implement required updates	12/31/17		
			<div></div> Hire Manager of Public Engagement	3/31/16		
			<div></div> Recruit Manager of Public Engagement	12/31/15		
			<div></div> Review current policies and procedures	12/31/16		
			<div></div> Continue to monitor and track progress annually	12/31/19		
		<div></div> Explore citizen experience function (CMO)	<div></div> Support Service London initiatives	12/31/19		
			<div></div> Investigate TVs/kiosks in London Public Library branches	12/31/16		
		<div></div> Work with community groups (CMO)	<div></div> Investigate options for comments/feedback channels	12/31/17		
			<div></div> Investigate youth engagement potential	12/31/16		
			<div></div> Review Canada's London website - 11 community partners	6/30/16	Site was taken offline.	

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
	■ Implement Plain Language writing in all City documents, reports, agendas, websites, signs, and notifications	■ Plain language Policy - new (CMO)	✓ Develop plain language guidelines	12/31/15		
			↑ Investigate training options	12/31/16		
			↑ Implement guidelines	12/31/17		
			↑ Evaluate/monitor guidelines	12/31/18		
			↑ Review guidelines	12/31/19		
	■ Improve the City of London website so people can find what they want, when they want it, and how they want it	■ Mobile friendly website (CMO)	✓ Work with Information Technology services to refresh site design	12/31/15		
			✓ Develop new image tool/train web authors	6/30/16		
			✓ Roll out new mobile friendly site	9/30/16	Launched new mobile friendly website with a refreshed layout and responsive design. AODA compliant. Close to 40% of london.ca visitors use mobile devices and we expect that number will grow.	
			↑ Enhance web author training/website	12/31/17		
			↑ Evaluate site needs	12/31/17		
			↑ Monitor/track for ongoing improvements	12/31/19		

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
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		<div> <div></div> <div>Multiple language availability (CMO)</div> </div>	<div> <div></div> <div>Test options</div> </div>	12/31/15		
			<div> <div></div> <div>Provide multiple language options on new mobile website</div> </div>	9/30/16	Available in over 50 languages.	
			<div> <div></div> <div>Monitor and track on an ongoing basis</div> </div>	12/31/19		
		<div> <div></div> <div>Citizen dashboard (CMO)</div> </div>	<div> <div></div> <div>Award proponent, train users, and input data related to Strategic Plan progress</div> </div>	9/30/16	Vendor was selected and initial training has begun.	
			<div> <div></div> <div>Issue a Request for Proposals for a cloud-based strategy monitoring and reporting tool including a public facing dashboard feature</div> </div>	9/30/16		
			<div> <div></div> <div>Release Progress Report in the form of a dashboard</div> </div>	12/31/16		
			<div> <div></div> <div>Evaluate Strategy Monitoring and Reporting tool</div> </div>	6/30/17		
			<div> <div></div> <div>Report on progress towards the Strategic Plan semi-annually</div> </div>	12/31/19		
	<div> <div></div> <div>Update the City's granting policy and process to non-profit organizations</div> </div>	<div> <div></div> <div>Strategic Funding Framework - revised (NCFS)</div> </div>	<div> <div></div> <div>Develop and launch modernized London Community Grants Program</div> </div>	3/31/16		
			<div> <div></div> <div>Establish Community Review Panel to review and make decisions on both the multi-year (2017 to 2019) and annual (2017) granting streams</div> </div>	9/30/16	London Community Grants Program received over \$7 million in requests. The Community Review Panel reviewed every application and allocated the available funding of \$1.9 million dollars to 45 organizations.	

















Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
			 Allocate both multi-year and annual grants to all successful organizations	3/31/19	Through the community review panel's decision making process for the Multi-Year stream, the panel supported funding 37 applications for a total of \$2.3M and for the Annual innovation and capital stream supported funding 5 applications for a total of \$174,000.	
			 Launch London Community Grants Program multi-year granting stream for 2020 to 2023	3/31/19		
			 Launch London Community Grants Program annual granting stream: Innovation and Capital	6/30/19		
	 Explore opportunities for electoral reform	 Explore moving to a ranked ballot voting system, signage, polling, campaign finance, and donor rebates (L&CS)	 Report on legislative changes and recommendations	9/30/16	We provided an interim report in the spring after the changes to the Municipal Election Act came into effect. We are still awaiting the final regulations to be passed by the Legislature with respect to Ranked Ballots. We will be providing a subsequent report once that is in place.	
			 Review potential changes to the Municipal Elections Act	12/31/16		
			 Enhance public engagement and communication leading up to the 2018 election	12/31/18		
			 Prepare for 2018 election	12/31/18	We will have a number of Reports coming forward throughout 2017, 2018 and 2019 with respect to the Election, as required by law.	

