

TO:	CHAIR AND MEMBERS STRATEGIC PRIORITIES AND POLICY COMMITTEE MEETING ON MAY 29, 2017
FROM:	MARTIN HAYWARD CITY MANAGER
SUBJECT:	STRATEGIC PLAN: SEMI-ANNUAL PROGRESS REPORT

That, on the recommendation of the City Manager, the following actions be taken with respect to Council's *2015-2019 Strategic Plan*:

- a) this report on the Semi-Annual Progress Report (attached as Appendix A) **BE RECEIVED**; and
- b) the next steps for undertaking a competitive process for completing an impact assessment on the *Strategic Plan* by January 2019 **BE ENDORSED**.

PREVIOUS REPORTS PERTINENT TO THIS MATTER
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- Strategic Priorities and Policy Committee (SPPC): December 2, 18, 2014; January 12, 26, 2015; February 6, 23, 26, 2015; December 7, 2015; May 16, 2016; November 21, 2016

BACKGROUND

Within the first 100 days of taking office, Council approved the *2015-2019 Strategic Plan*. This document identifies a shared vision, mission, and areas of focus in order to guide the work of Council and Administration over the Council term. The *Strategic Plan* included a commitment to report regularly to Londoners on progress towards implementation.

Since that time, progress has been reported twice per year. The first progress report was issued in December 2015. The second report was issued in May 2016, and included identification of more than 1000 milestones to be tracked for the duration of Council's term. The November 2016 report was presented using a new online dashboard which identified progress towards the milestones. In November 2016, Council also directed Administration to explore completing an impact assessment (targeted for January 2019) and to bring forward reports on milestones which had not been complete by the target date to the appropriate Standing Committees.

- b) *the approach for completing an impact assessment on the Strategic Plan as outlined in the staff report dated November 21, 2016 BE ENDORSED; it being noted that this approach includes engaging an external party to complete an impact assessment on the 2015-2019 Strategic Plan with a target completion date of January 2019; and*
- c) *the Civic Administration BE DIRECTED to refer strategic plan milestones that are "caution" or "below plan" to meetings of the appropriate Standing Committee, following the tabling of the May and November update reports on the Strategic Plan;*

This report presents Council with an updated Progress Report for May 2017. It also outlines the competitive process Administration will undertake to engage an external party to complete an impact assessment on the *2015-2019 Strategic Plan* by January 2019. Finally, it summarizes the current process used to address direction (c) above regarding Standing Committee discussions.

May 2017 Semi-Annual Progress Report

The purpose of Council's semi-annual Progress Report is to identify the status of every strategy in the *2015-2019 Strategic Plan*. The May 2017 Progress Report is attached as [Appendix A](#). It identifies that progress is being made towards implementing Council's *Strategic Plan*. **As of May 2017, 90% of all milestones are complete or on target.** The percentage of completed milestones has also increased from 26.5% in November 2016 to 39.9% in May 2017.

	November 2016	May 2017
Complete	271 (26.5%)	407 (39.9%)
On Target	701 (68.6%)	512 (50.1%)
Caution	46 (4.5%)	96 (9.4%)*
Below Plan	3 (0.003%)	6 (0.6%)
Total	1021	1021

* Note: 46 of the 96 "caution" milestones relate to the appeal of the London Plan.

The number of milestones marked as "caution" (meaning the milestone is behind by one quarter or three months) and "below plan" (meaning the milestone is behind by two quarters, or six months, or more) have also increased from November 2016 to May 2017. However, it should be noted that a number of the milestones marked "caution" and "below plan" are repeated several times as they contribute to multiple strategies in Council's *Strategic Plan*. Notably, these repeated items account for approximately seventy percent of the full list:

- The London Plan – 46 of the 96 or 48% of "caution" milestones are related to the London Plan, which has been appealed to the Ontario Municipal Board. Until the Ontario Municipal Board issues its decision(s) on these appeals, these milestones cannot be met. Once the OMB has made decisions on which portions of the London Plan are in effect, these sections of the Plan will be implemented which will move many of the related milestones out of the "caution" category.
- Items delayed due to a need for additional consultation or engagement – approximately 8% of milestones marked as "caution" are proceeding but with a longer timeframe than originally anticipated. Examples of this include milestones related to Rapid Transit (5 of 96 "caution" milestones), the Smart Cities Strategy (3 "caution" milestones), the Age Friendly London Plan (2 "caution" milestones), and the Culture / Entertainment Districts milestones (1 "caution" milestone).
- Items awaiting information from other governments – approximately 15% of the milestones are marked "caution" due to information needed from Federal and Provincial Governments, including the Climate Change Adaptation Strategy (8 of the 94 "caution" milestones) which is awaiting funding information expected by December 2017 and the High Speed Rail Regional Hub (2 "caution" milestones) given that the provincial report has not yet been released.

The full list of milestones identified as "caution" and "below plan" is attached as [Appendix B](#).

Overall, the May 2017 Progress Report identifies that implementation is taking place. The online dashboard has been updated to reflect the information in this report. The next Progress Report will be presented to Council in November 2017.

Variance Reporting

In November 2016, Council identified an interest in referring milestones marked "caution" or "below plan" to the appropriate Standing Committees for further discussion. A report was submitted to each Standing Committee identifying the list of relevant milestones. This process will take place again with Council approval. Civic Administration has provided greater detail in the variance column of the progress report in an effort to provide more information about the milestones which have not met target dates.

Proposed Impact Assessment Approach

The Progress Reports on Council's *Strategic Plan* identify what milestones (and the overall percentage of milestones) are on target or have been completed on time. It does not identify outcomes, or the impact of the work.

In November 2016, Council identified a new process which would link the development of future Strategic Plans and Multi-Year Budgets, and include an objective assessment of the impact of the previous Strategic Plan. The cycle also overlaps the Council term by one year to provide continuity in direction while allowing time for new Councils to establish their strategic direction.

Council's Strategic Planning & Multi-Year Budgeting Cycle (approved November 2016):



Completing an impact assessment is an extensive process, particularly given the scope of Council's Strategic Plan. In preparation for the impact assessment, Civic Administration has compiled an extensive list of available metrics and indicators. This includes results from the annual community survey, census and other publically available data, and measures collected through the Municipal Benchmarking Network of Canada (MBNC, formerly OMBI) and other efforts. This list of available data can be used as a starting point to conduct an impact assessment.

The target date to have a completed impact assessment is January 2019. This timing will provide a helpful starting point for the next Council in building their strategic plan by identifying where focus is needed; and, it would support the creation of the next multi-year budget by identifying where investment may also be required.

To meet this timeline, Civic Administration will undertake a competitive process beginning in June 2017 to engage an external party to complete the impact assessment, including three main tasks:

- Develop an Evaluation Framework which includes identifying outcomes, indicators, and metrics for measurement of the *Strategic Plan*;
- Engage in the evaluation (including tool development, qualitative and quantitative data collection through interviews, surveys, etc); and
- Develop a final Impact Assessment Report (including reporting on outcomes and recommendations based on findings/evidence) by December 2018.

A Request for Proposal will be issued during the Summer of 2017. Following the selection process, a report would come forward to Council in the Fall, including an agreement and source of financing. The work related to completing the impact assessment would begin before the end of 2017.

CONCLUSION

Council's *2015-2019 Strategic Plan* holds a vision of London as "A leader in commerce, culture and innovation – our region's connection to the World." It identifies four areas of focus which will move our community towards this vision: Strengthening our Community, Building a Sustainable City, Growing our Economy, and Leading in Public Service. Council and Administration have worked together to articulate specific strategies and milestones to implement this vision, and have implemented more robust reporting mechanism than ever before at the City of London. The work and process continues to be refined, which will likely – and should – continue throughout the duration of the *Strategic Plan*. The May 2017 Progress Report shows that progress is being made, and considerable work is underway to help move London towards our vision for the future.

PREPARED AND SUBMITTED BY:	PREPARED AND SUBMITTED BY:
CHERYL SMITH MANAGER, COMMUNITY DEVELOPMENT & FUNDING	KATE GRAHAM DIRECTOR, COMMUNITY & ECONOMIC INNOVATION

RECOMMENDED BY:	RECOMMENDED BY:
LYNNE LIVINGSTONE MANAGING DIRECTOR, NEIGHBOURHOOD, CHILDREN & FIRE SERVICES	MARTIN HAYWARD CITY MANAGER

cc. Senior Leadership Team
 Strategic Thinkers Table



May 2017 Semi-Annual Progress Report



How to navigate this report

The May 2017 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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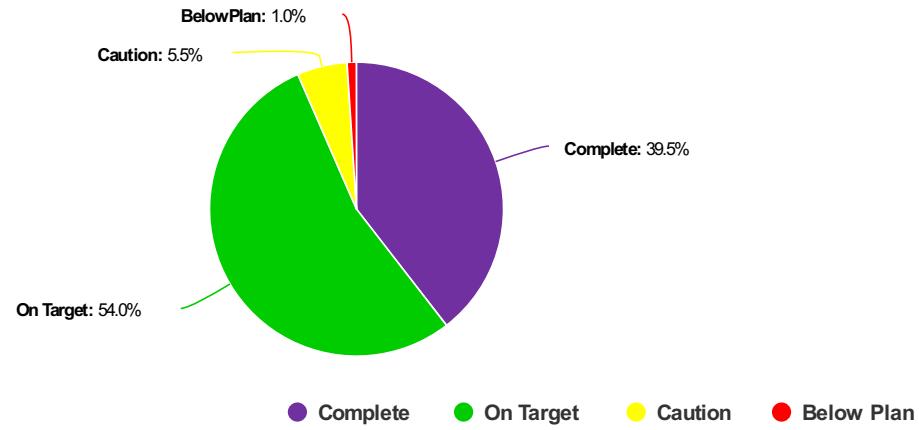
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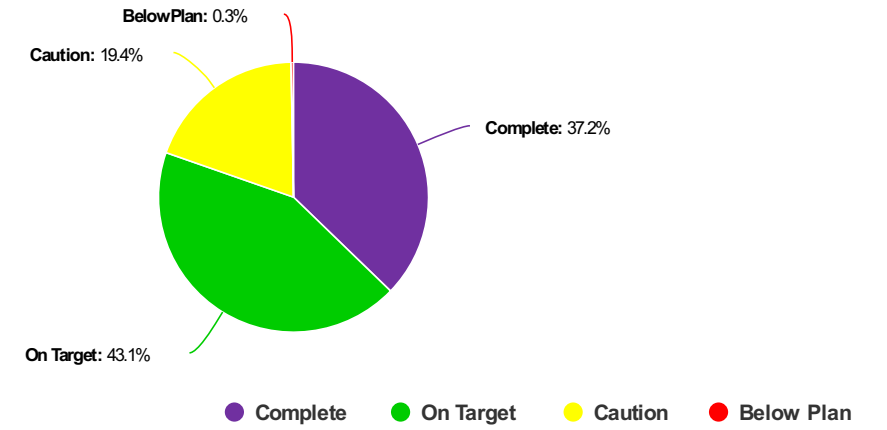
Results by Strategic Area of Focus

City of London Strategic Plan

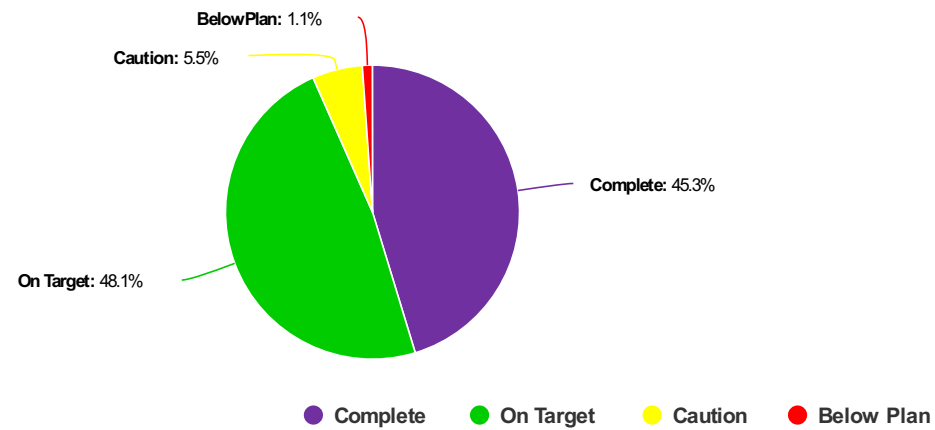
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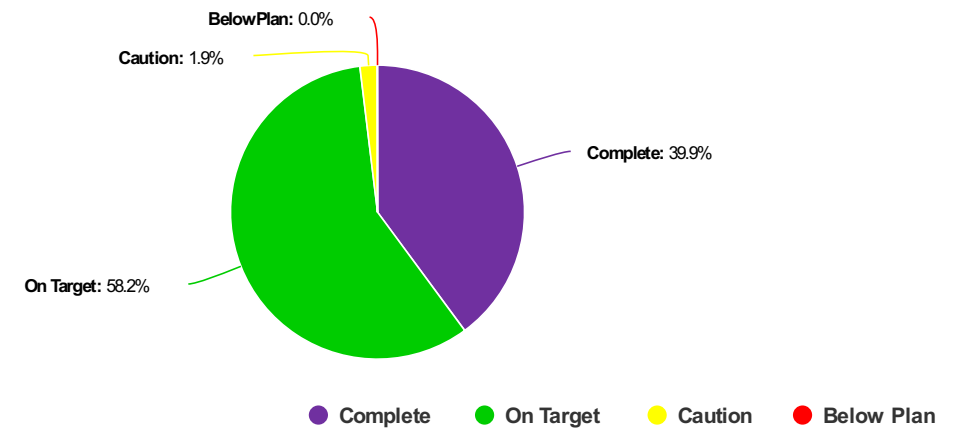
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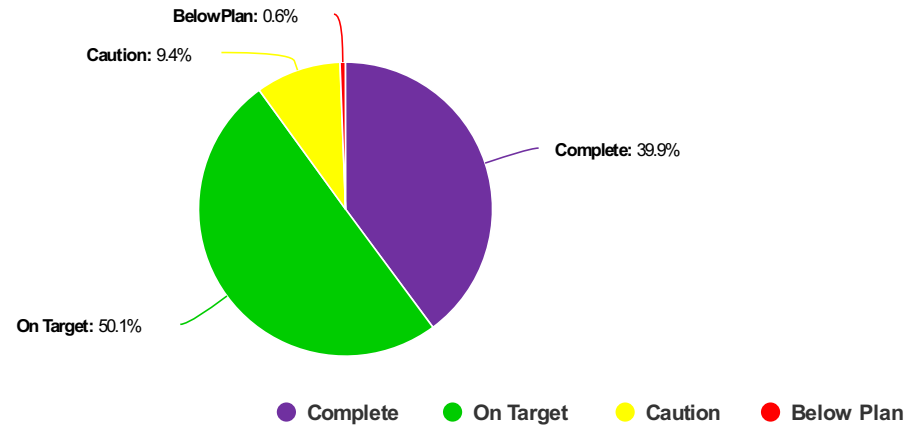
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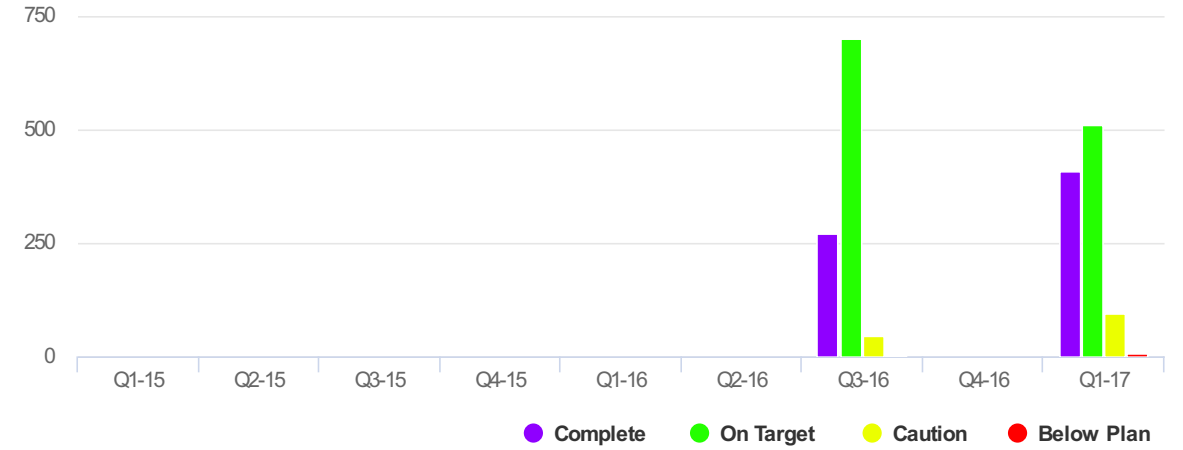
Leading in Public Service - Results



Strategic Plan - Results



Progression over time



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				
Q1-17	Not Defined	407	512	96	6
Q2-17	Not Defined				
Q3-17	Not Defined				
Q4-17	Not Defined				

Introduction

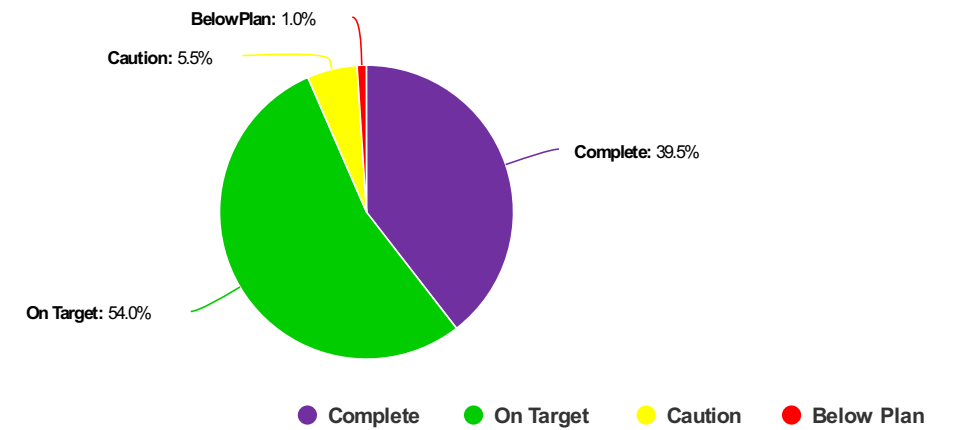
Strengthening our Community

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

Status Definitions

-  Complete: Milestone is done
-  On Target:
Milestone is ongoing or is completed annually
Milestone is in progress or not yet started and is on target to be completed by target end date
-  Caution:
Milestone is delayed by 1 quarter
Milestone is in progress or not yet started and may not be completed by target end date
-  Below Plan: Milestone is delayed by 2 quarters or more
-  Not Defined: Status has not been assigned










Strengthening our Community - Results



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	<ul style="list-style-type: none"> Support neighbourhood driven activities and decision making. Fund and partner with the London Public Library to support people and neighbourhoods. 	<ul style="list-style-type: none"> London Strengthening Neighbourhoods Strategy 2015-2020 (NCFS) 	<ul style="list-style-type: none"> Pilot SPARKS! Neighbourhood Matching Fund process to support neighbourhood decision making in 2 neighbourhoods. 	9/30/16		
			<ul style="list-style-type: none"> Develop and implement City-wide community engagement strategy to inform an updated London Strengthening Neighbourhoods Strategy 2015-2020. 	12/31/16	Residents, with support of city staff completed their plan and presented it to Community and Protective Services Committee in May, 2017.	
			<ul style="list-style-type: none"> 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		
			<ul style="list-style-type: none"> Support local residents and key stakeholders in the implementation of London Strengthening Neighbourhood Strategy 2015 - 2020. 	12/31/19		
			<ul style="list-style-type: none"> Develop and implement SPARKS! Neighbourhood Matching Fund process to support neighbourhood decision making in all neighbourhoods by 2019. 	12/31/19		
		<ul style="list-style-type: none"> Great Near Campus Neighbourhood Strategy (Planning) 	<ul style="list-style-type: none"> Complete public engagement program for reviewing and improving Near Campus Neighbourhood policies and programs. 	6/30/16	Public engagement program completed.	
			<ul style="list-style-type: none"> 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.	
			<ul style="list-style-type: none"> Complete Near Campus Neighbourhood Strategy. 	9/30/16	Council approved the amendments on July 26, 2016. These amendments have also been included in the Minister-approved London Plan.	
			<ul style="list-style-type: none"> Begin implementing the Near Campus Neighbourhood Strategy through by-law enforcement, investment, implementation of Official Plan policies. 	3/31/17	Will be an on-going process.	
		<ul style="list-style-type: none"> London Public Library 2014-2017 Strategic Plan (CMO) 	<ul style="list-style-type: none"> Stewardship to demonstrate LPL's leadership, value and return on investment to the citizens of London 	12/31/15		

		<ul style="list-style-type: none"> ↑ Spaces and Places Strategy: Revitalize and re-energize the Central Library, 2015-2017 ✓ Spaces and Places Strategy: Revitalize and re-energize Jalna Branch Library ✓ Spaces and Places Strategy: Revitalize and re-energize Beacock Library Branch ↑ Spaces and Places Strategy: Revitalization/renovation of Cherryhill and Landon Branch Libraries ↑ Spaces and Places Strategy: Revitalization/renovation of Byron and Masonville Branch Libraries ↑ Spaces and Places Strategy: Revitalization/renovation of East London Branch Library ↑ 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 ↑ 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 ✓ User First Strategy to provide an even more personalized service experience ↑ Collections and Resources Strategy to expand and improve access through a variety of formats and delivery platforms ↑ Current and Future Technology to harness the potential of technology and mobilize our technological response including introduction of maker/creator technologies for the public 	6/30/17		
			12/31/15		
			9/30/16		
			12/31/17	Cherryhill Branch revitalization is complete and Landon Branch revitalization is scheduled for June/July, 2017.	
			12/31/18		
			12/31/19		
			12/31/18	In progress with a September, 2018 scheduled completion date.	
			12/31/19		
			12/31/17		
			12/31/19		
			12/31/17		
<ul style="list-style-type: none"> ■ Work with our partners in Education to help keep neighbourhood schools open and use former school sites effectively. 	<ul style="list-style-type: none"> ■ The London Plan (Public Facilities & Services) - draft (Planning) 	<ul style="list-style-type: none"> ✓ Prepare second draft of London Plan and release recommended Public Facilities & Services policies for comments. Undertake second round of public engagement seeking comments. ✓ Release final London Plan and hold public meeting at Planning Committee. 	6/30/15	Second draft of policies completed and public engagement program completed.	
			6/30/16	Final policies drafted and Council adopted the London Plan June 23, 2016.	

	<p> Target approval of the London Plan by Province.</p>	12/31/16	Minister approved the London Plan on December 29, 2016.	
	<p> Target unappealed portions of the London Plan in force and effect.</p>	6/30/17	Pre-hearing conference (PHC) with the Ontario Municipal Board (OMB) scheduled for September 5, 2017 to establish the next steps for the Hearing. Staff are meeting with the Appellants in advance of the PHC to scope issues and identify possible areas of resolution.	Anticipate resolution of unappealed portions of The London Plan by year-end. We will then be able to implement the unappealed portions of the Plan.
	<p> Implement The London Plan through municipal regulation, public projects, budgeting and investment, partnerships and municipal programs.</p>	6/30/17	Pre-hearing conference (PHC) with the Ontario Municipal Board (OMB) scheduled for September 5, 2017 to establish the next steps for the Hearing. Staff are meeting with the Appellants in advance of the PHC to scope issues and identify possible areas of resolution.	<p>Following confirmation by the Ontario Municipal Board of the portions of the London Plan that are in effect, we will begin to implement those portions of the Plan.</p> <p>This will be an on-going process, and will carry on beyond this 4-year Plan. Milestone end date is "on-going." Change milestone end date to December 31, 2019.</p>
	<p> Target appeals to the London Plan resolved/Ontario Municipal Board decision.</p>	6/30/18		
	<p> Implement monitoring program bi-annually to evaluate progress on London plan policies.</p>	12/31/19		
<p> Neighbourhood School Strategy - new (NCFS/Planning)</p>	<p> City departments work collaboratively to research and develop draft policy with respect to effective and appropriate re-use of surplus school sites.</p>	12/31/16	Draft policies to be presented for public input have been prepared, and are being reviewed internally prior to public consultation.	Internal consultation currently underway. Draft terms of reference have been prepared.

			<p> Consult with public on draft policies.</p>	3/31/17	Draft policies have been prepared and are undergoing internal review.	<p>This project will include two phases: 1. Develop criteria to be used by staff in the review of school sites identified by the School Boards as being surplus that consider matters such as public facility/community facility need and parkland/open space needs. Complete Phase I Q3/2017.</p> <p>2. As part of the Parks and Recreation Master Plan update, review community facility site selection criteria and parkland and open space site selection criteria to consider the role of school sites.</p> <p>Complete as part of Parks and Recreation Master Plan Update.</p>
			<p> Present recommended Strategy.</p>	12/31/17		
2. Diverse, inclusive and welcoming community	<p> Support immigrants and newcomers to be successful as they settle in our community.</p>	<p> London & Middlesex Local Immigration Partnership Strategic Plan (HSSDH)</p>	<p> Undertake community consultations, and best practices review for development of the Strategic Plan.</p>	3/31/16	Consultations to develop Strategic Plan 2016-2019 held in October 2015.	
			<p> Completion of the 2016- 2019 London & Middlesex Local Immigration Partnership Strategic Plan.</p>	6/30/16	Plan has been presented to Municipal Council, Middlesex County Council and community.	
			<p> Review 2015-2016 impact of the London & Middlesex Local Immigration Partnership 2013- 2016 Strategic Plan.</p>	6/30/16	Annual Achievement report has been written and submitted to funders.	
			<p> Active community engagement to address implementation of Strategic Plan.</p>	3/31/17	LMLIP has engaged with system partners, settlement organizations, school boards, faith groups and broader public.	
			<p> Review of London & Middlesex Local Immigration Partnership Terms of Reference.</p>	2/28/17	LMLIP Governance Committee is reviewing the terms of reference and will complete by May 2017.	













			<p>✓ Obtain Immigration, Refugee, and Citizenship Canada (IRCC) funding for 2017 – 2020.</p>	3/31/17	Agreement has been signed and funding will flow in April 2017.	
			<p>↑ Formal Evaluation of London & Middlesex Local Immigration Partnership.</p>	12/31/18		
			<p>↑ Coordinate meetings with partners and also ethno-cultural groups to enhance cross sector supports for immigrants.</p>	12/31/19		
		<p>Conference Board of Canada (resource for measurement) (HSSDH)</p>	<p>↑ Review London results.</p>	12/31/19		
	<p>Support all Londoners to feel engaged and involved in our community.</p>	<p>Community Diversity and Inclusion Strategy – new (CMO)</p>	<p>✓ Initial discussion with stakeholders (London Diversity and Race Relations Advisory Committee) upon confirmation of Strategy through Multi-Year Budget. Link to other concurrent activities.</p>	3/31/16		
			<p>✓ Initiate project scoping, including dialogue with community organizations.</p>	9/30/16		
			<p>↑ Complete draft strategy.</p>	9/30/17		In March 2017, the volunteer Steering Committee presented an update to Council and proposed an additional three months of work to engage additional stakeholders, conduct further research, and finalize the plan. This recommendation was supported by Council. The final Community Diversity and Inclusion Strategy will be presented to Council in July 2017.
			<p>↑ Obtain strategy endorsement from Council and community.</p>	6/30/17		In March 2017, the volunteer Steering Committee presented an update to Council and proposed an additional three months of work to engage additional stakeholders, conduct further research, and finalize the plan. This recommendation was supported by Council. The final Community Diversity and Inclusion Strategy will be presented to Council in July 2017.

