

TO:	CHAIR AND MEMBERS STRATEGIC PRIORITIES AND POLICY COMMITTEE MEETING ON NOVEMBER 22, 2017
FROM:	MARTIN HAYWARD CITY MANAGER
SUBJECT:	STRATEGIC PLAN: SEMI-ANNUAL PROGRESS REPORT AND 2017 REPORT TO THE COMMUNITY

That, on the recommendation of the City Manager, the report including the attached Semi-Annual Progress Report and the 2017 Report to the Community with respect to Council's *2015-2019 Strategic Plan* **BE RECEIVED** for information.

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; May 29, 2017.

BACKGROUND

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

Since that time, progress has been reported twice per year with semi-annual Progress Reports each May and November, as well as an annual Report to the Community every November. These documents serve different, but complimentary, purposes. Both will be available online at www.london.ca/stratplan on November 22, 2017.

This report presents Council with an updated Progress Report for November 2017 as well as the 2017 Report to the Community.

November 2017 Semi-Annual Progress Report

Council's semi-annual Progress Report identifies the status of every strategy in the *2015-2019 Strategic Plan*. The November 2017 Progress Report, attached as Appendix A, provides an update on these strategies, including status indicators and milestone accomplishments and/or variances.

As of November 2017, 94.6% of all milestones are complete or on target. The percentage of completed milestones has increased by 6.2% since May 2017.

	May 2017	November 2017
Complete	407 (39.9%)	472 (46.1%)
On Target	512 (50.1%)	497 (48.5%)
Caution	96 (9.4%)	53 (5.2%)
Below Plan	6 (0.6%)	2 (0.2%)
Total	1021	1024*

*Note: As per Council's direction in May 2017, three new milestones were added to the Community Mental Health and Addictions Strategy.

Since the May 2017 Progress Report the number of milestones marked as "caution" (milestones behind by one quarter or three months) and "below plan" (milestones behind by two quarters, or six months, or more) have decreased.

Common factors contributing to those items marked as "caution" or "below plan" include: additional community consultation or engagement; awaiting information, approvals or funding opportunities from other levels of government; increased research and analysis; Environmental Assessments; and, emerging priorities.

The full list of milestones identified as "caution" and "below plan" is attached as Appendix B.

2017 Report to the Community

The Report to the Community is released each year and is an opportunity to celebrate the key activities that have occurred to advance Council's Strategic Plan. This document is not intended to be a complete update on all strategies. Rather, it is a summary and qualitative narrative of the key accomplishments from the past 12 months and a companion document to the more comprehensive Progress Report.

The 2017 Report to the Community will be available online at www.london.ca/stratplan.

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." The November 2017 Progress Report and Report to the Community demonstrate that progress is being made and substantial work is occurring to advance Council's vision, mission and strategic areas of focus. These documents are important tools that allow the community, Council and Administration to track progress and monitor implementation.

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

cc. Senior Management Team
 Strategic Thinkers Table



London
CANADA

November 2017 Semi-Annual Progress Report



How to navigate this report

The November 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





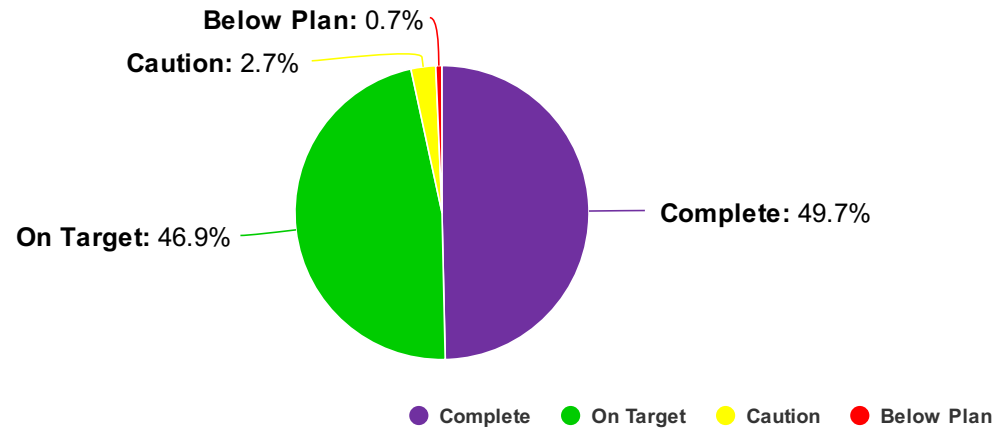
	Complete: Milestone is done with no ongoing tasks
	On Target: <ul style="list-style-type: none"> • Milestone is ongoing or completed annually; or • Milestone is on target to be completed by target end date
	Caution: <ul style="list-style-type: none"> • Milestone is delayed by 1 quarter; or • Milestone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

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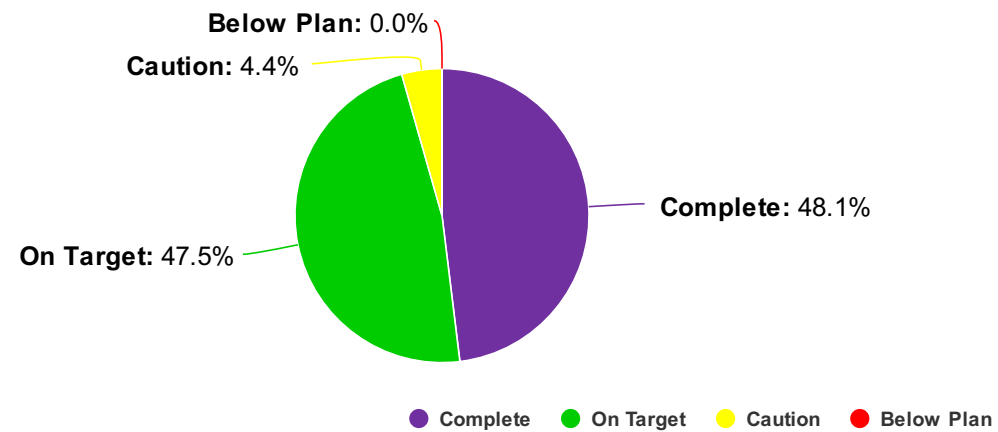
Strengthening our Community - Results



Building a Sustainable City - Results



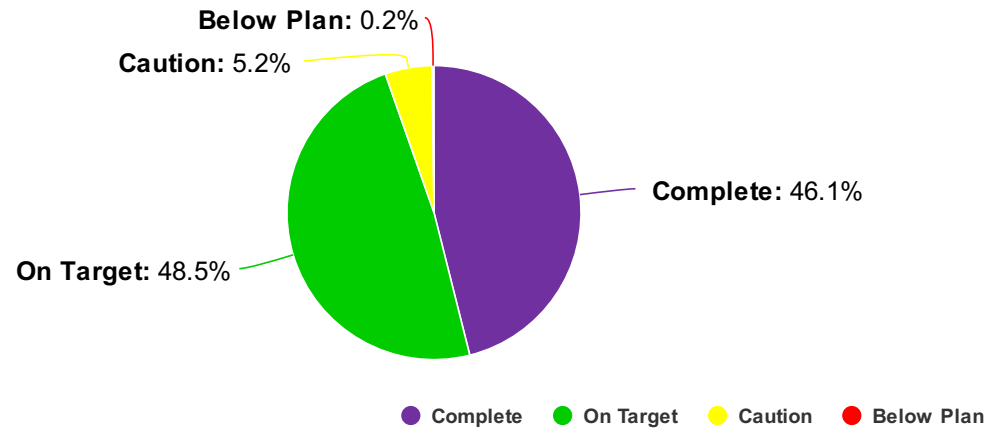
Growing our Economy - Results



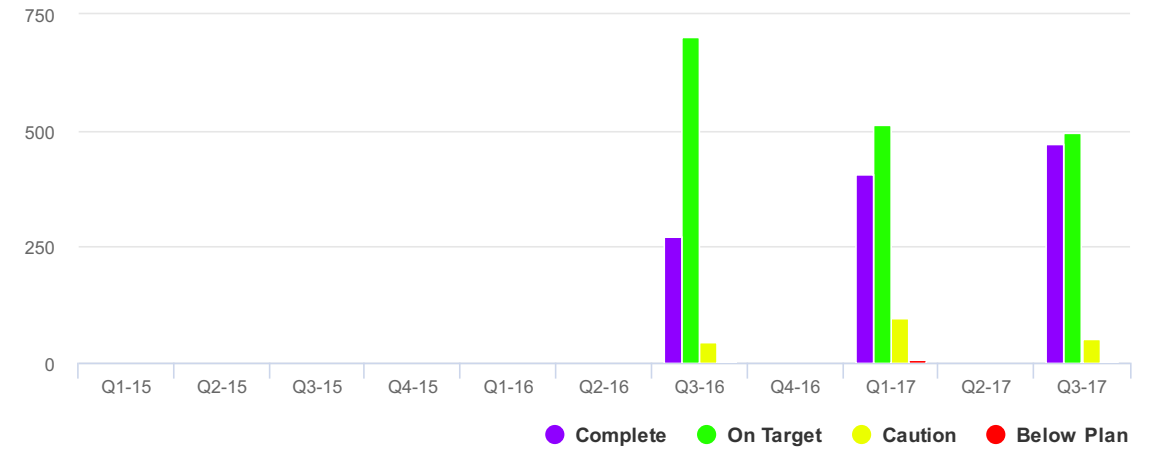
Leading in Public Service - Results



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	472	497	53	2
Q4-17	Not Defined				

Introduction

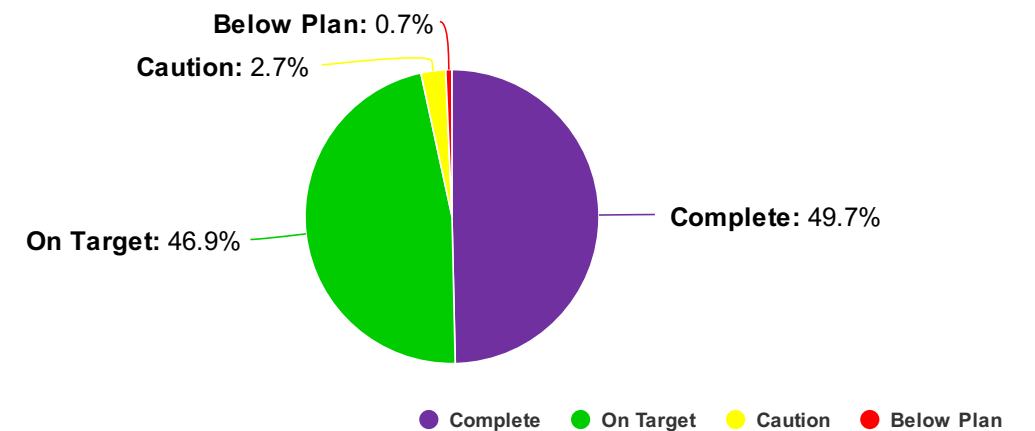
Strengthening our Community

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. 	<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	<p>\$30,000 was allocated to support resident driven initiatives across 2 pilot programs. Resident ideas were collected and a public vote was held in Medway and Ward 13 – the two neighbourhoods where the pilots took place.</p> <p>Over 520 residents voted in their neighbourhood/ward, and chose seven neighbourhood projects ranging from events, to nature signs; and from art on utility boxes, to new playground equipment.</p>	
			<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	<p>Over 4,500 Londoners were engaged in the development of the new London Strengthening Neighbourhoods Strategy. A team of 23 resident leaders representing Neighbourhood and Community Associations from across the city, gathered feedback from Londoners and developed a comprehensive 4-year plan.</p>	
			<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	<p>Residents, with the support of city staff completed their plan, and presented it to Community and Protective Services Committee in May of 2017.</p>	