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
Innovative and supportive organizational practices	■ Operate as a values based organization	■ Corporate Values and Behaviours – all actions are based on respect, integrity, trust, pride, and standing together (HR&CS)	↑ Develop a Values integration plan	12/31/17		
			↑ Train employees	6/30/18		
			↑ Implement a Values integration plan	12/31/18		
	■ Use innovative and best practices in all organizational and management activities	■ Recruitment, retention, and succession (HR&CS)	↑ Develop a recruitment outreach strategy	9/30/17		
			↑ Review and update Onboarding Program	9/30/17		
			↑ Complete the final phase of the centralization of recruitment	12/31/17		
		■ Learning and development (HR&CS)	■ Implement a Learning Management System	9/30/16	Currently working with 3rd party software provider to implement.	Implementation requires software enhancements and pending system implementation.
		■ Recognition (HR&CS)	↑ Review and update Bravo Program	12/31/17		
		■ Project management (HR&CS)	↑ Develop Project Management Program	12/31/17		
		■ Employee engagement and communication (HR&CS)	■ Launch a revised Team London	6/30/16	Content developed pending system implementation.	Pending system implementation
			■ Conduct a workforce census	9/30/16	Vendor secured, revised communications plan completed, and census content in development.	Time to secure vendor and revised communications plan and rollout required.
		■ Workplace Diversity and Inclusion (HR&CS)	↑ Create a Workplace Diversity and Inclusion resource area in the new City Hub	12/31/16	Content developed pending system implementation.	
			↑ Develop a multi-year recruitment outreach plan	3/31/17		














Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
			↑ Develop and implement inter-cultural competency training for employees	6/30/17		
			↑ Review and update employment outreach materials	6/30/17		
		■ Employee wellness (HR&CS)	✓ Develop a proactive Workplace Health Strategy	12/31/16	Workplace Health Strategy rolled out to employees.	
			↑ Implement proactive Workplace Health Strategy	12/31/18	Implementation of training underway across the Corporation.	
		■ Employee innovation programs (HR&CS)	↑ Review and update "My Idea" Program	3/31/18		
		■ Employee transportation (HR&CS)	↑ Research and review options to encourage alternative forms of transportation for employees to and from work and during work hours	9/30/19		
		■ Health and safety (HR&CS)	↑ Review and update Corporate Health and Safety Management System Report	9/30/17		
			↑ Implement requirements to meet recognized Occupational Health and Safety Management System Standard	12/31/19		
	■ Enhance corporate and community safety by preparing for and responding to security risks and emergency events	■ Corporate Security Strategic Plan – revised (HR&CS)	↑ Review and update Corporate Security Strategic Plan	12/31/16		
			↑ Review, update and monitor Strategic Plan	12/31/17		
			↑ Review, update and monitor Strategic Plan	12/31/18		
			↑ Review, update and monitor Strategic Plan	12/31/19		
		■ City of London Corporate Emergency Response and Business Continuity Program (HR&CS)	↑ Develop Business Continuity Program	12/31/18		
			↑ Implement Business Continuity Program	12/31/19		


















Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
		<div> <div></div> <div>Emergency Management Strategic Plan (HR&CS)</div> </div>	<div> <div></div> <div>Develop Emergency Management Strategic Plan</div> </div>	12/31/16		
			<div> <div></div> <div>Review, update and monitor Strategic Plan</div> </div>	12/31/17		
			<div> <div></div> <div>Review, update and monitor Strategic Plan</div> </div>	12/31/18		
			<div> <div></div> <div>Review, update and monitor Strategic Plan</div> </div>	12/31/19		
Proactive financial management	<div> <div></div> <div>Make sure that finances are well-planned to keep costs as low as possible and look to limit the burden on current and future rate payers</div> </div>	<div> <div></div> <div>Strategic Financial Plan (F&CS)</div> </div>	<div> <div></div> <div>Get approval and endorsement for a new multi-year budget approval process from Council and SLT respectively</div> </div>	3/31/15		
			<div> <div></div> <div>Obtain a budget target from City Council for the development of the multi-year budget</div> </div>	6/30/15		
			<div> <div></div> <div>Complete annual tax policy (within legislated time frame) based on Council decisions made during the multi-year budget process</div> </div>	3/31/16		
			<div> <div></div> <div>Create engagement opportunities for members of the public to provide input into the City of London's first multi-year budget</div> </div>	3/31/16	Members of the public were able to provide input through the following vehicles: - IPSOS Reid Citizen Satisfaction Survey - 2 Build a Budget Workshops - On-Line Budget Simulator - Email: budget@london.ca - Community Open Houses - City of London Twitter/ Facebook	
			<div> <div></div> <div>Develop the City of London's first ever multi-year budget process and have approved by City Council</div> </div>	3/31/16		
			<div> <div></div> <div>Provide business cases throughout the budget process for any new projects that require new/additional funding and align with Council's Strategic Plan</div> </div>	3/31/16		















Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
			 Evaluate multi-year budget process and offer recommendations to be included in the next iteration - 2020-2024	6/30/16		Instead of separate recommendations for the Multi-year Budget process and the Multi-year Budget Update process, Staff are bringing forward combined updates to the Multi-year Budget Policy following the approval of the 2017 Budget Update.
			 Solid Waste Phase 1: Prepare review framework, options and obtain approval	12/31/17		
			 Solid Waste Phase 2: Implement approved work plan	3/31/18		
			 Solid Waste Phase 3: Report Findings to Committee/Council	9/30/18		
			 Develop and seek endorsement of multi-year budget annual update process to be compliant with legislated requirements around annual tax policy	9/30/16	On August 30, 2016, Council approved the schedule for the 2017 Multi-year Budget Update with milestone activities required by the Municipal Act.	
			 Seek Council approval annually on Multi-Year Budget update and refine allocations where required	12/31/19		
		 Strategic Financial Plan (F&CS/HR&CS)	 Review and update all Council approved financial policies to better reflect our current environment and municipal financial best practices	12/31/16		
			 Contract Negotiations	12/31/19		
			 Develop plan to improve the City of London's short and long-term investment strategy to obtain better returns on investments then current position	12/31/19	Council received a report on May 31, 2016 regarding the performance of City investments and an update on the investment strategy.	
			 Continue to implement pay as you go financing for Capital Lifecycle Renewal (LCR) which decreases the City of London's dependence on debt for Lifecycle Renewal (LCR)	12/31/19		













Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
			 Implement an on-going service review process that will identify efficiencies and find permanent savings that match Council's approved target	12/31/19	The 2016 service review target of \$500,000 has been achieved.	
			 Maintain the City of London's debt cap throughout the implementation of the multi-year budget (2016-2019)	12/31/19		
	 Create, explore, and implement new technologies or technology improvements to assist in the management of corporate assets, financial and reporting systems, and billing systems	 Computerized Maintenance Management System Implementation Strategy	 Design and build interfaces with existing City of London Systems for the new computerized maintenance system	3/31/17		
			 Implement computerized maintenance practices for Water, Sanitary, Stormwater, Forestry service areas	3/31/18		
			 Implement computerized maintenance practices for Roads	12/31/18		
			 Implement computerized maintenance practices for Solid Waste, Parks Operations	9/30/19		
Collaborative, engaged leadership	 Continue to build strong working relationships between City Council, Civic Administration, the City's agencies, boards and commissions, and community partners	 Strategic Plan for the City of London 2015-2019 (CMO)	 Engage agencies, boards, and commissions in Council's 2015-19 Strategic Plan Development	12/31/15		
			 Report to Strategic Priorities and Policy Committee on the alignment of the Strategic Plan for the City of London and the Strategic Plans of local agencies, boards and commissions	6/30/16		
			 Engage agencies, boards and commissions in reporting progress towards Council's Strategic Plan annually	12/31/19		
		 Performance Plans (CMO)	 Include strengthening relationships with agencies, boards and commissions in Senior Leadership Team Performance Plans	12/31/19		
			 Review strategy with Senior Leadership Team annually	12/31/19		