			<ul style="list-style-type: none"> ↑ Support phased implementation of strategy. 	6/30/17			In March 2017, the volunteer Steering Committee presented an update to Council and proposed an additional three months of work to engage additional stakeholders, conduct further research, and finalize the plan. This recommendation was supported by Council. The final Community Diversity and Inclusion Strategy will be presented to Council in July 2017.
			<ul style="list-style-type: none"> ↑ Monitor and evaluate planned activities and outcomes. 	12/31/19			
		<ul style="list-style-type: none"> Consider a gender lens during the development and execution of new policies (HR&CS/All) 	<ul style="list-style-type: none"> ✓ Develop Corporate training, tools, and communications on applying a gender lens during the development and execution of new policies. 	3/31/17		Gender lens tools, training and communication has been developed.	
			<ul style="list-style-type: none"> ↑ Conduct training and communications on applying gender lens. 	12/31/17			
			<ul style="list-style-type: none"> ↑ Consider a gender lens during the development and execution of new policies. 	12/31/19			
		<ul style="list-style-type: none"> Workplace Diversity and Inclusion (HR&CS) 	<ul style="list-style-type: none"> ↑ Align Workplace Diversity Plan with the Community Diversity and Inclusion Strategy. 	12/31/17			
	<ul style="list-style-type: none"> Work to always be a compassionate city to all. 	<ul style="list-style-type: none"> Compassionate Cities initiative (NCFS) 	<ul style="list-style-type: none"> ↑ Maintain current status with respect to this initiative. 	12/31/19		London has remained a leader in Compassionate Cities, sharing eight 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	<ul style="list-style-type: none"> Eliminate barriers for individuals facing poverty, mental health and addictions and help them find pathways to be successful. 	<ul style="list-style-type: none"> London Homeless Prevention and Housing Plan 2010-2024 (NCFS/HSSDH) 	<ul style="list-style-type: none"> ↑ Implement homeless management information system for use by all funded homeless serving organizations. 	9/30/17			
			<ul style="list-style-type: none"> ↑ Conduct a more comprehensive update on housing targets and activities as part of Year 5 review of the plan. 	3/31/18			
			<ul style="list-style-type: none"> ↑ Conduct annual updates on activities within the Homeless Prevention and Housing Plan. 	12/31/19			

		<p>↑ Implement flexible permanent housing allowance program.</p>	12/31/19		
		<p>↑ Implement Homeless Prevention Implementation Plan.</p>	12/31/19		
		<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.</p>	12/31/19		
		<p>↑ Introduce and monitor Housing First projects aimed at achieving housing stability.</p>	12/31/19		
		<p>↑ Strengthen emergency utility program and rent bank program by introducing a financial literacy program and by evaluation/measuring housing stability.</p>	12/31/19		
	<p>London Homeless Prevention System Implementation Plan (NCFS)</p>	<p>↑ Establish Housing First youth emergency shelter aimed at prevention.</p>	9/30/18		<p>Council approved funding for a Housing First Emergency Shelter for Youth (\$2.2 million approved in the 2016-2019 Multi-Year Budget). Youth Opportunities Unlimited was awarded the contract to build and operate the shelter. Construction will begin in 2018.</p>
		<p>↑ Apply evidence based practices to eliminate chronic homelessness.</p>	12/31/19		
		<p>↑ Focus on diversion from emergency shelter and homelessness.</p>	12/31/19		
		<p>↑ Lead and participate in Registry Week and Point in Time Counts.</p>	12/31/19		
	<p>Ontario Works Service Plan (HSSDH)</p>	<p>✓ Council approval for Bridges - Circles funding.</p>	3/31/16		
		<p>✓ Coordinate with lead community partners to broaden the implementation plan for Circles.</p>	6/30/16		<p>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.</p>

	<p>✓ Recruit additional staff to support Circles and Bridges training.</p>	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.	
	<p>✓ Complete Circles Bridges Pilot Evaluation Report.</p>	3/31/17	The Bridges and Circles evaluation was completed and the findings shared with Council.	
	<p>✓ Implement the third "Circle".</p>	12/31/16	The Third Circle has launched.	
	<p>↑ Implement of the fourth "Circle".</p>	6/30/17	Conducting a broader community engagement process in spring of 2017 to ensure a quality Youth Specific fourth circle with numerous community stakeholders.	
	<p>↑ Complete and release a Circles Bridges Evaluation Report # 2.</p>	9/30/18	Data is being gathered and a framework for evaluation continues to be developed.	
	<p>✓ Monitor client impacts and outcomes.</p>	12/31/19		
<p>■ Child and Youth Agenda (NCFS)</p>	<p>✓ Complete and obtain full endorsement of the Child and Youth Agenda to 2021.</p>	12/31/16	The Child and Youth Agenda 3: 2017-2021 received full endorsement from CYN partners. The Agenda was presented to Council in May, 2017.	
	<p>✓ Begin implementation of Strategic Priorities.</p>	3/31/17		
	<p>↑ Develop and implement Measurement and Evaluation Framework.</p>	6/30/17		
	<p>↑ Continue to implement Strategic Priorities.</p>	12/31/19		














	<p> Maintain strong engagement of Child and Youth Agenda Members and funding partners.</p>	12/31/19	<p>\$130,000 in Ontario Early Years Centre Family Centre funding was secured to support early years system planning.</p> <p>\$750,000 was allocated to 50 projects targeting healthy behaviours in children, youth and families through the Province's Healthy Kids Community Challenge.</p> <p>\$30,000 in funding from the Provincial Youth Collective Impact Initiative and the Ontario Trillium Foundation was granted to support youth program development supporting young people to graduate from high school.</p>	
<p> Age Friendly London (NCFS)</p>	<p> Complete 2nd year of 3 year implementation plan for Age Friendly London.</p>	9/30/15		
	<p> Complete 3rd year of 3 year implementation plan for Age Friendly London.</p>	9/30/16		
	<p> Complete evaluation of Age Friendly London strategy.</p>	12/31/16		












			<p> Create next 3-5 year Age Friendly London Action Plan.</p>	3/31/17		<p>Community Engagement was expanded and extended in the development of the next Age Friendly Plan in order to include an open call for a community conversation and online feedback of the overall plan; an additional two meetings with each of the eight working groups to develop strategies and actions; and more targeted outreach with newcomer and immigrant older adults and the urban Indigenous community.</p> <p>The revised target completion date for the Age Friendly London Action Plan is June, 2017.</p>
			<p> Implement next Age Friendly London Action Plan.</p>	12/31/19		
	<p> Mental Health and Addictions Strategy - new (HSSDH/NCFS)</p>	<p> Identify corporate/ divisional resources to support the process upon approval of Strategy and Multi-Year Budget.</p>	6/30/16	Resources have been secured to support the process.		
<p> Initiate preliminary discussions with key community stakeholders.</p>		9/30/16	Preliminary consultations with key community stakeholders have been held.			
<p> Investigate options for plan development in consultation with community agencies and stakeholders.</p>		12/31/16				
	<p> London and Middlesex Food Policy Council - new (NCFS)</p>	<p> Participate in the development of a London and Middlesex Food Policy Council.</p>	9/30/16			
		<p> Participate as a member on the London and Middlesex Food Policy Council supporting the implementation of the community priorities.</p>	9/30/16	A city Councillor and a city representative from Planning participate on the London and Middlesex Food Policy Council.		
<p> Work with community agencies to help tenants keep their existing affordable housing and avoid homelessness.</p>	<p> London Middlesex Housing Corporation Strategy (HSSDH)</p>	<p> Review project plan to reflect a revised strategy on how to do this without dedicated funding</p>	3/31/17	Housing stability and LMHC supports their tenants will be foundational in their new Strategic Plan expected to be finalized Q2 2017.		

<p>London Homeless Prevention and Housing Plan 2010-2024 (NCFS/HSSDH)</p>	<p>Implement homeless management information system for use by all funded homeless serving organizations</p>	9/30/17		
	<p>Implement flexible permanent housing allowance program</p>	12/31/19		
	<p>Implement Homeless Prevention Implementation Plan</p>	12/31/19		
	<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</p>	12/31/19		
	<p>Introduce and monitor Housing First projects aimed at achieving housing stability</p>	12/31/19		
	<p>Strengthen emergency utility program and rent bank program by introducing a financial literacy program and by evaluating/measuring housing stability</p>	12/31/19		
<p>London Homeless Prevention System Implementation Plan (NCFS)</p>	<p>Establish Housing First youth emergency shelter aimed at prevention</p>	9/30/18	<p>Council approved funding for a Housing First Emergency Shelter for Youth (\$2.2 million approved in the 2016-2019 Multi-Year Budget). Youth Opportunities Unlimited was awarded the contract to build and operate the shelter. Construction will begin in 2018.</p>	
	<p>Apply evidence based practices to eliminate chronic homelessness</p>	12/31/19		
	<p>Focus on diversion from emergency shelter and homelessness</p>	12/31/19		
	<p>Lead and participate in Registry Week and Point in Time Counts</p>	12/31/19		
<p>The London Plan (Homelessness Prevention & Housing) - draft (Planning)</p>	<p>Prepare second draft of London Plan and release recommended Homelessness Prevention & Housing policies for comments. Undertake second round of public engagement seeking comments</p>	6/30/15	<p>Second draft of policies completed and public engagement program completed.</p>	
	<p>Release final London Plan and hold public meeting at Planning Committee</p>	6/30/16	<p>Final policies drafted and Council adopted the London Plan June 23, 2016.</p>	

		✓ Target approval of the London Plan by Province	12/31/16	Minister approved the London Plan on December 29, 2016.	
		■ Implement The London Plan through municipal regulation, public projects, budgeting and investment, partnerships and municipal programs	6/30/17	Pre-hearing conference (PHC) with the Ontario Municipal Board (OMB) scheduled for September 5, 2017 to establish the next steps for the Hearing. Staff are meeting with the Appellants in advance of the PHC to scope issues and identify possible areas of resolution.	Following confirmation by the Ontario Municipal Board of the portions of the London Plan that are in effect, we will begin to implement those portions of the Plan. This will be an on-going process and will carry on beyond this four year Plan. Milestone end date is "on-going." Change milestone end date to December 31, 2019.
		■ Target unappealed portions of the London Plan in force and effect	6/30/17	Pre-hearing conference (PHC) with the Ontario Municipal Board (OMB) scheduled for September 5, 2017 to establish the next steps for the Hearing. Staff are meeting with the Appellants in advance of the PHC to scope issues and identify possible areas of resolution.	Anticipate resolution of unappealed portions of The London Plan by year-end. We will then be able to implement the unappealed portions of the Plan.
		↑ 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		










		<ul style="list-style-type: none"> Strengthen emergency utility program and rent bank program by introducing a financial literacy program and by evaluation/measuring housing stability 	12/31/19		
	<ul style="list-style-type: none"> London Homeless Prevention and Housing Plan 2010-2024 (NCFS/HSSDH) 	<ul style="list-style-type: none"> Establish Housing First youth emergency shelter aimed at prevention 	9/30/18	Council approved funding for a Housing First Emergency Shelter for Youth (\$2.2 million approved in the 2016-2019 Multi-Year Budget). Youth Opportunities Unlimited was awarded the contract to build and operate the shelter. Construction will begin in 2018.	
		<ul style="list-style-type: none"> Apply evidence based practices to eliminate chronic homelessness 	12/31/19		
		<ul style="list-style-type: none"> Focus on diversion from emergency shelter and homelessness 	12/31/19		
		<ul style="list-style-type: none"> Lead and participate in Registry Week and Point in Time Counts 	12/31/19		
<ul style="list-style-type: none"> Provide social services including Ontario Works in the community. 	<ul style="list-style-type: none"> Ontario Works Service Plan (HSSDH) 	<ul style="list-style-type: none"> Open the South London Community Centre Social Services community location to serve residents generally in the south end of the city 	9/30/15		
		<ul style="list-style-type: none"> Open the Westmount Shopping Centre Social Services community location to serve residents generally in the west area of the city 	12/31/16		
		<ul style="list-style-type: none"> 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	Lease finalized and reporting to committee and Council completed.	
		<ul style="list-style-type: none"> Open the East Social Services community location 	9/30/17	On target for May 2017 opening.	
		<ul style="list-style-type: none"> Plan and discuss location and services for the Core Social Services office with Corporate partners 	12/31/19	Social Services Core group has relocated to CitiPlaza and Housing Services and the Housing Access Centre will also relocate to this location.	
<ul style="list-style-type: none"> Provide compassionate care for animals. 	<ul style="list-style-type: none"> Expanded Animal Welfare Initiatives Strategy (DCS/EES) 	<ul style="list-style-type: none"> Begin Renovations of purchased building for Cat Adoption Centre 	3/31/17	Cat Adoption Centre (Catty Shack) renovations underway.	
		<ul style="list-style-type: none"> 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	Lease for rented space approved by Council in April 2017. Full occupancy expected in July 2017.	










			 Open Companion Animal Veterinarians Clinic	9/30/16		Lease transfer May 2017. Move in/minor renovations May/June 2017. Full occupancy July 2017.
			 Open Renovated Cat Adoption Centre to the public	3/31/17		Renovations expected to be completed May/June 2017. Full occupancy July 2017. Renovations expected to be completed May / June 2017. Full occupancy July 2017.
			 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		Reported monthly on city web under animal statistics. Over 90% live release of shelter animals reported monthly.
		 Humane Wildlife Conflict Policy (Planning)	 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		
			 Establish a Canada Day event organizer's network to enhance Canada Day programming and participation in 2017	3/31/18		This network is meeting monthly to share plans, discuss overarching marketing strategy and to map out activities across the city on July 1st.

			<p> Establish and execute social media and traditional media marketing strategies for local Canada 150 programming</p>	3/31/18	<p>The Twitter account has over 1200 followers from London and Canada. The FCM Canada 150 Community Leaders Facebook page has also made it possible to observe and track Canada 150 activity taking place in other municipalities. Facebook: 'Canada 150 London' Twitter: @Canada150London Instagram: @Canada150 London Snapchat: Canada150London</p>	
			<p> Implement Canada 150 Anniversary Programming for 2017</p>	3/31/18	<p>Signature Event List: New Year's Eve 2017-December 31st, 2016; Earth Day 150 Weekend-April 21-23, 2017; Sesquifest- June 29-July 3, 2017; Canada Day- July 1, 2017; Sesquicentennial Ball- November 4, 2017; New Year's Eve 2018- December 31, 2017.</p>	
<p> Explore the potential for a multi-use performance venue(s) in London.</p>	<p> Cultural Prosperity Plan (CMO)</p>	<p> Examine proceeding with 2015 performance venue proposals in relation to implementing list of all Transformational Projects</p>	3/31/15			
	<p> London's Downtown Plan (Planning)</p>	<p> Evaluate emerging opportunities which advance this Transformational project and implement as resources allow</p>	12/31/19			
<p> Invest in new parks and recreation facilities and pursue innovative models for programs and service delivery.</p>	<p> Parks and Recreation Strategic Master Plan 2009-update (P&R / NCFS)</p>	<p> Continue to implement the London Community Gardens Strategic Plan 2015-19: Establish Policies and Guidelines through a series of stakeholder engagement sessions</p>	3/31/15		<p>The Community Gardens policies and guidelines were developed with stakeholder input through a series of community engagement sessions.</p>	
		<p> Continue to Implement the Storybook Gardens Master Plan: Develop new Children's programming in collaboration with Child and Youth Network</p>	3/31/15		<p>Outreach programs and equipment sharing is in place with the Child & Youth Network.</p>	







<p>✓ Continue to Implement the Storybook Gardens Master Plan: Develop plan to renovate former barn area and hill area of the park</p>	6/30/15	The Storybook Gardens Master Plan continues to be utilized to renovate and restore areas of the park that enhance the customer experience and in turn increase the attendance at the park each year.	
<p>✓ Continue to implement the London Community Gardens Strategic Plan 2015-19: Approve Strategic Plan</p>	9/30/15	The Community Gardens Strategic Plan has been implemented and utilized to map a strategic direction for Community Gardens.	
<p>✓ 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</p>	12/31/15	The Municipal Golf Course Business Plan continues to be utilized to improve the customer experience and realize increased participation levels with improvements to playability and customer service.	
<p>✓ Continue to Implement the Storybook Gardens Master Plan: Collaborate with Fanshawe College to add production quality to various programs</p>	12/31/15	Collaboration and support from Fanshawe College has enabled the increased production quality of the programming to increase the enjoyment of our customers while participating in our programs.	
<p>✓ Continue to Implement the Storybook Gardens Master Plan: Open renovated splash pad</p>	12/31/15	An exciting new splash pad has been an amazing addition to the Storybook Gardens experience helping to contribute to record attendance.	
<p>✓ Continue to Implement the Municipal Golf Course Business Plan: Establish new contracts for carts and third party resellers to improve revenue opportunities</p>	3/31/16	The Municipal golf system continues to realize increased revenue opportunities through the management of revenue building contracts with external service providers that include golf cart leasing and third party golf tee time resellers.	







<p>✓ Increase budget for the Recreation Program Subsidy to improve access to recreation program opportunities for low income residents unable to meet full registration fees</p>	3/31/16	An increased budget has helped to enable low income Londoners to be able to experience amazing recreation opportunities that are offered through Spectrum recreational programming as well as membership and drop in recreational opportunities at the various recreation facilities throughout the city.	
<p>✓ Select architects for the East Community Centre</p>	3/31/16		
<p>✓ Continue to Implement the Municipal Golf Course Business Plan: Increase youth golf opportunities and awareness through tournament offerings and summer programs</p>	6/30/16	Spectrum youth camps, high school tournaments, Tyson Junior Golf Tour, and provincial and national youth tournaments have increased the exposure and allure of golf to the youth of the city. Increased enrollment in youth camps and youth memberships have been the result of growing and promoting the game to our youth.	
<p>✓ Submit Interim Update on Parks and Recreation Strategic Master Plan</p>	6/30/16	An Interim Update report went to Council in January, 2017 that discussed accomplishments to date and next steps in the plan process.	
<p>✓ Start Construction of the South West Community Centre</p>	7/1/16	The exciting groundbreaking and construction of the SW Community Centre began in July 2016.	




 Undertake public engagement for the East Community Centre	9/30/16	Community open house meetings were held at Clarke Road Secondary School with staff representatives from planning, NCS &F and Parks and Recreation to inform and discuss input and ideas from the community regarding the exciting new Community Centre and park developments at the East Lions Park site.	
 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	City staff hosted a spring meeting in April, 2017 with all gardeners. Interested gardeners from this meeting formed the basis of a stakeholder advisory group moving forward.	
 Determine final design of the East Community Centre	3/31/17	The final design has been delayed pending final costing of the project. To be completed by June, 2017.	
 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	The Sports Facilities and Service Review is underway that will inform an overall arena provision strategy. Pending the results of this review, community engagement will occur.	
 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		







<p> Open the South West Community Centre</p>	9/30/18		
<p> Open the East Community Centre</p>	12/31/18		
<p> Continue to implement recommendations from Parks and Rec Master Plan 2009</p>	12/31/19		
<p> Continue to Implement the Storybook Gardens Master Plan: Implement the Storybook Gardens 2014 plan</p>	12/31/19		
<p> 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</p>	12/31/19		
<p> Develop and implement innovative processes to increase access to recreation opportunities, such as Acti-Pass, Fitness Flex Pass, etc</p>	12/31/19	<p>The Fitness Flex Pass was successfully implemented.</p> <p>The Acti-Pass was used by over 1,700 Grade 5 students in the last academic year.</p>	
<p> Implement healthy Kids Community Challenge initiatives</p>	12/31/19	<p>To date, two provincially mandated themes have been implemented, representing over 50 collaborative projects linked to "Run. Jump. Play. Every Day." and "water does wonders."</p>	
<p> Participate and implement inMotion™ initiatives</p>	12/31/19	<p>The fourth successful <i>inMotion™</i> Challenge in October, 2016, engaged over 10,000 Londoners to become more physically active.</p> <p>City contributions leveraged additional support and contributions from the Middlesex London Health Unit, Boards of Education, both the private and not-for-profit sector recreation service providers, health promotion agencies, London Public Library, Post Media, and Bell Media.</p>	
<p> Present updated Parks and Recreation Strategic Master Plan to Council</p>	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	Through a Lean process, city staff, community gardeners, and the London Community Resource Centre thoroughly examined the operations and oversight of The London Community Gardens Program. A number of opportunities were identified for improvement including bringing the management of the program within the city. The program transitioned to the city on March 1, 2017.	
 Update Interim Parks and Recreation Strategic Master Plan and Sub-studies	12/31/18		
 Undertake public discussions regarding Glen Cairn Arena decommissioning	9/30/16	Due to the age and condition of the facility, Council resolved to demolish the arena portion upon the completion of the two new ice pads in the Southwest.	
 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		

		<p> Implement approaches to increase recreation opportunities for seniors in neighbourhoods</p>	12/31/19	<p>485 older adults are members of at least one of our six senior's satellite neighbourhood locations. Under the Dimensions of Wellness program service model new programs such as spiritual yoga, jewellery making and Spanish cooking classes are regularly being introduced.</p> <p>We continue to focus on reaching out to immigrant older adults and visiting senior's residence buildings to inform them of neighbourhood program opportunities.</p>	
<p> The London Plan (Parks & Recreation) – draft (Planning)</p>	<p> Prepare second draft of London Plan and release recommended Parks & Recreation policies for comments. Undertake second round of public engagement seeking comments</p>	6/30/15	Second draft of policies completed and public engagement program completed.		
	<p> Release final London Plan and hold public meeting at Planning Committee</p>	6/30/16	Final policies drafted and Council adopted the London Plan June 23, 2016.		
	<p> Target approval of the London Plan by Province</p>	12/31/16	Minister approved the London Plan on December 29, 2016.		
	<p> Implement The London Plan through municipal regulation, public projects, budgeting and investment, partnerships and municipal programs</p>	6/30/17	Pre-hearing conference (PHC) with the Ontario Municipal Board (OMB) scheduled for September 5, 2017 to establish the next steps for the Hearing. Staff are meeting with the Appellants in advance of the PHC to scope issues and identify possible areas of resolution.	<p>Following confirmation by the Ontario Municipal Board of the portions of the London Plan that are in effect, we will begin to implement those portions of the Plan.</p> <p>This will be an on-going process and will carry on beyond this four year Plan. Milestone end date is "on-going." Change milestone end date to December 31, 2019.</p>	









		 Target unappealed portions of the London Plan in force and effect	6/30/17	Pre-hearing conference (PHC) with the Ontario Municipal Board (OMB) scheduled for September 5, 2017 to establish the next steps for the Hearing. Staff are meeting with the Appellants in advance of the PHC to scope issues and identify possible areas of resolution.	Anticipate resolution of unappealed portions of The London Plan by year end. We will then be able to implement the unappealed portions of the Plan.
		 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		
		 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	The Arts Build Ontario workshop was held February 2016. The LAIR program is in its fourth year in partnership with the school boards and the Ontario Arts Council and London Community Foundation. The program provides job opportunities to local artists in classrooms (2016-17: 10 artists in 100 classrooms reaching 2500 students). Culture City launched 2016 with two classes and immerses teachers and students in their local culture of the community, including spending time in City Hall, Downtown and Old East Village.	


			<p> London Heritage Council - Implement a variety of heritage based initiatives such as: Trails Open London and Museum School programs</p>	6/30/19	<p>For 12 years the MSL program has worked with 11 heritage sites to bring a seven day learning program to over 6000 students. This year Trails Open London, which promotes trail use and natural heritage conservation and healthy lifestyle will be held as part of Earth Day on April 23, 2017. Other heritage initiatives for 2017 include: Doors Open London September 16-17, Heritage Fair/Antiques 150 February 25, Citizen Culture for newcomers, to visit cultural institutions and international week at Western (celebrating diversity November 23 2016).</p>	
<p>■ 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.</p>	<p>■ Cultural Prosperity Plan (CMO)</p>	<p> 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</p>	12/31/16	<p>The City of London has become the trustee for the Eldon House Little Trust Fund.</p>		
		<p> Eldon House - Establish a new Strategic Plan and Website for Eldon House Heritage Museum and Gardens</p>	12/31/16	<p>The website was completed in 2016 and continues to be monitored and updated as required. Eldon House completed our three year Strategic Plan in March of 2017. This process consisted of extensive community outreach, staff, volunteer and Board input. The document has been provided to the Manager of Culture for the city for further steps.</p>		

		<p> 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</p>	12/31/17	Eldon House is working with the Manager of the School of Art and Design for Fanshawe College to establish clear parameters for our collaborative program. The goal is to have students on-site, completing portions of their key curriculum in the fall of 2017.	
		<p> 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</p>	12/31/19	City Interpretive Signage continues to be developed with LACH, Finding Freedom in the Forest City was developed and shown in 2016 and 2017 for Black History Month. Mitacs oral history of the St. George Grosvenor Heritage Conservation District is starting its second year of development.	
	<p> Museum London Strategic Plan (CMO)</p>	<p> Museum London Strategic Plan of feet, friends, and funds objectives to surpass 2015 successful 10% increase in all targets.</p>	12/31/16		Recorded 2016 attendance lower than expected due in part to malfunctioning electronic people counter and building closures related to emergency sanitation pipe repairs.
		<p> 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.</p>	12/31/17	New Strategic Plan currently in development for 2017-2020 to be completed by June.	Construction of Centre at the Forks may have a flatline impact and/or potential loss of attendance, programming and rentals in 2017.
		<p> 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.</p>	12/31/17	On target with April construction start. Centre at the Forks community consultation report nearing completion.	

			<p>↑ 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.</p>	12/31/17	Attendance for both programs exceeded expectations. Culture Club+55 livestream technology not available but videos made instead that can be replayed for future use for seniors off-site. A New Horizons grant has been received that will allow for livestreaming training and delivery.	
			<p>↑ 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.</p>	12/31/17	All the exhibitions has been mounted and have been very well-received. Canadian Eh? A History of the Nation's Signs and Symbols will travel to the Guelph Museums later this year.	
			<p>↑ 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.</p>	12/31/19	Continue to strive toward sustaining and initiating growth in ongoing public programming and creating new opportunities now that position of Curator of Public Programming was filled in January 2017.	
		<p>■ London Public Library 2014-2017 Strategic Plan (CMO)</p>				
5. Healthy, safe and accessible city	<p>■ Fund and partner with the Middlesex London Health Unit to promote and protect the health of our community.</p>	<p>■ Middlesex London Health Unit Strategic Plan (CMO)</p>	<p>↑ Complete Organizational Structure and Location Project which consists of a comprehensive restructuring of the MLHU organizational chart, complementary processes, and relocation project.</p>	12/31/18		
			<p>✓ Comprehensive Workplace Wellness Strategy</p>	9/30/16	In 2016, The Middlesex-London Health Unit launched its <i>BeWell</i> comprehensive workplace wellness strategy. The strategy is supported by the <i>BeWell</i> website and its associated online engagement platform, built using Sprout Social media software. The MLHU also rolled out a new <i>Employee and Family Assistance Program</i> (EFAP) in April.	


		<p> Establishment and implementation of consistence performance management and measurement systems, tools and processes</p>	12/31/18		
		<p> Formalize a MLHU planning and evaluation framework that integrates: evidence-informed program planning, innovation, research advisory requirements and regular evaluation of programs and services</p>	12/31/16	A preliminary planning and evaluation framework was completed in June 2016. It was then reviewed with key internal stakeholders and pilot-tested on prioritized projects throughout 2016. Continued training and rollout will occur with MLHU staff in 2017.	
		<p> Living Wage employer certification</p>	9/30/16	The Middlesex-London Health Unit committed to becoming a living wage employer in 2016. While certification through Living Wage Canada has not been pursued, the Health Unit has taken steps to ensure that all staff and contracted services receive at least the locally-calculated living wage.	
<p> Support all Londoners to age well and have opportunities to reach their full potential.</p>	<p> Age Friendly London Action Plan 2013-2016 (NCFS)</p>	<p> Complete 2nd year of three year implementation plan for Age Friendly London</p>	9/30/15		
		<p> Complete 3rd year of three year implementation plan for Age Friendly London</p>	9/30/16		
		<p> Complete evaluation of Age Friendly London strategy</p>	12/31/16		

			<p> Create next 3-5 year Age Friendly London Action Plan</p>	3/31/17		<p>Community engagement was expanded and extended in the development of the next Age Friendly Plan in order to include an open call for a community conversation and online feedback of the overall plan; an additional two meetings with each of the eight working groups to develop strategies and actions; and more targeted outreach with newcomer and immigrant older adults and the urban Indigenous community.</p> <p>The revised target completion date for the Age Friendly London Action Plan is June, 2017.</p>
			<p> Implement next Age Friendly London Action Plan</p>	12/31/19		
<p> Support the health and well-being of all children, youth, and families in London.</p>	<p> Child and Youth Agenda 2012-2015 (NCFS)</p>		<p> Complete and obtain full endorsement of the Child and Youth Agenda to 2021</p>	12/31/16		<p>The Child and Youth Agenda 3: 2017 - 2021 received full endorsement from CYN partners. The Agenda was presented to Council in May.</p>
			<p> Begin implementation of Strategic Priorities</p>	3/31/17		
			<p> Develop and implement Measurement and Evaluation Framework</p>	6/30/17		
			<p> Continue implementation of Strategic Priorities</p>	12/31/19		

		<p> Maintain strong engagement of Child and Youth Network Members and funding partners</p>	12/31/19	<p>\$130,000 in Ontario Early Years Centre Family Centre funding was secured to support early years system planning.</p> <p>\$750,000 was allocated to 50 projects targeting healthy behaviours in children, youth and families through the Province's Healthy Kids Community Challenge.</p> <p>\$30,000 in funding from the Provincial Youth Collective Impact Initiative and the Ontario Trillium Foundation was granted to support youth program development supporting young people to graduate from high school.</p>	
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<p>■ Protect and promote the safety of Londoners through funding the work of the London Police Services.</p>	<p>■ London Police Services 2016-2018 Business Plan (CMO)</p>	<p>▲ Continue Efforts to Deliver Efficient and Cost Effective Service</p>	<p>12/31/19</p>	<p>Calls for Service are continually reviewed to improve the efficiency and effectiveness of service delivery. During 2016, various call types (e.g., Gas Drive Offs/Theft of Gas and Motor Vehicle Collisions with minor injuries) were transitioned to an alternate process in an ongoing effort to improve officer availability/response times. The direct hours that were saved from these initiatives resulted in savings of 1.75 full time equivalent of officer positions equating to approximately \$207,736.</p> <p>Human Resource Requirements were identified as a result of a workload analysis and current impacts. 13 positions were identified as required in 2016 to maintain adequate and effective policing to the community. These positions have been or are in the process of being implemented.</p> <p>Civilianization is being explored in specialized roles. New civilian specialized positions being implemented in 2017 include a Chief Administrative Officer, HR Specialist, Corporate Communications Manager, and a Scenes of Crime Officer.</p>	
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			<p>↑ Cultivate and Sustain a Quality Work Environment</p>	12/31/19	<p>A Peer Support Program was implemented in 2016 for all employees. In addition, all employees (civilian and sworn) received mental health training through a Road to Mental Readiness session which will help members recognize situations where they or their peers, require intervention and/or assistance.</p> <p>An Internal Needs Survey was conducted during 2016 for all employees. The results of the survey will help management determine strategic plans towards service delivery and organizational wellness. A comparison to the results of the previous survey show significant improvement in the following areas:</p> <ul style="list-style-type: none"> -Morale -Communications -Discipline Process -Internal Investigations <p>When employees were asked what is working well at the LPS, the most frequent response was related to schedules (e.g., the new 12 hour patrol shift plan).</p>	
					<p>In February 2017, a new partnership was formed with the Victim Services of Middlesex-London (VSMC) to strengthen supports for victims and survivors of crime and tragic circumstance in the City of London. The new program works collaboratively with many units of the LPS and is expected to serve over 7000 victims annually. The innovative partnership and program facilities will serve as an enhancement to the</p>	


 **Protect and Assist Victims and Vulnerable Persons in our Community**

12/31/19

services that were previously provided by members of the London Police Service's Crisis Intervention Support Unit (CIVSU). CIVSU and VSML will work in partnership to provide both front line and ongoing service to victims and survivors who need support. Victim Services funding is primarily provided by the Ontario government, Ministry of the Attorney General, Victim Crisis Assistance Ontario (VCAO). Service delivery and response times will be monitored.

LPS mental health initiatives continue to be effective in reducing the role of police as the primary agency for crisis response by ensuring individuals are referred to appropriate support of a therapeutic health care response. During 2016, the LPS utilized community mental health services (Mobile Response Team and/or Crisis Centre) in 26% of all MH occurrences. The overall average call time has been reduced by 39% since 2012 when the new strategies were implemented.