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
			<p>Support local residents and key stakeholders in the implementation of London Strengthening Neighbourhood Strategy 2015 – 2020.</p>	12/31/19	<p>Over 7,000 Londoners across 32 neighbourhoods enjoyed outdoor movie nights in local parks and green spaces from June to October, 2017.</p> <p>A “Neighbourhoods” section was added to the neighbourgoodlondon.ca in June 2017. 74 neighbourhoods are listed with a brief description, map, images, and links to their Ward Councillor and community association contacts, where available. Where no community association exists, residents are invited to explore the programs available on the site to support them to build a new community group.</p> <p>Council approved a new Neighbourhood Small Events Fund in the amount of \$20,000 to be rolled out city-wide January 1, 2018. This fund will provide one-time financial assistance to local groups who need additional funds (up to \$500.00) in order to hold their neighbourhood events.</p>	

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
			<p>↑ Develop and implement SPARKS! Neighbourhood Matching Fund process to support neighbourhood decision making in all neighbourhoods by 2019.</p>	12/31/19	<p>One of the strategies in London Strengthening Neighbourhoods Strategy 2017 - 2020 it go grow the SPARKS! program to increase its reach in neighbourhoods across London. City Council has committed \$250,000 annually to support a Neighbourhood Decision Making Program across the city. This program supports residents of all ages to propose ideas to enhance their neighbourhood, with residents deciding on which ideas will be supported in their neighbourhood. This program will allow residents to decide how to spend a portion of the municipal budget in their neighbourhoods.</p> <p>This program launched on September 15, 2017 and a community vote was held on November 18, 2017 for residents to vote for their favourite ideas. A list of winning ideas will be posted on getinvolved.london.ca.</p>	
		<p>■ Great Near Campus Neighbourhood Strategy (Planning)</p>	<p>✓ Complete public engagement program for reviewing and improving Near Campus Neighbourhood policies and programs.</p>	6/30/16		
			<p>✓ Complete draft policies and include them in The London Plan.</p>	9/30/16	<p>Great Near Campus Neighbourhod policies completed in draft and Council adopted the London Plan June 23, 2016.</p>	
			<p>✓ Complete Near Campus Neighbourhood Strategy.</p>	9/30/16	<p>Council approved the amendments on July 26, 2016. These amendments have also been included in the Minister-approved London Plan.</p>	











Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
			<p>✓ Begin implementing the Near Campus Neighbourhood Strategy through by-law enforcement, investment, implementation of Official Plan policies.</p>	3/31/17	Minister-approved on December 28, 2016. Zoning By-law amendment for secondary dwelling units in force and effect.	
	<p>— Fund and partner with the London Public Library to support people and neighbourhoods.</p>	<p>— London Public Library 2014-2017 Strategic Plan (CMO)</p>	<p>✓ Stewardship to demonstrate LPL's leadership, value and return on investment to the citizens of London</p>	12/31/15		
			<p>✓ Spaces and Places Strategy: Revitalize and re-energize the Central Library, 2015-2017</p>	6/30/17	The City-funded capital construction to the Central Library has been completed. The Library is currently working on the construction of spaces supported through the Library's own fundraising.	
			<p>✓ Spaces and Places Strategy: Revitalize and re-energize Jalna Branch Library</p>	12/31/15	The interior revitalization and capital HVAC has been completed.	
			<p>✓ Spaces and Places Strategy: Revitalize and re-energize Beacock Library Branch</p>	9/30/16	The interior revitalization including HVAC has been completed.	
			<p>✓ Spaces and Places Strategy: Revitalization/renovation of Cherryhill and Landon Branch Libraries</p>	12/31/17	The interior revitalization at both libraries has been completed.	
			<p>✓ Spaces and Places Strategy: Revitalization/renovation of Byron and Masonville Branch Libraries</p>	12/31/18	The interior revitalization at both libraries has been completed.	
			<p>↑ Spaces and Places Strategy: Revitalization/renovation of East London Branch Library</p>	12/31/19	On target for 2019.	

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
			 Spaces and Places Strategy: Build new branch in southwest - Partnership with the City of London and the YMCA in a new southwest multi-purpose facility slated for opening in 2018	12/31/18	The Southwest multipurpose facility with the City of London and the YMCA is in progress with a September 2018 completion date.	
			 Spaces and Places Strategy: Build new branch In southeast – Potential partnership with the City of London to build a multi-purpose community centre in the southeast that will result in the relocation of the Pond Mills branch to this facility – 2019-2020	12/31/19		
			 User First Strategy to provide an even more personalized service experience	12/31/17	The User First Strategy has been completed and operationalized.	
			 Collections and Resources Strategy to expand and improve access through a variety of formats and delivery platforms	12/31/19	The Collections and Resources Strategy has been completed and operationalized.	
			 Current and Future Technology to harness the potential of technology and mobilize our technological response including introduction of maker/creator technologies for the public	12/31/17	This project is currently in progress.	

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
	<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>✓ Prepare second draft of London Plan and release recommended Public Facilities & Services policies for comments. Undertake second round of public engagement seeking comments.</p>	6/30/15		
<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 of Municipal Affairs approved the London Plan on December 28, 2016.		
<p>↑ Target unappealed portions of the London Plan in force and effect.</p>			12/31/17	Second pre-Hearing Conference before the Ontario Municipal Board to scope issues scheduled for January 9, 2018.	Appellants to confirm policies under appeal by October, 2017.	
<p>↑ Implement The London Plan through municipal regulation, public projects, budgeting and investment, partnerships and municipal programs.</p>			12/31/19		Until the London Plan is in force and effect, the current Official Plan is in force. As the London Plan comes into effect as a result of resolutions/withdrawal of appeals or OMB Orders arising from the Hearings, we will be able to implement those portions of the Plan.	
<p>↑ Target appeals to the London Plan resolved/Ontario Municipal Board decision.</p>			6/30/18	Second pre-Hearing Conference before the Ontario Municipal Board to scope issues scheduled for January 9, 2018.	Appellants to confirm policies under appeal by October, 2017.	
<p>↑ Implement monitoring program bi-annually to evaluate progress on London plan policies.</p>			12/31/19			

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
		<ul style="list-style-type: none"> Neighbourhood School Strategy – new (NCFS / Planning) 	<ul style="list-style-type: none"> City departments work collaboratively to research and develop draft policy with respect to effective and appropriate re-use of surplus school sites. 	12/31/16	Draft policies completed. To be reviewed prior to report to Council.	
			<ul style="list-style-type: none"> Consult with public on draft policies. 	9/30/17		<ul style="list-style-type: none"> Anticipate report on draft policies to Council November, 2017, with public consultation to follow. Recommended strategy to be presented after public consultation, anticipate Q2, 2018.
			<ul style="list-style-type: none"> Present recommended Strategy. 	12/31/17		<ul style="list-style-type: none"> Target draft policies to be presented at an upcoming PEC meeting to be circulated for public circulation and comment. Recommended strategy to be presented after public consultation, anticipate Q2, 2018.
2. Diverse, inclusive and welcoming community	<ul style="list-style-type: none"> Support immigrants and newcomers to be successful as they settle in our community. 	<ul style="list-style-type: none"> London & Middlesex Local Immigration Partnership Strategic Plan (HSSDH) 	<ul style="list-style-type: none"> Undertake community consultations, and best practices review for development of the Strategic Plan. 	3/31/16	Meetings with community partners complete.	
			<ul style="list-style-type: none"> Completion of the 2016- 2019 London & Middlesex Local Immigration Partnership Strategic Plan. 	6/30/16	London and Middlesex Local Immigration Partnership Strategic Plan complete.	
			<ul style="list-style-type: none"> Review 2015-2016 impact of the London & Middlesex Local Immigration Partnership 2013- 2016 Strategic Plan. 	6/30/16	Report to Immigration, Refugees and Citizenship Canada has been submitted.	

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
			✓ Active community engagement to address implementation of Strategic Plan.	3/31/17	Informed and engaged politicians, system partners, Municipal Council, Middlesex County Council, Le Reseau de Soutien a l'immigration francophone and Francophone Local Immigration Committee.	
			✓ Review of London & Middlesex Local Immigration Partnership Terms of Reference.	6/30/17	Terms of reference have been revised by the Central Council with input from sub-councils and have been submitted to IRCC.	
			✓ Obtain Immigration, Refugee, and Citizenship Canada (IRCC) funding for 2017 - 2020.	3/31/17	Funding of \$572,852 for the LMLIP for the 2017-2020 cycle has been secured from IRCC.	
			↑ Formal Evaluation of London & Middlesex Local Immigration Partnership.	12/31/18		
			↑ Coordinate meetings with partners and also ethno-cultural groups to enhance cross sector supports for immigrants.	12/31/19		
		— Conference Board of Canada (resource for measurement) (HSSDH)	↑ Review London results.	12/31/19		
	— Support all Londoners to feel engaged and involved in our community.	— Community Diversity and Inclusion Strategy - new (CMO)	✓ Initial discussion with stakeholders (London Diversity and Race Relations Advisory Committee) upon confirmation of Strategy through Multi-Year Budget. Link to other concurrent activities.	3/31/16		
			✓ Initiate project scoping, including dialogue with community organizations.	9/30/16		

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance	
			 Complete draft strategy.	9/30/17	The strategy was completed with 200 Londoners who came together to build all of its contents. Various community groups and organizations were consulted throughout the process.		
			 Obtain strategy endorsement from Council and community.	7/31/17	The strategy received unanimous support from Council on August 22, 2017. Nearly 30 Londoners came to the Council meeting to support the strategy.		
			 Support phased implementation of strategy.	7/31/17	Council supported the recommended next steps required for implementation of the strategy. The implementation plan and body are being finalized.		
			 Monitor and evaluate planned activities and outcomes.	12/31/19	An implementation and evaluation plan will be established in order to monitor the progress. An implementation body will monitor all activities and outcomes related to the strategy.		
	 Consider a gender lens during the development and execution of new policies (HR&CS/All)			 Develop Corporate training, tools, and communications on applying a gender lens during the development and execution of new policies.	3/31/17	Gender Lens tool developed for the execution of new policies. Training on tool scheduled to be completed by 12/31/17.	
				 Conduct training and communications on applying gender lens.	12/31/17		
				 Consider a gender lens during the development and execution of new policies.	12/31/19		
	 Workplace Diversity and Inclusion (HR&CS)			 Align Workplace Diversity Plan with the Community Diversity and Inclusion Strategy.	12/31/17		







Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
	<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	<p>London continues to maintain its status as a Charter for Compassion participating community.</p> <p>London is a member of the new Canadians for Compassion Task Force (2017).</p>	
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		<p>Active community consultation, testing of various products and releasing a Request for Proposal for the Implementation Consultant delayed the implementation of the new system.</p> <p>Homeless serving organizations will be using the new information system by March 31, 2018. The delayed implementation will support stronger use of a shared system by our organizations.</p>
			<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		

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
			<p>↑ Implement flexible permanent housing allowance program.</p>	12/31/19	<p>Developed and tested an innovative homeless prevention housing allowance program. The City released a Request for Proposal seeking proponents to implement the program.</p> <p>Five housing stability programs were successful and will be using the housing allowance in a consistent approach to support individuals and families experiencing chronic homelessness to secure and maintain private sector housing.</p>	
			<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>The Street Level Women At Risk year one evaluation was completed. The evaluation demonstrated the following: a strong collaboration amongst stakeholders; 100% of the women in the program secured housing; improved health outcomes; and improved access to their children.</p> <p>The 2017 enumeration results, and 2011-2016 Shelter Use Report have both been released.</p> <p>An Indigenous community plan is underway with community partners.</p> <p>Project Home, targeting youth and justice was recently launched. This program is aimed at supporting individuals experiencing chronic homelessness in shelters to secure housing with supports.</p>	
			<p>↑ Introduce and monitor Housing First projects aimed at achieving housing stability.</p>	12/31/19		

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
			<p>Strengthen emergency utility program and rent bank program by introducing a financial literacy program and by evaluation / measuring housing stability.</p> <p>↑</p>	12/31/19		
		<p>London Homeless Prevention System Implementation Plan (NCFS)</p> <p>—</p>	<p>Establish Housing First youth emergency shelter aimed at prevention.</p> <p>↑</p>	9/30/18		
			<p>Apply evidence based practices to eliminate chronic homelessness.</p> <p>↑</p>	12/31/19		
			<p>Focus on diversion from emergency shelter and homelessness.</p> <p>↑</p>	12/31/19		
			<p>Lead and participate in Registry Week and Point in Time Counts.</p> <p>↑</p>	12/31/19		
		<p>Ontario Works Service Plan (HSSDH)</p> <p>—</p>	<p>Council approval for Bridges - Circles funding.</p> <p>✓</p>	3/31/16		
			<p>Coordinate with lead community partners to broaden the implementation plan for Circles.</p> <p>✓</p>	6/30/16	The strategic leaders of the Bridges Out of Poverty group and the leaders of Circles are combining their advisory committees into one Guiding Coalition to combine efforts and maximize the impact of Circles.	
			<p>Recruit additional staff to support Circles and Bridges training.</p> <p>✓</p>	6/30/16		
			<p>Complete Circles Bridges Pilot Evaluation Report.</p> <p>✓</p>	3/31/17	Pilot Evaluation Report completed July 2016.	
			<p>Implement the third "Circle".</p> <p>✓</p>	12/31/16	The Third Circle was completed in January 2017.	
			<p>Implement of the fourth "Circle".</p> <p>✓</p>	6/30/17	The youth participants are starting "Getting Ahead" in October, which is phase 1 (prerequisite) for Circles.	

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
			<ul style="list-style-type: none"> Complete and release a Circles Bridges Evaluation Report # 2. 	9/30/18		
			<ul style="list-style-type: none"> Monitor client impacts and outcomes. 	12/31/19		
		<ul style="list-style-type: none"> Child and Youth Agenda (NCFS) 	<ul style="list-style-type: none"> Complete and obtain full endorsement of the Child and Youth Agenda to 2021. 	12/31/16	The Child and Youth Agenda: 2017-2021, was endorsed by City Council, and by over 95 local service providers from across the community.	
			<ul style="list-style-type: none"> Begin implementation of Strategic Priorities. 	3/31/17	<p>The Healthy Eating Healthy Physical Activity priority area of the Child & Youth Network (CYN) created a <i>new website</i> that better represents the healthy eating and physical activity landscape of London.</p> <p>The Family Centred Service System priority area of the Child & Youth Network celebrated the grand opening of <i>Family Centre Westminster</i>, London's 5th family centre.</p> <p>Partners from the Ending Poverty priority area are delivering <i>Food Families</i> to residents in 8 of 14 priority neighbourhoods.</p> <p>Literacy priority area partners developed and implemented <i>Grocery Store Conversation Cards</i> to promote family literacy and healthy food choices in grocery stores across 14 priority neighbourhoods in London.</p>	
			<ul style="list-style-type: none"> Develop and implement Measurement and Evaluation Framework. 	6/30/17	CYN community partners developed a shared measurement and evaluation framework to demonstrate the impact of initiatives implemented through CYN. This work has now expanded to create the tools and resources needed to support local partners to contribute to the evaluation framework.	
			<ul style="list-style-type: none"> Continue to implement Strategic Priorities. 	12/31/19		

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
			<p> Maintain strong engagement of Child and Youth Agenda Members and funding partners.</p>	12/31/19	To date, \$936,000 has been allocated to more than 65 projects targeting healthy behaviours in children, youth, and families through the Province's Healthy Kids Community Challenge.	
		<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>The Age Friendly London (AFL) Impact Assessment collected quantitative and qualitative data related to the World Health Organization (WHO) indicators of an Age Friendly City. These WHO indicators were used to establish a baseline for an age friendly measurement, and will be used to assess London's progress in future years.</p> <p>The impact assessment demonstrated that London is making progress as an Age Friendly City, but that there is more work to be done. The Assessment supported the creation of the next AFL Community Action Plan.</p> <p>The AFL Impact Assessment was completed and presented to Council in November 2016.</p>	







Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
			 Create next 3-5 year Age Friendly London Action Plan.	6/30/17	<p>The Age Friendly London (AFL) Action Plan 2017 – 2020 was created, following the Impact Assessment in 2016.</p> <p>The creation of the new Action Plan included public engagement from March – May 2017, and involved Age Friendly London Network members, older adults, senior-serving organizations, City of London staff, businesses, and other London residents.</p> <p>The AFL Action Plan 2017-2020, reflects residents’ priorities for improvements in each of the eight domains of age-friendliness.</p> <p>The new Action Plan also includes 5 Network Strategies that will strengthen the AFL Network and deepen our impact over the next three years.</p> <p>The AFL Action Plan 2017-2020 was presented to and endorsed by Council in June 2017.</p>	
			 Implement next Age Friendly London Action Plan.	12/31/19	<p>Implementation of the AFL Action Plan 2017-2020 is underway.</p> <p>Working Groups are developing implementation plans, which will guide their work over the next three years. The Network will report on Year 1 accomplishments in June 2018.</p>	
		 Mental Health and Addictions Strategy - new (HSSDH/NCFS)	 Identify corporate/ divisional resources to support the process upon approval of Strategy and Multi-Year Budget.	6/30/16		
			 Initiate preliminary discussions with key community stakeholders.	9/30/16		
			 Investigate options for plan development in consultation with community agencies and stakeholders.	12/31/16		

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
			<p>✓ Engage consultant to assist with development of strategy</p> <p>✓ Form Advisory Council</p> <p>↑ Present strategy to Council</p>	<p>6/30/17</p> <p>7/31/17</p> <p>12/31/17</p>		
		<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>	6/30/17	<p>LMHC's strategic plan for 2017 - 2020 incorporates focusing on engagement, support and empowering tenants. This component of the LMHC's strategic plan includes creating tenant and housing stability by investing in support systems that will address the multiple complex needs of tenants.</p> <p>LMHC's next phase is to develop an implementation plan that identifies the specific actions required to realize the strategy outcomes.</p>	<p>LMHC's strategic plan for 2017 - 2020 has identified an objective that includes creating tenant and housing stability. Housing Stability has become a broader component and has also been identified in the London For All Plan. Therefore, at this time a revised timeline of Q3 2018 is required.</p>












Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
		<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>Active community consultation, testing of various products and releasing a Request for Proposal for the Implementation Consultant delayed the implementation of the new system.</p> <p>Homeless serving organizations will be using the new information system by March 31, 2018. The delayed implementation will support stronger use of a shared system by our organizations.</p>
			<p>Implement flexible permanent housing allowance program</p>	12/31/19	<p>Developed and tested an innovative homeless prevention housing allowance program. The City released a Request for Proposal seeking proponents to implement the program.</p> <p>Five housing stability programs were successful and will be using the housing allowance in a consistent approach to support individuals and families experiencing chronic homelessness to secure and maintain private sector housing.</p>	
			<p>Implement Homeless Prevention Implementation Plan</p>	12/31/19		

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
			<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>The Street Level Women At Risk year one evaluation was completed. The evaluation demonstrated the following: a strong collaboration amongst stakeholders; 100% of the women in the program secured housing; improved health outcomes; and improved access to their children.</p> <p>The 2017 enumeration results, and 2011-2016 Shelter Use Report have both been released.</p> <p>An Indigenous community plan is underway with community partners.</p> <p>Project Home, targeting youth and justice was recently launched. This program is aimed at supporting individuals experiencing chronic homelessness in shelters to secure housing with supports.</p>	
			<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>↑ 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		

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
			<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>✓ 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 of Municipal Affairs approved the London Plan on December 28, 2016.	
			<p>↑ Implement The London Plan through municipal regulation, public projects, budgeting and investment, partnerships and municipal programs</p>	12/31/19		Until the London Plan is in force and effect, the current Official Plan is in force. As the London Plan comes into effect as a result of resolutions/withdrawal of appeals or OMB Orders arising from the Hearings, we will be able to implement those portions of the Plan.
			<p>↑ Target unappealed portions of the London Plan in force and effect</p>	12/31/17	Second pre-Hearing Conference before the Ontario Municipal Board to scope issues scheduled for January 9, 2018.	Appellants to confirm policies under appeal by October, 2017.
			<p>↑ Target appeals to the London Plan resolved/Ontario Municipal Board decision</p>	6/30/18	Second pre-Hearing Conference before the Ontario Municipal Board to scope issues scheduled for January 9, 2018.	Appellants to confirm policies under appeal by October, 2017.