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
		<div> <div></div> Foster collaboration and innovation through a variety of mechanisms (CMO) </div>	<div> <div></div> Develop Council's 2015-19 Strategic Plan </div>	12/31/15		
			<div> <div></div> Engage and work with agencies, boards and commissions in the 2016 - 19 multi-year budget development process </div>	3/31/16		
			<div> <div></div> Invite agencies, boards and commissions as well as community partners to Standing Committee meetings </div>	9/30/16	To date 12 out of 24 agencies, boards, commissions and other organizations have taken advantage of Council's invitation to present at Standing Committee Meetings.	
			<div> <div></div> Collaborate with agencies, boards and commissions as well as community partners at the Civic Leaders Event </div>	12/31/16		
			<div> <div></div> Evaluate Communication Framework </div>	3/31/17		
			<div> <div></div> Develop Council's Strategic Plan </div>	12/31/19		
			<div> <div></div> Engage agencies, boards and commissions in the annual Budget Update Process </div>	12/31/19		
	<div> <div></div> Maximize openness and transparency in Council decision making </div>	<div> <div></div> Accountability and Transparency Policy (CMO / All) </div>	<div> <div></div> Implement Accountability and Transparency Policy (legislative requirement) </div>	12/31/19		
		<div> <div></div> Public Notice Policy (CMO / All) </div>	<div> <div></div> Implement Public Notice Policy (legislative requirement) </div>	12/31/19		
		<div> <div></div> Council Procedure By-law (CMO) </div>	<div> <div></div> Review Council Procedure By-law including public participation meeting </div>	6/30/16		
			<div> <div></div> Implement Council Procedure By-law </div>	12/31/19		
		<div> <div></div> Civic Administration By-law (HR&CS) </div>	<div> <div></div> Review and update Civic Administrative By-Law </div>	3/31/18		
		<div> <div></div> Audit Processes (CMO / HR&CS / F&CS) </div>	<div> <div></div> Explore and implement the ability to live stream Audit Committee via Sire platform </div>	6/30/15		

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
			 Develop and issue Request for Proposals to obtain and solidify internal and external auditing services for 2017-2022	6/30/16	RFPs were issued for internal and external auditing services and auditors will be engaged by year-end.	
			 Award contract to successful proponent	12/31/19		
			 Continue to release audited financial statements in June of each year to Council and members of the public	12/31/19	Audited Financial Statements approved by Council in July, 2016.	
		 Citizen Engagement (CMO/AII)	 Introduce protocol that requires non-statutory Community Information Meetings in response to applications for Zoning By-law/Official Plan amendments - Draft Community Engagement Protocol prepared and presented to Council	3/31/15		
			 Prepare a report that speaks to the use of Social Media as a means of engaging the community in response to planning applications - Information Report presented to Council	3/31/15		
			 Enhance live access to Council, Committee and Advisory meetings via mobile streaming app and live YouTube channel	6/30/16		
			 Create individual web page for each application for Zoning By-law/Official Plan amendments - ITS Project Request submitted	12/31/16		
			 Expand the notification radius for notices related to applications for Zoning By-law/Official Plan amendments - External/Internal Stakeholder Meetings	12/31/16		
			 Improve the "Possible Land Use Change" signs by creating unique signage that is custom-made for each application for Zoning By-law/Official Plan amendments - Develop sign template / meet with sign manufacturers / develop protocols for requesting site-specific signage	12/31/16		
			 Improve the mail-out notices related to applications for Zoning By-law/Official Plan amendments - External/Internal Stakeholder Meetings	12/31/16		
			 Notify tenants by mail of applications for Zoning By-law/Official Plan amendments - External/Internal Stakeholder Meetings	12/31/16		
			 Promote engagement toolkit	12/31/17		
















Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
			 Help inform decision making through the Annual Citizen Satisfaction Survey	12/31/18	Over 90% of Londoners report being satisfied with the overall level of City services.	
			 Use of Social Media to increase the ways and means by which Planning Services engages the public	12/31/19		
	 Engage an Integrity Commissioner to ensure continued compliance with Council's Code of Conduct	 Request for Proposals (HR&CS)	 Recruit and appoint Integrity Commissioner	6/30/16	Integrity Commissioner appointed.	
	 Review council's governance structure	 Governance Working Group (CMO / All)	 Complete current Governance Working Group mandate	9/30/16		This is partially complete. There are a few outstanding matters that staff will be reporting out on over the next few months.
		 Governance Review Policy – new (CMO / All)	 Determine next steps subsequent to Governance Working Group's recommendations	12/31/16		
Excellent service delivery	 Continue to effectively and efficiently deliver nearly 100 services that Londoners rely on every day	 Targeted Lean Projects (All)	 Explore and initiate a Lean Six Sigma Pilot Program in Service Areas	3/31/16		
			 Explore and initiate Lean Six Sigma training and certification pilot for Boards and Commissions	9/30/16		
			 Train and Certify employees in Service Areas as Lean Six Sigma Green Belts	9/30/16	Currently 30 staff across all Corporate Service Areas are being trained and are working on 16 process improvement projects.	
			 Train and Certify City Staff as Lean Six Sigma Black Belts	12/31/16		
			 Complete Lean Six Sigma Green Belt projects	9/30/17		