<p> Provide London with a Safe and Secure Community</p>	<p>12/31/18</p>	<p>In May 2016, a new patrol deployment plan was implemented as a pilot project. Service delivery and response times continue to be closely monitored. Average Response Times improved for the following in 2016: Code 2 (Urgent): 27 min. 23 sec. (decreased by 1% since 2015) Code 3 (Non Urgent): 109 min. 56 sec (decreased by 10% since 2015) The Big 4 Killers on our roadways (aggressive driving, impaired, lack of seatbelt use, distracted driving), remain a focus for the Traffic Management Unit. In terms of road safety, there was an improvement in impaired driving related charges which decreased by 62% (179 charges in 2015 compared to 465 in 2015). Through the use of criminal intelligence analysis, intervention strategies were applied to 39 crime patterns and trends.</p>	
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			<p> Strengthen Community Outreach, Partnerships and Communications</p>	<p>12/31/19</p>	<p>Diversity Plan - The LPS developed a diversity plan in 2015 to enhance relationships with the diverse communities of London and to attract and retain qualified and diverse candidates to the LPS. The 2016 target rates towards diverse representation within the LPS (based on hidings in 2016 for females and visible minorities) were met. During 2016, the LPS has also assigned members to various diverse community events with ethnically diverse officers. In 2016, the Diversity Officers delivered 31 newcomer orientations aimed at new and aspiring Canadian citizens.</p> <p>External Communications - The LPS implemented a newly enhanced internet during 2016. In 2016, 6,000 new followers registered on twitter, and there were 4,400 new followers on Facebook. The LPS has undertaken several initiatives to increase the number of media releases which include expanding the number of relief media officers, developing an in house media officer course, developing standard operating procedures for the media officers, as well as enhancing the media office platform by increasing the permanent complement of this unit by adding a manager.</p>	
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Promote and support a safe community through the work of the London Fire Department by: Increased public education and prevention, Redeployment of resources, Introduction of new technology

London Fire Department Business Plan Fire and Rescue Services Fire Prevention and Education (NCFS)

✓	Resource Redeployment: Relocate Station 11 - Acquire land	3/31/15		
✓	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	6/30/16		
✓	Introduction of New Technology: Introduce Driver Training Simulator. Train key personnel, develop plan and programing	6/30/16		
✓	Increased Public Education and Prevention: Increase public education activities in areas of the City with higher prevalence of fires	9/30/16		In 2016, public educators attended 88 properties within the target areas and provided educational materials to over 3,000 residents.
✓	Increased Public Education and Prevention: Introduce pilot for risk-based Fire Prevention education - areas with higher prevalence of fires	9/30/16		Pilot Completed. A work order system for fire prevention and public education activities has been implemented. The system focuses primarily on areas of London that have been identified as more prone to experiencing a fire. Fire Services will look for opportunities to automate the process as the technology project moves forward.
✓	Introduction of New Technology: Deliver 1st Phase of Training	9/30/16		
✓	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	9/30/16		
✓	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	9/30/16		
✓	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	<p>LFD trained 16 new drivers in 2016 to meet its needs. The program includes 16 hours of driver training, 16 hours of aerial operations and 40 hours of pump operations. The Department is currently in the process of training another 16 drivers in 2017.</p> <p>One-third of current drivers were put through a four hour defensive driving course in 2016. An additional 1/3rd will be trained in 2017.</p>	
 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		
 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		

<p> Increased Public Education and Prevention: Maintain increased frequency of routine inspections</p>	<p>12/31/19</p>	<p>Increased frequency of routine inspections:</p> <p><u>Inspection and Inspection Activities</u></p> <p>2015 – 6,690</p> <p>2016–8,830 (31.99% increase)</p> <p><u>Inspections</u></p> <p>2015 – 2,808</p> <p>2016 – 3,108 (10.7% increase)</p> <p><u>Inspection Orders</u></p> <p>2015 – 725</p> <p>2016 – 1,455 (101% increase)</p> <p><u>Site Visits</u></p> <p>2015 – 890</p> <p>2016 – 1455 (63.5% increase)</p> <p><u>Site Plan Inspections</u></p> <p>2015 – 12</p> <p>2016 – 27 (125% increase)</p> <p><u>Building Permit Inspections</u></p> <p>2015 – 478</p> <p>2016 – 630 (32% increase)</p>	
<p> Introduction of New Technology: Continue Driver Training Simulator operations</p>	<p>12/31/19</p>		
<p> Introduction of New Technology: Implement mobile technologies, records and performance management software projects and determine approach to move forward</p>	<p>12/31/19</p>		
<p> Resource Redeployment: Add Station 16 - Develop construction timetable</p>	<p>12/31/19</p>		
<p> Resource Redeployment: Add Station 15 - Construct station, acquire equipment, open station</p>	<p>9/30/20</p>		
<p> Resource Redeployment: Add Station 16 - Construct station, acquire equipment, open station</p>	<p>6/30/21</p>		
<p> Increased Public Education and Prevention: Hire Fire Inspectors to increase frequency of routine inspections</p>	<p>9/30/16</p>		



<p>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</p>	<p>City of London Emergency Response Plan (HR&CS)</p>	<p>↑ Increased Public Education and Prevention: Implement a computer-based Work Order system for fire code inspections, with an emphasis on risk-based inspections</p>	<p>12/31/19</p>		
		<p>✓ Select Software tool through Request for Proposals process</p>	<p>12/31/16</p>	<p>Public emergency notification software for providing the public with emergency information selected and implemented.</p>	
		<p>↑ Develop Emergency Operations Centre Scribe Program</p>	<p>12/31/17</p>		
		<p>↑ Develop Program outline - Public Notification</p>	<p>12/31/17</p>		
		<p>↑ Implement Emergency Operations Centre Scribe Program</p>	<p>12/31/18</p>		
		<p>↑ Implement Public Notification Program</p>	<p>12/31/18</p>		
		<p>↑ Review, update, monitor and evaluate Public Notification Program</p>	<p>12/31/19</p>		
	<p>Emergency Social Services Plan - New (HSSDH)</p>	<p>✓ Align the activities of the community plan work with Vulnerable Occupancy Protocol activities</p>	<p>3/31/16</p>	<p>Worked with Community stakeholders in establishing a vulnerable occupancy protocol.</p>	
		<p>↑ Develop a protocol for assisting with and monitoring individual and community recovery once the emergency response ends</p>	<p>12/31/17</p>	<p>Being done in concert with Informal Care Bylaw.</p>	
		<p>↓ 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)</p>	<p>12/1/16</p>		<p>Delayed but progressing. Recommending a new target end date of Q4 2017.</p>
		<p>■ Report to Council with recommendations and action plans as required</p>	<p>12/31/16</p>		<p>Anticipate Emergency Management Protocol to be established in Q4 2017 with report to Council to follow. Recommend a new target end date of Q2 2018 to align with the timeline recommended for the Emergency Social Services Plan.</p>

<p>■ Improve London's neighbourhoods through pro-active enforcement of updated by-laws.</p>	<p>■ By-law Review (DCS)</p>	<p>↑ Adopt big picture ideas of regulations</p>	6/30/16	Several by-laws reviewed for modernization and updating including vehicles for hire, informal residential care facilities, sign by-law etc. This milestone will be ongoing.	
		<p>✓ Identify and expand existing pro-active enforcement areas to include additional areas which would benefit from pro-active enforcement</p>	6/30/16	Several new proactive areas identified in near campus neighbourhoods.	
		<p>↑ Review the existing Business Licensing By-law with a focus on public health, safety, and consumer protection to create new and improved regulations</p>	9/30/17	Public participation meetings held in January, February and April 2017. Three additional meetings planned for May, June and July 2017.	Council approved a new target end date for this review of 2017 - Q3 at the December 13th, 2016 Community and Protective Services Committee.
		<p>✓ Hold public meetings for Business Licensing By-law review</p>	1/31/17		
		<p>✓ Implement new areas for enforcement</p>	9/30/16		
		<p>↑ Implement the Business Licensing By-law</p>	12/31/17	Following category specified public meetings, a full omnibus public meeting expected in September 2017.	Council approved a new target end date for the review and implementation of the Business Licensing By-law of 2017 - Q4 at the December 13th, 2016 Community and Protective Services Committee.
	<p>■ Multi-agency enforcement partnerships (DCS)</p>	<p>✓ Report protocol to Community and Protective Services Committee for a multi-agency process of addressing vulnerable occupancies in a variety of housing situations</p>	6/30/15	Vulnerable Occupancy Protocol VOP implemented. Rapid response multi agency team protocol addressing building, safety and social issues.	
		<p>✓ Implement a multi-agency process of addressing vulnerable occupancies in a variety of housing situations</p>	12/31/19		
	<p>■ Targeted pro-active enforcement blitzes (DCS)</p>	<p>✓ Identify new areas</p>	6/30/16		
		<p>✓ Implement targeted enforcement protocol</p>	9/30/16		

		<ul style="list-style-type: none"> ✓ Implement a targeted program for proactive blitzes to address issues related to neighbourhood quality of life 	12/31/19	New areas for targeted blitzes identified. Focus is on areas with high propensity of rental properties.	
<ul style="list-style-type: none"> Invest in programs and infrastructure to make London more accessible. 	<ul style="list-style-type: none"> City of London Accessibility Plan 2013-2017 (HR&CS) 	<ul style="list-style-type: none"> ✓ Implement requirements to meet Design of Public Spaces Standard 	12/31/16	Requirements to meet Design of Public Spaces Standard implemented.	
		<ul style="list-style-type: none"> ↑ Review and implement requirements to file Accessibility Report 	12/31/17		
		<ul style="list-style-type: none"> ↑ Update City of London Accessibility Plan 	3/31/18		
		<ul style="list-style-type: none"> ↑ Review and implement requirements to file Accessibility Report 	12/31/19		
<ul style="list-style-type: none"> Continue to make pedestrian and cycling routes safer year round. 	<ul style="list-style-type: none"> School Crossing Guard Program (EES) 	<ul style="list-style-type: none"> ↑ Review the locations for new School Crossing Guards annually 	6/30/19		
		<ul style="list-style-type: none"> ↑ 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		
	<ul style="list-style-type: none"> Active and Safe Routes to School (EES) 	<ul style="list-style-type: none"> ✓ 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.	
		<ul style="list-style-type: none"> ✓ Enhance pedestrian safety by expanding and upgrading pedestrian facilities at 5 locations 	9/30/16	New PXO pedestrian crossings were implemented at 28 locations in 2016.	
		<ul style="list-style-type: none"> ✓ Develop & Implement a School Zone Speed Limit Policy 	12/31/16	Council approved the School Zone Speed Limit policy and 16 locations were implemented in 2016.	
		<ul style="list-style-type: none"> ↑ Enhance pedestrian safety by expanding and upgrading pedestrian facilities at 18 locations 	9/30/17		
<ul style="list-style-type: none"> ↑ Enhance pedestrian safety by expanding and upgrading pedestrian facilities at 18 locations 	9/30/18				

		<ul style="list-style-type: none"> ↑ Enhance pedestrian safety by expanding and upgrading pedestrian facilities at 18 locations 	9/30/19		
		<ul style="list-style-type: none"> ↑ Review local issues at 10 schools per year 	12/31/19		
	<ul style="list-style-type: none"> ✓ Winter Maintenance Strategy - new (EES) 	<ul style="list-style-type: none"> ✓ Develop a strategy that provides options for Council to consider for implementation related to enhanced service levels on sidewalks and pathways 	12/31/15		
<ul style="list-style-type: none"> ■ Help Londoners understand how we provide safe drinking water and protect the Thames River. 	<ul style="list-style-type: none"> ■ Thames River Clear Water Revival Project (EES / Planning) 	<ul style="list-style-type: none"> ↑ Report to Council on Thames River Water Management Plan: Phase 1 	12/31/17		
		<ul style="list-style-type: none"> ↑ Report to Council on approaches to implement targets, monitoring and future reporting methods 	12/31/18		
		<ul style="list-style-type: none"> ↑ Report to Council on program implications and budget impacts 	12/31/19		
	<ul style="list-style-type: none"> ■ Source Water Protection Plan (EES) 	<ul style="list-style-type: none"> ✓ Seek Provincial approval of a plan for the protection of 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.	
		<ul style="list-style-type: none"> ✓ Train development approval staff to communicate requirements to developers 	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.	
		<ul style="list-style-type: none"> ✓ Update the City website to communicate the program to the public 	3/31/17		
<ul style="list-style-type: none"> ■ Drinking Water Annual Report (EES) 	<ul style="list-style-type: none"> ↑ Report on drinking water quality testing results and system performance annually 	3/31/19	Annual reporting has been expanded to include Lake Huron and Elgin Area Supply System reports, completing the provision of information on London's water from source to tap.		

<p>■ Drinking Water Quality Management System (EES)</p>	<p>↑ 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</p>	<p>3/31/19</p>	<p>Achieved a 96.05% on the 2016 annual inspection from the Ministry of Environment and Climate Change. This certifies safe management and operation of London's drinking water.</p>	
<p>■ The London Plan (Civic Infrastructure, Natural Resources and Natural Heritage) – draft (Planning)</p>	<p>✓ 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</p>	<p>6/30/15</p>	<p>Second draft of policies completed and public engagement program completed.</p>	
	<p>✓ Release final London Plan and hold public meeting at Planning Committee</p>	<p>6/30/16</p>	<p>Final policies drafted and Council adopted the London Plan June 23, 2016.</p>	
	<p>✓ Target approval of the London Plan by Province</p>	<p>12/31/16</p>	<p>Minister approved the London Plan on December 29, 2016.</p>	
	<p>■ Implement The London Plan through municipal regulation, public projects, budgeting and investment, partnerships and municipal programs</p>	<p>6/30/17</p>	<p>Pre-hearing conference (PHC) with the Ontario Municipal Board (OMB) scheduled for September 5, 2017 to establish the next steps for the Hearing. Staff are meeting with the Appellants in advance of the PHC to scope issues and identify possible areas of resolution.</p>	<p>Following confirmation by the Ontario Municipal Board of the portions of the London Plan that are in effect, we will begin to implement those portions of the Plan.</p> <p>This will be an on-going process and will carry on beyond this four year Plan. Milestone end date is "on-going." Change milestone end date to December 31, 2019.</p>
	<p>■ Target unappealed portions of the London Plan in force and effect</p>	<p>6/30/17</p>	<p>Pre-hearing conference (PHC) with the Ontario Municipal Board (OMB) scheduled for September 5, 2017 to establish the next steps for the Hearing. Staff are meeting with the Appellants in advance of the PHC to scope issues and identify possible areas of resolution.</p>	<p>Anticipate resolution of unappealed portions of The London Plan by year end. We will then be able to implement the unappealed portions of the Plan.</p>
<p>↑ Target appeals to the London Plan resolved/Ontario Municipal Board decision</p>	<p>6/30/18</p>			






		<p> Implement monitoring program bi-annually to evaluate progress on London plan policies</p>	12/31/19		
	<p>Partnership with Conservation Authorities: Kettle Creek Conservation Authority, Lower Thames Conservation Authority, Upper Thames Conservation Authority (EES)</p>	<p> 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</p>	2/28/17	Memorandum approval by Council and the Board in progress.	
		<p> 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)</p>	12/31/17		
		<p> Conservation Authority Partnerships Phase 3: Partner with Conservation Authorities to roll out the Low Impact Development Strategy</p>	12/31/18		

Introduction

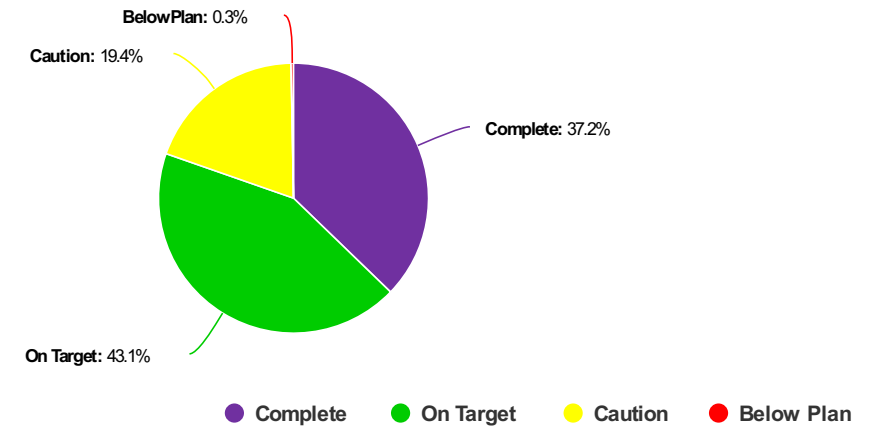
Building a Sustainable City









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














Status Definitions

-  Complete: Milestone is done
-  On Target:
Milestone is ongoing or is completed annually
Milestone is in progress or not yet started and is on target to be completed by target end date
-  Caution:
Milestone is delayed by 1 quarter
Milestone is in progress or not yet started and may not be completed by target end date
-  Below Plan: Milestone is delayed by 2 quarters or more
-  Not Defined: Status has not been assigned

Building a Sustainable City - Results
















Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
Robust Infrastructure	■ 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	■ State of the Infrastructure Report (F&CS)	 Monitor the infrastructure gap through annual reviews of the State of Infrastructure Report. (Full update once every 5 years)	12/31/15	The Annual Report was provided to Council in January 2017. Through targeted investments, the ten year transportation infrastructure gap was reduced by 11% to \$192 million. The gap remains significant and continued efforts to address it are required.	
			 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	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.	
			 Research the infrastructure gap through pilot projects in Transportation and Parks & Recreation	12/31/18		
			 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)	12/31/19		
			 Implement the system across the city	12/31/19		
	■ Manage and improve water, wastewater, and storm water infrastructure and services	■ Water and Wastewater Business Plans (EES)	 Seek Council approval of 2016-19 Business Plan and Budget	3/31/16		
			 Implement the Business Plan annually	12/31/19		
	■ 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	4/30/17		Additional consultation is required prior to completion. Anticipated to be completed by June 31, 2017.
	 Finalize Strategic Implementation Plan	5/31/17		Additional consultation is required prior to completion. Anticipated to be completed by June 31, 2017.
 Parking Lot Upgrade Strategy (EES)	 Complete Strategy Development	6/30/15		
	 Complete Year One Lot Upgrades (Lot 2)	12/31/17		
	 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 Environmental Assessment process completed.	
	 Complete Detail Design and Public Consultation - Blackfriars Bridge	3/31/17		The detail design is 90 percent complete, project is delayed waiting for a response to the Part II order request from the Ministry of Environment. Public meeting will be held once this is resolved.
	 Complete construction of improvements - Blackfriars Bridge	6/30/19		Due to the delay waiting for a response to the Part II order request from the Ministry of Environment, the tender has been delayed and the completion date should be end of 2019.












	<ul style="list-style-type: none"> Transportation Master Plan (EES) <ul style="list-style-type: none"> Complete Environmental Assessment and review opportunities for advancement – Adelaide Street/ CPR Grade Separation 	9/30/17		The Environmental Assessment requires additional engineering review related to underground utilities that will be undertaken over the course of the summer of 2017. New completion date of end of 2017.
	<ul style="list-style-type: none"> Bicycle Master Plan (EES) <ul style="list-style-type: none"> Complete detailed design - 2015 Cycling Facility (Egerton, White Oaks, Upper Queens, Nixon, Ridout, Oxford West, Colborne, Second) Complete construction of Improvements - 2015 Cycling Facility (Egerton, White Oaks, Upper Queens, Nixon, Ridout, Oxford West, Colborne, Second) Complete detailed design - 2016 Cycling Facility (Cheapside, Fanshawe College Boulevard, Trafalgar, Sandford, Bruce) Complete construction of improvements - 2016 Cycling Facility (Cheapside, Fanshawe College Boulevard, Trafalgar, Sandford, Bruce) 	6/30/15		
		12/31/15		
		6/30/16		
		12/31/16		
<ul style="list-style-type: none"> Increase efforts on more resource recovery, long-term disposal capacity, and reducing community impacts of waste management 	<ul style="list-style-type: none"> Long-Term Waste Management Plan (EES) <ul style="list-style-type: none"> Develop Environmental Assessment Terms of Reference and submission to Province Complete Long-term Resource Recovery Plan Complete Environmental Assessment and submission to Province Increase waste diversion (e.g., downtown, public space recycling, etc.) Prepare Environmental Protection Act Documentation and submission to Province 	6/30/18		A comprehensive report was submitted to Civic Works Committee on February 2, 2017 and approved by Council that highlighted key milestone dates based on updated information from the Ministry of Environment and Climate Change. The new dates are reflected in the Strategic Plan Monitoring report.
		6/30/18		See explanation above.
		7/31/20		See explanation above.
		12/31/18		
		7/31/21		See explanation above.















<p>■ Fund innovative ways to adapt to Climate Change</p>	<p>■ Climate Change Adaptation Strategy (EES)</p>	<p>▲ Award flood proofing design for Vauxhall plant</p>	12/31/16	Start of this work was accelerated to take advantage of Federal and Provincial Infrastructure funding now available.	
		<p>▲ Phase 2: Incorporate increased Climate Change Adaptation in design and practice when possible</p>	12/31/16	All new projects recognize new Climate Change design standards for rainfall.	
		<p>■ Award flood proofing design for Greenway plant</p>	3/31/17		To take advantage of available Federal and Provincial Infrastructure funding, this project will be delayed beyond 2019 to align with funding availability. Funding application details are expected by December 31, 2017.
		<p>■ Award flood proofing design for Adelaide plant</p>	6/30/17		To take advantage of available Federal and Provincial Infrastructure funding, and to coordinate with arising Domestic Action Plan plant optimization requirements, this project will be delayed beyond 2019 to align with the infrastructure funding schedule. Funding application details are expected by December 31, 2017.
		<p>■ Begin construction of West London Dykes Phase 3</p>	6/30/17		Potential funding (Provincial or Federal) for Climate Change Adaptation remains unknown at this time. CCA remaining phases (3 to 5) will be delayed by at least one quarter based on available information (April 2017).











 Phase 3: Update Draft Strategy, implementation plan and final review with stakeholders	6/30/17		Potential funding (Provincial or Federal) for Climate Change Adaptation remains unknown at this time. CCA remaining phases (3 to 5) will be delayed by at least one quarter based on available information (April 2017).
 Phase 4: Submit to Committee/Council	9/30/17		Potential funding (Provincial or Federal) for Climate Change Adaptation remains unknown at this time. CCA remaining phases (3 to 5) will be delayed by at least one quarter based on available information (April 2017).
 Award flood proofing construction for Vauxhall plant	3/31/18	Using Infrastructure Program Funding, this project will be accelerated and awarded before December 31, 2017.	
 Phase 5: Implement approved strategy	3/31/18		Potential funding (Provincial or Federal) for Climate Change Adaptation remains unknown at this time. CCA remaining phases (3 to 5) will be delayed by at least one quarter based on available information (April 2017).
 Award flood proofing construction for Adelaide plant	3/31/19		To take advantage of available Federal and Provincial Infrastructure funding, and to coordinate with arising Domestic Action Plan plant optimization requirements, this project will be delayed beyond 2019 to align with the infrastructure funding schedule. Funding application details are expected by December 31, 2017.

		 Begin construction of West London Dykes Phase 4	6/30/19		Potential funding (Provincial or Federal) for Climate Change Adaptation remains unknown at this time. CCA remaining phases (3 to 5) will be delayed by at least one quarter based on available information (April 2017).
 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	Second 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	Minister approved London Plan on December 29, 2016.	
		Implement The London Plan through municipal regulation, public projects, budgeting and investment, partnerships and municipal programs	6/30/17	Pre-hearing conference (PHC) with the Ontario Municipal Board (OMB) scheduled for September 5, 2017 to establish the next steps for the Hearing. Staff are meeting with the Appellants in advance of the PHC to scope issues and identify possible areas of resolution.	Following confirmation by the Ontario Municipal Board of the portions of the London Plan that are in effect, we will begin to implement those portions of the Plan. This will be an on-going process and will carry on beyond this four year Plan. Milestone end date is "on-going." Change milestone end date to December 31, 2019.
		Target unappealed portions of the London Plan in force and effect	6/30/17	Pre-hearing conference (PHC) with the Ontario Municipal Board (OMB) scheduled for September 5, 2017 to establish the next steps for the Hearing. Staff are meeting with the Appellants in advance of the PHC to scope issues and identify possible areas of resolution.	Anticipate resolution of unappealed portions of The London Plan by year-end. We will then be able to implement the unappealed portions of the Plan.
		Target appeals to the London Plan resolved/Ontario Municipal Board decision	6/30/18		












			<p>↑ Implement monitoring program bi-annually to evaluate progress on London plan policies</p>	12/31/19		
		<p>■ Partnership with the Conservation Authorities Kettle Creek Conservation Authority Lower Thames Conservation Authority Upper Thames Conservation Authority (EES)</p>	<p>✓ 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</p>	12/31/16	Memorandum approval by Council and the Board in progress.	
			<p>↑ 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).</p>	12/31/17		
			<p>↑ Conservation Authority Partnerships Phase 3: Partner with Conservation Authorities to roll out the Low Impact Development Strategy</p>	12/31/18		
Convenient and connected mobility choices	<p>■ 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</p>	<p>■ Transportation Master Plan (EES)</p>	<p>✓ Complete construction improvements – Hyde Park Road Improvements</p>	12/31/15		
			<p>✓ Complete Detail Design and Public Consultation – Fanshawe Park Road East Improvements</p>	12/31/15		
			<p>✓ Complete detailed design – Commissioners Road Improvements (Wonderland to Viscount)</p>	12/31/15		
			<p>✓ Complete detailed design – Sarnia Road Improvements (east of Wonderland Road)</p>	12/31/15		
			<p>↓ Complete detailed design – Veterans Memorial Parkway North Extension</p>	12/31/15		This end date is incorrect, detail design is not going to be done until end of 2018.
			<p>✓ Complete Environmental Assessment – Wharncliffe & Western Road Improvements (Oxford to Platts Lane)</p>	12/31/15		

 Complete Environmental Assessment – Wharcliffe Road Improvements (Horton to Becher)	9/30/17		Additional heritage impact assessment is being undertaken as part of the Environmental Assessment. New completion date is end of 2017.
 Complete construction of Commissioners Road Improvements (Wonderland to Viscount)	12/31/16	Construction complete, roadway fully opened to traffic.	
 Complete construction of improvements – Fanshawe Park Road East Improvements	12/31/16	Construction substantially complete, roadway fully opened to traffic.	Top layer of asphalt to be done in 2017.
 Complete construction of Sarnia Road Improvements (east of Wonderland Road).	12/31/16	Construction substantially complete, roadway fully opened to traffic.	Top layer of asphalt to be completed in 2017.
 Complete Environmental Assessment – Fanshawe Park Road / Richmond Intersection Improvements	12/31/16		Completion of Environmental Assessment is subject to the property owner meetings and coordination with the Shift Rapid Transit Master Plan. New completion date is end of 2017.
 Complete Environmental Assessment – Western Road / Sarnia Road Intersection Improvements	3/31/18		On hold pending completion of Shift Rapid Transit Master Plan. New completion date is June 2018.
 Complete detailed design – Wharcliffe & Western Road Improvements (Oxford to Platts Lane)	9/30/17		
 Complete detailed design – Western Road / Sarnia Road Intersection Improvements	12/31/17		On hold pending completion of Shift Rapid Transit Master Plan. New completion date of end of 2018.
 Complete detailed design – Fanshawe Park Road / Richmond Intersection Improvements	3/31/18		
 Complete construction of Wharcliffe & Western Road Improvements (Oxford to Platts Lane)	12/31/18		
 Complete detailed design – Wharcliffe Road Improvements (Horton to Becher)	12/31/18		

	 Complete construction of Fanshawe Park Road / Richmond Intersection Improvements	6/30/19		Subject to property acquisition.
	 Complete construction of improvements – Veterans Memorial Parkway North Extension	12/31/19		
	 Complete construction Western Road / Sarnia Road Intersection Improvements	12/31/19		
	 Complete construction of Wharncliffe Road Improvements (Horton to Becher)	12/31/20		
 Rapid Transit Implementation Strategy (EES)	 Complete Environmental Assessment	3/31/17		Project has been delayed in order to review additional corridor analysis and public consultation. Rapid Transit Master Plan anticipated to be completed by September 2017, Transit Priority Assessment Process to be completed by end of June 2018.
	 Design First Phase	3/31/19		Design phase is dependent on funding commitments and approval of Environmental Assessment and Transit Priority Assessment Process. New completion date is end of 2019.
 London Transit Commission Strategic Business Plan (CMO)				
 Bicycle Master Plan (EES)	 Present draft Cycling Master Plan	6/30/16	Cycling Master Plan approved by Council.	
	 Finalize Cycling Master Plan for Council approval	12/31/16	Cycling Master Plan approved by Council in 2016.	
 Thames Valley Corridor Plan (Planning)	 Complete Environmental Assessment for Thames Valley Corridor North Branch pathway project	9/30/16	North Branch EA completed. Part II Order was dismissed by the Minister on April 12, 2017.	
	 Issue Construction Tender	12/31/17		

	 Begin construction	6/30/18		
	 Complete construction	12/31/19		
<p> The London Plan (Mobility) - draft (Planning)</p>	 Prepare second draft of London Plan and release recommended Mobility policies for comments. Undertake second round of public engagement seeking comments	6/30/15	Second 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	Minister approved the London Plan on December 29, 2016.	
	 Implement The London Plan through municipal regulation, public projects, budgeting and investment, partnerships and municipal programs	6/30/17	Pre-hearing conference (PHC) with the Ontario Municipal Board (OMB) scheduled for September 5, 2017 to establish the next steps for the Hearing. Staff are meeting with the Appellants in advance of the PHC to scope issues and identify possible areas of resolution.	<p>Following confirmation by the Ontario Municipal Board of the portions of the London Plan that are in effect, we will begin to implement those portions of the Plan.</p> <p>This will be an on-going process and will carry on beyond this four year Plan. Milestone end date is "on-going." Change milestone end date to December 31, 2019.</p>
	 Target unappealed portions of the London Plan in force and effect	6/30/17	Pre-hearing conference (PHC) with the Ontario Municipal Board (OMB) scheduled for September 5, 2017 to establish the next steps for the Hearing. Staff are meeting with the Appellants in advance of the PHC to scope issues and identify possible areas of resolution.	Anticipate resolution of unappealed portions of The London Plan by year end. We will then be able to implement the unappealed portions of the Plan.
	 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		