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
			 Implement monitoring program bi-annually to evaluate progress on London plan policies	12/31/19		
	 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		<p>Active community consultation, testing of various products and releasing a Request for Proposal for the Implementation Consultant delayed the implementation of the new system.</p> <p>Homeless serving organizations will be using the new information system by March 31, 2018. The delayed implementation will support stronger use of a shared system by our organizations.</p>
			 Continue to implement Homeless Prevention System Implementation Plan	12/31/19		
			 Implement flexible permanent housing allowance program	12/31/19	<p>Developed and tested an innovative homeless prevention housing allowance program. The City released a Request for Proposal seeking proponents to implement the program.</p> <p>Five housing stability programs were successful and will be using the housing allowance in a consistent approach to support individuals and families experiencing chronic homelessness to secure and maintain private sector housing.</p>	

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
			<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>The Street Level Women At Risk year one evaluation was completed. The evaluation demonstrated the following: a strong collaboration amongst stakeholders; 100% of the women in the program secured housing; improved health outcomes; and improved access to their children.</p> <p>The 2017 enumeration results, and 2011-2016 Shelter Use Report have both been released.</p> <p>An Indigenous community plan is underway with community partners.</p> <p>Project Home, targeting youth and justice was recently launched. This program is aimed at supporting individuals experiencing chronic homelessness in shelters to secure housing with supports.</p>	
			<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 and Housing Plan 2010-2024 (NCFS/HSSDH)</p>	<p>↑ Establish Housing First youth emergency shelter aimed at prevention</p>	9/30/18		
			<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		

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
			 Lead and participate in Registry Week and Point in Time Counts	12/31/19		
	 Provide social services including Ontario Works in the community.	 Ontario Works Service Plan (HSSDH)	 Open the South London Community Centre Social Services community location to serve residents generally in the south end of the city	9/30/15	South London Community Centre is open and is providing services to clients in their neighbourhood.	
			 Open the Westmount Shopping Centre Social Services community location to serve residents generally in the west area of the city	12/31/16	Westmount Centre Social Services is open and is providing services to clients in their neighbourhood.	
			 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		
			 Open the East Social Services community location	9/30/17	London East Social Services is open and is providing services to clients in their neighbourhood.	
			 Plan and discuss location and services for the Core Social Services office with Corporate partners	12/31/19	Through a multi-divisional approach to planning, coordinating and implementing, the Core Social Services office opened in May of 2017. A diversity of Corporate partners were involved in both a Logistics and a Steering Committee overseeing the project.	
	 Provide compassionate care for animals.	 Expanded Animal Welfare Initiatives Strategy (DCS/EES)	 Begin Renovations of purchased building for Cat Adoption Centre	3/31/17		

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
			<p>✓ 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</p>	6/30/16	City Vet Clinic received approval from the College of Veterinarians of Ontario in July. The clinic is staffed and fully operational.	
			<p>✓ Open Companion Animal Veterinarians Clinic</p>	7/31/17	The renovation of the purchased building is complete and the Catty Shack is open and fully operational. A grand opening was held in September and cats are being adopted to loving families.	
			<p>✓ Open Renovated Cat Adoption Centre to the public</p>	7/31/17		
			<p>↑ Report monthly on animal statistics on the City website on animal shelter statistics with an emphasis on live release rates and animal adoptions</p>	12/31/19		
		<p>— Humane Wildlife Conflict Policy (Planning)</p>	<p>✓ Complete Coyote Protocol review</p>	12/31/15		
			<p>✓ Develop and Implement the Beaver Protocol</p>	12/31/15		
			<p>✓ Complete Tree Trimming Protocol</p>	9/30/16		
			<p>↑ Monitor implementation of Coyote Protocol</p>	12/31/19		
4. Amazing arts, culture and recreation experiences	<p>— Fund and partner with the community to celebrate Canada's 150th anniversary in 2017.</p>	<p>— Canada's Sesquicentennial Anniversary of Confederation (CMO)</p>	<p>✓ 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</p>	12/31/15		









Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
			<p>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</p> <p>✓</p>	6/30/16		
			<p>Establish a Canada Day event organizer's network to enhance Canada Day programming and participation in 2017</p> <p>↑</p>	3/31/18	<p>The Office of Canada 150 London established a Canada Day Event Organizer's Network to coordinate the Canada Day and Week events happening at various locations across London. This network met monthly to share plans, discuss overarching marketing strategies such as the Passport to Canada Day and to map out activities across the City on July 1st. Many of these local Canada 150 celebrations went together as one coordinated funding application from the London Heritage Council to Heritage Canada and the funding shortfall to a number of these celebrations was covered by the City for a one time basis for Canada 150, through its Community Investment Reserve Fund.</p>	
			<p>Establish and execute social media and traditional media marketing strategies for local Canada 150 programming</p> <p>↑</p>	3/31/18	<p>SesquiFest was the signature event for Canada 150 London in 2017, and was highly successful, standing up against similar initiatives in communities across Canada.</p> <p>The following is an estimate of the brand impressions for SesquiFest: -City of London Twitter Audience Size: 43.1K - Between July 3- May 16, 2017 City of London (@CityofLdnOnt) posted or retweeted about SesquiFest 41 times. -Total # of impressions from the City of London: 118,947 -Total # of impressions from the London Heritage Council: 391,504 -Total # of impressions from Tourism London (London Free Press Facebook Ads):272,016 -782,467 Total # of impressions on Social Media across Facebook, Twitter, Instagram and Snapchat.</p>	

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
			<p>↑ Implement Canada 150 Anniversary Programming for 2017</p>	3/31/18	<p>Canada 150 London Signature Events throughout the year included: New Year's Eve 2017, Nation Flag of Canada Day, Earth Day, SesquiFest and New Year's Eve 2018. SesquiFest featured the SESQUI cinematic dome (a Canada 150 and Ontario 150 signature project), two live music stages featuring over 40 performances, and was the cause for a fully-animated downtown with additional installations, such as: the Ontario Craft Beer Garden, the Kid Zone, Pop-Up City, Explore Tent, numerous vendors, and an outdoor synthetic ice skating rink.</p> <p>SesquiFest had an estimated total attendance of 47,924. Additionally, the SESQUI cinematic dome held a maximum of 8,000 people. 685 User Satisfaction Surveys were conducted by the Downtown London Superguides using Survey Monkey on electronic tablets. 95% of respondents indicated that they enjoyed this event.</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 policy and guidelines were developed with stakeholder input, through a series of community engagement sessions. The advisory committee will review the guidelines in 2018.</p>	








Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
			✓ Continue to Implement the Storybook Gardens Master Plan: Develop new Children's programming in collaboration with Child and Youth Network	3/31/15	Outreach programs and equipment sharing is in place with the Child & Youth Network.	
			✓ Continue to Implement the Storybook Gardens Master Plan: Develop plan to renovate former barn area and hill area of the park	6/30/15	The barn area and hill area continue to be utilized and repurposed each year. It currently is the site for Storybook day camps and sheltered activity space.	
			✓ Continue to implement the London Community Gardens Strategic Plan 2015-19: Approve Strategic Plan	9/30/15	The Community Gardens Strategic Plan has been implemented and utilized to map a strategic direction for the Community Gardens program.	
			✓ Continue to Implement the Municipal Golf Course Business Plan: Improve playability and customer experience by redesigning #7 and #10 teeing grounds at Thames Valley Golf Course	12/31/15	The Municipal Golf Business Plan continues to be utilized throughout the current 4-year budget period. The teeing grounds on #7 and #10 at Thames Valley were redesigned in 2015, and fully realized during the 2016 and 2017 seasons with positive response from residents.	
			✓ Continue to Implement the Storybook Gardens Master Plan: Collaborate with Fanshawe College to add production quality to various programs	12/31/15	We continue to work with Fanshawe College to put on events like our Halloween event this fall.	
			✓ Continue to Implement the Storybook Gardens Master Plan: Open renovated splash pad	12/31/15	The spray pad and slide have been a huge success in helping to bring in record numbers of visitors.	
			✓ Continue to Implement the Municipal Golf Course Business Plan: Establish new contracts for carts and third party resellers to improve revenue opportunities	3/31/16	The Municipal golf system continues to realize increased revenue opportunities through the management of revenue building contracts with external service providers that includes golf cart leasing and third party golf tee time resellers.	








Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
			<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	<p>An increased budget has helped to support 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> <p>As of September 30, 2017 just over 11,000 Londoners of all ages have been supported to participate in recreation opportunities with the City subsidizing close to \$1 million in programming.</p>	
			<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	<p>Youth Golf continues to be a cornerstone objective to both increase youth participation, and ensure continued growth in the sport. Many youth tournaments are being offered and showcased at municipal courses, including summer camps and high school championships.</p>	
			<p>✓ Submit Interim Update on Parks and Recreation Strategic Master Plan</p>	6/30/16	<p>An Interim Update report went to Council in January 2017 that discussed accomplishments to date, and next steps in the plan process.</p>	
			<p>✓ Start Construction of the South West Community Centre</p>	7/1/16	<p>The exciting groundbreaking and construction of the Southwest Community Centre began in July 2016.</p>	
			<p>✓ Undertake public engagement for the East Community Centre</p>	9/30/16	<p>Community open house meetings were held at Clarke Road Secondary School with staff representatives from Planning, Neighbourhood, Children & Fire Services, and Parks & Recreation to inform the community about the new Community Centre and park developments at the East Lions Park site, and to discuss resident input and ideas.</p>	

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
			<p>✓ Continue to implement the London Community Gardens Strategic Plan 2015-19: Establish a stakeholder advisory group to support implementation of 2016 recommendations</p>	12/31/16	There have been two stakeholder meetings in 2016, and an advisory committee has been established. The advisory committee will review the current guidelines for community gardens in 2018.	
			<p>✓ Determine final design of the East Community Centre</p>	6/30/17	Final design and groundbreaking for the new East Community Centre will occur Fall 2017.	
			<p>✓ Continue to Implement the Storybook Gardens Master Plan: Launch new play group and school group programming</p>	6/30/17	Partnership with Fanshawe Theatre Arts program has helped to grow the program from 2500 participants in 2014 to recent totals of over 8000 in 2017.	
			<p>□ Undertake public engagement for the Silverwoods Arena redevelopment</p>	6/30/17		Public engagement has been deferred as City staff are exploring the City's need for space. The current plan is to close the arena as an ice pad in September 2018 and maintain it as dry pad activity space. The Parks and Recreation Master Plan update in 2018 will further explore the overall arena strategy and opportunities for renewal. Suggested new target end date is Q2 2018.
			<p>✓ Develop innovative delivery models to increase recreation opportunities for seniors in neighbourhoods</p>	12/31/17	<p>NCFS was awarded the Ontario Sport & Recreation Community Fund Grant to complete outreach with older adults living in social and affordable housing across the City, and to create a 7th Seniors' Satellite. The Seniors' Satellites are affordable and accessible neighbourhood programming for older adults.</p> <p>A site for the 7th Seniors' Satellite has been chosen, and the satellite will operate free of charge to participants from Nov 2017 – March 2018.</p>	



Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
			 Continue to Implement the Storybook Gardens Master Plan: Celebrate 60th anniversary	6/30/18		
			 Redevelop Silverwoods Arena	6/30/18		The current plan is to close the arena as an ice pad in September 2018 and maintain it as dry pad activity space. The Parks and Recreation Master Plan update in 2018 will further explore the overall arena strategy and opportunities for renewal. The new suggested target end date is Q1, 2019.
			 Decommission Glen Cairn Arena	9/30/18		
			 Open the South West Community Centre	9/30/18		
			 Open the East Community Centre	12/31/18		
			 Continue to implement recommendations from Parks and Rec Master Plan 2009	12/31/19		
			 Continue to Implement the Storybook Gardens Master Plan: Implement the Storybook Gardens 2014 plan	12/31/19	Customers' surveys will occur in 2018 to inform our decision making on attractions and programming for the coming years.	
			 Continue to work on joint venture agreements with School boards, Universities and Colleges to provide recreational opportunities for the community at non-City owned facilities	12/31/19	Regular meetings occur throughout the year to ensure a positive working relationship between all groups to provide quality recreation facilities to our community.	