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
		 Targeted Service Review (All)	 Commence identification of candidate Service Areas	12/31/19	Eighteen (18) service reviews have been identified by SLT to be completed for the remainder of 2016 and 2017.	
		 Targeted Value for Money Audits (All)	 Report on results of value for money audit annually	3/1/19	Based on Internal Auditor's value for money findings, \$5.2 million in cost avoidance, cost savings or new revenues was incorporated into the Multi-year Budget.	
			 Identify an annual audit plan through Audit Committee	3/31/19		
		 Targeted Zero Based Budgeting (All)	 Identify areas for review to the Senior Leadership Team annually each April	9/30/19	Two zero-based budgeting audits (Animal Services and Dearness Cafeteria) were completed.	
			 Report results to Senior Leadership Team annually	12/31/19		
		 Service London Implementation Plan (NCFS)	 Launch Customer Relationship Management (CRM) Phase 2	6/30/16	in 2016, over 100 new services were added to CRM for a total of 170 services available to improve customer service through CRM. In the first 9 months of 2016, over 10,000 service requests made by the public have been processed through CRM.	
			 Begin implementation of Service Level Standards	3/31/17		
			 Launch Self Service Portal subsequent phases - enhancements - to roll out annually)	3/31/17		
			 Launch Single number (661-CITY)	3/31/17		

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
			<div>  Launch Customer Relationship Management (CRM) Phase 3 </div>	12/31/17		
			<div>  Launch Customer Relationship Management (CRM) Phase 4 </div>	12/31/18		
			<div>  Launch Service London Counter Strategy - 2 full service counters (new East and South West Community Centres) </div>	12/31/18		
			<div>  Roll out subsequent phases/enhancements of Self Service Portal </div>	3/31/19		
			<div>  Launch Customer Relationship Management (CRM) Phase 5 </div>	12/31/19		
		<div>  At Your Service – A respected and inspired public service partner building a better city for all. (All) </div>	<div>  Develop training materials to support activities of the Customer Experience Team </div>	12/31/17		
			<div>  Utilize workflow technology to reduce manual and paper related processes </div>	12/31/18	Migrated records from Livelink to CityHub and initiated the implementation of the new Records Management system by ITS and Clerks.	
			<div>  Create customer experience performance measures for managers on an annual basis </div>	12/31/19		
			<div>  Develop and implement customer experience improvements for all service areas on an annual basis </div>	12/31/19		
		<div>  IT Strategic Plan (All) </div>	<div>  Develop Information Technology Services areas of focus that align with Council's Strategic Plan </div>	3/31/15	Aligning with the 2015-2019 Council Strategic Plan, ITS focuses on the following four key strategic areas: 1) High performing and secure computing environment; 2) Applications increasing efficiency and effectiveness; 3) Improving client experience; 4) Investing in people, planning and processes.	

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
			✓ Create process to translate strategy into tactical action for all functional units within Information Technology Services	6/30/15	Employing a strategic synthesis approach, ITS aggregates diverse strategic inputs through established processes which lay a clear direction for operational and project work.	
			✓ Connect Key Performance Indicators to formal evaluation processes	9/30/15		
			✓ Develop and implement service specific key performance indicators to measure tactical actions	9/30/15		
			✓ Re-create corporate wide 5-year Information Technology Services project plan that is delivery and action focused	9/30/15		
			✓ Upgrade and optimize the Information Technology Services project intake process	6/30/16	Complimenting and closely connected with the Multi-Year Budget, the Information Technology Steering Committee (ITSC) recreated the process through which technology projects are assessed and prioritized.	
		■ Business Plans (CMO)	✓ Re-design Business Plans to better align with Council's Strategic Plan	6/30/16		
			✓ Consider great customer experiences and innovative practices during the Service Area Business Plan Development Process	9/30/16		
			↑ Consider great customer experiences and innovative practices during the Service Area Business Plan Development Process	9/30/19		
		■ Smart Cities Strategy	✓ Form City of London working group with representation from various internal departments and external agencies (London Hydro, London Economic Development Corporation and Larg*net)	9/30/15	Joint working group was established and has been working through the RFQ and RFP processes.	
			↓ Complete public engagement for the preparation of the strategy	6/30/16		Project has been altered so that engagement will occur throughout and be completed 6/30/17 when Strategy is completed.