<p>Improve travel to other cities through better transportation connectivity specifically regional transit connections</p>	<p>■ Provincial High Speed Rail Regional Hub- new (EES / Planning)</p>	<p>■ Participate in Provincial Environmental Assessment. Provide project status report to Council</p>	9/30/16		<p>The Provincial government has not released the results of the consultation nor provided an update on next steps for the Environmental Assessment.</p>
		<p>■ Report Project status upon finalization of technical studies</p>	3/31/17		<p>The Provincial government has not released the results of the consultation nor provided an update on next steps for the Environmental Assessment.</p>
	<p>▲ Transportation Master Plan (EES)</p>	<p>✓ Complete Wonderland Road Highway 401 interchange construction</p>	12/31/15		<p>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.</p>
		<p>▲ Complete Veterans Memorial Parkway Highway 401 interchange improvements and south extension in partnership with the Ministry of Transportation</p>	6/30/18		<p>The Province started construction on the new interchange in March 2017.</p>
		<p>▲ Start construction on Highbury Avenue 401 interchange</p>	3/31/19		
	<p>■ London's Downtown Plan (Planning)</p>	<p>▲ Evaluate emerging opportunities to advance Transformational Projects #8 and #9 in this Plan which support this strategy and implement as resources allow</p>	12/31/19		
	<p>■ The London Plan (Mobility) – draft (Planning)</p>	<p>✓ Prepare second draft of London Plan and release recommended Mobility policies for comments. Undertake second round of public engagement seeking comments</p>	6/30/15		<p>Second draft of policies completed and public engagement program completed.</p>
		<p>✓ Release final London Plan and hold public meeting at Planning Committee</p>	6/30/16		<p>Final policies drafted and Council adopted the London Plan June 23, 2016.</p>

	 Target approval of the London Plan by Province	12/31/16	Minister approved the London Plan on December 29, 2016.	
	 Implement The London Plan through municipal regulation, public projects, budgeting and investment, partnerships and municipal programs	6/30/17	Pre-hearing conference (PHC) with the Ontario Municipal Board (OMB) scheduled for September 5, 2017 to establish the next steps for the Hearing. Staff are meeting with the Appellants in advance of the PHC to scope issues and identify possible areas of resolution.	Following confirmation by the Ontario Municipal Board of the portions of the London Plan that are in effect, we will begin to implement those portions of the Plan. This will be an on-going process and will carry on beyond this four year Plan. Milestone end date is "on-going." Change milestone end date to December 31, 2019.
	 Target unappealed portions of the London Plan in force and effect	6/30/17	Pre-hearing conference (PHC) with the Ontario Municipal Board (OMB) scheduled for September 5, 2017 to establish the next steps for the Hearing. Staff are meeting with the Appellants in advance of the PHC to scope issues and identify possible areas of resolution.	Anticipate resolution of unappealed portions of The London Plan by year end. We will then be able to implement the unappealed portions of the Plan.
	 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		










<p>— Improve travel by managing congestion and increasing roadway safety</p>	<p>↑ Traffic Signal Optimization (EES)</p>	<p>✓ Optimize Traffic signals timing annually (100 locations)</p>	12/31/15		
		<p>✓ Optimize Traffic signals timing annually (100 locations)</p>	12/31/16		
		<p>↑ Optimize Traffic signals timing annually (100 locations)</p>	12/31/17		
		<p>↑ Optimize Traffic signals timing annually (100 locations)</p>	12/31/18		
		<p>↑ Optimize Traffic signals timing annually (100 locations)</p>	12/31/19		
	<p>↑ Road Safety Strategy (EES)</p>	<p>✓ Complete one third of the traffic signal review system</p>	6/30/15		
		<p>✓ Develop Red-light camera enforcement program including a service contract</p>	12/31/15		
		<p>✓ Undertake an annual road safety network screening</p>	12/31/15		
		<p>✓ Undertake visibility review of traffic signal heads</p>	12/31/15		
		<p>✓ Complete review traffic signal review of one third of system</p>	6/30/16		
		<p>✓ Complete 5 in-service safety reviews</p>	12/31/16		
		<p>✓ Install Red-light camera equipment at select locations</p>	3/31/17	The installation was completed in early May.	
		<p>↑ Complete review traffic signal review of one third of system</p>	6/30/17		
		<p>↑ Complete 5 in-service safety reviews</p>	12/31/17		
<p>↑ Complete 5 in-service safety reviews</p>	12/31/18				
<p>↑ Complete 5 in-service safety reviews</p>	12/31/19				

	<p>■ Explore a better subsidy model for transit riders so that more Londoners can benefit</p>	<p>■ Subsidized Transit Business Plan (NCFS)</p>	<p>✓ Develop Subsidized Transit Business Plan and Proposed New Model to go forward to City Council</p>	<p>12/31/16</p>	<p>On December 20, 2016, City Council supported a new model for subsidized transit which included the following:</p> <ol style="list-style-type: none"> 1. Free public transit for all children 5 years of age up to and including 12 years of age beginning January 1, 2017. 2. The development of an income related subsidy program for public transit for Londoners 18 years of age and older beginning January 1, 2018. This means that the current monthly bus pass would cost an eligible low income adult \$52.00/month instead of \$81.00/month. 3. Maintain the current subsidized public transit program for the visually impaired at 100% subsidy. 	
			<p>↑ Evaluate effectiveness of the Subsidized Transit Business Plan</p>	<p>12/31/19</p>		
			<p>↑ Implement Subsidized Transit Business Plan, including recommendations of City Council</p>	<p>12/31/19</p>		
		<p>■ Communication with Provincial Government (CMO)</p>	<p>✓ Initiate targeted communication with Provincial Government after Council approval of subsidized transit business plan</p>	<p>3/31/17</p>		
<p>Strong and healthy environment</p>	<p>■ Implement innovative ways to conserve energy</p>	<p>■ Community Energy Action Plan (EES)</p>	<p>↑ 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)</p>	<p>6/30/19</p>		
		<p>■ Corporate Energy Conservation and Demand Management Plan (EES)</p>	<p>↑ 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)</p>	<p>12/31/19</p>		
		<p>↑ Street Light Energy Plan (EES)</p>	<p>✓ Complete Phase 1 of the LED Street Light Upgrade</p>	<p>6/30/16</p>		
			<p>↑ Complete Phase 2 of the LED Street Light Upgrade</p>	<p>6/30/18</p>	<p>LED tender has been awarded.</p>	

		<ul style="list-style-type: none"> Review other Municipalities and Provincial programs (EES) 	<ul style="list-style-type: none"> Continue to review municipal and association contacts, document review, attendance at conferences/workshops, direct contact, etc 	12/31/19		
<ul style="list-style-type: none"> Reduce fuel use through innovation and research 	<ul style="list-style-type: none"> Green Fleet Strategy (EES) 	<ul style="list-style-type: none"> Phase 4: Prepare Updated Green Fleet Strategy and undertake stakeholder engagement 	5/15/17			In-house activities on the Green Fleet Strategy have been delayed due to workload. Technical resources to assist with strategy development have been obtained. Target completion is now 10/31/17.
		<ul style="list-style-type: none"> Phase 5: Submit to Committee/Council 	6/30/17			In-house activities on the Green Fleet Strategy have been delayed due to workload. Technical resources to assist with strategy development have been obtained. Target completion is now 11/31/17.
<ul style="list-style-type: none"> Plant more trees and better protect them from deforestation, invasive species, and other threats 	<ul style="list-style-type: none"> Urban Forest Strategy (Planning / EES) 	<ul style="list-style-type: none"> Begin implementing Urban Forest Strategy 	12/31/15		Planting, protection, and maintenance initiatives are now advancing to implement the Urban Forest Strategy.	
		<ul style="list-style-type: none"> Complete Planting Strategy 	4/24/17			Strategy to be finalized with Trees and Forest Advisory Committee (TFAC). Revise completion date to Q4/2017.
		<ul style="list-style-type: none"> Revise Tree Conservation By-law 	9/30/16		New Tree Protection By-law now in place and is being implemented.	
		<ul style="list-style-type: none"> Plant 4000 Trees 	12/31/16		Worked with community partners to exceed this target.	
		<ul style="list-style-type: none"> Prepare Asian Longhorned Beetle Report 	3/27/17		Report to PEC completed.	
		<ul style="list-style-type: none"> Revise Boulevard Tree Protection By-law 	9/30/17			
		<ul style="list-style-type: none"> Complete Tree Canopy Cover Study 	3/31/17		New tree canopy cover statistics reported through Planting Strategy.	

	 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	Second 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	Minister approved the London Plan on December 29, 2016.	
	 Implement The London Plan through municipal regulation, public projects, budgeting and investment, partnerships and municipal programs	6/30/17	Pre-hearing conference (PHC) with the Ontario Municipal Board (OMB) scheduled for September 5, 2017 to establish the next steps for the Hearing. Staff are meeting with the Appellants in advance of the PHC to scope issues and identify possible areas of resolution.	Following confirmation by the Ontario Municipal Board of the portions of the London Plan that are in effect, we will begin to implement those portions of the Plan. This will be an on-going process and will carry on beyond this four year Plan. Milestone end date is "on-going." Change milestone end date to December 31, 2019.
	 Target unappealed portions of the London Plan in force and effect	6/30/17	Pre-hearing conference (PHC) with the Ontario Municipal Board (OMB) scheduled for September 5, 2017 to establish the next steps for the Hearing. Staff are meeting with the Appellants in advance of the PHC to scope issues and identify possible areas of resolution.	Anticipate resolution of unappealed portions of The London Plan by year end. We will then be able to implement the unappealed portions of the Plan.
	 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		

	<ul style="list-style-type: none"> Promote and enhance the Forest City brand (Planning) 	<ul style="list-style-type: none"> Implement annual community tree plantings, tree sales and giveaways, etc 	12/31/19		
<ul style="list-style-type: none"> Expand support for resident and community driven initiatives that encourage waste reduction and other environmentally friendly behaviours 	<ul style="list-style-type: none"> Roadmap 2.0 Road to Increased Resource Recovery and Zero Waste (EES) 	<ul style="list-style-type: none"> Approve (Updated) Interim Waste Diversion Plan (2016) 	3/31/16		Municipal Council approved the implementation of a three container garbage limit and the introduction (pilot project) of a separate curbside collection for Christmas trees.
		<ul style="list-style-type: none"> Complete Long-term Resource Recovery Plan 	6/30/18		A comprehensive report was submitted to Civic Works Committee on February 2, 2017 and approved by Council that highlighted key milestone dates based on updated information from the Ministry of Environment and Climate Change. The new dates are reflected in the Strategic Plan Monitoring report.
		<ul style="list-style-type: none"> Develop new Waste Diversion Plan 	12/31/18		See explanation above.
	<ul style="list-style-type: none"> London Environmental Network (EES) 	<ul style="list-style-type: none"> Launch London Environmental Network (with funding from Ontario Trillium Foundation) 	3/31/15		
		<ul style="list-style-type: none"> Update: London Environmental Network 	6/30/19		
	<ul style="list-style-type: none"> Green Development Strategy (Planning) 	<ul style="list-style-type: none"> Review resources required to resume the Strategy among projects to be included in Planning Services 2018 - 2019 Work Program 	12/31/17		
	<ul style="list-style-type: none"> Property Assessed Clean Energy (EES) 	<ul style="list-style-type: none"> Phase 1: Update Local Improvement Charges (LIC Financing) for Energy and Water Efficiency Improvements 	3/31/16		Detailed report submitted to Civic Works Committee highlighting the challenges, opportunities and uncertainties associated with LIC financing.















			<p> Phase 2: Undertake stakeholder engagement and prepare Draft Business Case for a Local Improvement Charges Pilot Project including implementation scope, framework, costs, and risks</p>	9/30/17		A report was submitted to Civic Works Committee on February 21, 2017 and approved by Council that highlighted revisions to milestone dates based on potential changes at the Provincial Government with respect to funding and the proposed "Green Bank."
			<p> Phase 3: Submit to Committee/Council</p>	3/31/18		See explanation above.
			<p> Phase 4: Implement approved strategy</p>	3/31/17		See explanation above.
<p> Work together to protect all aspects of our natural environment including woodlands, wetlands, river and watercourses, and air quality as our city grows</p>	<p> The London Plan (Natural Heritage and The Green City) - draft (Planning)</p>	<p> 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</p>	6/30/15	Second draft of policies completed and public engagement program completed.		
		<p> Release final London Plan and hold public meeting at Planning Committee</p>	6/30/16	Final policies drafted and Council adopted the London Plan June 23, 2016.		
		<p> Target approval of the London Plan by Province</p>	12/31/16	Minister approved the London Plan on December 29, 2016.		
		<p> Implement The London Plan through municipal regulation, public projects, budgeting and investment, partnerships and municipal programs</p>	6/30/17	Pre-hearing conference (PHC) with the Ontario Municipal Board (OMB) scheduled for September 5, 2017 to establish the next steps for the Hearing. Staff are meeting with the Appellants in advance of the PHC to scope issues and identify possible areas of resolution.	<p>Following confirmation by the Ontario Municipal Board of the portions of the London Plan that are in effect, we will begin to implement those portions of the Plan.</p> <p>This will be an on-going process and will carry on beyond this four year Plan. Milestone end date is "on-going." Change milestone end date to December 31, 2019.</p>	








	<ul style="list-style-type: none"> Target unappealed portions of the London Plan in force and effect 	6/30/17	Pre-hearing conference (PHC) with the Ontario Municipal Board (OMB) scheduled for September 5, 2017 to establish the next steps for the Hearing. Staff are meeting with the Appellants in advance of the PHC to scope issues and identify possible areas of resolution.	Anticipate resolution of unappealed portions of The London Plan by year end. We will then be able to implement the unappealed portions of the Plan.
	<ul style="list-style-type: none"> Target appeals to the London Plan resolved/Ontario Municipal Board decision 	6/30/18		
	<ul style="list-style-type: none"> Implement monitoring program bi-annually to evaluate progress on London plan policies 	12/31/19		
<ul style="list-style-type: none"> Thames Valley Corridor Plan (Planning) 	<ul style="list-style-type: none"> Amend Woodland Reserve Fund By-Law to permit management of invasive species 	2/21/17	Worked through Finance to update Fund.	
<ul style="list-style-type: none"> Source Protection Plan (EES) 	<ul style="list-style-type: none"> 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.	
	<ul style="list-style-type: none"> 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.	
	<ul style="list-style-type: none"> 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.	
	<ul style="list-style-type: none"> Begin private property inspections at which time the plan will be fully operational 	12/31/16		
	<ul style="list-style-type: none"> Progress report from Upper Thames River Conservation Authority 	12/31/16		










<p>■ Thames River Clear Water Revival Initiative (EES)</p>	<p>✓ Complete Thames River Water Management Plan: Phase 1</p>	6/30/17	Technical work is complete. The team is assembling a document over the coming months to be available by end of the year.	
	<p>↑ Evaluate approaches to implement targets, monitoring and future reporting methods</p>	12/31/18		
	<p>↑ Assess implications and budget impacts</p>	12/31/19		
<p>■ Pollution Prevention and Control Plan (EES)</p>	<p>■ Complete Phase 2 report that outlines priority overflow locations and technical details</p>	12/31/16		Agency approval of study tasks delaying completion of Phase 2 until June 30, 2017.
	<p>↑ Complete Phase 3 (final) report on priority solutions</p>	12/31/17		
	<p>↑ Review budget forecast implications</p>	3/31/18		
	<p>↑ Recommend budget forecast changes</p>	6/30/18		
<p>■ Environmentally Significant Areas (Planning)</p>	<p>↑ Implement existing Environmentally Significant Area Conservation Master Plans to manage natural areas through annual reporting</p>	12/31/19		
<p>■ Conservation Master Plans (Planning)</p>	<p>↑ Update Meadowlily Conservation Master Plan</p>	12/31/18		
	<p>↑ Update Medway Conservation Master Plan</p>	12/31/18		
	<p>↑ Set updates of next Conservation Master Plans due in 10-year cycle</p>	3/31/19		
<p>■ Subwatershed Plans (EES)</p>	<p>✓ Develop Conceptual Alternatives for the movement of water, wildlife and people for: Dingman Subwatershed Environmental Assessment Phase 1</p>	12/31/16	Completed and shared with the study Stakeholder Committee. Final versions to be reviewed with the public in Q2 2017.	
	<p>↑ Hold Public Meetings and Select Preferred Alternatives for: Dingman Subwatershed Environmental Assessment Phase 2</p>	6/30/17		
	<p>↑ Complete Final Report that will provide a conceptual stormwater servicing and corridor plan for the Dingman Creek Subwatershed. (Dingman Subwatershed Environmental Assessment Phase 3)</p>	3/31/18		











	<ul style="list-style-type: none"> Significant woodlands protection (Planning) 	<ul style="list-style-type: none"> Develop and implement (by priority) management plans for 90 woodlands annually 	12/31/19		
	<ul style="list-style-type: none"> Partnership with the Conservation Authorities: Kettle Creek Conservation Authority, Lower Thames Conservation Authority, Upper Thames Conservation Authority (EES / Planning) 	<ul style="list-style-type: none"> 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		
<ul style="list-style-type: none"> Conservation Authority Approvals/Monitoring Optimization Phase 2: Assess and modify existing programs/processes/budgets to reflect Conservation Authority partnership efforts 		12/31/18			
<ul style="list-style-type: none"> 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			
	<ul style="list-style-type: none"> Communicate with First Nations (CMO / EES) 	<ul style="list-style-type: none"> 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.	
		<ul style="list-style-type: none"> 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		
		<ul style="list-style-type: none"> 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		
		<ul style="list-style-type: none"> Implement and build the new approaches into our programs 	12/31/19		
<ul style="list-style-type: none"> Use new ways to help residents protect their basements from flooding 	<ul style="list-style-type: none"> Basement Flooding Grant Program (EES) 	<ul style="list-style-type: none"> 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.	
		<ul style="list-style-type: none"> Consider alternative approaches to reducing the risk of basement flooding ranging from strict regulation to encouragement 	3/31/17		
		<ul style="list-style-type: none"> Recommend a preferred approach after having consulted with the public 	12/31/17		
		<ul style="list-style-type: none"> Prepare the plan, including program changes, resources and costs 	12/31/18		

		<p>Pollution Control and Prevention Program (EES)</p> <ul style="list-style-type: none"> ✓ 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 			
		<p>Weeping Tile Disconnections Program (EES)</p> <ul style="list-style-type: none"> ✓ 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. Engagement scheduled for June 30, 2017 to align with Councillor and staff availability. 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 monitoring sewer flows during rainstorms 12/31/18 			
Beautiful places and spaces	<p>Invest in public spaces to be gathering places for more compact neighbourhoods</p>	<p>The London Plan (City Design) - draft (Planning)</p> <ul style="list-style-type: none"> ✓ 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 Second 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 Minister approved the London Plan on December 29, 2016. 			












			<p> Implement The London Plan through municipal regulation, public projects, budgeting and investment, partnerships and municipal programs</p>	6/30/17	Pre-hearing conference (PHC) with the Ontario Municipal Board (OMB) scheduled for September 5, 2017 to establish the next steps for the Hearing. Staff are meeting with the Appellants in advance of the PHC to scope issues and identify possible areas of resolution.	Following confirmation by the Ontario Municipal Board of the portions of the London Plan that are in effect, we will begin to implement those portions of the Plan. This will be an on-going process and will carry on beyond this four year Plan. Milestone end date is "on-going. Change milestone end date to December 31, 2019.
			<p> Target unappealed portions of the London Plan in force and effect</p>	6/30/17	Pre-hearing conference (PHC) with the Ontario Municipal Board (OMB) scheduled for September 5, 2017 to establish the next steps for the Hearing. Staff are meeting with the Appellants in advance of the PHC to scope issues and identify possible areas of resolution.	Anticipate resolution of unappealed portions of The London Plan by year end. We will then be able to implement the unappealed portions of the Plan.
			<p> Target appeals to the London Plan resolved/Ontario Municipal Board decision</p>	6/30/18		
			<p> Implement monitoring program bi-annually to evaluate progress on London plan policies</p>	12/31/19		
		<p> London's Downtown Plan (Planning)</p>	<p> Build Transformational project #1 in this Plan. "Dundas Place", Wellington and the Forks of the Thames</p>	12/31/19		
		<p> Civic Spaces Program (Planning)</p>	<p> Request proposals for the design of Heritage Square in the Old Victoria Hospital Lands</p>	6/30/17	Hired consultant and have started design process.	
			<p> Construct Heritage Square</p>	6/30/18		
	<p> Support more public art and continue maintaining what we own</p>	<p> Public Art Strategy (CMO/Planning)</p>	<p> Secure a contract with the Jet Aircraft Museum to store the Guy Lombardo Tempo 7 Hydroplane at their facility</p>	12/31/15		
			<p> Identify with Facilities public art to be refurbished and conserved by a specialized Public Art Conservator for 2016</p>	3/31/16		
			<p> Seek additional investment in public art maintenance fund through multi-year budget process</p>	3/31/16		











	<p> Update Public Art Policy and Strategy to formalize the process of Bonus Zoning for Height and Density Incentives for Public Art on Private Development</p>	12/31/16	New Official Plan policies re: bonus zoning is completed and adopted by Council through the London Plan.	
	<p> Commission and purchase Public Art and Monuments for Canada's 150th Anniversary such as: the LAV III and the Terry Fox Artwork</p>	6/30/17		Awaiting Department of National Defence (DND) requested modification of their draft licensing agreement. Anticipated completion date for Terry Fox Public Art now 2017 Q4.
	<p> 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</p>	12/31/19	Talbot Street Development initiated and due Spring 2019. Truth and Reconciliation Monument Indigenous representatives selected and call for Indigenous Artist in Residence has been issued in April 2017. South West EOI and shortlisting of Artists has occurred in March 2017. Public Art Heritage Building Colouring Book completed in January 2017 and first 15 Traffic Signal Wraps being installed in April 2017. A Public Art Symposium with Museum London, the LAC and the Culture Office will be held for Culture Days at the end of September 2017.	
<p> The London Plan (City Design and Culturally Rich & Diverse City) - draft (Planning)</p>	<p> 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</p>	6/30/15	Second draft of policies completed and public engagement program completed.	
	<p> Release final London Plan and hold public meeting at Planning Committee</p>	6/30/16	Final policies drafted and Council adopted the London Plan June 23, 2016.	
	<p> Target approval of the London Plan by Province</p>	12/31/16	Minister approved the London Plan on December 29, 2016.	

		<p> Implement The London Plan through municipal regulation, public projects, budgeting and investment, partnerships and municipal programs</p>	6/30/17	Pre-hearing conference (PHC) with the Ontario Municipal Board (OMB) scheduled for September 5, 2017 to establish the next steps for the Hearing. Staff are meeting with the Appellants in advance of the PHC to scope issues and identify possible areas of resolution.	Following confirmation by the Ontario Municipal Board of the portions of the London Plan that are in effect, we will begin to implement those portions of the Plan. This will be an on-going process and will carry on beyond this four year Plan. Milestone end date is "on-going". Change milestone end date to December 31, 2019.
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		<p> Target appeals to the London Plan resolved/Ontario Municipal Board decision</p>	6/30/18		
		<p> Implement monitoring program bi-annually to evaluate progress on London plan policies</p>	12/31/19		
<p> Create a more attractive city through urban design</p>	<p> The London Plan (City Design) – draft (Planning)</p>	<p> Prepare second draft of London Plan and release recommended City Design policies for comments. Undertake second round of public engagement seeking comments</p>	6/30/15	Second draft of policies completed and public engagement program completed.	
		<p> Release final London Plan and hold public meeting at Planning Committee</p>	6/30/16	Final policies drafted and Council adopted the London Plan June 23, 2016.	
		<p> Target approval of the London Plan by Province</p>	12/31/16	Minister approved the London Plan on December 29, 2016.	










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	 Implement The London Plan through municipal regulation, public projects, budgeting and investment, partnerships and municipal programs	6/30/17	Pre-hearing conference (PHC) with the Ontario Municipal Board (OMB) scheduled for September 5, 2017 to establish the next steps for the Hearing. Staff are meeting with the Appellants in advance of the PHC to scope issues and identify possible areas of resolution.	Anticipate resolution of unappealed portions of The London Plan by year end. We will then be able to implement the unappealed portions of the Plan.
	 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		
 City Wide Urban Design Manual (Planning)	 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.	
	 Complete final document	6/30/17		
 Urban Design Peer Review Panel (Planning)	 Review planning and development applications through the Urban Design Peer Review Panel	12/31/19	On-going process.	















		<ul style="list-style-type: none"> Urban Design Program (Planning) <ul style="list-style-type: none"> Engage stakeholders within the development community, planning, architectural and landscape architectural communities 	9/30/16	Engagement on-going to develop terms of reference. RFP out in April 2017.	
		<ul style="list-style-type: none"> Complete program review 	6/30/17	Program review underway.	Request for Proposals (RFP) for Consultant for the review to be issued June/July, 2017. Work to be completed in Q4 2017.
<ul style="list-style-type: none"> Invest in parks and recreation facilities and amenities 	<ul style="list-style-type: none"> Parks and Recreation Strategic Master Plan 2009 - update (P&R / NCFS) 	<ul style="list-style-type: none"> Select architects for the East Community Centre 	3/31/16		
		<ul style="list-style-type: none"> Start construction of the South West Community Centre 	6/30/16	Construction commenced July 2016.	
		<ul style="list-style-type: none"> Engage in public discussions regarding the Glen Cairn Arena Decommissioning 	9/30/16	The community was informed of the plans to decommission the Glen Cairn Arena upon completion and opening of the new Southwest Community Centre that includes a double pad ice arena. Community input was received regarding ideas and plans to improve the Glen Cairn Community before and after the closure of the arena facility.	
		<ul style="list-style-type: none"> Engage the public on the East Community Centre 	9/30/16	Community open house meetings were held at Clarke Road Secondary School with staff representatives from planning, NCS &F and Parks and Recreation to inform and discuss input and ideas from the community regarding the exciting new Community Centre and park developments at the East Lions Park site.	
		<ul style="list-style-type: none"> Present Interim Update on Parks and Recreation Strategic Master Plan 	12/31/16	An Interim Update report went to Council in January, 2017.	















	 Complete final design of the East Community Centre	3/31/17	The final design has been delayed pending final costing of the project. To be completed by June, 2017.	
	 Engage the public on the Silverwoods Arena Redevelopment	6/30/17		
	 Redevelop the Silverwoods Arena	6/30/18		
	 Decommission the Glen Cairn Arena	9/30/18		
	 Open South West Community Centre Building	9/30/18		
	 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	Second 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	Minister approved the London Plan on December 29, 2016.	

		<p> Implement The London Plan through municipal regulation, public projects, budgeting and investment, partnerships and municipal programs</p>	6/30/17	Pre-hearing conference (PHC) with the Ontario Municipal Board (OMB) scheduled for September 5, 2017 to establish the next steps for the Hearing. Staff are meeting with the Appellants in advance of the PHC to scope issues and identify possible areas of resolution.	Following confirmation by the Ontario Municipal Board of the portions of the London Plan that are in effect, we will begin to implement those portions of the Plan. This will be an on-going process and will carry on beyond this four year Plan. Milestone end date is "on-going." Change milestone end date to December 31, 2019.
		<p> Target unappealed portions of the London Plan in force and effect</p>	6/30/17	Pre-hearing conference (PHC) with the Ontario Municipal Board (OMB) scheduled for September 5, 2017 to establish the next steps for the Hearing. Staff are meeting with the Appellants in advance of the PHC to scope issues and identify possible areas of resolution.	Anticipate resolution of unappealed portions of The London Plan by year end. We will then be able to implement the unappealed portions of the Plan.
		<p> Target appeals to the London Plan resolved/Ontario Municipal Board decision</p>	6/30/18		
		<p> Implement monitoring program bi-annually to evaluate progress on London plan policies</p>	12/31/19		
<p> Invest in making London's riverfront beautiful and accessible for all Londoners</p>	<p> Thames Valley Corridor Plan (Planning)</p>	<p> Evaluate and implement opportunities as resources allow to implement the Thames Valley Corridor Plan</p>	12/31/19		
	<p> London Community Foundation "Back to the River Project" (Planning / EES)</p>	<p> Launch International Design Competition</p>	6/30/15	Design competition completed with London Community Foundation leadership.	
		<p> Select Winning Entry</p>	12/31/15	Winning proposal selected by expert jury (facilitated by London Community Foundation) and approved by Municipal Council.	










	<p>✓ Confirm initial Project to undertake</p>	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.	
	<p>✓ Begin Environmental Assessment</p>	3/31/17	EA consultant hired and EA process started.	
	<p>↑ Complete Environmental Assessment</p>	6/30/18		
	<p>↑ Complete Detail Design of initial project</p>	6/30/19		
<p>■ The London Plan (City Design and Culturally Rich & Diverse City) – draft (Planning)</p>	<p>✓ 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</p>	6/30/15	Second draft of policies completed and public engagement program completed.	
	<p>✓ Release final London Plan and hold public meeting at Planning Committee</p>	6/30/16	Final policies drafted and Council adopted the London Plan June 23, 2016	
	<p>✓ Target approval of the London Plan by Province</p>	12/31/16	Minister approved the London Plan on December 29, 2016.	
	<p>■ Implement The London Plan through municipal regulation, public projects, budgeting and investment, partnerships and municipal programs</p>	6/30/17	Pre-hearing conference (PHC) with the Ontario Municipal Board (OMB) scheduled for September 5, 2017 to establish the next steps for the Hearing. Staff are meeting with the Appellants in advance of the PHC to scope issues and identify possible areas of resolution.	<p>Following confirmation by the Ontario Municipal Board of the portions of the London Plan that are in effect, we will begin to implement those portions of the Plan.</p> <p>This will be an on-going process and will carry on beyond this four year Plan. Milestone end date is "on-going." Change milestone end date to December 31, 2019.</p>

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			<p> Target appeals to the London Plan resolved/Ontario Municipal Board decision</p>	6/30/18		
			<p> Implement monitoring program bi-annually to evaluate progress on London plan policies</p>	12/31/19		
Responsible growth	 Finalize The London Plan	 The London Plan – draft (Planning)	<p> Prepare second draft of London Plan and release policies for comments. Undertake second round of public engagement seeking comments</p>	6/30/15	Second draft of policies completed and public engagement program completed.	
			<p> Release final London Plan and hold public meeting at Planning Committee</p>	6/30/16	Final policies drafted and Council adopted the London Plan June 23, 2016.	
			<p> Target approval of the London Plan by Province</p>	12/31/16	Minister approved the London Plan on December 29, 2017.	
			<p> Implement The London Plan through municipal regulation, public projects, budgeting and investment, partnerships and municipal programs</p>	6/30/17	Pre-hearing conference (PHC) with the Ontario Municipal Board (OMB) scheduled for September 5, 2017 to establish the next steps for the Hearing. Staff are meeting with the Appellants in advance of the PHC to scope issues and identify possible areas of resolution.	Following confirmation by the Ontario Municipal Board of the portions of the London Plan that are in effect, we will begin to implement those portions of the Plan. This will be an on-going process and will carry on beyond this four year Plan. Milestone end date is "on-going." Change milestone end date to December 31, 2019.