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
			<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>To date, the Fitness Flex Pass has been used 5,390 times in 6 recreation and community centres.</p> <p>The Grade 5 Act-i-Pass registration numbers for the 2017/2018 school year is currently at 1,005 students, and growing.</p> <p>Implemented a new model for delivery of free summer playground programs, providing access to six additional neighbourhoods in the summer of 2017.</p>	
			<p>↑ Implement Healthy Kids Community Challenge initiatives</p>	12/31/19	<p>To date, three provincially mandated themes have been implemented, representing over 65 collaborative projects linked to "Run. Jump. Play. Every Day," "Water does Wonders" and "Choose to Boost Veggies and Fruit." Community planning for the fourth theme—"Power Off and Play"—is currently underway.</p>	
			<p>↑ Participate and implement inMotion™ initiatives</p>	12/31/19	<p>Continue to support the development and implementation of the annual <i>in motion</i>™ Community Challenge which runs throughout October 2017.</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>A redeveloped <i>inmotion4life.ca</i> website was completed in September 2017.</p>	
			<p>↑ Present updated Parks and Recreation Strategic Master Plan to Council</p>	12/31/19		
			<p>↑ Update Parks and Recreation Strategic Master Plan 2019</p>	12/31/19		

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
			 Continue to implement the London Community Gardens Strategic Plan 2015-19: Implement Phase 1 of Strategic Plan	3/31/16	Phase 1 of the Strategic Plan for Community Gardens has been implemented	
			 Update Interim Parks and Recreation Strategic Master Plan and Sub-studies	12/31/18	Sub studies in the areas of arenas, sports fields, play spaces and lighting are currently underway.	
			 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		
			 Implement approaches to increase recreation opportunities for seniors in neighbourhoods	12/31/19	<p>NCFS was awarded the Ontario Sport & Recreation Community Fund Grant to complete outreach with older adults living in social and affordable housing across the City, and to create a 7th Seniors' Satellite. The Seniors' Satellites are affordable and accessible neighbourhood programming for older adults.</p> <p>A site for the 7th Seniors' Satellite has been chosen, and the satellite will operate free of charge to participants from Nov 2017 – March 2018.</p>	

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
		The London Plan (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		
			 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 of Municipal Affairs approved the London Plan on December 28, 2016.	
			 Implement The London Plan through municipal regulation, public projects, budgeting and investment, partnerships and municipal programs	12/31/19		Until the London Plan is in force and effect, the current Official Plan is in force. As the London Plan comes into effect as a result of resolutions/withdrawal of appeals or OMB Orders arising from the Hearings, we will be able to implement those portions of the Plan.
			 Target unappealed portions of the London Plan in force and effect	12/31/17	Second pre-Hearing Conference before the Ontario Municipal Board to scope issues scheduled for January 9, 2018.	Appellants to confirm policies under appeal by October, 2017.
			 Target appeals to the London Plan resolved/Ontario Municipal Board decision	6/30/18	Second pre-Hearing Conference before the Ontario Municipal Board to scope issues scheduled for January 9, 2018.	Appellants to confirm policies under appeal by October, 2017.
			 Implement monitoring program bi-annually to evaluate progress on London plan policies	12/31/19		

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
		<ul style="list-style-type: none"> — Cultural Prosperity Plan (CMO) 	<ul style="list-style-type: none"> ✓ London Arts Council and London Heritage Council - Implement Culture Days/Doors Open London annually during the last weekend of September 	9/30/16		
			<ul style="list-style-type: none"> ↑ 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		
			<ul style="list-style-type: none"> ↑ London Heritage Council - Implement a variety of heritage based initiatives such as: Trails Open London and Museum School programs 	6/30/19		
	<ul style="list-style-type: none"> — 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. 	<ul style="list-style-type: none"> — Cultural Prosperity Plan (CMO) 	<ul style="list-style-type: none"> ✓ Culture Office - Establish the City of London as the trustee for the Eldon House Little Trust Fund, which contributes to the maintenance of the Eldon House Collections 	12/31/16	City of London became the Trustee for the Little Trust Fund in January 2017.	




Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
			 Eldon House - Establish a new Strategic Plan and Website for Eldon House Heritage Museum and Gardens	12/31/16	<p>A fulsome Strategic Plan was completed in early spring 2017, which has an objective of exploring and preserving local history. Eldon House commemorated Canada's 150 Anniversary with a variety of well attended special events, exhibits and programs. Additionally, a two-day genealogical workshop was hosted at Eldon House in April 2017. 1300 Londoners attended a full-day "Confederation Party" on July 1st 2017 which included musical and theatrical performances. A "Pre-confederation Music" publication is pending completion, showcasing the Harris Family Songbook and illustrating 1800's social music that emerged in London.</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	12/31/17		<p>A memorandum of understanding has been signed however, the partnership has been delayed due to two major factors: 1) The Design School awaits confirmation on its relocation Downtown and on future use of campus green-space, and 2) the Historic Greenhouse located at Eldon House (to be utilized as part of the classroom setting) has structural deficiencies scheduled to be rectified in 2018. Though not gaining school-credit for their efforts, Fanshawe Students have been active on the grounds of Eldon House in volunteer and grant positions. The suggested new target end date is December 31, 2018.</p>








Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
			<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		
		<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		<p>The main reason for lower attendance was a technical malfunction which may not necessarily have meant that we had actual lower attendance in 2016. In addition, an emergency maintenance issue was also a factor. The People Traffic Counter camera began to malfunction between mid-April to mid-June 2016 and was eventually replaced. During these months, the People Traffic Counter camera was either not tracking at all for days or was intermittently tracking thereby creating inaccurately low attendance numbers for April, May and June in light of the number of events and programming held at Museum London during that time as well as in comparison with the attendance records of previous years for April through June.</p>

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
			<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 2017-2020 strategy plan is still in development and will be completed by November 2017.	Construction of Centre at the Forks may have a flat line 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	Centre at the Forks community consultation report is complete and will be used as a reference for new future community programming in addition to our continuing public programming of lectures, artist talks, films, and symposia and educational programming that annually serves 12,000 students. Construction of Centre at the Forks is currently on schedule with completion date targeted for January 31, 2018.	
			<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	Syrian Refugee art program is complete; Culture Club+55 seniors' programming continues after its successful inaugural series that attracted 1,000 attendees. Recently received a two year London Community Foundation Community Vitality grant to hire a part-time First Nations coordinator to develop and carry out Indigenous programming in 2018.	




Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
			<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	<p>The exhibition Canadian Eh? A History of the Nation's Signs and Symbols (Jan - May 2017) in celebration of Canada 150 received much media attention and is currently on tour at the Guelph Civic Museums until Feb 2018. Museum London hosted the touring Witness Blanket (June-July 2017), an installation bearing witness to those affected by residential schools; with grants from the City of London (Celebrate Canada and London Heritage Council), successful Canada Day 150 weekend celebrations involved over 1,700 participants of wide demographic range.</p>	
			<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	<p>Museum London received a 2017 London Urban Services Organization - Community Services Community Award for anti-racism programming; and new educational outreach programming for underserved rural schools funded by London Life is so well received that Museum London tour guides will be giving a rural outreach presentation at Oct 2017 National Docent Symposium in Montreal.</p>	
		<p>— London Public Library 2014-2017 Strategic Plan (CMO)</p>				

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
5. Healthy, safe and accessible city	<ul style="list-style-type: none"> — Fund and partner with the Middlesex London Health Unit to promote and protect the health of our community. 	<ul style="list-style-type: none"> — Middlesex London Health Unit Strategic Plan (CMO) 	<ul style="list-style-type: none"> ↑ Complete Organizational Structure and Location Project which consists of a comprehensive restructuring of the MLHU organizational chart, complementary processes, and relocation project. 	12/31/18	<p>The Middlesex London Health Unit (MLHU) has completed the organizational structure component of the project and will continue to refine organizational alignment and look at additional considerations that were identified during the process.</p> <p>In regards to the location component of the project, MLHU is on track to complete the procurement phase of the project by the end of 2017. This would mean the decision to move to a new site or explore other location alternatives. A move of MLHU service would not occur until 2018 at the earliest.</p>	
			<ul style="list-style-type: none"> ✓ Comprehensive Workplace Wellness Strategy 	9/30/16	The development of the strategy was completed by MLHU in 2016 and it is being implemented.	
			<ul style="list-style-type: none"> ↑ Establishment and implementation of consistence performance management and measurement systems, tools and processes 	12/31/18		
			<ul style="list-style-type: none"> ✓ Formalize a MLHU planning and evaluation framework that integrates: evidence-informed program planning, innovation, research advisory requirements and regular evaluation of programs and services 	12/31/16	<p>The MLHU has selected the model for the planning and evaluation framework and is completing the development of all associated tools and resources.</p> <p>Implementation plans have been completed and initial roll-out to the management teams has commenced as of September 2017.</p>	
			<ul style="list-style-type: none"> ✓ Living Wage employer certification 	9/30/16	This was achieved by MLHU in 2016.	
	<ul style="list-style-type: none"> — Support all Londoners to age well and have opportunities to reach their full potential. 	<ul style="list-style-type: none"> — Age Friendly London Action Plan 2013-2016 (NCFS) 	<ul style="list-style-type: none"> ✓ Complete 2nd year of three year implementation plan for Age Friendly London 	9/30/15		

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
			 Complete 3rd year of three year implementation plan for Age Friendly London	9/30/16		
			 Complete evaluation of Age Friendly London strategy	12/31/16	<p>The Age Friendly London (AFL) Impact Assessment collected quantitative and qualitative data related to the World Health Organization (WHO) indicators of an Age Friendly City. These WHO indicators were used to establish a baseline for age friendly measurement, and will be used to assess London's progress in future years.</p> <p>The impact assessment demonstrated that London is making progress as an Age Friendly City, but that there is more work to be done. The Assessment supported the creation of the next AFL Community Action Plan.</p> <p>The AFL Impact Assessment was completed and presented to Council in November 2016.</p>	
			 Create next 3-5 year Age Friendly London Action Plan	6/30/17	<p>The Age Friendly London Action Plan 2017 – 2020 was created following the Impact Assessment in 2016.</p> <p>The creation of the new Action Plan included public engagement from March – May 2017 and involved Age Friendly London Network members, older adults, senior-serving organizations, City of London staff, businesses, and other Londoners.</p> <p>The AFL Action Plan 2017-2020 reflects residents' priorities for improvements in each of the eight domains of age-friendliness.</p> <p>The new Action Plan also includes 5 Network Strategies that will strengthen the AFL Network and deepen our impact over the next three years.</p> <p>The AFL Action Plan 2017-2020 was presented to CPSC in June 2017.</p>	



Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
			 Implement next Age Friendly London Action Plan	12/31/19	Implementation of the AFL Action Plan 2017-2020 is underway. Working Groups are developing implementation plans, which will guide their work over the next three years. The Network will report on Year 1 accomplishments in June 2018.	
	 Support the health and well-being of all children, youth, and families in London.	 Child and Youth Agenda 2012-2015 (NCFS)	 Complete and obtain full endorsement of the Child and Youth Agenda to 2021	12/31/16	The Child and Youth Agenda: 2017-2021, was endorsed by City Council, and by over 95 local service providers from across the community.	
			 Begin implementation of Strategic Priorities	3/31/17	The Healthy Eating and Healthy Physical Activity (HEHPA) priority created a <i>new website</i> that better represents the healthy eating and physical activity landscape of London. The family centered service system priority celebrated the grand opening of <i>Family Centre Westminster</i> , London's 5th family centre. Partners from the Ending Poverty priority are delivering <i>Food Families</i> to residents in 8 of 14 priority neighbourhoods. Literacy priority partners developed and implemented <i>Grocery Store Conversation Cards</i> to promote family literacy and healthy food choices in grocery stores across 14 priority neighbourhoods in London.	
			 Develop and implement Measurement and Evaluation Framework	6/30/17	CYN community partners developed a shared measurement and evaluation framework to demonstrate the impact of initiatives implemented through CYN. This work has now expanded to create the tools and resources needed to support local partners to contribute to the evaluation framework.	
			 Continue implementation of Strategic Priorities	12/31/19		





Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
			<p>↑ Maintain strong engagement of Child and Youth Network Members and funding partners</p>	12/31/19	<p>To date, \$936,000 has been allocated to over 65 projects targeting healthy behaviours in children, youth, and families through the Province's Healthy Kids Community Challenge.</p>	
	<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>	12/31/19	<p>The hours for the Intake and Processing public counter have been extended in September 2017 to enhance public service (e.g., background check applications). Civilianization is being implemented in certain roles including: Supervisor, Court Prisoner Security Unit; Scenes of Crime Officer; and Supervisors, Communications Section (pilot project). A CAO position is also in the process of being filled.</p>	
			<p>↑ Cultivate and Sustain a Quality Work Environment</p>	12/31/19	<p>A new HR Specialist position is in the process of being filled which will assist in the facilitation of career development and provision of career counseling for both sworn and civilian members. All employees received Workplace Harassment training during 2017 to ensure that they understand their responsibilities and know how to report workplace harassment. Fentanyl training and infrastructure investments occurred during the year to mitigate risk for employees.</p> <p>The Intranet website was enhanced for employees during 2017. New features that were rolled out during the year include a dedicated session for Wellness and Peer Support, online Suggest System, and subscriptions to Organizational Updates.</p>	


Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
			 Protect and Assist Victims and Vulnerable Persons in our Community	12/31/19	<p>A Proceeds of Crime Grant (\$85,000) was successfully acquired to fund a new project to address the needs of trafficked individuals and persons at risk. (approved Aug. 2017)</p> <p>A Connectivity Table which is a collaborative program was established with over 20 community partners to help those in acute need.</p>	
			 Provide London with a Safe and Secure Community	12/31/18	<p>Star Chase Technology is being implemented which will provide pursuit management and GPS tracking technology for high-risk traffic situations as an alternative to traditional pursuits to mitigate risk and enhance public safety.</p> <p>The Automatic Licence Plate Recognition System (ALPRS) has been expanded with a 2nd reader in 2017 and a 3rd reader scheduled. The ALPRS better equips patrol officers to detect delinquent drivers (e.g., suspensions).</p>	
			 Strengthen Community Outreach, Partnerships and Communications	12/31/19	<p>A Diversity Ambassador Team was formed in June 2017 which provides an opportunity for London Police Services to have greater representation at various ethnic or cultural events.</p> <p>A new position, Manager, Corporate Communications, was filled in September 2017 to help improve internal and external communications.</p> <p>A series of Community Consultations are being held during October/November to receive feedback from community groups and citizens. A Public Needs Survey has been distributed to 5,000 randomly selected households during September 2017.</p>	

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
	<p>Promote and support a safe community through the work of the London Fire Department by: Increased public education and prevention, Redeployment of resources, Introduction of new technology</p>	<p>London Fire Department Business Plan Fire and Rescue Services Fire Prevention and Education (NCFE)</p>	<p>✓ Resource Redeployment: Relocate Station 11 - Acquire land</p>	<p>3/31/15</p>		
			<p>✓ Increased Public Education and Prevention: Pilot a computer-based Work Order system for fire code inspections, with an emphasis on risk-based inspections for multi-occupancy buildings in areas with higher prevalence of fires</p>	<p>6/30/16</p>		
			<p>✓ Introduction of New Technology: Introduce Driver Training Simulator. Train key personnel, develop plan and programming</p>	<p>6/30/16</p>		
			<p>✓ Increased Public Education and Prevention: Increase public education activities in areas of the City with higher prevalence of fires</p>	<p>9/30/16</p>	<p>Public education activities began to be focused in areas more prone to experience fires; to reduce fires by reinforcing citizen's positive actions and behaviours. In 2016, public educators attended 659 events and interacted with 55,800 attendees distributing various types of fire safety materials.</p>	

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
			<p>✓ Increased Public Education and Prevention: Introduce pilot for risk-based Fire Prevention education - areas with higher prevalence of fires</p>	9/30/16	<p>The pilot project has been 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. We will look for opportunities to automate the process as our technology project moves forward.</p>	
			<p>✓ Introduction of New Technology: Deliver 1st Phase of Training</p>	9/30/16		
			<p>✓ Introduction of New Technology: Finalize scoping of projects relating to implementation of mobile technologies, records and performance management software and determine approach to move forward</p>	9/30/16		
			<p>✓ Resource Redeployment: Develop and implement plan to redeploy 2 Fire Inspectors who will do building plan (fire safety) reviews within Service London area, City Hall</p>	9/30/16		
			<p>✓ Resource Redeployment: Relocate Station 11 - Complete design, tender, Council approval process</p>	9/30/16		

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
			 Introduction of New Technology: Deliver 2nd Phase of Training	12/31/16	<p>The London Fire Department (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 completing training of another 16 new drivers in 2017. In addition, as planned 1/3 of the current drivers completed a defensive driving course (4 hours) in 2016, with the training of an additional 1/3 scheduled for completion in November 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	<p>An Education strategy to prevent fires initiated with an emphasis on coordinating and providing fire safety marketing, public education, and fire prevention activities in the areas most prone to experiencing fires was implemented.</p> <p>Fire safety marketing ads target each area in an effort to minimize fires through the promotion of fire safe actions and behaviours. Increased fire safety education is also provided to citizens residing in these areas to further promote and reinforce positive fire safety practices. Finally, the structures within the risk areas are the focus of increased inspection and enforcement.</p> <p>In addition to the activities of the public educators, the fire safety market program provided 57 million impressions.</p>	

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
			 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	<p>A cost recovery model has been developed. Additional emergency response organizations have been engaged and are aware of the training opportunity.</p> <p>London Fire has dedicated time and effort to provide City departments such as Human Resources and HR and Environmental and Engineering Services with the information and opportunity for training. In the same period, the LFD has also reached out to other agencies. In the Fall 2017, the LFD will also reach out to London Transit Commission and neighbouring Fire Departments.</p>	
			 Resource Redeployment: Relocate Station 11 - Construct and open station	9/30/17	<p>Station 11 became operational on July 25, 2017. The station was formally opened on October 20, 2017. The station is now able to respond to calls that were previously served by other Engine companies, thus demonstrating that the relocation of this station has achieved the objective of better response times to the growing community.</p>	
			 Resource Redeployment: Add Station 15 - Identify location and acquire land	3/31/18	<p>LFD is working with the City's Realty Services to explore sites that fall within the LFD's response criteria. A site plan drawing for a shortlisted city owned site will be developed in late Fall 2018 for review. Realty Services continues to reach out to the owners of the other shortlisted site(s) as they explore all possible options.</p>	
			 Resource Redeployment: Add Station 15 - Develop construction timetable	6/30/18	<p>LFD is currently assessing and finalizing the timing when the station will be required.</p> <p>Discussions with Realty Services continue and land acquisition is anticipated to be completed in 2019. Pre-engineering and design is proposed to be done in 2021 with completion in 2022.</p>	

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
			 Resource Redeployment: Add Station 16 - Identify location and acquire land	6/30/19	<p>LFD is currently assessing and finalizing the timing when the station will be required.</p> <p>Discussions with Realty Services continue and land acquisition is anticipated to be completed in 2019.</p> <p>Pre engineering and design is proposed to be done in 2021 with completion in 2022.</p>	
















Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
			<p>↑ Increased Public Education and Prevention: Maintain increased frequency of routine inspections</p>	12/31/19	<p>Increase in enforcement through the Provincial Offences Act. Below are the Q2 final statistics and year end projections for 2017. Despite challenges with staff attrition due to retirements, LFD has been able to increase enforcement and awareness.</p> <p>Increased frequency of routine inspections:</p> <p><u>Inspection and Inspection Activities</u> 2015 – 6,690; 2016 – 8,830; 2017 Q2 – 4,613 2017 Projection Total – 9,226</p> <p><u>Inspections</u> 2015 – 2,808; 2016 – 3,108; 2017 Q2 – 1936 2017 Projection Total – 3,872</p> <p><u>Inspection Orders</u> 2015 – 725; 2016 – 1,455; 2017 Q2 – 702 2017 Projection Total – 1,408</p> <p><u>Site Visits</u> 2015 – 890; 2016 – 1455; 2017 Q2 – 723 2017 Projection Total - 1446</p> <p><u>Site Plan Inspections</u> 2015 – 12; 2016 – 27; 2017 Q2 – 25 2017 Projection Total - 50</p> <p><u>Building Permit Inspections</u> 2015 – 478; 2016 – 630; 2017 Q2 – 411 2017 Projection Total – 550 (Note Plans Examination ended in Q3 2017)</p> <p><u>POA Part 1 Tickets</u> 2015 – 20; 2016 – 83; 2017 Q2 – 73 2017 Projection Total - 146</p> <p><u>POA Part 3 Charges</u> 2015 – 3; 2016 – 9 2017 Projection Total – 30</p>	