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
			✔ Select proponent to undertake preparation of strategy	6/30/16	IBI Group was selected as proponent to undertake Smart City Strategy consulting work.	
			↑ Complete Smart Cities Strategy	6/30/17		
			↑ Develop business case for consideration by Council for funding and implementation of strategy	12/31/17		
		<div> <div></div> <div>Computerized Maintenance Management System (EES)</div> </div>	✔ Complete upgrade and training related to the new web browser version. System Upgrade	6/30/16		
			Implement new tracking category related to vehicles for hire (taxi/limousines)	6/30/16		In-depth testing of Amanda version upgrade delayed implementation of add-on module.
			Implement new tracking category related to building permit folders (excluding subdivision development and signs)	9/30/16		In-depth testing of Amanda version upgrade delayed implementation of add-on module.
			Implement new tracking category related to planning folders (excluding trees and heritage)	9/30/16		In-depth testing of Amanda version upgrade delayed implementation of add-on module.
			Implement new tracking category related to water contamination (backflow prevention devices)	9/30/16		In-depth testing of Amanda version upgrade delayed implementation of add-on module.
			↑ Design and build interfaces with existing City of London Systems for the new computerized maintenance system	3/31/17		
			↑ Implement new tracking category related to business licensing	3/31/17		
			↑ Implement computerized maintenance practices for Water, Sanitary, Stormwater, Forestry service areas	3/31/18		
			↑ Implement computerized maintenance practices for Solid Waste, Parks Operations	9/30/18		

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
			 Introduce enhanced mobile solutions for inspections and investigations	9/30/18		
			 Implement computerized maintenance practices for Roads	12/31/18		
			 Upgrade to AMANDA and Implementation - future upgrade	6/30/19		
			 AMANDA Data Management & Cleansing: Align Property data with other provincial and municipal databases to ensure roll numbers, legal descriptions and ward info are accurate. Aligning property data with provincial databases	12/31/19		
	 Make strategic decisions about our long-term space needs and service delivery locations	 Master Accommodation Plan – new (All)	 Seek direction from Council based on recommendation of MAP15 report	9/30/16		Corporate Services Committee will receive a report regarding the MAP recommendations and next steps in the 4th quarter of 2016. Phase 1 delayed due to higher than normal anticipated project workloads and staff availability to complete the report.
			 Develop detailed plans, business case and cost/benefit analysis	6/30/17		
			 Seek Council Approval	9/30/17		
			 Implement approved MAP15 recommendation	12/31/24		
	 Keep looking for new opportunities to share services and supports between the City of London and its agencies, boards, and commissions	 Strategic Plan for the City of London 2015-2019 (CMO)	 Engage agencies, boards, and commissions in Council's 2015-19 Strategic Plan Development	12/31/15		
			 Report to Council on the alignment of the Strategic Plan for the City of London and the Strategic Plans of local agencies, boards and commissions including examples of shared services	6/30/16		
			 Engage agencies, boards and commissions in reporting progress towards Council's Strategic Plan annually	12/31/19		

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
		■ Business Plans (CMO)	✔ Engage with agencies, boards and commissions during the Business Plan Development Process	9/30/16		
			↑ Engage with agencies, boards and commissions during the Business Plan Development Process	9/30/19		
		■ Lead and foster shared service agreements (CMO / HR&CS)	↑ Initiate exploratory meetings with Civic Administration and agencies, boards and commissions	12/31/16		
			↑ Work with agencies, boards and commissions on efficiency projects (Lean Six Sigma)	12/31/16		
			↑ Investigate what other municipalities are doing	12/31/19		
			↑ Follow up on exploratory meetings with appropriate action	12/31/19		