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			<p> Target appeals to the London Plan resolved/Ontario Municipal Board decision</p>	6/30/18		
			<p> Implement monitoring program bi-annually to evaluate progress on London plan policies</p>	12/31/19		
<p> Build new transportation, water, wastewater, and storm water infrastructure as London grows</p>	<p> Growth Management Implementation Strategy (EES)</p>	<p> Complete detailed design in conjunction with development requirements – Killaly Road Upgrades</p>	12/31/16			
		<p> Design and build the infrastructure that allows London to grow in accordance with the Growth Implementation Strategy</p>	12/31/16			
		<p> Complete detailed design in conjunction with development requirements – Bradley Avenue Extension (Wharncliffe to Wonderland)</p>	3/31/17	Project was tendered for construction.		
		<p> Undertake construction of improvements – Killaly Road Upgrades</p>	9/30/17		Additional coordination is required with developer. Development approvals not in place, anticipated completion by end of 2017.	
		<p> Complete construction of improvements – Bradley Avenue Extension (Wharncliffe to Wonderland)</p>	12/31/17			
		<p> 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</p>	12/31/19			
		<p> The London Plan (Civic Infrastructure) – draft (Planning)</p>	<p> Prepare second draft of London Plan and release recommended Civic Infrastructure policies for comments. Undertake second round of public engagement seeking comments</p>	6/30/15	Second draft of policies completed and public engagement program completed.	
	<p> Release final London Plan and hold public meeting at Planning Committee</p>		6/30/16	Final policies drafted and Council adopted the London Plan June 23, 2016.		


		<p> Target approval of the London Plan by Province</p>	12/31/16	Minister approved the London Plan on December 29, 2016.	
		<p> Implement The London Plan through municipal regulation, public projects, budgeting and investment, partnerships and municipal programs</p>	6/30/17	Pre-hearing conference (PHC) with the Ontario Municipal Board (OMB) scheduled for September 5, 2017 to establish the next steps for the Hearing. Staff are meeting with the Appellants in advance of the PHC to scope issues and identify possible areas of resolution.	<p>Following confirmation by the Ontario Municipal Board of the portions of the London Plan that are in effect, we will begin to implement those portions of the Plan.</p> <p>This will be an on-going process and will carry on beyond this four year Plan. Milestone end date is "on-going." Change milestone end date to December 31, 2019.</p>
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		<p> Target appeals to the London Plan resolved/Ontario Municipal Board decision</p>	6/30/18		
		<p> Implement monitoring program bi-annually to evaluate progress</p>	12/31/19		
	<p> Development Charges Background Study (F&CS, EES)</p>	<p> Complete Development Charges Background Study and rates to ensure that growth pays for growth</p>	9/30/19		
<p> Buy property for flood protection purposes</p>	<p> Floodplain Acquisition Strategy (Planning)</p>	<p> Evaluate and implement opportunities as resources allow</p>	12/31/19		
	<p> Parks and Recreation Strategic Master Plan 2009- Update (P&R / NCFS)</p>	<p> Evaluate and implement opportunities as resources allow</p>	12/31/19		
	<p> Thames Valley Corridor Plan (Planning)</p>	<p> Evaluate and implement opportunities as resources allow to implement the Thames Valley Corridor Plan</p>	12/31/19		










	<p>■ The London Plan (Natural Resources) – draft (Planning)</p>	<p>✓ Prepare second draft of London Plan and release Natural Resources policies for comments. Undertake second round of public engagement seeking comments</p>	3/31/15	Second draft of policies completed and public engagement program completed.	
		<p>✓ Release final London Plan and hold public meeting at Planning Committee</p>	6/30/16	Final policies drafted and Council adopted the London Plan June 23, 2016.	
		<p>✓ Target approval of the London Plan by Province</p>	12/31/16	Minister approved the London Plan on December 29, 2016.	
		<p>■ Implement the London Plan through municipal regulation, public projects, budgeting and investment, partnerships and municipal programs</p>	6/30/17	Pre-hearing conference (PHC) with the Ontario Municipal Board (OMB) scheduled for September 5, 2017 to establish the next steps for the Hearing. Staff are meeting with the Appellants in advance of the PHC to scope issues and identify possible areas of resolution.	Following confirmation by the Ontario Municipal Board of the portions of the London Plan that are in effect, we will begin to implement those portions of the Plan. This will be an on-going process and will carry on beyond this four year Plan. Milestone end date is "on-going." Change milestone end date to December 31, 2019.
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		<p>↑ Target appeals of the London Plan resolved/Ontario Municipal Board decision</p>	6/30/18		
		<p>↑ Implement monitoring program bi-annually to evaluate progress on London Plan policies</p>	12/31/19		
<p>■ Conserve agricultural land</p>	<p>■ The London Plan (Food System) – draft (Planning)</p>	<p>✓ Prepare second draft of London Plan and release Food System policies for comments. Undertake second round of public engagement seeking comments</p>	6/30/15	Second draft of policies completed and public engagement program completed.	

		<p> Release final London Plan and hold public meeting at Planning Committee</p>	6/30/16	Final policies drafted and Council adopted the London Plan June 23, 2016.	
		<p> Target approval of the London Plan by Province</p>	12/31/16	Minister approved the London Plan on December 29, 2016.	
		<p> Implement The London Plan through municipal regulation, public projects, budgeting and investment, partnerships and municipal programs</p>	6/30/17	Pre-hearing conference (PHC) with the Ontario Municipal Board (OMB) scheduled for September 5, 2017 to establish the next steps for the Hearing. Staff are meeting with the Appellants in advance of the PHC to scope issues and identify possible areas of resolution.	<p>Following confirmation by the Ontario Municipal Board of the portions of the London Plan that are in effect, we will begin to implement those portions of the Plan.</p> <p>This will be an on-going process and will carry on beyond this four year Plan. Milestone end date is "on-going." Change milestone end date to December 31, 2019.</p>
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		<p> Target appeals to the London Plan resolved/Ontario Municipal Board decision</p>	6/30/18		
		<p> Implement monitoring program bi-annually to evaluate progress on London plan policies</p>	12/31/19		
	<p> London and Middlesex Food Policy Council - new (NCFS)</p>	<p> Participate in the development of a London and Middlesex Food Policy Council</p>	9/30/16		
		<p> Participates as a member on the London and Middlesex Food Policy Council supporting the implementation of the community priorities</p>	9/30/16	A city Councillor and a city representative from Planning participate on the London and Middlesex Food Policy Council.	

Heritage conservation	<ul style="list-style-type: none"> ■ Protect and promote London's Thames Heritage River status 	<ul style="list-style-type: none"> ■ Thames Valley Corridor Plan (Planning) 	<ul style="list-style-type: none"> ✓ Explore possible sites for heritage interpretive signage 	12/31/16	Worked with the London Heritage Council and Culture office to complete.	
		<ul style="list-style-type: none"> ■ The London Plan (City Structure and Cultural Heritage) - draft (Planning) 	<ul style="list-style-type: none"> ✓ Prepare second draft of London Plan and release City Structure and Cultural Heritage policies for comments. Undertake second round of public engagement seeking comments 	6/30/15	Second draft of policies completed and public engagement program completed.	
			<ul style="list-style-type: none"> ✓ 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.	
			<ul style="list-style-type: none"> ✓ Target approval of the London Plan by Province 	12/31/16	Minister approved the London Plan on December 29, 2016.	
			<ul style="list-style-type: none"> ■ Implement The London Plan through municipal regulation, public projects, budgeting and investment, partnerships and municipal programs 	6/30/17	Pre-hearing conference (PHC) with the Ontario Municipal Board (OMB) scheduled for September 5, 2017 to establish the next steps for the Hearing. Staff are meeting with the Appellants in advance of the PHC to scope issues and identify possible areas of resolution.	Following confirmation by the Ontario Municipal Board of the portions of the London Plan that are in effect, we will begin to implement those portions of the Plan. This will be an on-going process and will carry on beyond this four year Plan. Milestone end date is "on-going." Change milestone end date to December 31, 2019.
			<ul style="list-style-type: none"> ■ Target unappealed portions of the London Plan in force and effect 	6/30/17	Pre-hearing conference (PHC) with the Ontario Municipal Board (OMB) scheduled for September 5, 2017 to establish the next steps for the Hearing. Staff are meeting with the Appellants in advance of the PHC to scope issues and identify possible areas of resolution.	Anticipate resolution of unappealed portions of The London Plan by year end. We will then be able to implement the unappealed portions of the Plan.
			<ul style="list-style-type: none"> ↑ Target appeals to the London Plan resolved/Ontario Municipal Board decision 	6/30/18		
			<ul style="list-style-type: none"> ↑ Implement monitoring program bi-annually to evaluate progress on London plan policies 	12/31/19		

<p>■ Protect and celebrate London's heritage for current and future generations</p>	<p>■ Heritage Conservation District Plans - prepare and implement (Planning)</p>	<p>✓ Adopt St. George-Grosvenor Heritage Conservation District Study</p>	9/30/16	Study completed. Council "received" the completed Study January 17, 2017 [it does not require "adoption" under the Heritage Act].	
		<p>■ Adopt SOHO Heritage Conservation District Study</p>	6/30/17		<p>On January 17, 2017 Council directed administration to review the prioritized list of potential Heritage Conservation Districts; it being noted that such a review may impact Heritage Conservation District deadlines established in Municipal Council's Strategic Plan.</p> <p>New milestone date to be confirmed based on the review of potential Heritage Conservation Districts.</p>
		<p>■ Adopt St. George-Grosvenor Heritage Conservation District Plan</p>	12/31/17		<p>On January 17, 2017 Council directed administration to prepare two HCD Plans; one for the Great Talbot Heritage Conservation District and one for the Gibbons Park Heritage Conservation District. Neither of these Plans can be completed by the December 31, 2017 deadline for the St. George-Grosvenor Heritage Conservation District Plan. Doing so would pre-suppose the results of the review Council directed of the prioritized list of potential Heritage Conservation Districts.</p> <p>New milestone date to be confirmed based on the review of potential Heritage Conservation Districts. Q4 2018.</p>

			<p> Adopt SOHO Heritage Conservation District Plan</p>	12/31/18		<p>On January 17, 2017 Council directed administration to review the prioritized list of potential Heritage Conservation Districts; it being noted that such a review may impact Heritage Conservation District deadlines established in Municipal Council's Strategic Plan.</p> <p>On January 17, 2017 Council directed administration to prepare two HCD Plans; one for the Great Talbot Heritage Conservation District and one for the Gibbons Park Heritage Conservation District.</p> <p>Neither of these Plans can be completed by the December 31, 2017 deadline for the St. George-Grosvenor Heritage Conservation District Plan. Doing so would pre-suppose the results of the review Council directed of the prioritized list of potential Heritage Conservation Districts.</p> <p>New milestone date to be confirmed based on the review of potential Heritage Conservation Districts. Q4 2018.</p>
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	<p> Review "Heritage Places" Potential Heritage Conservation District s roster</p>	12/31/19		<p>On January 17, 2017 Council directed administration to review the prioritized list of potential Heritage Conservation Districts and to recommend an update to Heritage Places; it being noted that such a review may impact Heritage Conservation District deadlines established in Municipal Council's Strategic Plan.</p> <p>This deliverable should be MOVED UP to June 30, 2018, in order to take the next steps on the St. George - Grosvenor and the SOHO HCDs.</p>
<p> Municipally Owned Heritage Properties 10 Year Capital Plan (Planning)</p>	<p> Complete Eldon Main House works</p>	12/31/17		
	<p> Complete Elsie Perrin Williams Main House works</p>	12/31/17		<p>Construction completion date was re-set at the tenant's (London Heritage Foundation) request so that the Elsie Perrin Williams 100th Anniversary activities in 2017 can proceed without disruption.</p>
	<p> Complete 1 Dundas works</p>	12/31/18		<p>Requires 2018 budget approval to proceed.</p>
	<p> Complete Eldon Carriage House works</p>	12/31/18	<p>Portion of the Carriage House washrooms improvements is already complete.</p>	<p>Requires 2018 budget approval to proceed.</p>
	<p> Complete Flint Cottage works</p>	12/31/18		<p>Requires 2018 budget approval to proceed.</p>
	<p> Complete Elsie Perrin Williams Gate House works</p>	12/31/19		<p>Requires 2019 budget approval to complete.</p>
	<p> Complete Grosvenor Lodge Main House works</p>	12/31/19		<p>Requires 2019 budget approval to complete.</p>

<p>■ Cultural Heritage Landscape Plans – prepare and implement (Planning)</p>	<p>↑ Install interpretive signage in Western Counties Cultural Heritage Landscape Plan</p>	<p>6/30/17</p>		
<p>■ The London Plan (Urban Regeneration and Cultural Heritage) – draft (Planning)</p>	<p>✓ Prepare second draft of London Plan and release Urban Regeneration and Cultural Heritage policies for comments. Undertake second round of public engagement seeking comments</p>	<p>6/30/15</p>	<p>Second draft of policies completed and public engagement program completed.</p>	
	<p>✓ Release final London Plan Cultural Heritage policies and hold public meeting at Planning Committee</p>	<p>6/30/16</p>	<p>Final policies drafted and Council adopted the London Plan on June 23, 2016.</p>	
	<p>✓ Target approval of the London Plan by Province</p>	<p>12/31/16</p>	<p>Minister approved the London Plan on December 29, 2016.</p>	
	<p>■ Implement The London Plan through municipal regulation, public projects, budgeting and investment, partnerships and municipal programs</p>	<p>6/30/17</p>	<p>Pre-hearing conference (PHC) with the Ontario Municipal Board (OMB) scheduled for September 5, 2017 to establish the next steps for the Hearing. Staff are meeting with the Appellants in advance of the PHC to scope issues and identify possible areas of resolution.</p>	<p>Following confirmation by the Ontario Municipal Board of the portions of the London Plan that are in effect, we will begin to implement those portions of the Plan.</p> <p>This will be an on-going process and will carry on beyond this four year Plan. Milestone end date is "on-going." Change milestone end date to December 31, 2019.</p>
	<p>■ Target unappealed portions of the London Plan in force and effect</p>	<p>6/30/17</p>	<p>Pre-hearing conference (PHC) with the Ontario Municipal Board (OMB) scheduled for September 5, 2017 to establish the next steps for the Hearing. Staff are meeting with the Appellants in advance of the PHC to scope issues and identify possible areas of resolution.</p>	<p>Anticipate resolution of unappealed portions of The London Plan by year end. We will then be able to implement the unappealed portions of the Plan.</p>
	<p>↑ Target appeals to the London Plan resolved/Ontario Municipal Board decision</p>	<p>6/30/18</p>		
	<p>↑ Implement monitoring program bi-annually to evaluate progress on London plan policies</p>	<p>12/31/19</p>		

Introduction

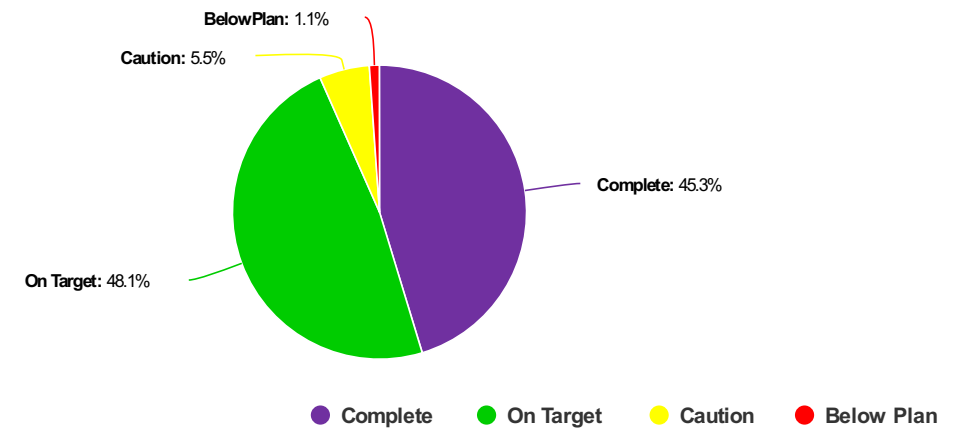
Growing our Economy

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

Status Definitions

- ✓ Complete: Milestone is done
- ↑ On Target:
Milestone is ongoing or is completed annually
Milestone is in progress or not yet started and is on target to be completed by target end date
- Caution:
Milestone is delayed by 1 quarter
Milestone is in progress or not yet started and may not be completed by target end date
- ↓ Below Plan: Milestone is delayed by 2 quarters or more
- Not Defined: Status has not been assigned

Growing our Economy - Results











Initiative Alignment



Growing our Economy










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	<ul style="list-style-type: none"> Work with partners to develop a community economic strategy 	<ul style="list-style-type: none"> Community Economic Roadmap – new (CMO) 	<ul style="list-style-type: none"> Finalize the roadmap 	12/31/15		
			<ul style="list-style-type: none"> Convene a leadership team to be responsible for overseeing implementation 	3/31/16		
			<ul style="list-style-type: none"> Convene action teams to lead work on each of the five priorities in the Roadmap 	6/30/16		
			<ul style="list-style-type: none"> 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.	
			<ul style="list-style-type: none"> Report out annually on progress towards implementation 	12/31/16	The First Economic Road Map Update event was held on November 16, 2016 at the London Convention Centre; The first annual update report and the dashboard report were released at the November 16 first Economic Road Map Update Event.	
	<ul style="list-style-type: none"> Partner with the London Community Foundation on the "Back to the River Project" 	<ul style="list-style-type: none"> London Community Foundation's "Back to the River Project" (Planning) 	<ul style="list-style-type: none"> Launch International Design Competition 	6/30/15	Design competition completed with London Community Foundation leadership.	
			<ul style="list-style-type: none"> Select Winning Entry 	12/31/15	Winning proposal selected by expert jury (facilitated by London Community Foundation) and approved by Municipal Council.	
			<ul style="list-style-type: none"> 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.	









		<ul style="list-style-type: none"> ✓ Begin Environmental Assessment 	3/31/17		
		<ul style="list-style-type: none"> ↑ Complete Environmental Assessment 	6/30/18		
		<ul style="list-style-type: none"> ↑ Complete Detail Design of initial Project 	6/30/19		
	<ul style="list-style-type: none"> ■ London's Downtown Plan (Planning) 	<ul style="list-style-type: none"> ✓ Launch London Community Foundation "Back to the River Project" 	6/30/15	Design competition completed with London Community Foundation leadership.	
		<ul style="list-style-type: none"> ↑ Evaluate emerging opportunities to advance Transformational Projects #3 in this Plan which supports this strategy and implement as resources allow 	12/31/19		
	<ul style="list-style-type: none"> ■ Thames Valley Corridor Plan (Planning) 	<ul style="list-style-type: none"> ✓ 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.	
<ul style="list-style-type: none"> ■ Buy and service industrial land to bring more jobs to London 	<ul style="list-style-type: none"> ■ Industrial Land Development Strategy (EES) 	<ul style="list-style-type: none"> ✓ 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.	
		<ul style="list-style-type: none"> ■ Prepare large and small block implementation plans and update land acquisition strategy 	6/30/17		Success in potential large block sales in 2017 will direct the plan update in Q4 2017.
		<ul style="list-style-type: none"> ↑ Have at least one large block "shovel ready" parcel available for sale 	12/31/17		
		<ul style="list-style-type: none"> ↑ Update land acquisition strategy based on sales performance and remaining inventory 	6/30/18		
		<ul style="list-style-type: none"> ↑ Update Industrial Land Development Strategy based on economic and financial performance 	6/30/19		
	<ul style="list-style-type: none"> ■ Various Community Improvement Plans (Planning) 	<ul style="list-style-type: none"> ✓ Complete Community Improvement Plan Programs Review 	12/31/16	Report to PEC on April 24, 2017.	
	<ul style="list-style-type: none"> ■ The London Plan (City Structure Plan, Growth Management, and Industrial Place Type) – draft (Planning) 	<ul style="list-style-type: none"> ✓ 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	Second draft of policies completed and public engagement program completed.	

		<p>✓ Release final London Plan Industrial Place Type policies and hold public meeting at Planning Committee</p>	6/30/16	Final policies drafted and Council adopted the London Plan June 23, 2016.	
		<p>✓ Target approval of the London Plan by Province</p>	10/20/16	Minister approved the London Plan on December 29, 2016.	
		<p>■ Implement The London Plan through municipal regulation, public projects, budgeting and investment, partnerships and municipal programs</p>	6/30/17	Pre-hearing conference (PHC) with the Ontario Municipal Board (OMB) scheduled for September 5, 2017 to establish the next steps for the Hearing. Staff are meeting with the Appellants in advance of the PHC to scope issues and identify possible areas of resolution.	<p>Following confirmation by the Ontario Municipal Board of the portions of the London Plan that are in effect, we will begin to implement those portions of the Plan.</p> <p>This will be an on-going process and will carry on beyond this four year Plan. Milestone end date is "on-going." Change milestone end date to December 31, 2019.</p>
		<p>■ Target unappealed portions of the London Plan in force and effect</p>	6/30/17	Pre-hearing conference (PHC) with the Ontario Municipal Board (OMB) scheduled for September 5, 2017 to establish the next steps for the Hearing. Staff are meeting with the Appellants in advance of the PHC to scope issues and identify possible areas of resolution.	<p>Anticipate resolution of unappealed portions of The London Plan by year end. We will then be able to implement the unappealed portions of the Plan.</p>
		<p>▲ Target appeals to the London Plan resolved/Ontario Municipal Board decision</p>	6/30/18		
<p>■ Support small businesses by improving City processes</p>	<p>■ Streamlined Approval Processes (DCS / Planning)</p>	<p>▲ Continue to monitor processing times required to complete applications for amendments to the Zoning By-law/Official Plan.</p>	12/31/19	Currently reviewing Site Plan process and Urban Design Service review.	
	<p>■ Service London Business (NCFS /DCS / Planning / F&CS)</p>	<p>✓ Develop additional Starter Guides and Consolidated Applications Packages</p>	9/30/16		
		<p>▲ Launch Business Hub in City Hall lobby</p>	12/31/19		








		<p> Community Economic Roadmap – new (CMO)</p>	<p> Investigate the need for a business concierge program for small businesses in relation to the City of London regulatory environment</p>	12/31/17	<p>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 and a Service London Business website.</p>	
			<p> 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</p>	12/31/18	<p>1. Professional Development Day was held for the front line staff, sharing the best practice and process documentation was developed and circulated with ongoing activities; 2. Proposal was sent to ERM advisory panel seeking funding to develop Communication Strategy.</p>	
			<p> Identify process efficiencies through a Lean Six Sigma Program</p>	12/31/19	<p>A lean six sigma (LSS) pilot training project has been undertaken. Currently 30 staff across all City Service Areas are being trained and are working on 16 process improvement projects. As of April 7, 2017- two City Staff have been certified as LSS Black Belts and 19 certified as LSS Green Belts, the remainder continue to work towards certification.</p>	
	<p> 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</p>	<p> Community Economic Roadmap – new (CMO)</p>	<p> 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.</p>	12/31/16	<p>Community Economic Road Map information exchange meeting will be held annually, target date November. Regular meetings are held with the different Road Map action teams to discuss the progress they are making against the objectives identified in the Road Map.</p>	
			<p> Work with the Economic Partnership Advisory Panel to develop and deliver a community wide Economic Road Map Update</p>	12/31/16	<p>The Community Economic Road Map second annual update will be delivered in November of 2017.</p>	

















<p> Partner with the London Economic Development Corporation and Downtown London to establish a pilot Fibre Optic Connection Grant Program</p>	<p>12/31/17</p>	<p>The City, in conjunction with the London Economic Development Corporation and Downtown London/MainStreet London, jointly funded the two year pilot Last Mile/Fibre Optic Connection Grant program. The pilot did provide a mechanism to highlight the need for fibre optic service. The two year pilot process allowed opportunities for business and property owners to identify specific needs in the community. The program bridged the gap in fibre optic services until the private sector caught up (Start Communications) and committed to meeting the needs of business owners for affordable installation of fibre optic connections. This program gave a local private company the confidence to invest fibre optic technology and commit to distributing fibre throughout the core.</p>	
<p> Explore new partnership opportunities with municipally funded economic development and community development organizations</p>	<p>12/31/19</p>	<p>Partnerships are being explored through the various Road Map initiatives.</p> <p>Tourism London was successful in its bid to host City for the 2017 Ontario Basketball Championships.</p> <p>Tourism London was successful in its bid to host City for the 2018 Canada Summer Games.</p> <p>Council supported Tourism London in its bid to co-host the 2019 International Ice Hockey Federation (IIHF) World Junior Hockey Championship.</p>	

		<p> Partner with Tourism London and the London Arts Council to assist with the implementation of the Music Strategy</p>	12/31/19	The City, Tourism London and the London Arts Council are working in collaboration to support the implementation of the Music Strategy.	
		<p> London Convention Centre will undertake a comprehensive marketing and sales strategy to attract new associations and organizations to meet in London</p>	12/31/17		
		<p> 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</p>	12/31/19	In 2016, LCC generated a total economic impact of \$17.7 million from 274 hosted events. In Q1 2017, total revenue is 24% higher than 2016 Q1 (\$1.32M vs \$1.06M).	
		<p> London Convention Centre will systematically define and implement the Guest Experience and Associate Experience Strategy to engage and delight guests</p>	3/31/18		
<p> Promote culture as a key part of economic growth and quality of life</p>	<p> Cultural Prosperity Plan (CMO)</p>	<p> 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</p>	12/31/15		
		<p> 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</p>	12/31/16		Planning Division presented the Culture/Entertainment/Music District Feasibility Study to Council April 4, 2017. The Sound Report will be brought to SPPC May 29, 2017.
		<p> 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</p>	12/31/16	Community Arts Investment Program funding has been directed to accomplish specific outcomes of: a development acceleration stream of six arts organizations, orchestral music, poet laureate, Indigenous Artist in Residence and London Arts Live displays of culture by individual artists. The Grand Theatre receives multi-year granting.	

		<p> 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</p>	12/31/16	Cultural Profile Mapping was placed onto City Map. The London Public Library mapping has been included with culture mapping on GIS.	
		<p> 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</p>	9/30/17	2016 Annual Reports have been received from the London Arts Council, the London Heritage Council and the Grand Theatre. Review and tracking of the progress of the Cultural Prosperity Plan continues to occur.	
		<p> 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</p>	12/31/19	The London Artist in Residence (LAIR) program of the London Arts Council creates jobs for London artists in schools and the City contributes \$30,000 a year toward the infrastructure of this program.	
		<p> 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</p>	12/31/19	The Culture Office participates on the Action Team of "an Exceptional Downtown and Vibrant Urban Environment" Priority of the Community Economic Roadmap and this connects the Culture Plan with the Economic Road Map implementation.	
	<p> London Music Strategy (CMO)</p>	<p> 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</p>	12/31/15		
		<p> Develop the London Music Strategy Implementation Plan</p>	3/31/16		
		<p> Establish music industry engagement mechanisms including music task forces, the London Music Committee and community education and networking opportunities</p>	6/30/16		

<p>✓ Assist Tourism London with the implementation of the Canadian Country Music Week and Awards September 8 - 11 2016</p>	<p>9/30/16</p>	<p>Provided a 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 three local artist showcases at Blakes (Delta Double Tree Hilton) featuring 15 artists.</p>	
<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</p>	<p>2/28/17</p>	<p>Directory at www.londonmusicoffice.com/resources/directory I99</p>	
<p>↑ Partner with the London Youth Advisory Council (LYAC) to establish an ongoing Youth Music Engagement Program</p>	<p>6/30/17</p>	<p>Worked on Youth Showcase back in June 2016; Worked alongside LYAC with live music performance during movie in the park nights summer 2016; Working together on Youth concert in Summer 2017 Sesquifest.</p>	
<p>↑ Establish ongoing music programming opportunities for local talent to be part of Canada 150 Celebration in 2017</p>	<p>12/31/17</p>	<p>Rockin NYE celebration, SesquiFest (Talbot Street Take Over, Best of Ontario).</p>	

		<p> Evaluate the potential of an ongoing position for the London Music Development Officer</p>	12/31/17	A Year in Review for the London Music Strategy was provided to Council in November 2016. The Report recommending the London Music Industry Development Officer Position be made permanent and referred to the 2018 budget review process will be presented to SPPC on May 29, 2017.	
		<p> Recognize the London Music Strategy as a key part of the implementation of London's Cultural Prosperity Plan</p>	12/31/19		
<p> The London Plan (Culturally Rich & Diverse City) – draft (Planning)</p>		<p> Prepare second draft of London Plan and release Culturally Rich & Diverse City policies for comments. Undertake second round of public engagement seeking comments</p>	6/30/15	Second draft of policies completed and public engagement program completed.	
		<p> Release final London Plan and hold public meeting at Planning Committee</p>	6/30/16	Council adopted London Plan on June 23, 2016.	
		<p> Target approval of the London Plan by Province</p>	12/31/16	Minister approved the London Plan on December 29, 2016.	
		<p> Implement The London Plan through municipal regulation, public projects, budgeting and investment, partnerships and municipal programs</p>	6/30/17	Pre-hearing conference (PHC) with the Ontario Municipal Board (OMB) scheduled for September 5, 2017 to establish the next steps for the Hearing. Staff are meeting with the Appellants in advance of the PHC to scope issues and identify possible areas of resolution.	<p>Following confirmation by the Ontario Municipal Board of the portions of the London Plan that are in effect, we will begin to implement those portions of the Plan.</p> <p>This will be an on-going process and will carry on beyond this four year Plan. Milestone end date is "on-going." Change milestone end date to December 31, 2019.</p>












			 Target unappealed portions of the London Plan in force and effect	6/30/17	Pre-hearing conference (PHC) with the Ontario Municipal Board (OMB) scheduled for September 5, 2017 to establish the next steps for the Hearing. Staff are meeting with the Appellants in advance of the PHC to scope issues and identify possible areas of resolution.	Anticipate resolution of unappealed portions of The London Plan by year end. We will then be able to implement the unappealed portions of the Plan.
			 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	Council approved the Environmental Assessment.	
			 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.	
		 London Community Foundation's "Back to the River Project" (EES / Planning)	 Launch International Design Competition	6/30/15	Design competition completed with London Community Foundation leadership.	

		<p>✓ Select Winning Entry</p>	12/31/15	Winning proposal selected by expert jury (facilitated by London Community Foundation) and approved by Municipal Council.	
		<p>✓ Confirm initial Project to undertake</p>	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.	
		<p>✓ Begin Environmental Assessment</p>	3/31/17	EA consultant hired and EA process started.	
		<p>↑ Complete Environmental Assessment</p>	6/30/18		
		<p>↑ Complete Detail Design of initial Project</p>	6/30/19		
	<p>■ Alleyway Program (Planning)</p>	<p>↑ Adopt Terms of Reference for Alleyway Program</p>	3/31/19		
	<p>■ Various infrastructure upgrades (EES)</p>	<p>✓ 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</p>	6/30/16	The Core Area Servicing Studies were awarded in June 2016.	
		<p>■ Develop preliminary project lists based on 2014 information</p>	3/31/17		Original Study completion timelines have needed to be extended due to additional stakeholder consultation and coordination with other Downtown initiatives. Completion is now anticipated for the end of Q2 2017.
		<p>↑ Integrate downtown servicing costs and schedules into Development Charges Master Plans</p>	12/31/18		
	<p>■ Downtown management organization – new (Planning)</p>	<p>↑ Adopt Terms of Reference for an appropriate management entity for Dundas Place</p>	12/31/17		
<p>■ Create new partnerships to build, and support the building of, new affordable housing</p>	<p>■ Housing Development Corporation Strategy (HSSDH)</p>	<p>✓ Establish the Housing Development Corporation, London</p>	12/31/15		







		<ul style="list-style-type: none"> ✓ Establish a new procurement and application process for development ventures, partnerships, and new projects in affordable housing 	6/30/16		
		<ul style="list-style-type: none"> ✓ Establish the governance structure, policies, and Board recruitment for citizen board over Housing Development Corporation 	6/30/16		HDC policies complete. Board recruitment finalized. First public HDC Board to start December 1, 2016. Related City Shareholder Declaration in progress to be completed by Dec 2016.
		<ul style="list-style-type: none"> ✓ Continue Housing Development Corporation operations in housing development 	3/31/17		Completed the identification, approval and initiation of two additional 2016 affordable housing projects in second half of 2016 for a total of 161 new units of affordable housing in 2016. Plans underway to initiate 2017 project identification.
	<ul style="list-style-type: none"> ■ Regenerating Public Housing Plan (HSSDH) 	<ul style="list-style-type: none"> ↑ 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 	9/30/17		
		<ul style="list-style-type: none"> ↑ Secure contract for tenant support strategy to facilitate tenant engagement in regeneration and mitigate impacts to residents 	6/30/18		
		<ul style="list-style-type: none"> ↑ Secure contract for regeneration related project development: 1. Overall Strategic Plan and 2. Site specific regeneration plan for initial priority sites 	9/30/18		
		<ul style="list-style-type: none"> ↑ Initiate redevelopment activities. These will be subject to plans at priority sites with land studies, building plans, and related budget requirements 	6/30/19		
	<ul style="list-style-type: none"> ■ Invest more in heritage restoration, brownfield remediation, urban regeneration, and community improvement projects 	<ul style="list-style-type: none"> ■ Various Community Improvement Plans (Planning) 	<ul style="list-style-type: none"> ✓ Start Hamilton Road Area Community Improvement Plan 	6/30/16	Project launched in August of 2016.
		<ul style="list-style-type: none"> ✓ Start Lambeth Community Improvement Plan 	6/30/16		Project launched in August of 2016.
		<ul style="list-style-type: none"> ↑ Complete Hamilton Road Area Community Improvement Plan 	1/1/18		
		<ul style="list-style-type: none"> ↑ Complete Lambeth Community Improvement Plan 	1/1/18		







			✓ Complete Community Improvement Plan Programs Review	12/31/16	Report to PEC on April 24, 2017.	
		■ 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	Second 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	Report to PEC on April 24, 2017.		
■ 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	Second draft of policies completed and public engagement program completed. Final policies drafted and Council adopted the London Plan June 23, 2016.		
Local, regional and global innovation	■ Use new and emerging technology to improve quality of life and grow London's economy	■ Smart Cities Strategy (F&CS / Planning)	✓ 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.	
			✓ Form internal City of London working group with representation from departments who will be participating	9/30/15	Internal working group was established and has been working through the RFQ and RFP processes.	
			✓ Develop City of London internal working group to develop and distribute Request for Qualifications (RFQUAL)	3/31/16	Request for qualifications circulated Q2, 2016 and ten responses received.	
			✓ Select and notify qualified respondents from RFQUAL process for Request for Proposals short-list	6/30/16	Consultants selected.	

	<ul style="list-style-type: none"> ✓ Select proponent to undertake preparation of strategy 	6/30/16	IBI Group was selected as proponent to undertake Smart City Strategy consulting work.	
	<ul style="list-style-type: none"> ✓ Complete public engagement for the preparation of the strategy 	2/28/17	Project has been altered to include public engagement throughout.	
	<ul style="list-style-type: none"> ✓ Develop and disseminate Request for Proposals to successful vendors from RFQUAL process 	9/30/16		
	<ul style="list-style-type: none"> ■ Complete Smart Cities Strategy 	6/30/17	Extensive public engagement with a range of stakeholders has been undertaken.	Public engagement was extended to incorporate more feedback, and this has caused a delay. Complete Public engagement by November, 2017. (Q4)
	<ul style="list-style-type: none"> ■ Work with successful vendor on the development and completion of implementation plan for Smart Cities Strategy 	6/30/17		Public engagement was extended to incorporate more feedback, and this has caused a delay. Complete Public engagement by November, 2017. (Q4)
	<ul style="list-style-type: none"> ↑ Develop business case for consideration by Council for funding and implementation of strategy 	12/31/17		
	<ul style="list-style-type: none"> ↑ Develop Business Case for consideration by Council for funding of implementation plan 	12/31/17		
	<ul style="list-style-type: none"> ✓ 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.	
<ul style="list-style-type: none"> ■ Fibre Optic – Last Mile Program (F&CS / Planning) 	<ul style="list-style-type: none"> ✓ Report on mid-point status of 2-year pilot program 	6/30/16	Report was submitted to Council to provide two year status update. Eligible area was expanded through update process.	
<ul style="list-style-type: none"> ■ The London Plan (Smart City) – draft 	<ul style="list-style-type: none"> ✓ Prepare second draft of London Plan and release Smart City policies for comments. Undertake second round of public engagement seeking comments 	6/30/15	Second 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	Minister approved the London Plan on December 29, 2016.	
	 Implement The London Plan through municipal regulation, public projects, budgeting and investment, partnerships and municipal programs	6/30/17	Pre-hearing conference (PHC) with the Ontario Municipal Board (OMB) scheduled for September 5, 2017 to establish the next steps for the Hearing. Staff are meeting with the Appellants in advance of the PHC to scope issues and identify possible areas of resolution.	Following confirmation by the Ontario Municipal Board of the portions of the London Plan that are in effect, we will begin to implement those portions of the Plan. This will be an on-going process and will carry on beyond this four year Plan. Milestone end date is "on-going". Change milestone end date to December 31, 2019.
	 Target unappealed portions of the London Plan in force and effect	6/30/17	Pre-hearing conference (PHC) with the Ontario Municipal Board (OMB) scheduled for September 5, 2017 to establish the next steps for the Hearing. Staff are meeting with the Appellants in advance of the PHC to scope issues and identify possible areas of resolution.	Anticipate resolution of unappealed portions of The London Plan by year end. We will then be able to implement the unappealed portions of the Plan.
	 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		
 Municipal best practices (CMO)	 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		

<p>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</p>	<p>Partnerships with Budweiser Gardens, Covent Garden Market, and London Hydro (CMO)</p>	<p>↑ Covent Garden Market will improve energy efficiency by replacing older HVAC units and re-lamping LED fixtures with improved lamps</p>	9/30/19		
		<p>↑ Covent Garden Market will work with London Hydro to take advantage of rebates to reduce capital renewal costs</p>	12/31/19		
		<p>↑ Covent Garden Market will support small businesses by leasing to only owner operated tenants</p>	12/31/19		
		<p>↑ London Hydro will work with major industrial institutional and commercial customers to develop customized energy management systems to improve operational efficiencies and conservation</p>	12/31/17	<p>London Hydro continues to deliver on industrial and commercial customer programs by co-creating energy and utility management applications and providing education on changes to electricity sector regulations and offerings. The Interval Data Center application is available to all large commercial and industrial customers through our website. In addition, London Hydro continues to leverage its advanced technology prediction platform "Event Assist" to create innovations that will in-turn be transferred to all London customers.</p>	
		<p>↑ London Hydro will expand the green fleet purchasing program for electric and hybrid vehicles</p>	12/31/17	<p>London Hydro has continued to expand its green fleet purchasing program. In addition to existing electrical vehicles (EV's) and on-site charging stations, London Hydro has added additional EV's and plug in hybrid electric vehicles (PHEV's) to its fleet.</p>	

		<p> 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</p>	12/31/19	<p>Infrastructure upgrades in the core are ongoing. Projects have included new system infrastructure and Smart Grid technology in the areas of Dufferin St., Wellington Rd., and Carling Street, as part of the multi year plan to bring additional supply and redundancy to downtown. These projects also support Fanshawe College and the planned work on Dundas Place.</p>	
	<p> Community Energy Action Plan (EES)</p>	<p> 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)</p>	12/31/18		
	<p> London Waste to Resources Innovation Centre (EES)</p>	<p> Phase 1: Approve Concept of London Waste to Resources Innovation Centre</p>	3/31/15	<p>Report submitted to Civic Works Committee on February 3, 2015. Concept launched and one Memorandum of Understanding with Green Shields Energy (GSE).</p>	
		<p> Phase 2: Update on the Concept of London Waste to Resources Innovation Centre project</p>	6/30/16	<p>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).</p>	

		<p> Phase 3: Submit to Committee/Council</p>	3/31/17	Memorandum of Understanding signed with Western University December 2016 (report to Civic Works Committee December 12, 2016). This update report to Committee and Council officially launched the Stakeholder Engagement process for this project as of March 2017.	
		<p> Phase 3: Undertake stakeholder engagement and prepare a Draft Business Case for a Centre including implementation scope, framework, costs, and risks</p>	3/31/17		Delayed - Provincial legislation (Waste Free Ontario Act) passed in December 2016 and Provincial strategy finalized in February 2017 serves as the basis to formally launch the Stakeholder Engagement process with Western University and related activities as of March 2017. Target completion is now March 31, 2018.
		<p> Phase 4: Implement approved strategy</p>	3/31/17		Delayed - Provincial legislation (Waste Free Ontario Act) passed in December 2016 and Provincial strategy finalized in February 2017 serves as the basis to formally launch the Stakeholder Engagement process with Western University and related activities as of March 2017. Target completion is now March 31, 2018.
	<p> International Water Centre of Excellence (EES)</p>	<p> Engage partners in a discussion on expanding research opportunities beyond the Greenway Water Demonstration Facility</p>	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.	
		<p> Prepare modifications to the Business and Operating Plan for consideration by the Municipal Council</p>	6/30/17		

			<p>↑ Prepare Corporate By-law changes to constitute the new Business Plan</p>	12/31/17		
Strategic, collaborative partnerships	<p>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</p>	<p>↑ Community Economic Roadmap - new (CMO)</p>	<p>✓ Work in collaboration with our community partners to develop London's Community Economic Roadmap</p>	12/31/15		
			<p>↑ Explore partnership opportunities with various community stakeholders and organizations</p>	12/31/19	Partnerships are being explored through the various Road Map initiatives.	
			<p>↑ Work with area municipalities to define opportunities to collaborate around regionally significant economic development initiatives that advance the competitiveness of London and Area</p>	12/31/19	The City of London continues to have a leading role with the Mayors of Southwest Ontario (MOSO) caucus, which includes the mayors of 11 urban municipalities across the region, to share information and identify key advocacy priorities of shared concern across Southwest Ontario.	
		<p>Various Community Improvement Plans (Planning)</p>	<p>✓ Complete Community Improvement Plan Programs Review</p>	12/31/16	Report to PEC on April 24, 2017.	
		<p>Western Fair District Strategic Plan 2011-2018 (CMO)</p>	<p>↑ Continue to invest in infrastructure improvements in the District</p>	12/31/19		
			<p>↑ Create a vibrant entertainment district in the City of London</p>	12/31/19		
			<p>↑ Create unique cultural and recreational experiences in the City of London</p>	12/31/19		
			<p>↑ Support development of the agriculture industry and promote its value to the urban community</p>	12/31/19		
			<p>✓ Established Trackside Music Festival Partnership</p>	9/30/16		

		<ul style="list-style-type: none"> ✓ Launched the London Dairy Congress to promote innovation in the dairy industry 	9/30/16		
	<ul style="list-style-type: none"> Western Fair / City 4pad Joint Venture and Queen's Park Master Plan (CMO) 	<ul style="list-style-type: none"> ✓ Complete Garden Terrace 	9/30/16		
<ul style="list-style-type: none"> Work with our municipal neighbours to create stronger industry clusters and raise our international profile and attractiveness 	<ul style="list-style-type: none"> London Economic Development Corporation's Industry Focus Areas: Food Processing, Life Sciences, Manufacturing, Digital Creative (CMO) 	<ul style="list-style-type: none"> ↑ Implement London Economic Development Corporation's Strategic Plan which highlights several initiatives to raise London's profile internationally 	12/31/18		
<ul style="list-style-type: none"> Partner to develop strategic economic opportunities and research and development with the education sector including universities (Western, Brescia, Kings, Huron) and Fanshawe College 	<ul style="list-style-type: none"> Community Economic Roadmap - new (CMO) 	<ul style="list-style-type: none"> ↑ 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	"Incubator Consulting Project" Report was completed by the LEDC.	
		<ul style="list-style-type: none"> ↑ 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.	
		<ul style="list-style-type: none"> ↑ Explore partnership opportunities with the Education Sector 	12/31/19	Partnerships are being explored through the Road Map initiatives.	
		<ul style="list-style-type: none"> ↑ Support the work of the London Medical Network 	12/31/19		

<p>Work with key partners to support the health and medical sectors</p>	<p>London Medical Innovation and Commercialization Network (CMO)</p>	<p>✓ 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)</p>	<p>3/31/16</p>	<p>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.</p>	
		<p>↑ Support the Implementation of the London Medical Network Strategic Plan</p>	<p>12/31/19</p>		
		<p>↑ 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</p>	<p>12/31/19</p>	<p>London Medical Network has partnered with Western and UK-based Renishaw to develop a Additive Design in Surgical Solutions Centre In London. The \$6.8M ADEISS Centre is scheduled to open in April 2017 and hopes to be ISO and FDA certified in early 2018.</p>	
		<p>↑ 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</p>	<p>12/31/19</p>	<p>The London Medical Network partnered with TechAlliance on Burst. The \$3M Accleration project was announced in early April 2017 by Techalliance in partnership with FedDev, which contributed \$1.3M to the initiative. In addition, the LMN partnered with National Research Council on temporary space to accommodate attraction candidates. Partnered with WorldDiscoveries on Proteus program. Western secured a \$66M grant to support Brain research and commercialization.</p>	

Diverse employment opportunities	<ul style="list-style-type: none"> Improve workforce recruitment, development, and retention by working with local and regional partners 	<ul style="list-style-type: none"> London Economic Development Corporation Workforce Development (CMO) 	<ul style="list-style-type: none"> Implement the Economic Road Map Priority "A top quality workforce" 	12/31/19			
	<ul style="list-style-type: none"> Improve delivery and coordination of employment services through partnerships with community organizations, funders, and employers 	<ul style="list-style-type: none"> Ontario Works Service Plan (HSSDH) 	<ul style="list-style-type: none"> 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.	
			<ul style="list-style-type: none"> 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.	
			<ul style="list-style-type: none"> 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		Ongoing with a meeting scheduled for spring of 2017.	
			<ul style="list-style-type: none"> Implement activities identified through Community Employment Assistance Strategic Advisory Group 	12/31/19		Information has been gathered and key Social Services Stakeholders identified to participate in this work.	
			<ul style="list-style-type: none"> Community Economic Roadmap - new (CMO) 	<ul style="list-style-type: none"> Convene an action team related to workforce recruitment and development 	6/30/16		
		<ul style="list-style-type: none"> Review the objectives established in the Roadmap related to workforce development 		6/30/16			
		<ul style="list-style-type: none"> Identify gaps related to workforce development and identify partners willing to take lead on each item 		9/30/16			
		<ul style="list-style-type: none"> Review ongoing activities and programs related to workforce development 		9/30/16			
		<ul style="list-style-type: none"> Report on progress on workforce development annually, as part of the annual Road Map progress report 	12/31/16		Community Economic Road Map update report was available on November 16th, 2016.		
	<ul style="list-style-type: none"> Remove barriers to employment through the expansion of the City of London Internship Program 		<ul style="list-style-type: none"> City of London Internship Program (to include foreign trained professionals) (HR&CS) 	<ul style="list-style-type: none"> Expand existing City of London Internship Program to include program specifically targeting Foreign Trained Professionals 	12/31/16		Internship Program expanded to include foreign trained professionals.

<p>Attract and retain newcomers, including international students, foreign trained professionals, and multi-generational immigrants to strengthen London's workforce</p>	<p>Immigration Strategy - new (HSSDH)</p>	<p>✓ Research and develop approach to immigration strategy</p>	9/30/16	Steering Committee has been struck and the London Immigration Strategy is under development.	
		<p>↑ Hold Internal and Community Consultations to determine objectives and goals of immigration strategy</p>	6/30/17		Civic Administration recommends that this timeline be adjusted to target date of 9/30/17 to allow for focused consultation with the community.
		<p>↑ Obtain plan endorsement from Council and community</p>	9/30/17		Civic Administration recommends that this timeline be adjusted to target date of 3/31/2018 to allow additional time for development of plan.
		<p>↑ Develop Implementation plan including mechanisms for engagement</p>	12/31/17		Civic Administration recommends that this timeline be adjusted to a target date of 3/31/2018 to allow additional time for development of mechanisms of engagement.
		<p>↑ Provide an update to key stakeholders and Council</p>	3/31/18		Civic Administration recommends that this timeline be adjusted to target date of 9/30/2018.
		<p>↑ Evaluate progress of strategy and implementation plan</p>	9/30/19		
	<p>London Middlesex Local Immigration Partnership (HSSDH)</p>	<p>↑ Implement actions identified in Immigrants & the Labour Market: A London Perspective".</p>	12/31/19	London Immigration Strategy (LIS) Steering Committee will review Labour Market study to determine how actions can be integrated into the LIS.	

<p>■ Attract and retain young talent</p>	<p>▲ Community Economic Roadmap - new (CMO)</p>	<p>▲ Support the creation of a provincially driven local employment planning council to inventory local skills capacity against employer needs</p>	12/31/18	<p>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.</p>	
		<p>▲ 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</p>	12/31/18	<p>Road Map Action Team #4 has four initiatives underway: future needs analysis under development, convening meetings with secondary and post-secondary education on increasing work integrated learning, support of work done by The Apprenticeship Network, support of measures arising from London's Community Diversity and Inclusion Strategy and London's Immigration Strategy.</p>	
		<p>▲ Analysis of local labour market as a key strategy to support employment attraction and retention</p>	12/31/19	<p>Future Needs Analysis (see above).</p>	
		<p>▲ Support the efforts of local and regional agencies working to promote skilled trades and technology related careers to youth</p>	12/31/19	<p>The Apprenticeship Network promotes apprenticeship as a first-choice career option and provides accurate apprenticeship information to employers, youth and job seekers.</p>	
		<p>▲ Work Integrated Learning as a key strategy to support youth attraction and retention</p>	12/31/19	<p>Convening meetings with secondary and post-secondary.</p>	

Introduction






Leading in Public Service

We will be open, accountable and responsible to the people of London.

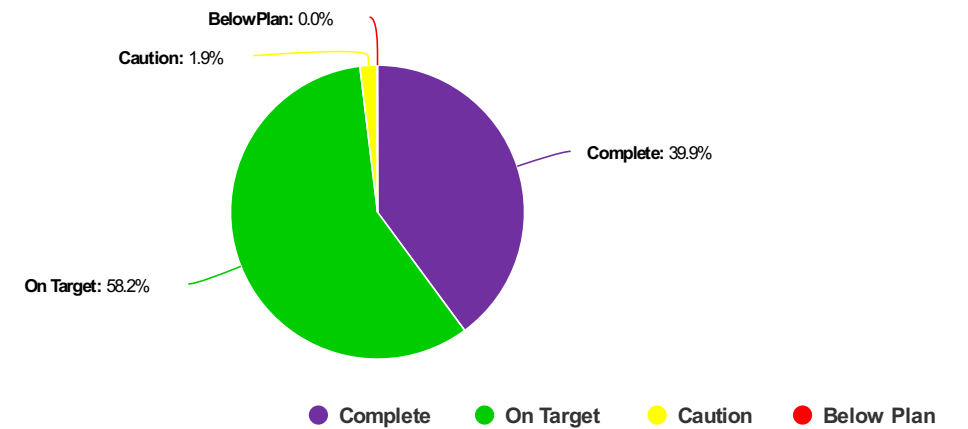
We will be prudent financial managers.












We will innovate where possible and adapt when necessary to deliver valued services efficiently.

Status Definitions

-  Complete: Milestone is done
-  On Target:
Milestone is ongoing or is completed annually
Milestone is in progress or not yet started and is on target to be completed by target end date
-  Caution:
Milestone is delayed by 1 quarter
Milestone is in progress or not yet started and may not be completed by target end date
-  Below Plan: Milestone is delayed by 2 quarters or more
-  Not Defined: Status has not been assigned

Leading in Public Service - Results











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	■ Make community engagement a priority. Make the public a partner who has access to our information and helps make decisions with Council	■ Community Engagement Policy – social media, online surveys, open data, videos, e-newsletters, working with local media, utilize ethnic newspapers (CMO)	 Establish open data working group	3/31/16		
			 Enhance live access to Council, Committee and Advisory meetings via mobile streaming app and live YouTube channel	6/30/16	Now promote Standing Committees and Council meetings on social media.	
			 Create open data guidelines and evaluation criteria	12/31/16	Open Data guidelines and evaluation criteria were developed and approved by the Open Data Working Group.	
			 Review current social media usage	12/31/16		
			 Update current open data sets	12/31/16		This milestone will be ongoing.
			 Explore centralized online surveys	12/31/17		
			 Explore City Hall news bureau opportunities	12/31/17		
			 Explore opportunities to utilize ethnic newspapers	12/31/17		
			 Increase informational videos posted on www.london.ca and YouTube	12/31/17	Collaborate with Service Areas to identify opportunities.	
			 Increase subscribership to Our City e-newsletter	12/31/17		
 Promote engagement toolkit	12/31/17	Goal to update toolkit and obtain feedback from Service Areas.				

	<ul style="list-style-type: none"> Recommend social media optimization 	12/31/17		
	<ul style="list-style-type: none"> Continue to monitor and track 	12/31/19		
	<ul style="list-style-type: none"> Review/monitor/evaluate social media (ongoing) 	12/31/19		
	<ul style="list-style-type: none"> Facilitate use of toolkit 	12/31/18		
<ul style="list-style-type: none"> Communications protocol (CMO) 	<ul style="list-style-type: none"> Review protocol and usage practices 	12/31/16		
	<ul style="list-style-type: none"> Increase awareness of protocol 	12/31/17		
	<ul style="list-style-type: none"> Evaluate protocol 	12/31/19		
	<ul style="list-style-type: none"> Monitor protocol 	12/31/19		
<ul style="list-style-type: none"> Establish public engagement as a new area of focus (CMO) 	<ul style="list-style-type: none"> Determine and implement required updates 	12/31/17		
	<ul style="list-style-type: none"> Hire Manager of Public Engagement 	3/31/16		
	<ul style="list-style-type: none"> Recruit Manager of Public Engagement 	12/31/15		
	<ul style="list-style-type: none"> Review current policies and procedures 	12/31/16		
	<ul style="list-style-type: none"> Continue to monitor and track progress annually 	12/31/19		
<ul style="list-style-type: none"> Explore citizen experience function (CMO) 	<ul style="list-style-type: none"> Support Service London initiatives 	12/31/19		

		<ul style="list-style-type: none"> ✓ Investigate TVs/kiosks in London Public Library branches 	12/31/16	Working with Library staff, in 2017 the City was allowed to provide content to display on the Library's own TV communications system near the main checkout desk. Promotional slides were used to educate the public about major initiatives and upcoming events.	
	<ul style="list-style-type: none"> Work with community groups (CMO) 	<ul style="list-style-type: none"> ↑ Investigate options for comments/feedback channels 	12/31/17		
		<ul style="list-style-type: none"> ✓ Investigate youth engagement potential 	12/31/16		
		<ul style="list-style-type: none"> ✓ Review Canada's London website - 11 community partners 	6/30/16	Site was taken offline.	
<ul style="list-style-type: none"> Implement Plain Language writing in all City documents, reports, agendas, websites, signs, and notifications 	<ul style="list-style-type: none"> Plain language Policy - new (CMO) 	<ul style="list-style-type: none"> ✓ Develop plain language guidelines 	12/31/15		
		<ul style="list-style-type: none"> ✓ Investigate training options 	12/31/16		
		<ul style="list-style-type: none"> ↑ Implement guidelines 	12/31/17		
		<ul style="list-style-type: none"> ↑ Evaluate/monitor guidelines 	12/31/18		
		<ul style="list-style-type: none"> ↑ Review guidelines 	12/31/19		
<ul style="list-style-type: none"> Improve the City of London website so people can find what they want, when they want it, and how they want it 	<ul style="list-style-type: none"> Mobile friendly website (CMO) 	<ul style="list-style-type: none"> ✓ Work with Information Technology services to refresh site design 	12/31/15		
		<ul style="list-style-type: none"> ✓ Develop new image tool/train web authors 	6/30/16		










	<ul style="list-style-type: none"> ✓ Roll out new mobile friendly site 	9/30/16	Launched new mobile friendly website with a refreshed layout and responsive design. Close to 40% of london.ca visitors use mobile devices and we expect that number will grow.	
	<ul style="list-style-type: none"> ↑ Enhance web author training/website 	12/31/17	A new web author manual will be produced which will enhance the capabilities of our subject matter web authors in the Service Areas.	
	<ul style="list-style-type: none"> ↑ Evaluate site needs 	12/31/17		
	<ul style="list-style-type: none"> ↑ Monitor/track for ongoing improvements 	12/31/19		
■ Multiple language availability (CMO)	<ul style="list-style-type: none"> ✓ Test options 	12/31/15		
	<ul style="list-style-type: none"> ✓ Provide multiple language options on new mobile website 	9/30/16	Available in over 50 languages.	
	<ul style="list-style-type: none"> ↑ Monitor and track on an ongoing basis 	12/31/19		
■ Citizen dashboard (CMO)	<ul style="list-style-type: none"> ✓ Award proponent, train users, and input data related to Strategic Plan progress 	9/30/16	Vendor was selected and initial training has begun.	
	<ul style="list-style-type: none"> ✓ Issue a Request for Proposals for a cloud-based strategy monitoring and reporting tool including a public facing dashboard feature 	9/30/16		
	<ul style="list-style-type: none"> ✓ Release Progress Report in the form of a dashboard 	12/31/16	The Strategic Plan Dashboard was launched in November 2016. The dashboard allows Londoners to learn more about the City of London's Strategic Plan and gauge our progress towards implementing strategies and initiative.	
	<ul style="list-style-type: none"> ↑ Evaluate Strategy Monitoring and Reporting tool 	6/30/17		

		 Report on progress towards the Strategic Plan semi-annually	12/31/19		
 Update the City's granting policy and process to non-profit organizations	 Strategic Funding Framework - revised (NCFS)	 Develop and launch modernized London Community Grants Program	3/31/16		
		 Establish Community Review Panel to review and make decisions on both the multi-year (2017 to 2019) and annual (2017) granting streams	9/30/16	London Community Grants Program multi-year grant stream received 67 applications totaling \$19.67 million in requests. The Community Review Panel reviewed every application and allocated the available funding of \$2.3 million to 37 organizations. The annual innovation and capital grant stream received 21 applications totaling \$1.05 million in requests. The Review Panel allocated the available funding of \$174,000 to five organizations.	
		 Allocate both multi-year and annual grants to all successful organizations	3/31/19		
		 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	Launched the 2018 annual Innovation and Capital Stream with \$312,000 available for funding. Decisions to be made by end of 3rd quarter.	

	<p>↑ Explore opportunities for electoral reform</p>	<p>— Explore moving to a ranked ballot voting system, signage, polling, campaign finance, and donor rebates (L&CS)</p>	<p>↑ Report on legislative changes and recommendations</p>	<p>9/30/16</p>	<p>Civic Administration has reported out on legislative changes, campaign finance, signage, and donor rebates. Civic Administration has completed the public consultation phase for ranked balloting.</p> <p>Civic Administration will be reporting back on election signage.</p>	
			<p>✓ Review potential changes to the Municipal Elections Act</p>	<p>12/31/16</p>	<p>The Civic Administration has reviewed and reported out on amendments made to the Municipal Elections Act and will continue to implement changes in accordance with the legislation.</p>	
			<p>↑ Enhance public engagement and communication leading up to the 2018 election</p>	<p>12/31/18</p>		
			<p>↑ Prepare for 2018 election</p>	<p>12/31/18</p>		
<p>Innovative and supportive organizational practices</p>	<p>— Operate as a values based organization</p>	<p>— Corporate Values and Behaviours – all actions are based on respect, integrity, trust, pride, and standing together (HR&CS)</p>	<p>↑ Develop a Values integration plan</p>	<p>12/31/17</p>		
			<p>↑ Train employees</p>	<p>6/30/18</p>		
			<p>↑ Implement a Values integration plan</p>	<p>12/31/18</p>		
	<p>— Use innovative and best practices in all organizational and management activities</p>	<p>— Recruitment, retention, and succession (HR&CS)</p>	<p>↑ Develop a recruitment outreach strategy</p>	<p>9/30/17</p>		
			<p>↑ Review and update Onboarding Program</p>	<p>9/30/17</p>		
			<p>↑ Complete the final phase of the centralization of recruitment</p>	<p>12/31/17</p>		

Learning and development (HR&CS)	↑ Implement a Learning Management System	12/31/19		
Performance development and 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		
	✓ Conduct a workforce census	2/15/17		
Workplace Diversity and Inclusion (HR&CS)	✓ Create a Workplace Diversity and Inclusion resource area in the new City Hub	12/31/16		
	✓ Develop a multi-year recruitment outreach plan	3/31/17	Multi-year recruitment outreach plan developed.	
	↑ 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 developed and roll out to all City of London employees.	
	↑ Implement proactive Workplace Health Strategy	12/31/18		
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		



	<p>Enhance corporate and community safety by preparing for and responding to security risks and emergency events</p>	<p>Corporate Security Strategic Plan - revised (HR&CS)</p>	<p>✓ Review and update Corporate Security Strategic Plan</p>	12/31/16	Corporate Security Strategic Plan reviewed and updated.			
			<p>↑ Review, update and monitor Strategic Plan</p>	12/31/17				
			<p>↑ Review, update and monitor Strategic Plan</p>	12/31/18				
			<p>↑ Review, update and monitor Strategic Plan</p>	12/31/19				
		<p>City of London Corporate Emergency Response and Business Continuity Program (HR&CS)</p>	<p>↑ Develop Business Continuity Program</p>	12/31/18				
			<p>↑ Implement Business Continuity Program</p>	12/31/19				
		<p>Emergency Management Strategic Plan (HR&CS)</p>	<p>✓ Develop Emergency Management Strategic Plan</p>	12/31/16	Emergency Management Strategic Plan developed.			
			<p>↑ Review, update and monitor Strategic Plan</p>	12/31/17				
			<p>↑ Review, update and monitor Strategic Plan</p>	12/31/18				
			<p>↑ Review, update and monitor Strategic Plan</p>	12/31/19				
		Proactive financial management	<p>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</p>	<p>Strategic Financial Plan (F&CS)</p>	<p>✓ Get approval and endorsement for a new multi-year budget approval process from Council and SLT respectively</p>	3/31/15		
					<p>✓ Obtain a budget target from City Council for the development of the multi-year budget</p>	6/30/15		
<p>✓ Complete annual tax policy (within legislated time frame) based on Council decisions made during the multi-year budget process</p>	3/31/16							

<p> Create engagement opportunities for members of the public to provide input into the City of London's first multi-year budget</p>	3/31/16	<p>Members of the public were able to provide input through the following vehicles:</p> <ul style="list-style-type: none"> -IPSOS Reid Citizen Satisfaction Survey -2 Build a Budget Workshops -Online Budget Simulator -Email: budget@london.ca -Community Open Houses -City of London Twitter/Facebook 	
<p> Develop the City of London's first ever multi-year budget process and have approved by City Council</p>	3/31/16		
<p> Provide business cases throughout the budget process for any new projects that require new/additional funding and align with Council's Strategic Plan</p>	3/31/16		
<p> Evaluate multi-year budget process and offer recommendations to be included in the next iteration - 2020-2024</p>	10/16/17		
<p> Solid Waste Phase 1: Prepare review framework, options and obtain approval</p>	12/31/17		
<p> Solid Waste Phase 2: Implement approved work plan</p>	3/31/18		
<p> Solid Waste Phase 3: Report Findings to Committee/Council</p>	9/30/18		
<p> Develop and seek endorsement of multi-year budget annual update process to be compliant with legislated requirements around annual tax policy</p>	9/30/16	<p>On August 30, 2016, Council approved the schedule for the 2017 Multi-year Budget Update with milestone activities required by the Municipal Act.</p>	
<p> Seek Council approval annually on Multi-Year Budget update and refine allocations where required</p>	12/31/19	<p>Council approved the City's first annual update to the 2016-2019 Multi-Year Budget for the 2017 budget year in December 2016.</p>	

<p>Make sure that financial issues are not created and pushed to the future, creating problems for future generations</p>	<p>Strategic Financial Plan (F&CS/HR&CS)</p>	<p>Review and update all Council approved financial policies to better reflect our current environment and municipal financial best practices</p>	9/30/17		<p>The completion of the Financial Policies Update has been merged with the Corporate update of the Council Policy Manual, as decided by Council in December 2016. Completion is now anticipated by the end of August 2017. The Target end date has been adjusted accordingly.</p>
		<p>Contract Negotiations</p>	12/31/19		
		<p>Develop plan to improve the City of London's short and long-term investment strategy to obtain better returns on investments then current position</p>	12/31/19	<p>Council received a report on May 31, 2016 regarding the performance of City investments and an update on the investment strategy.</p>	
		<p>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)</p>	12/31/19	<p>Debt financing in the Lifecycle capital budget was 35% in 2006, but as of 2017 is 10%. The City is on track to meet a target of 0% by 2022.</p>	
		<p>Implement an on-going service review process that will identify efficiencies and find permanent savings that match Council's approved target</p>	12/31/19	<p>The 2016 service review target of \$500,000 has been achieved.</p>	
		<p>Maintain the City of London's debt cap throughout the implementation of the multi-year budget (2016-2019)</p>	12/31/19		
<p>Create, explore, and implement new technologies or technology improvements to assist in the management of corporate assets, financial and reporting systems, and billing systems</p>	<p>Computerized Maintenance Management System Implementation Strategy and Enhance technical capabilities for infrastructure services (water, wastewater, and transportation) (FCS)</p>	<p>Design and build interfaces with existing City of London Systems for the new computerized maintenance system</p>	3/31/17		<p>The system provider has requested a delay to complete their Design Phase until June 2017 as the work is more complex than originally estimated.</p>
		<p>Implement computerized maintenance practices for Water, Sanitary, Stormwater service areas</p>	3/31/18		
		<p>Implement computerized maintenance practices for Roads and Forestry</p>	12/31/18		
		<p>Implement computerized maintenance practices for Solid Waste, Parks Operations</p>	9/30/19		











Collaborative, engaged leadership	<ul style="list-style-type: none"> Continue to build strong working relationships between City Council, Civic Administration, the City's agencies, boards and commissions, and community partners 	<ul style="list-style-type: none"> Strategic Plan for the City of London 2015-2019 (CMO) 	<ul style="list-style-type: none"> Engage agencies, boards, and commissions in Council's 2015-19 Strategic Plan Development 	12/31/15		
			<ul style="list-style-type: none"> 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		
			<ul style="list-style-type: none"> Engage agencies, boards and commissions in reporting progress towards Council's Strategic Plan annually 	12/31/19		
		<ul style="list-style-type: none"> Performance Plans (CMO) 	<ul style="list-style-type: none"> Include strengthening relationships with agencies, boards and commissions in Senior Leadership Team Performance Plans 	12/31/19		
			<ul style="list-style-type: none"> Review strategy with Senior Leadership Team annually 	12/31/19		
		<ul style="list-style-type: none"> Foster collaboration and innovation through a variety of mechanisms (CMO) 	<ul style="list-style-type: none"> Develop Council's 2015-19 Strategic Plan 	12/31/15		
			<ul style="list-style-type: none"> Engage and work with agencies, boards and commissions in the 2016 - 19 multi-year budget development process 	3/31/16		
			<ul style="list-style-type: none"> Invite agencies, boards and commissions as well as community partners to Standing Committee meetings 	9/30/16		
			<ul style="list-style-type: none"> Collaborate with agencies, boards and commissions as well as community partners at the Civic Leaders Event 	12/31/16		A report is scheduled to go forward to SPPC on May 29th, or June 12th 2017, which recommends an alternative approach to address Council direction.
			<ul style="list-style-type: none"> Evaluate Communication Framework 	3/31/17		
			<ul style="list-style-type: none"> Develop Council's Strategic Plan 	12/31/19		
			<ul style="list-style-type: none"> Engage agencies, boards and commissions in the annual Budget Update Process 	12/31/19		

<p>■ Maximize openness and transparency in Council decision making</p>	<p>■ Accountability and Transparency Policy (CMO / All)</p>	<p>↑ Implement Accountability and Transparency Policy (legislative requirement)</p>	12/31/19		
	<p>■ Public Notice Policy (CMO / All)</p>	<p>↑ Implement Public Notice Policy (legislative requirement)</p>	12/31/19		
	<p>■ Council Procedure By-law (CMO)</p>	<p>✓ Review Council Procedure By-law including public participation meeting</p>	6/30/16		
		<p>✓ Implement Council Procedure By-law</p>	12/31/19		
	<p>■ Civic Administration By-law (HR&CS)</p>	<p>↑ Review and update Civic Administrative By-Law</p>	3/31/18		
	<p>■ Audit Processes (CMO / HR&CS / F&CS)</p>	<p>✓ Explore and implement the ability to live stream Audit Committee via Sire platform</p>	6/30/15		
		<p>✓ Develop and issue Request for Proposals to obtain and solidify internal and external auditing services for 2017-2022</p>	6/30/16		
		<p>✓ Award contract to successful proponent</p>	12/31/19	Deloitte was awarded the contract for the Internal Audit. KPMG was appointed as the City's External Auditor.	
		<p>↑ Continue to release audited financial statements in June of each year to Council and members of the public</p>	12/31/19		
	<p>■ Citizen Engagement (CMO/All)</p>	<p>✓ 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</p>	3/31/15		
		<p>✓ 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</p>	3/31/15		
		<p>✓ Enhance live access to Council, Committee and Advisory meetings via mobile streaming app and live YouTube channel</p>	6/30/16		

<p> Create individual web page for each application for Zoning By-law/Official Plan amendments - ITS Project Request submitted</p>	<p>6/30/17</p>	<p>Web page content and search-based functionality similar to the existing Newsroom and Calendar has been determined to be the preferred user interface.</p> <p>Subdivisions and some Condominium applications are also to be included to provide a seamless-appearing product between Planning Services and Development Services.</p>	<p>Good progress has been made on this complex project with many internal partners.</p> <p>Completing the collaboration with ITS to finalize the launch page and application-specific webpage templates for this initiative.</p> <p>Staff training and procedural changes required.</p> <p>New timeline approved in Status report on Improvements to Public Engagement in the Planning Process was received for information at PEC on December 12, 2016 of Q2 2017.</p> <p>On March 27th, revised dates were provided to PEC as part of the Deferred Matters Report. The products were to be provided in May, 2017.</p> <p>Scheduled for June, 2017 PEC meeting</p>
<p> Expand the notification radius for notices related to applications for Zoning By-law/Official Plan amendments - External/Internal Stakeholder Meetings</p>	<p>3/31/18</p>	<p>Status report on Improvements to Public Engagement in the Planning Process was received for information at PEC on December 12, 2016. The report identified the nine project components and the inter-related bundles that could be implemented in four phases once they are technically able to be performed.</p>	<p>This initiative has been identified as part of Phase III of this project. Change timeline to Q1 2018 based on the December 12, 2016 Staff Report.</p>

			<p>↑ 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</p>	6/30/17	<p>Sign prototype completed.</p> <p>Legal, Communications and AODA Staff endorsement of new signage complete.</p> <p>RFP for improved signage released – award of successful proponent anticipated by mid-May, 2017.</p> <p>Subdivisions and some Condominium applications are also included to eliminate the old signs entirely.</p>	<p>Good progress has been made on this complex project with many partners.</p> <p>Balance needed to be achieved between legislative requirements and simple, user-friendly products.</p> <p>Introduction of new signs with friendly URL should be deferred until the web-based launch page and application-specific web pages (see Web Page Milestone above) are operational.</p> <p>Sign templates to be developed and refined for use by individual Planners to ensure a consistent product.</p> <p>Staff training, procedural and implementation logistics to be addressed.</p> <p>New timeline approved in Status report on Improvements to Public Engagement in the Planning Process was received for information at PEC on December 12, 2016 of Q1 2017.</p> <p>On March 27th, revised dates were provided to PEC as part of the Deferred Matters Report. The products were to be provided in May, 2017.</p> <p>Scheduled for June, 2017 PEC meeting.</p>
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<p>↑ Improve the mail-out notices related to applications for Zoning By-law/Official Plan amendments - External/Internal Stakeholder Meetings</p>	<p>6/30/17</p>	<p>Stakeholder meetings completed as of February, 2017. Notice prototype completed.</p> <p>Legal review/endorsement of new Notices complete.</p> <p>Communications and AODA review and endorsement of hard copy appearance/format of new Notices complete.</p> <p>Subdivisions and some Condominium applications are also to be included to provide a seamless-appearing product between Planning Services and Development Services.</p>	<p>Good progress has been made on this complex project with many partners.</p> <p>Balance needed to be achieved between legislative requirements and simple, user-friendly products.</p> <p>Introduction of new Notices with friendly URL should be deferred until the web-based launch page and application-specific web pages (see Web Page Milestone above) are operational.</p> <p>Notice templates for various application types are to be developed for use by individual Planners to ensure a consistent AODA-compliant product.</p> <p>Staff training, procedural and implementation logistics to be addressed.</p> <p>New timeline approved in Status report on Improvements to Public Engagement in the Planning Process was received for information at PEC on December 12, 2016 of Q1 2017.</p> <p>On March 27th, revised dates were provided to PEC as part of the Deferred Matters Report. The products and staff training were to be provided in May, 2017.</p> <p>Scheduled for June, 2017 PEC meeting.</p>
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			<p> Notify tenants by mail of applications for Zoning By-law/Official Plan amendments - External/Internal Stakeholder Meetings</p>	6/30/17	Stakeholder meetings completed as of February, 2017.	<p>Will be included within the improved mail-out notice initiative (above).</p> <p>New timeline approved in Status report on Improvements to Public Engagement in the Planning Process was received for information at PEC on December 12, 2016 of Q1 2017.</p> <p>On March 27th, revised dates were provided to PEC as part of the Deferred Matters Report. The project was to be completed and approved by June, 2017.</p> <p>Scheduled for June, 2017 PEC meeting.</p>
			<p> Promote engagement toolkit</p>	12/31/17		
			<p> Help inform decision making through the Annual Citizen Satisfaction Survey</p>	12/31/18		
			<p> Use of Social Media to increase the ways and means by which Planning Services engages the public</p>	12/31/19		
<p> Engage an Integrity Commissioner to ensure continued compliance with Council's Code of Conduct</p>	<p> Request for Proposals (HR&CS)</p>	<p> Recruit and appoint Integrity Commissioner</p>	6/30/16		Integrity Commissioner appointed.	
<p> Review council's governance structure</p>	<p> Governance Working Group (CMO / All)</p>	<p> Complete current Governance Working Group mandate</p>	12/31/18		On October 25th, 2016 Council resolved that a new GWG BE ESTABLISHED comprised of five appointed members of Council whose role shall be to complete the list of Deferred Matters and, upon completion of those matters, meet on an as needed basis.	

		<ul style="list-style-type: none"> ■ Governance Review Policy – new (CMO / All) 	<ul style="list-style-type: none"> ✓ Determine next steps subsequent to Governance Working Group's recommendations 	12/31/16	On October 25th, 2016 Council resolved that a new GWG BE ESTABLISHED comprised of five appointed members of Council whose role shall be to complete the list of Deferred Matters and, upon completion of those matters, meet on an as needed basis.	
Excellent service delivery	<ul style="list-style-type: none"> ■ Continue to effectively and efficiently deliver nearly 100 services that Londoners rely on every day 	<ul style="list-style-type: none"> ■ Targeted Lean Projects (All) 	<ul style="list-style-type: none"> ✓ Explore and initiate a Lean Six Sigma Pilot Program in Service Areas 	3/31/16		
			<ul style="list-style-type: none"> ✓ Explore and initiate Lean Six Sigma training and certification pilot for Boards and Commissions 	9/30/16		
			<ul style="list-style-type: none"> ↑ 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.	
			<ul style="list-style-type: none"> ✓ Train and Certify City Staff as Lean Six Sigma Black Belts 	12/31/16	Two City Staff have been certified as Lean Six Sigma Black Belts.	
			<ul style="list-style-type: none"> ↑ Complete Lean Six Sigma Green Belt projects 	9/30/17		
		<ul style="list-style-type: none"> ■ Targeted Service Review (All) 	<ul style="list-style-type: none"> ↑ Commence identification of candidate Service Areas 	12/31/19		
		<ul style="list-style-type: none"> ■ Targeted Value for Money Audits (All) 	<ul style="list-style-type: none"> ↑ 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.	
			<ul style="list-style-type: none"> ↑ Identify an annual audit plan through Audit Committee 	3/31/19		
		<ul style="list-style-type: none"> ■ Targeted Zero Based Budgeting (All) 	<ul style="list-style-type: none"> ↑ 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.	

Deliver great customer experiences to residents, businesses, and visitors with innovative service delivery models, improved access through web, phone, and in person, and innovative technology

Service London Implementation Plan (NCFS)

<p>↑ Report results to Senior Leadership Team annually</p>	12/31/19		
<p>✓ Launch Customer Relationship Management (CRM) Phase 2</p>	6/30/16		
<p>✓ Begin implementation of Service Level Standards</p>	3/31/17		
<p>✓ Launch Self Service Portal subsequent phases - enhancements - to roll out annually)</p>	3/31/17	<p>The highest volume Service Requests in CRM will now be accessible through the Service London portal. It will allow citizens to submit service requests from contemporary devices such as phones and tablets.</p> <p>The portal was launched at the end of April, 2017.</p>	
<p>✓ Launch Single number (661-CITY)</p>	3/31/17	<p>In October, 2016, the City did a soft launch of the new phone menu at 661-CITY. Based on the success of the soft launch and the reconfigured menu, the single number was launched publicly in April, 2017.</p>	
<p>↑ Launch Customer Relationship Management (CRM) Phase 3</p>	12/31/17		
<p>↑ Launch Customer Relationship Management (CRM) Phase 4</p>	12/31/18		
<p>↑ Launch Service London Counter Strategy - 2 full service counters (new East and South West Community Centres)</p>	12/31/18		
<p>↑ Roll out subsequent phases/enhancements of Self Service Portal</p>	3/31/19		
<p>↑ Launch Customer Relationship Management (CRM) Phase 5</p>	12/31/19		

<p>■ At Your Service – A respected and inspired public service partner building a better city for all. (All)</p>	<p>↑ Develop training materials to support activities of the Customer Experience Team</p>	12/31/17		
	<p>↑ Utilize workflow technology to reduce manual and paper related processes</p>	12/31/18		
	<p>↑ Create customer experience performance measures for managers on an annual basis</p>	12/31/19		
	<p>↑ Develop and implement customer experience improvements for all service areas on an annual basis</p>	12/31/19		
<p>■ IT Strategic Plan (All)</p>	<p>✓ Develop Information Technology Services areas of focus that align with Council's Strategic Plan</p>	3/31/15	<p>Aligning with the 2015-2019 Council Strategic Plan, ITS focuses on the following four key strategic areas:</p> <ol style="list-style-type: none"> 1) High performing and secure computing environment; 2) Applications increasing efficiency and effectiveness; 3) Improving client experience; 4) Investing in people, planning and processes. 	
	<p>✓ Create process to translate strategy into tactical action for all functional units within Information Technology Services</p>	6/30/15	<p>Employing a strategic synthesis approach, ITS aggregates diverse strategic inputs through established processes which lay a clear direction for operational and project work.</p>	
	<p>✓ Connect Key Performance Indicators to formal evaluation processes</p>	9/30/15		

		<ul style="list-style-type: none"> ✓ Develop and implement service specific key performance indicators to measure tactical actions 	9/30/15	<p>Highlight of 2016 ITS accomplishments:</p> <ul style="list-style-type: none"> -Resolved 22,000 incidents and service requests -Achieved a 97% Customer Satisfaction Rating -Completed 64 projects 	
		<ul style="list-style-type: none"> ✓ Re-create corporate wide 5-year Information Technology Services project plan that is delivery and action focused 	9/30/15		
		<ul style="list-style-type: none"> ✓ Upgrade and optimize the Information Technology Services project intake process 	6/30/16	<p>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.</p>	
	■ Business Plans (CMO)	<ul style="list-style-type: none"> ✓ Re-design Business Plans to better align with Council's Strategic Plan 	6/30/16		
		<ul style="list-style-type: none"> ✓ Consider great customer experiences and innovative practices during the Service Area Business Plan Development Process 	9/30/16		
		<ul style="list-style-type: none"> ↑ Consider great customer experiences and innovative practices during the Service Area Business Plan Development Process 	9/30/19		
	■ Smart Cities Strategy	<ul style="list-style-type: none"> ✓ 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	<p>Joint working group was established and completed the RFQ and RFP processes.</p>	
		<ul style="list-style-type: none"> ✓ Complete public engagement for the preparation of the strategy 	2/28/17	<p>Project has been altered to include public engagement throughout.</p>	
		<ul style="list-style-type: none"> ✓ Select proponent to undertake preparation of strategy 	6/30/16	<p>IBI Group was selected as proponent to undertake Smart City Strategy consulting work.</p>	
		<ul style="list-style-type: none"> ■ Complete Smart Cities Strategy 	6/30/17	<p>Extensive public engagement with a range of stakeholders has been undertaken.</p>	<p>Public engagement was extended to incorporate more feedback, and this has caused a delay.</p> <p>Complete Public engagement by November, 2017. (Q4)</p>

		<p>↑ Develop business case for consideration by Council for funding and implementation of strategy</p>	12/31/17		
<p>■ AMANDA System Upgrades (DCS)</p>		<p>✓ Complete upgrade and training related to the new web browser version. System Upgrade</p>	6/30/16		
		<p>✓ Implement new tracking category related to vehicles for hire (taxi/limousines)</p>	6/30/16		
		<p>✓ Implement new tracking category related to building permit folders (excluding subdivision development and signs)</p>	9/30/16		
		<p>✓ Implement new tracking category related to planning folders (excluding trees and heritage)</p>	9/30/16		
		<p>↑ Implement new tracking category related to water contamination (backflow prevention devices)</p>	9/30/16		
		<p>✓ Implement new tracking category related to business licensing</p>	3/31/17		
		<p>↑ Introduce enhanced mobile solutions for inspections and investigations</p>	9/30/18		
		<p>↑ Upgrade to AMANDA and Implementation - future upgrade</p>	6/30/19		
		<p>↑ 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</p>	12/31/19		
<p>■ Computerized Maintenance Management System (FCS)</p>		<p>■ Design and build interfaces with existing City of London Systems for the new computerized maintenance system</p>	3/31/17		<p>The system provider has requested a delay to complete their Design Phase until June 2017 as the work is more complex than originally estimated.</p>
		<p>↑ Implement computerized maintenance practices for Water, Sanitary, Stormwater Service Areas</p>	3/31/18		
		<p>↑ Implement computerized maintenance practices for Solid Waste, Parks Operations</p>	9/30/18		
		<p>↑ Implement computerized maintenance practices for Roads and Forestry</p>	12/31/18		

<p>■ Make strategic decisions about our long-term space needs and service delivery locations</p>	<p>■ Master Accommodation Plan – new (All)</p>	<p>✓ Seek direction from Council based on recommendation of MAP15 report</p>	9/30/16		
		<p>↑ Develop detailed plans, business case and cost/benefit analysis</p>	6/30/17		
		<p>↑ Seek Council Approval</p>	9/30/17		
		<p>↑ Implement approved MAP15 recommendation</p>	12/31/24		
<p>■ Keep looking for new opportunities to share services and supports between the City of London and its agencies, boards, and commissions</p>	<p>■ Strategic Plan for the City of London 2015-2019 (CMO)</p>	<p>✓ Engage agencies, boards, and commissions in Council's 2015-19 Strategic Plan Development</p>	12/31/15		
		<p>✓ 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</p>	6/30/16		
		<p>↑ Engage agencies, boards and commissions in reporting progress towards Council's Strategic Plan annually</p>	12/31/19		
	<p>■ Business Plans (CMO)</p>	<p>✓ Engage with agencies, boards and commissions during the Business Plan Development Process</p>	9/30/16		
		<p>↑ Engage with agencies, boards and commissions during the Business Plan Development Process</p>	9/30/19		
	<p>■ Lead and foster shared service agreements (CMO / HR&CS)</p>	<p>✓ Initiate exploratory meetings with Civic Administration and agencies, boards and commissions</p>	12/31/16		
		<p>✓ Work with agencies, boards and commissions on efficiency projects (Lean Six Sigma)</p>	12/31/16		
		<p>↑ Investigate what other municipalities are doing</p>	12/31/19		
		<p>↑ Follow up on exploratory meetings with appropriate action</p>	12/31/19		

Appendix B

What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Variance
Caution Milestones for Strengthening Our Community				
<p>Work with our partners in Education to help keep neighbourhood schools open and use former school sites effectively.</p>	<p>Neighbourhood School Strategy – new (NCFS/Planning)</p>	<p>City departments work collaboratively to research and develop draft policy with respect to effective and appropriate re-use of surplus school sites.</p>	12/31/16	<p>Internal consultation currently underway. Draft terms of reference have been prepared.</p>
		<p>Consult with public on draft policies.</p>	3/31/17	<p>This project will include two phases: 1. Develop criteria to be used by staff in the review of school sites identified by the School Boards as being surplus that consider matters such as public facility/community facility need and parkland/open space needs. Complete Phase I Q3/2017. 2. As part of the Parks and Recreation Master Plan update, review community facility site selection criteria and parkland and open space site selection criteria to consider the role of school sites. Complete as part of Parks and Recreation Master Plan Update.</p>
<p>Support immigrants and newcomers to be successful as they settle in our community.</p>	<p>London & Middlesex Local Immigration partnership Strategic Plan (HSSDH)</p>	<p>Review of London & Middlesex Local Immigration Partnership Terms of Reference.</p>	2/28/17	<p>LMLIP Governance Committee is reviewing the terms of reference and will complete by May 2017.</p>
<p>Eliminate barriers for individuals facing poverty, mental health and addictions and help them find pathways to be successful.</p>	<p>Age Friendly London (NCFS)</p>	<p>Create next 3-5 year Age Friendly London Action Plan.</p>	3/31/17	<p>Community Engagement was expanded and extended in the development of the next Age Friendly Plan in order to include an open call for a community conversation and online feedback of the overall plan; an additional two meetings with each of the eight working groups to develop strategies and actions; and more targeted outreach with newcomer and immigrant older adults and the urban Indigenous community. The revised target completion date for the Age Friendly London Action Plan is June, 2017.</p>











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What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Variance
<p>■ Provide compassionate care for animals.</p>	<p>■ Expanded Animal Welfare Initiatives Strategy (DCS/EES)</p>	<p>■ Open Renovated Cat Adoption Centre to the public</p>	<p>3/31/17</p>	<p>Renovations expected to be completed May / June 2017. Full occupancy July 2017.</p>
<p>■ Invest in new parks and recreation facilities and pursue innovative models for programs and service delivery.</p>	<p>■ Parks and Recreation Strategic Master Plan 2009-update (P&R / NCFS)</p>	<p>■ Determine final design of the East Community Centre</p>	<p>3/31/17</p>	
<p>■ Support all Londoners to age well and have opportunities to reach their full potential.</p>	<p>■ Age Friendly London Action Plan 2013-2016 (NCFS)</p>	<p>■ Create next 3-5 year Age Friendly London Action Plan</p>	<p>3/31/17</p>	<p>Community engagement was expanded and extended in the development of the next Age Friendly Plan in order to include an open call for a community conversation and online feedback of the overall plan; an additional two meetings with each of the eight working groups to develop strategies and actions; and more targeted outreach with newcomer and immigrant older adults and the urban Indigenous community. The revised target completion date for the Age Friendly London Action Plan is June, 2017.</p>
<p>■ 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.</p>	<p>■ Emergency Social Services Plan – New (HSSDH)</p>	<p>■ Report to Council with recommendations and action plans as required</p>	<p>12/31/16</p>	<p>Anticipate Emergency Management Protocol to be established in Q4 2017 with report to Council to follow. Recommend a new target end date of Q2 2018 to align with the timeline recommended for the Emergency Social Services Plan.</p>

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What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Variance
Below Plan Milestones for Strengthening Our Community				
<p>■ Provide compassionate care for animals.</p>	<p>■ Expanded Animal Welfare Initiatives Strategy (DCS/EES)</p>	<p>↓ Open Companion Animal Veterinarians Clinic</p>	<p>9/30/16</p>	<p>Lease transfer May 2017. Move in/minor renovations May/June 2017. Full occupancy July 2017.</p>
<p>■ 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.</p>	<p>■ Museum London Strategic Plan (CMO)</p>	<p>↓ Museum London Strategic Plan of feet, friends, and funds objectives to surpass 2015 successful 10% increase in all targets.</p>	<p>12/31/16</p>	<p>Recorded 2016 attendance lower than expected due in part to malfunctioning electronic people counter and building closures related to emergency sanitation pipe repairs.</p>
<p>■ 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.</p>	<p>■ Emergency Social Services Plan – New (HSSDH)</p>	<p>↓ 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).</p>	<p>12/1/16</p>	<p>Delayed but progressing. Recommending a new target end date of Q4 2017.</p>
Caution Milestones for Building a Sustainable City				
<p>■ Manage and upgrade transportation infrastructure such as heritage bridges, railway grade separations, cycling facilities, and parking lots.</p>	<p>■ Parking Master Plan (EES)</p>	<p>■ Complete Strategy for Council approval</p>	<p>4/30/17</p>	<p>Additional consultation is required prior to completion. Anticipated to be completed by June 31, 2017.</p>










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What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Variance
		 Finalize Strategic Implementation Plan	5/31/17	Additional consultation is required prior to completion. Anticipated to be completed by June 31, 2017.
	 Heritage Bridge Preservation Strategy - Meadowlily Footbridge - Blackfriars Bridge (EES / Planning)	 Complete Detail Design and Public Consultation - Blackfriars Bridge	3/31/17	The detail design is 90 percent complete, project is delayed waiting for a response to the Part II order request from the Ministry of Environment. Public meeting will be held once this is resolved.
		 Complete construction of improvements - Blackfriars Bridge	6/30/19	Due to the delay waiting for a response to the Part II order request from the Ministry of Environment, the tender has been delayed and the completion date should be end of 2019.
	 Transportation Master Plan (EES)	 Complete Environmental Assessment and review opportunities for advancement – Adelaide Street/ CPR Grade Separation	9/30/17	The Environmental Assessment requires additional engineering review related to underground utilities that will be undertaken over the course of the summer of 2017. New completion date of end of 2017.
 Fund innovative ways to adapt to Climate Change	 Climate Change Adaptation Strategy (EES)	 Award flood proofing design for Greenway plant	3/31/17	To take advantage of available Federal and Provincial Infrastructure funding, this project will be delayed beyond 2019 to align with funding availability. Funding application details are expected by December 31, 2017.
		 Award flood proofing design for Adelaide plant	6/30/17	To take advantage of available Federal and Provincial Infrastructure funding, and to coordinate with arising Domestic Action Plan plant optimization requirements, this project will be delayed beyond 2019 to align with the infrastructure funding schedule. Funding application details are expected by December 31, 2017.

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What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Variance
		<ul style="list-style-type: none"> ■ Begin construction of West London Dykes Phase 3 	6/30/17	Potential funding (Provincial or Federal) for Climate Change Adaptation remains unknown at this time. CCA remaining phases (3 to 5) will be delayed by at least one quarter based on available information (April 2017).
		<ul style="list-style-type: none"> ■ Phase 3: Update Draft Strategy, implementation plan and final review with stakeholders 	6/30/17	Potential funding (Provincial or Federal) for Climate Change Adaptation remains unknown at this time. CCA remaining phases (3 to 5) will be delayed by at least one quarter based on available information (April 2017).
		<ul style="list-style-type: none"> ■ Phase 4: Submit to Committee/Council 	9/30/17	Potential funding (Provincial or Federal) for Climate Change Adaptation remains unknown at this time. CCA remaining phases (3 to 5) will be delayed by at least one quarter based on available information (April 2017).
		<ul style="list-style-type: none"> ■ Phase 5: Implement approved strategy 	3/31/18	Potential funding (Provincial or Federal) for Climate Change Adaptation remains unknown at this time. CCA remaining phases (3 to 5) will be delayed by at least one quarter based on available information (April 2017).
		<ul style="list-style-type: none"> ■ Award flood proofing construction for Adelaide plant 	3/31/19	To take advantage of available Federal and Provincial Infrastructure funding, and to coordinate with arising Domestic Action Plan plant optimization requirements, this project will be delayed beyond 2019 to align with the infrastructure funding schedule. Funding application details are expected by December 31, 2017.

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What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Variance
		 Begin construction of West London Dykes Phase 4	6/30/19	Potential funding (Provincial or Federal) for Climate Change Adaptation remains unknown at this time. CCA remaining phases (3 to 5) will be delayed by at least one quarter based on available information (April 2017).
 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.	 Transportation Master Plan (EES)	 Complete Environmental Assessment – Wharncliffe Road Improvements (Horton to Becher)	9/30/17	Additional heritage impact assessment is being undertaken as part of the Environmental Assessment. New completion date is end of 2017.
		 Complete Environmental Assessment – Fanshawe Park Road / Richmond Intersection Improvements	12/31/16	Completion of Environmental Assessment is subject to the property owner meetings and coordination with the Shift Rapid Transit Master Plan. New completion date is end of 2017.
		 Complete Environmental Assessment – Western Road / Sarnia Road Intersection Improvements	3/31/18	On hold pending completion of Shift Rapid Transit Master Plan. New completion date is June 2018.
		 Complete detailed design – Western Road / Sarnia Road Intersection Improvements	12/31/17	On hold pending completion of Shift Rapid Transit Master Plan. New completion date of end of 2018.
	 Rapid Transit Implementation Strategy (EES)	 Complete Environmental Assessment	3/31/17	Project has been delayed in order to review additional corridor analysis and public consultation. Rapid Transit Master Plan anticipated to be completed by September 2017, Transit Priority Assessment Process to be completed by end of June 2018.

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What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Variance
		Design First Phase	3/31/19	Design phase is dependent on funding commitments and approval of Environmental Assessment and Transit Priority Assessment Process. New completion date is end of 2019.
Improve travel to other cities through better transportation connectivity specifically regional transit connections	Provincial High Speed Rail Regional Hub- new (EES / Planning)	Participate in Provincial Environmental Assessment. Provide project status report to Council	9/30/16	The Provincial government has not released the results of the consultation nor provided an update on next steps for the Environmental Assessment.
		Report Project status upon finalization of technical studies	3/31/17	The Provincial government has not released the results of the consultation nor provided an update on next steps for the Environmental Assessment.
Reduce fuel use through innovation and research	Green Fleet Strategy (EES)	Phase 4: Prepare Updated Green Fleet Strategy and undertake stakeholder engagement	5/15/17	In-house activities on the Green Fleet Strategy have been delayed due to workload. Technical resources to assist with strategy development have been obtained. Target completion is now 10/31/17.
		Phase 5: Submit to Committee/Council	6/30/17	In-house activities on the Green Fleet Strategy have been delayed due to workload. Technical resources to assist with strategy development have been obtained. Target completion is now 11/31/17.
Plant more trees and better protect them from deforestation, invasive species, and other threats	Urban Forest Strategy (Planning / EES)	Complete Planting Strategy	4/24/17	Strategy to be finalized with Trees and Forest Advisory Committee (TFAC). Revise completion date to Q4/2017.
Work together to protect all aspects of our natural environment including woodlands, wetlands, river and watercourses, and air quality as our city grows	Pollution Prevention and Control Plan (EES)	Complete Phase 2 report that outlines priority overflow locations and technical details	12/31/16	Agency approval of study tasks delaying completion of Phase 2 until June 30, 2017.
















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What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Variance
<p>■ Use new ways to help residents protect their basements from flooding</p>	<p>■ Weeping Tile Disconnections Program (EES)</p>	<p>■ Engage the neighbourhoods with the Ward Councillor to determine which one has enough interest and support to proceed</p>	<p>12/31/16</p>	<p>Engagement scheduled for June 30, 2017 to align with Councillor and staff availability.</p>
<p>■ Support more public art and continue maintaining what we own</p>	<p>■ Public Art Strategy (CMO/Planning)</p>	<p>■ Commission and purchase Public Art and Monuments for Canada's 150th Anniversary such as: the LAV III and the Terry Fox Artwork</p>	<p>6/30/17</p>	<p>Awaiting Department of National Defence (DND) requested modification of their draft licensing agreement. Anticipated completion date for Terry Fox Public Art now 2017 Q4.</p>
<p>■ Create a more attractive city through urban design</p>	<p>■ Urban Design Program (Planning)</p>	<p>■ Complete program review</p>	<p>6/30/17</p>	<p>Request for Proposals (RFP) for Consultant for the review to be issued June/July, 2017. Work to be completed in Q4 2017.</p>
<p>■ Invest in parks and recreation facilities and amenities</p>	<p>■ Parks and Recreation Strategic Master Plan 2009 - update (P&R / NCFS)</p>	<p>■ Complete final design of the East Community Centre</p>	<p>3/31/17</p>	
<p>■ Build new transportation, water, wastewater, and storm water infrastructure as London grows</p>	<p>■ Growth Management Implementation Strategy (EES)</p>	<p>■ Undertake construction of improvements – Killaly Road Upgrades</p>	<p>9/30/17</p>	<p>Additional coordination is required with developer. Development approvals not in place, anticipated completion by end of 2017.</p>
<p>■ Protect and celebrate London's heritage for current and future generations</p>	<p>■ Heritage Conservation District Plans - prepare and implement (Planning)</p>	<p>■ Adopt SOHO Heritage Conservation District Study</p>	<p>6/30/17</p>	<p>On January 17, 2017 Council directed administration to review the prioritized list of potential Heritage Conservation Districts; it being noted that such a review may impact Heritage Conservation District deadlines established in Municipal Council's Strategic Plan. New milestone date to be confirmed based on the review of potential Heritage Conservation Districts.</p>




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What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Variance
		<p>Adopt St. George-Grosvenor Heritage Conservation District Plan</p>	12/31/17	<p>On January 17, 2017 Council directed administration to prepare two HCD Plans; one for the Great Talbot Heritage Conservation District and one for the Gibbons Park Heritage Conservation District. Neither of these Plans can be completed by the December 31, 2017 deadline for the St. George-Grosvenor Heritage Conservation District Plan. Doing so would pre-suppose the results of the review Council directed of the prioritized list of potential Heritage Conservation Districts. New milestone date to be confirmed based on the review of potential Heritage Conservation Districts. Q4 2018.</p>
		<p>Adopt SOHO Heritage Conservation District Plan</p>	12/31/18	<p>On January 17, 2017 Council directed administration to review the prioritized list of potential Heritage Conservation Districts; it being noted that such a review may impact Heritage Conservation District deadlines established in Municipal Council's Strategic Plan. On January 17, 2017 Council directed administration to prepare two HCD Plans; one for the Great Talbot Heritage Conservation District and one for the Gibbons Park Heritage Conservation District. Neither of these Plans can be completed by the December 31, 2017 deadline for the St. George-Grosvenor Heritage Conservation District Plan. Doing so would pre-suppose the results of the review Council directed of the prioritized list of potential Heritage Conservation Districts. New milestone date to be confirmed based on the review of potential Heritage Conservation Districts. Q4 2018.</p>

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What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Variance
	 Municipally Owned Heritage Properties 10 Year Capital Plan (Planning)	 Complete Elsie Perrin Williams Main House works	12/31/17	Construction completion date was re-set at the tenant's (London Heritage Foundation) request so that the Elsie Perrin Williams 100th Anniversary activities in 2017 can proceed without disruption.
Below Plan Milestones for Building a Sustainable City				
 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	 Transportation Master Plan (EES)	 Complete detailed design – Veterans Memorial Parkway North Extension	12/31/15	This end date is incorrect, detail design is not going to be done until end of 2018.
Caution Milestones for Growing Our Economy				
 Buy and service industrial land to bring more jobs to London	 Industrial Land Development Strategy (EES)	 Prepare large and small block implementation plans and update land acquisition strategy	6/30/17	Success in potential large block sales in 2017 will direct the plan update in Q4 2017.
 Invest in London’s downtown as the heart of our city	 Various infrastructure upgrades (EES)	 Develop preliminary project lists based on 2014 information	3/31/17	Original Study completion timelines have needed to be extended due to additional stakeholder consultation and coordination with other Downtown initiatives. Completion is now anticipated for the end of Q2 2017.
 Use new and emerging technology to improve quality of life and grow London’s economy	 Smart Cities Strategy (F&CS / Planning)	 Complete Smart Cities Strategy	6/30/17	Public engagement was extended to incorporate more feedback, and this has caused a delay. Complete Public engagement by November, 2017. (Q4)
		 Work with successful vendor on the development and completion of implementation plan for Smart Cities Strategy	6/30/17	Public engagement was extended to incorporate more feedback, and this has caused a delay. Complete Public engagement by November, 2017. (Q4)

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What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Variance
Below Plan Milestones for Growing Our Economy				
<p>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.</p>	<p>London Waste to Resources Innovation Centre (EES)</p>	<p> Phase 3: Undertake stakeholder engagement and prepare a Draft Business Case for a Centre including implementation scope, framework, costs, and risks</p>	<p>3/31/17</p>	<p>Delayed - Provincial legislation (Waste Free Ontario Act) passed in December 2016 and Provincial strategy finalized in February 2017 serves as the basis to formally launch the Stakeholder Engagement process with Western University and related activities as of March 2017. Target completion is now March 31, 2018.</p>
		<p> Phase 4: Implement approved strategy</p>	<p>3/31/17</p>	<p>Delayed - Provincial legislation (Waste Free Ontario Act) passed in December 2016 and Provincial strategy finalized in February 2017 serves as the basis to formally launch the Stakeholder Engagement process with Western University and related activities as of March 2017. Target completion is now March 31, 2018.</p>
Caution Milestones for Leading in Public Service				
<p>Create, explore, and implement new technologies or technology improvements to assist in the management of corporate assets, financial and reporting systems, and billing systems.</p>	<p>Computerized Maintenance Management System Implementation Strategy and Enhance technical capabilities for infrastructure services (water, wastewater, and transportation) (FCS)</p>	<p> Design and build interfaces with existing City of London Systems for the new computerized maintenance system</p>	<p>3/31/17</p>	<p>The system provider has requested a delay to complete their Design Phase until June 2017 as the work is more complex than originally estimated.</p>

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What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Variance
<p>■ Continue to build strong working relationships between City Council, Civic Administration, the City's agencies, boards and commissions, and community partners</p>	<p>■ Foster collaboration and innovation through a variety of mechanisms (CMO)</p>	<p>■ Collaborate with agencies, boards and commissions as well as community partners at the Civic Leaders Event</p>	<p>12/31/16</p>	<p>A report is scheduled to go forward to SPPC on May 29th, or June 12th 2017, which recommends an alternative approach to address Council direction.</p>
<p>■ Deliver great customer experiences to residents, businesses, and visitors with innovative service delivery models, improved access through web, phone, and in person, and innovative technology.</p>	<p>■ Smart Cities Strategy</p>	<p>■ Complete Smart Cities Strategy</p>	<p>6/30/17</p>	<p>Public engagement was extended to incorporate more feedback, and this has caused a delay. Complete Public engagement by November, 2017. (Q4)</p>
	<p>■ Computerized Maintenance Management System (FCS)</p>	<p>■ Design and build interfaces with existing City of London Systems for the new computerized maintenance system</p>	<p>3/31/17</p>	<p>The system provider has requested a delay to complete their Design Phase until June 2017 as the work is more complex than originally estimated.</p>
<p>Caution Milestones related to the London Plan</p>				
<p>■ Work with our partners in Education to help keep neighbourhood schools open and use former school sites effectively.</p>	<p>■ The London Plan (Public Facilities & Services) – draft (Planning)</p>	<p>■ Target unappealed portions of the London Plan in force and effect.</p>	<p>6/30/17</p>	<p>Anticipate resolution of unappealed portions of The London Plan by year-end. We will then be able to implement the unappealed portions of the Plan.</p>
		<p>■ Implement The London Plan through municipal regulation, public projects, budgeting and investment, partnerships and municipal programs.</p>	<p>6/30/17</p>	<p>Following confirmation by the Ontario Municipal Board of the portions of the London Plan that are in effect, we will begin to implement those portions of the Plan. This will be an on-going process, and will carry on beyond this 4-year Plan. Milestone end date is "on-going." Change milestone end date to December 31, 2019.</p>

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What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Variance
<p>■ Work with community agencies to help tenants keep their existing affordable housing and avoid homelessness.</p>	<p>■ The London Plan (Homelessness Prevention & Housing) – draft (Planning)</p>	<p>■ Implement The London Plan through municipal regulation, public projects, budgeting and investment, partnerships and municipal programs</p>	<p>6/30/17</p>	<p>Following confirmation by the Ontario Municipal Board of the portions of the London Plan that are in effect, we will begin to implement those portions of the Plan. This will be an on-going process and will carry on beyond this four year Plan. Milestone end date is "on-going." Change milestone end date to December 31, 2019.</p>
		<p>■ Target unappealed portions of the London Plan in force and effect</p>	<p>6/30/17</p>	<p>Anticipate resolution of unappealed portions of The London Plan by year-end. We will then be able to implement the unappealed portions of the Plan.</p>
<p>■ Invest in new parks and recreation facilities and pursue innovative models for programs and service delivery.</p>	<p>■ The London Plan (Parks & Recreation) – draft (Planning)</p>	<p>■ Implement The London Plan through municipal regulation, public projects, budgeting and investment, partnerships and municipal programs</p>	<p>6/30/17</p>	<p>Following confirmation by the Ontario Municipal Board of the portions of the London Plan that are in effect, we will begin to implement those portions of the Plan. This will be an on-going process and will carry on beyond this four year Plan. Milestone end date is "on-going." Change milestone end date to December 31, 2019.</p>
		<p>■ Target unappealed portions of the London Plan in force and effect</p>	<p>6/30/17</p>	<p>Anticipate resolution of unappealed portions of The London Plan by year end. We will then be able to implement the unappealed portions of the Plan.</p>
<p>■ Help Londoners understand how we provide safe drinking water and protect the Thames River.</p>	<p>■ The London Plan (Civic Infrastructure, Natural Resources and Natural Heritage) – draft (Planning)</p>	<p>■ Implement The London Plan through municipal regulation, public projects, budgeting and investment, partnerships and municipal programs</p>	<p>6/30/17</p>	<p>Following confirmation by the Ontario Municipal Board of the portions of the London Plan that are in effect, we will begin to implement those portions of the Plan. This will be an on-going process and will carry on beyond this four year Plan. Milestone end date is "on-going." Change milestone end date to December 31, 2019.</p>
		<p>■ Target unappealed portions of the London Plan in force and effect</p>	<p>6/30/17</p>	<p>Anticipate resolution of unappealed portions of The London Plan by year end. We will then be able to implement the unappealed portions of the Plan.</p>

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What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Variance
<p>■ Fund innovative ways to adapt to Climate Change</p>	<p>■ The London Plan (The Green City and Natural Hazards) – draft (Planning)</p>	<p>■ Implement The London Plan through municipal regulation, public projects, budgeting and investment, partnerships and municipal programs</p>	<p>6/30/17</p>	<p>Following confirmation by the Ontario Municipal Board of the portions of the London Plan that are in effect, we will begin to implement those portions of the Plan. This will be an on-going process and will carry on beyond this four year Plan. Milestone end date is "on-going." Change milestone end date to December 31, 2019.</p>
		<p>■ Target unappealed portions of the London Plan in force and effect</p>	<p>6/30/17</p>	<p>Anticipate resolution of unappealed portions of The London Plan by year-end. We will then be able to implement the unappealed portions of the Plan.</p>
<p>■ 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.</p>	<p>■ The London Plan (Mobility) - draft (Planning)</p>	<p>■ Implement The London Plan through municipal regulation, public projects, budgeting and investment, partnerships and municipal programs</p>	<p>6/30/17</p>	<p>Following confirmation by the Ontario Municipal Board of the portions of the London Plan that are in effect, we will begin to implement those portions of the Plan. This will be an on-going process and will carry on beyond this four year Plan. Milestone end date is "on-going." Change milestone end date to December 31, 2019.</p>
		<p>■ Target unappealed portions of the London Plan in force and effect</p>	<p>6/30/17</p>	<p>Anticipate resolution of unappealed portions of The London Plan by year end. We will then be able to implement the unappealed portions of the Plan.</p>
<p>■ Improve travel to other cities through better transportation connectivity specifically regional transit connections.</p>	<p>■ The London Plan (Mobility) – draft (Planning)</p>	<p>■ Implement The London Plan through municipal regulation, public projects, budgeting and investment, partnerships and municipal programs</p>	<p>6/30/17</p>	<p>Following confirmation by the Ontario Municipal Board of the portions of the London Plan that are in effect, we will begin to implement those portions of the Plan. This will be an on-going process and will carry on beyond this four year Plan. Milestone end date is "on-going." Change milestone end date to December 31, 2019.</p>
		<p>■ Target unappealed portions of the London Plan in force and effect</p>	<p>6/30/17</p>	<p>Anticipate resolution of unappealed portions of The London Plan by year end. We will then be able to implement the unappealed portions of the Plan.</p>

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What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Variance
<p>■ Plant more trees and better protect them from deforestation, invasive species, and other threats.</p>	<p>■ The London Plan (Urban Forest) – draft (Planning)</p>	<p>■ Implement The London Plan through municipal regulation, public projects, budgeting and investment, partnerships and municipal programs</p>	<p>6/30/17</p>	<p>Following confirmation by the Ontario Municipal Board of the portions of the London Plan that are in effect, we will begin to implement those portions of the Plan. This will be an on-going process and will carry on beyond this four year Plan. Milestone end date is "on-going." Change milestone end date to December 31, 2019.</p>
		<p>■ Target unappealed portions of the London Plan in force and effect</p>	<p>6/30/17</p>	<p>Anticipate resolution of unappealed portions of The London Plan by year end. We will then be able to implement the unappealed portions of the Plan.</p>
<p>■ Work together to protect all aspects of our natural environment including woodlands, wetlands, river and watercourses, and air quality as our city grows.</p>	<p>■ The London Plan (Natural Heritage and The Green City) – draft (Planning)</p>	<p>■ Implement The London Plan through municipal regulation, public projects, budgeting and investment, partnerships and municipal programs</p>	<p>6/30/17</p>	<p>Following confirmation by the Ontario Municipal Board of the portions of the London Plan that are in effect, we will begin to implement those portions of the Plan. This will be an on-going process and will carry on beyond this four year Plan. Milestone end date is "on-going." Change milestone end date to December 31, 2019.</p>
		<p>■ Target unappealed portions of the London Plan in force and effect</p>	<p>6/30/17</p>	<p>Anticipate resolution of unappealed portions of The London Plan by year end. We will then be able to implement the unappealed portions of the Plan.</p>
<p>■ Invest in public spaces to be gathering places for more compact neighbourhoods.</p>	<p>■ The London Plan (City Design) – draft (Planning)</p>	<p>■ Implement The London Plan through municipal regulation, public projects, budgeting and investment, partnerships and municipal programs</p>	<p>6/30/17</p>	<p>Following confirmation by the Ontario Municipal Board of the portions of the London Plan that are in effect, we will begin to implement those portions of the Plan. This will be an on-going process and will carry on beyond this four year Plan. Milestone end date is "on-going." Change milestone end date to December 31, 2019.</p>
		<p>■ Target unappealed portions of the London Plan in force and effect</p>	<p>6/30/17</p>	<p>Anticipate resolution of unappealed portions of The London Plan by year end. We will then be able to implement the unappealed portions of the Plan.</p>

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What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Variance
<p>Support more public art and continue maintaining what we own.</p>	<p>The London Plan (City Design and Culturally Rich & Diverse City) – draft (Planning)</p>	<p>Implement The London Plan through municipal regulation, public projects, budgeting and investment, partnerships and municipal programs</p>	<p>6/30/17</p>	<p>Following confirmation by the Ontario Municipal Board of the portions of the London Plan that are in effect, we will begin to implement those portions of the Plan. This will be an on-going process and will carry on beyond this four year Plan. Milestone end date is "on-going". Change milestone end date to December 31, 2019.</p>
		<p>Target unappealed portions of the London Plan in force and effect</p>	<p>6/30/17</p>	<p>Anticipate resolution of unappealed portions of The London Plan by year end. We will then be able to implement the unappealed portions of the Plan.</p>
<p>Create a more attractive city through urban design.</p>	<p>The London Plan (City Design) – draft (Planning)</p>	<p>Target unappealed portions of the London Plan in force and effect</p>	<p>6/30/17</p>	<p>Following confirmation by the Ontario Municipal Board of the portions of the London Plan that are in effect, we will begin to implement those portions of the Plan. This will be an on-going process and will carry on beyond this four year Plan. Milestone end date is "on-going." Change milestone end date to December 31, 2019.</p>
		<p>Implement The London Plan through municipal regulation, public projects, budgeting and investment, partnerships and municipal programs</p>	<p>6/30/17</p>	<p>Anticipate resolution of unappealed portions of The London Plan by year end. We will then be able to implement the unappealed portions of the Plan.</p>
<p>Invest in parks and recreation facilities and amenities.</p>	<p>The London Plan (Parks & Recreation) – draft (Planning)</p>	<p>Implement The London Plan through municipal regulation, public projects, budgeting and investment, partnerships and municipal programs</p>	<p>6/30/17</p>	<p>Following confirmation by the Ontario Municipal Board of the portions of the London Plan that are in effect, we will begin to implement those portions of the Plan. This will be an on-going process and will carry on beyond this four year Plan. Milestone end date is "on-going." Change milestone end date to December 31, 2019.</p>
		<p>Target unappealed portions of the London Plan in force and effect</p>	<p>6/30/17</p>	<p>Anticipate resolution of unappealed portions of The London Plan by year end. We will then be able to implement the unappealed portions of the Plan.</p>

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What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Variance
<p>Invest in making London’s riverfront beautiful and accessible for all Londoners.</p>	<p>The London Plan (City Design and Culturally Rich & Diverse City) – draft (Planning)</p>	<p>Implement The London Plan through municipal regulation, public projects, budgeting and investment, partnerships and municipal programs</p>	<p>6/30/17</p>	<p>Following confirmation by the Ontario Municipal Board of the portions of the London Plan that are in effect, we will begin to implement those portions of the Plan. This will be an on-going process and will carry on beyond this four year Plan. Milestone end date is "on-going." Change milestone end date to December 31, 2019.</p>
		<p>Target unappealed portions of the London Plan in force and effect</p>	<p>6/30/17</p>	<p>Anticipate resolution of unappealed portions of The London Plan by year end. We will then be able to implement the unappealed portions of the Plan.</p>
<p>Finalize The London Plan.</p>	<p>The London Plan – draft (Planning)</p>	<p>Implement The London Plan through municipal regulation, public projects, budgeting and investment, partnerships and municipal programs</p>	<p>6/30/17</p>	<p>Following confirmation by the Ontario Municipal Board of the portions of the London Plan that are in effect, we will begin to implement those portions of the Plan. This will be an on-going process and will carry on beyond this four year Plan. Milestone end date is "on-going." Change milestone end date to December 31, 2019.</p>
		<p>Target unappealed portions of the London Plan in force and effect</p>	<p>6/30/17</p>	<p>Anticipate resolution of unappealed portions of The London Plan by year end. We will then be able to implement the unappealed portions of the Plan.</p>
<p>Build new transportation, water, wastewater, and storm water infrastructure as London grows.</p>	<p>The London Plan (Civic Infrastructure) – draft (Planning)</p>	<p>Implement The London Plan through municipal regulation, public projects, budgeting and investment, partnerships and municipal programs</p>	<p>6/30/17</p>	<p>Following confirmation by the Ontario Municipal Board of the portions of the London Plan that are in effect, we will begin to implement those portions of the Plan. This will be an on-going process and will carry on beyond this four year Plan. Milestone end date is "on-going." Change milestone end date to December 31, 2019.</p>
		<p>Target unappealed portions of the London Plan in force and effect</p>	<p>6/30/17</p>	<p>Anticipate resolution of unappealed portions of The London Plan by year end. We will then be able to implement the unappealed portions of the Plan.</p>

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What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Variance
<p>■ Buy property for flood protection purposes.</p>	<p>■ The London Plan (Natural Resources) – draft (Planning)</p>	<p>■ Implement the London Plan through municipal regulation, public projects, budgeting and investment, partnerships and municipal programs</p>	6/30/17	<p>Following confirmation by the Ontario Municipal Board of the portions of the London Plan that are in effect, we will begin to implement those portions of the Plan. This will be an on-going process and will carry on beyond this four year Plan. Milestone end date is "on-going." Change milestone end date to December 31, 2019.</p>
		<p>■ Target unappealed portions of the London Plan in force and effect</p>	6/30/17	<p>Anticipate resolution of unappealed portions of The London Plan by year end. We will then be able to implement the unappealed portions of the Plan.</p>
<p>■ Conserve agricultural land.</p>	<p>■ The London Plan (Food System) – draft (Planning)</p>	<p>■ Implement The London Plan through municipal regulation, public projects, budgeting and investment, partnerships and municipal programs</p>	6/30/17	<p>Following confirmation by the Ontario Municipal Board of the portions of the London Plan that are in effect, we will begin to implement those portions of the Plan. This will be an on-going process and will carry on beyond this four year Plan. Milestone end date is "on-going." Change milestone end date to December 31, 2019.</p>
		<p>■ Target unappealed portions of the London Plan in force and effect</p>	6/30/17	<p>Anticipate resolution of unappealed portions of The London Plan by year end. We will then be able to implement the unappealed portions of the Plan.</p>
<p>■ Protect and promote London's Thames Heritage River status.</p>	<p>■ The London Plan (City Structure and Cultural Heritage) - draft (Planning)</p>	<p>■ Implement The London Plan through municipal regulation, public projects, budgeting and investment, partnerships and municipal programs</p>	6/30/17	<p>Following confirmation by the Ontario Municipal Board of the portions of the London Plan that are in effect, we will begin to implement those portions of the Plan. This will be an on-going process and will carry on beyond this four year Plan. Milestone end date is "on-going." Change milestone end date to December 31, 2019.</p>
		<p>■ Target unappealed portions of the London Plan in force and effect</p>	6/30/17	<p>Anticipate resolution of unappealed portions of The London Plan by year end. We will then be able to implement the unappealed portions of the Plan.</p>

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What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Variance
<p>Protect and celebrate London’s heritage for current and future generations.</p>	<p>The London Plan (Urban Regeneration and Cultural Heritage) – draft (Planning)</p>	<p>Implement The London Plan through municipal regulation, public projects, budgeting and investment, partnerships and municipal programs</p>	<p>6/30/17</p>	<p>Following confirmation by the Ontario Municipal Board of the portions of the London Plan that are in effect, we will begin to implement those portions of the Plan. This will be an on-going process and will carry on beyond this four year Plan. Milestone end date is "on-going." Change milestone end date to December 31, 2019.</p>
		<p>Target unappealed portions of the London Plan in force and effect</p>	<p>6/30/17</p>	<p>Anticipate resolution of unappealed portions of The London Plan by year end. We will then be able to implement the unappealed portions of the Plan.</p>
<p>Buy and service industrial land to bring more jobs to London.</p>	<p>The London Plan (City Structure Plan, Growth Management, and Industrial Place Type) – draft (Planning)</p>	<p>Implement The London Plan through municipal regulation, public projects, budgeting and investment, partnerships and municipal programs</p>	<p>6/30/17</p>	<p>Following confirmation by the Ontario Municipal Board of the portions of the London Plan that are in effect, we will begin to implement those portions of the Plan. This will be an on-going process and will carry on beyond this four year Plan. Milestone end date is "on-going." Change milestone end date to December 31, 2019.</p>
		<p>Target unappealed portions of the London Plan in force and effect</p>	<p>6/30/17</p>	<p>Anticipate resolution of unappealed portions of The London Plan by year end. We will then be able to implement the unappealed portions of the Plan.</p>
<p>Promote culture as a key part of economic growth and quality of life.</p>	<p>The London Plan (Culturally Rich & Diverse City) – draft (Planning)</p>	<p>Implement The London Plan through municipal regulation, public projects, budgeting and investment, partnerships and municipal programs</p>	<p>6/30/17</p>	<p>Following confirmation by the Ontario Municipal Board of the portions of the London Plan that are in effect, we will begin to implement those portions of the Plan. This will be an on-going process and will carry on beyond this four year Plan. Milestone end date is "on-going." Change milestone end date to December 31, 2019.</p>
		<p>Target unappealed portions of the London Plan in force and effect</p>	<p>6/30/17</p>	<p>Anticipate resolution of unappealed portions of The London Plan by year end. We will then be able to implement the unappealed portions of the Plan.</p>

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What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Variance
<p>■ Use new and emerging technology to improve quality of life and grow London's economy.</p>	<p>■ The London Plan (Smart City) – draft</p>	<p>■ Implement The London Plan through municipal regulation, public projects, budgeting and investment, partnerships and municipal programs</p>	<p>6/30/17</p>	<p>Following confirmation by the Ontario Municipal Board of the portions of the London Plan that are in effect, we will begin to implement those portions of the Plan. This will be an on-going process and will carry on beyond this four year Plan. Milestone end date is "on-going". Change milestone end date to December 31, 2019.</p>
		<p>■ Target unappealed portions of the London Plan in force and effect</p>	<p>6/30/17</p>	<p>Anticipate resolution of unappealed portions of The London Plan by year end. We will then be able to implement the unappealed portions of the Plan.</p>