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
			<p>↑ Introduction of New Technology: Continue Driver Training Simulator operations</p>	12/31/19	<p>The 2017 phase of the training program is in progress and is currently planned to be completed in November 2017.</p> <p>2018 will consist of training for the last 1/3rd of the drivers. New drivers will be trained as required. Recurring training of drivers from 2016 will begin in 2019.</p>	
			<p>↑ Introduction of New Technology: Implement mobile technologies, records and performance management software projects and determine approach to move forward</p>	12/31/19	<p>Due to security concerns with the potential service provider, the Service as a Solution (SaaS) project is now in the RFQual / RFP process with Purchasing.</p>	
			<p>↑ Resource Redeployment: Add Station 16 - Develop construction timetable</p>	12/31/19	<p>LFD is currently assessing and finalizing the timing when the station will be required.</p> <p>Discussions with Realty Services continue and land acquisition is anticipated to be completed in 2019.</p> <p>Pre engineering and design is proposed to be done in 2021 with completion in 2022.</p>	
			<p>↑ Resource Redeployment: Add Station 15 - Construct station, acquire equipment, open station</p>	9/30/20	<p>LFD is currently assessing and finalizing the timing when the station will be required.</p> <p>Discussions with Realty Services continue and land acquisition is anticipated to be completed in 2019. Pre-engineering and design is proposed to be done in 2021 with completion in 2022.</p>	
			<p>↑ Resource Redeployment: Add Station 16 - Construct station, acquire equipment, open station</p>	6/30/21	<p>LFD is currently assessing and finalizing the timing when the station will be required.</p> <p>Discussions with Realty Services continue and land acquisition is anticipated to be completed in 2019.</p> <p>Pre engineering and design is proposed to be done in 2021 with completion in 2022.</p>	

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
			<p>✓ Increased Public Education and Prevention: Hire Fire Inspectors to increase frequency of routine inspections</p>	9/30/16		
			<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>	12/31/19	The work order system is anticipated to be implemented as part of the Service as a Solution (SaaS) project.	
	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	City of London Emergency Response Plan (HR&CS)	<p>✓ Select Software tool through Request for Proposals process</p>	12/31/16	Public emergency notification software for providing the public with emergency information selected and implemented.	
			<p>✓ Develop Emergency Operations Centre Scribe Program</p>	12/31/17		
			<p>✓ Develop Program outline - Public Notification</p>	12/31/17	City of London (Alert London) Emergency Public Notification Program was implemented in May 2017 to provide the public with critical information during community wide emergencies.	

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
			<ul style="list-style-type: none"> Implement Emergency Operations Centre Scribe Program Implement Public Notification Program Review, update, monitor and evaluate Public Notification Program 	<ul style="list-style-type: none"> 12/31/18 12/31/18 12/31/19 		
		Emergency Social Services Plan – New (HSSDH)	<ul style="list-style-type: none"> Align the activities of the community plan work with Vulnerable Occupancy Protocol activities Develop a protocol for assisting with and monitoring individual and community recovery once the emergency response ends 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) Report to Council with recommendations and action plans as required 	<ul style="list-style-type: none"> 3/31/16 12/31/17 12/31/17 6/30/18 	<ul style="list-style-type: none"> Developing a protocol to coordinate the Emergency Social Services Plan and the Vulnerable Occupancy Protocol. 	
	Improve London's neighbourhoods through proactive enforcement of updated by-laws.	By-law Review (DCS)	<ul style="list-style-type: none"> Adopt big picture ideas of regulations 	6/30/16	Review Business Licensing By-law to incorporate improved consumer protection and nuisance control in London's neighbourhoods.	



Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
			<ul style="list-style-type: none"> ✓ Identify and expand existing pro-active enforcement areas to include additional areas which would benefit from pro-active enforcement 	6/30/16		
			<ul style="list-style-type: none"> ✓ Review the existing Business Licensing By-law with a focus on public health, safety, and consumer protection to create new and improved regulations 	9/30/17	A final omnibus public participating meeting was held in October and it is expected that pending some minor modifications, the new by-law will be in full force and effect in April of 2018.	
			<ul style="list-style-type: none"> ✓ Hold public meetings for Business Licensing By-law review 	1/31/17		
			<ul style="list-style-type: none"> ✓ Implement new areas for enforcement 	9/30/16		
			<ul style="list-style-type: none"> ↑ Implement the Business Licensing By-law 	12/31/17		
		<ul style="list-style-type: none"> Multi-agency enforcement partnerships (DCS) 	<ul style="list-style-type: none"> ✓ Report protocol to Community and Protective Services Committee for a multi-agency process of addressing vulnerable occupancies in a variety of housing situations 	6/30/15	Vulnerable Occupancy Protocol VOP implemented. Rapid response multi agency team protocol addressing building, safety and social issues.	
			<ul style="list-style-type: none"> ✓ Implement a multi-agency process of addressing vulnerable occupancies in a variety of housing situations 	12/31/19		
		<ul style="list-style-type: none"> Targeted pro-active enforcement blitzes (DCS) 	<ul style="list-style-type: none"> ✓ Identify new areas 	6/30/16		
			<ul style="list-style-type: none"> ✓ Implement targeted enforcement protocol 	9/30/16		

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
			 Implement a targeted program for proactive blitzes to address issues related to neighbourhood quality of life	12/31/19		
	 Invest in programs and infrastructure to make London more accessible.	 City of London Accessibility Plan 2013-2017 (HR&CS)	 Implement requirements to meet Design of Public Spaces Standard	12/31/16	Requirements to meet Design of Public Spaces Standard implemented.	
 Review and implement requirements to file Accessibility Report			12/31/17			
 Update City of London Accessibility Plan			3/31/18			
 Review and implement requirements to file Accessibility Report			12/31/19			
	 Continue to make pedestrian and cycling routes safer year round.	 School Crossing Guard Program (EES)	 Review the locations for new School Crossing Guards annually	6/30/19		
 Review and adjust the School Crossing Guard operating hours at each location to reflect changes in the school entry and dismissal times annually			12/31/19			
		 Active and Safe Routes to School (EES)	 Develop a program to install new pedestrian crossing devices	6/30/16		
			 Enhance pedestrian safety by expanding and upgrading pedestrian facilities at 5 locations	9/30/16		
			 Develop & Implement a School Zone Speed Limit Policy	12/31/16		

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
			<p>✓ Enhance pedestrian safety by expanding and upgrading pedestrian facilities at 18 locations</p> <p>↑ Enhance pedestrian safety by expanding and upgrading pedestrian facilities at 18 locations</p> <p>↑ Enhance pedestrian safety by expanding and upgrading pedestrian facilities at 18 locations</p> <p>↑ Review local issues at 10 schools per year</p>	<p>9/30/17</p> <p>9/30/18</p> <p>9/30/19</p> <p>12/31/19</p>	<p>Completed the installation of 35 Pedestrian Crossovers in 2017.</p>	
		<p>— Winter Maintenance Strategy – new (EES)</p>	<p>✓ Develop a strategy that provides options for Council to consider for implementation related to enhanced service levels on sidewalks and pathways</p>	<p>12/31/15</p>		
	<p>— Help Londoners understand how we provide safe drinking water and protect the Thames River.</p>	<p>— Thames River Clear Water Revival Project (EES / Planning)</p>	<p>■ Report to Council on Thames River Water Management Plan: Phase 1</p> <p>↑ Report to Council on approaches to implement targets, monitoring and future reporting methods</p> <p>↑ Report to Council on program implications and budget impacts</p>	<p>12/31/17</p> <p>12/31/18</p> <p>12/31/19</p>		<p>Water management plan is completed and is out for comment from the various municipal and conservation authority stakeholders. Anticipated Council report by Q3 2018.</p>
		<p>— Source Water Protection Plan (EES)</p>	<p>✓ Seek Provincial approval of a plan for the protection of groundwater near City wells</p>	<p>3/31/16</p>	<p>Approval of the Plan confirms that how we are proposing to manage protection of source water meets Provincial requirements, and is technically sound.</p>	

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
			<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	The City website has been updated to provide information on the Source Water Protection Plan and its role in keeping London's drinking water safe.	
		<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.	
		<ul style="list-style-type: none"> ■ Drinking Water Quality Management System (EES) 	<ul style="list-style-type: none"> ↑ Report on Ontario Ministry of the Environment and Climate Change annual inspection and audit to ensure that the water system is in compliance with all applicable legal requirements annually 	3/31/19	Achieved a 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.	
		<ul style="list-style-type: none"> ■ The London Plan (Civic Infrastructure, Natural Resources and Natural Heritage) – draft (Planning) 	<ul style="list-style-type: none"> ✓ Prepare second draft of London Plan and release recommended Civic Infrastructure, Natural Resources and Natural Heritage policies for comments. Undertake second round of public engagement seeking comments 	6/30/15		
			<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 of Municipal Affairs approved the London Plan on December 28, 2016.	

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
			<p>↑ Implement The London Plan through municipal regulation, public projects, budgeting and investment, partnerships and municipal programs</p>	12/31/19		Until the London Plan is in force and effect, the current Official Plan is in force. As the London Plan comes into effect as a result of resolutions/withdrawal of appeals or OMB Orders arising from the Hearings, we will be able to implement those portions of the Plan.
			<p>↑ Target unappealed portions of the London Plan in force and effect</p>	12/31/17	Second pre-Hearing Conference before the Ontario Municipal Board to scope issues scheduled for January 9, 2018.	Appellants to confirm policies under appeal by October, 2017.
			<p>↑ Target appeals to the London Plan resolved/Ontario Municipal Board decision</p>	6/30/18	Second pre-Hearing Conference before the Ontario Municipal Board to scope issues scheduled for January 9, 2018.	Appellants to confirm policies under appeal by October, 2017.
			<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	A memorandum of understanding was developed between the UTRCA and City of London to formalize our partnership with respect to Water Erosion Control Infrastructure funded projects.	






Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
			 Conservation Authority Partnerships Phase 2: Build upon current relationships with Upper Thames Conservation Authority by undertaking a review of existing shared service arrangements related to the health of the Thames River watershed (hydrogeology, Beaver Activity Management, Low Impact Development Strategy, Risk Assessments)	12/31/17	Continuing to build on our current relationship with the Conservation Authorities by entering into regular dialog with key authority staff, working together on the implementation of the Beaver Protocol, developing a memorandum of understanding for Water Erosion Control Infrastructure funded projects, and establishing a Council endorsed Domestic Action Plan item to integrate City and UTRCA water quality monitoring.	
			 Conservation Authority Partnerships Phase 3: Partner with Conservation Authorities to roll out the Low Impact Development Strategy	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	<p>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</p>	<p>State of the Infrastructure Report (F&CS)</p>	<p>↑ Monitor the infrastructure gap through annual reviews of the State of Infrastructure Report. (Full update once every 5 years)</p>	12/31/19	<p>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. On track to provide 2017 update in January 2018.</p>	<p>The end date has been changed from December 2015 because this milestone is ongoing or completed annually.</p>
			<p>✓ 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</p>	12/31/17	<p>Council approved the acquisition and implementation of the Corporate Asset Management (CAM) Computer System on June 14, 2016. The selected system purchased is from Assetic Canada Holdings.</p>	
			<p>↑ Research the infrastructure gap through pilot projects in Transportation and Parks & Recreation</p>	12/31/18		
			<p>↑ 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)</p>	12/31/19		

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
			 Implement the system across the city	12/31/19	The corporate asset management system is currently being populated with City information and staff are being trained.	
	— 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	6/30/17		Additional analysis and evaluation of alternatives is required prior to completion. Anticipated to be completed by December 31, 2017. No impact on program.
			 Finalize Strategic Implementation Plan	6/30/17		Additional analysis and evaluation of alternatives is required prior to completion. Anticipated to be completed by December 31, 2017. No impact on program.
		— Parking Lot Upgrade Strategy (EES)	 Complete Strategy Development	6/30/15		
			 Complete Year One Lot Upgrades (Lot 2)	12/31/17		










Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
			<ul style="list-style-type: none"> Complete Year Two Lot Upgrades (Lots 1 and 17) Complete Year Three Lot Upgrades (Lots 4, 5, 3W & 3E) Complete Year Four Lot Upgrades (Lots 8, 11, 7 & 15). 	<ul style="list-style-type: none"> 12/31/17 12/31/18 12/31/19 		
		<ul style="list-style-type: none"> Heritage Bridge Preservation Strategy - Meadowlily Footbridge - Blackfriars Bridge (EES / Planning) 	<ul style="list-style-type: none"> Complete construction of improvements - Meadowlily Footbridge Complete Environmental Assessment - Blackfriars Bridge Complete Detail Design and Public Consultation - Blackfriars Bridge Complete construction of improvements - Blackfriars Bridge 	<ul style="list-style-type: none"> 3/31/15 6/30/16 3/31/17 12/31/19 	<ul style="list-style-type: none"> Meadowlily Footbridge project completed. Blackfriars Bridge Environmental Assessment process completed. Environmental approvals received from Ministry of Environment, public consultation and detail design completed, project tendered and awarded for construction. Construction tender approved by Council. 	
		<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 	<ul style="list-style-type: none"> 12/31/17 		<ul style="list-style-type: none"> Additional consultation with Canadian Pacific Railway required to develop recommended solution. Anticipated completion of EA is June 2018.
		<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) 	<ul style="list-style-type: none"> 6/30/15 		








Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
			<p>✓ Complete construction of Improvements - 2015 Cycling Facility (Egerton, White Oaks, Upper Queens, Nixon, Ridout, Oxford West, Colborne, Second)</p>	12/31/15		
			<p>✓ Complete detailed design - 2016 Cycling Facility (Cheapside, Fanshawe College Boulevard, Trafalgar, Sandford, Bruce)</p>	6/30/16		
			<p>✓ Complete construction of improvements - 2016 Cycling Facility (Cheapside, Fanshawe College Boulevard, Trafalgar, Sandford, Bruce)</p>	12/31/16		
	<p>— Increase efforts on more resource recovery, long-term disposal capacity, and reducing community impacts of waste management</p>	<p>— Long-Term Waste Management Plan (EES)</p>	<p>↑ Develop Environmental Assessment Terms of Reference and submission to Province</p>	6/30/18		
			<p>↑ Complete Long-term Resource Recovery Plan</p>	6/30/18		
			<p>↑ Complete Environmental Assessment and submission to Province</p>	7/31/20		
			<p>↑ Increase waste diversion (e.g., downtown, public space recycling, etc.)</p>	12/31/18		
			<p>↑ Prepare Environmental Protection Act Documentation and submission to Province</p>	7/31/21		






Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
	Fund innovative ways to adapt to Climate Change	Climate Change Adaptation Strategy (EES)	✓ Award flood proofing design for Vauxhall plant	12/31/16	Flood proofing design for Vauxhall plant was awarded and submitted as an eligible project for provincial/federal Canadian Water and Wastewater Fund program.	
✓ Phase 2: Incorporate increased Climate Change Adaptation in design and practice when possible			12/31/16			
■ Award flood proofing design for Greenway plant			12/31/17		On hold pending Domestic Action Plan upgrades and future federal/provincial funding opportunities. Anticipated to be completed by December 2018.	
■ Award flood proofing design for Adelaide plant			12/31/17		On hold pending Domestic Action Plan upgrades and future federal/provincial funding opportunities. Anticipated to be completed by December 2018.	
✓ Begin construction of West London Dykes Phase 3			9/30/17	The West London Dyke Phase 3 project, which included reconstruction of 325m of the dyke (plus raising 300m of Phase 1), has been completed using funding from both the provincial Water Erosion Control Infrastructure and the National Disaster Mitigation Program.		
■ Phase 3: Update Draft Strategy, implementation plan and final review with stakeholders			1/31/18		Potential funding programs from the proceeds of Cap and Trade have been announced, others to follow. Additional time will also be required for stakeholder and community engagement. Revised end date 6/30/18	
↑ Phase 4: Submit to Committee/Council			6/30/18			

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
			✓ Award flood proofing construction for Vauxhall plant	3/31/18	The timing of the Vauxhall plant flood proofing award was accelerated in order to take advantage of available federal/provincial funding.	
			↑ Phase 5: Implement approved strategy	9/30/18		
			■ Award flood proofing construction for Adelaide plant	3/31/19		On hold pending Domestic Action Plan upgrades and future federal/provincial funding opportunities.
			↑ Begin construction of West London Dykes Phase 4	9/30/19		
		— The London Plan (The Green City and Natural Hazards) – draft (Planning)	✓ Prepare second draft of London Plan and release recommended The Green City and Natural Hazards policies for comments. Undertake second round of public engagement seeking comments	6/30/15	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 of Municipal Affairs approved the London Plan on December 28, 2016.	
			↑ Implement The London Plan through municipal regulation, public projects, budgeting and investment, partnerships and municipal programs	12/31/19		Until the London Plan is in force and effect, the current Official Plan is in force. As the London Plan comes into effect as a result of resolutions/withdrawal of appeals or OMB Orders arising from the Hearings, we will be able to implement those portions of the Plan.










Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
			<p>↑ Target unappealed portions of the London Plan in force and effect</p>	12/31/17	Second pre-Hearing Conference before the Ontario Municipal Board to scope issues scheduled for January 9, 2018.	Appellants to confirm policies under appeal by October, 2017.
			<p>↑ Target appeals to the London Plan resolved/Ontario Municipal Board decision</p>	6/30/18	Second pre-Hearing Conference before the Ontario Municipal Board to scope issues scheduled for January 9, 2018.	Appellants to confirm policies under appeal by October, 2017.
			<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	A memorandum of understanding was developed between the UTRCA and City of London to formalize our partnership with respect to Water Erosion Control Infrastructure funded projects.	
			<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	Continuing to build on our current relationship with the Conservation Authorities by entering into regular dialog with key authority staff. Water quality monitoring will be addressed through the Council endorsed Domestic Action Plan item to integrate City and UTRCA water quality monitoring.	

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
			 Conservation Authority Partnerships Phase 3: Partner with Conservation Authorities to roll out the Low Impact Development Strategy	12/31/18		
Convenient and connected mobility choices	 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 construction improvements – Hyde Park Road Improvements	12/31/15		
			 Complete Detail Design and Public Consultation – Fanshawe Park Road East Improvements	12/31/15		
			 Complete detailed design – Commissioners Road Improvements (Wonderland to Viscount)	12/31/15		
			 Complete detailed design – Sarnia Road Improvements (east of Wonderland Road)	12/31/15		
			 Complete detailed design – Veterans Memorial Parkway North Extension	12/31/18		Completion of detail design on target for construction in 2019.
			 Complete Environmental Assessment – Wharnccliffe & Western Road Improvements (Oxford to Platts Lane)	12/31/15		

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
			 Complete Environmental Assessment - Wharncliffe Road Improvements (Horton to Becher)	12/31/17		Additional consultation and heritage analysis is required prior to development of recommended solution. The new target end date is July 2018.
			 Complete construction of Commissioners Road Improvements (Wonderland to Viscount)	12/31/16		
			 Complete construction of improvements - Fanshawe Park Road East Improvements	12/31/16		
			 Complete construction of Sarnia Road Improvements (east of Wonderland Road).	12/31/16		
			 Complete Environmental Assessment - Fanshawe Park Road / Richmond Intersection Improvements	12/31/17		Completion of Environmental Assessment is subject to the property owner meetings and coordination with the Shift Rapid Transit Master Plan. New target end date is Q2 2018.
			 Complete Environmental Assessment - Western Road / Sarnia Road Intersection Improvements	6/30/18		
			 Complete detailed design - Wharncliffe & Western Road Improvements (Oxford to Platts Lane)	9/30/17		

















Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
			 Complete detailed design – Western Road / Sarnia Road Intersection Improvements	12/31/17		On hold pending completion of environmental assessment for the intersection which is being coordinated with the Shift Rapid Transit TPAP process. Completion date was not updated from May. New completion date end of 2019.
			 Complete detailed design – Fanshawe Park Road / Richmond Intersection Improvements	3/31/18		Completion of Environmental Assessment is subject to the property owner meetings and coordination with the Shift Rapid Transit Master Plan. Detail design will commence after approval of Shift Rapid Transit TPAP process. New completion date end of 2019.
			 Complete construction of Wharncliffe & Western Road Improvements (Oxford to Platts Lane)	12/31/18		
			 Complete detailed design – Wharncliffe Road Improvements (Horton to Becher)	12/31/18		
			 Complete construction of Fanshawe Park Road / Richmond Intersection Improvements	6/30/19		Completion of Environmental Assessment is subject to the property owner meetings and coordination with the Shift Rapid Transit Master Plan. Detail design will commence after approval of Shift Rapid Transit TPAP process. Construction timing will be coordinated with rapid transit improvements, new timeline goal of end of 2020.

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
			<ul style="list-style-type: none"> ↑ Complete construction of improvements – Veterans Memorial Parkway North Extension 	12/31/19		
			<ul style="list-style-type: none"> ↑ Complete construction Western Road / Sarnia Road Intersection Improvements 	12/31/19		Environmental Assessment was on hold pending in order to be coordinated with the Shift Rapid Transit TPAP process. New completion date end of 2020.
			<ul style="list-style-type: none"> ↑ Complete construction of Wharncliffe Road Improvements (Horton to Becher) 	12/31/20		Environmental assessment requires additional consultation and heritage analysis is required prior to development of recommended solution. Construction is delayed to 2021.
		<ul style="list-style-type: none"> – Rapid Transit Implementation Strategy (EES) 	<ul style="list-style-type: none"> ↑ Complete Environmental Assessment 	6/30/18		
			<ul style="list-style-type: none"> ↑ Design First Phase 	12/31/19		
		<ul style="list-style-type: none"> – London Transit Commission Strategic Business Plan (CMO) 				
		<ul style="list-style-type: none"> – Bicycle Master Plan (EES) 	<ul style="list-style-type: none"> ✓ Present draft Cycling Master Plan 	6/30/16	Cycling Master Plan approved by Council.	
			<ul style="list-style-type: none"> ✓ Finalize Cycling Master Plan for Council approval 	12/31/16	Cycling Master Plan approved by Council in 2016.	
		<ul style="list-style-type: none"> – Thames Valley Corridor Plan (Planning) 	<ul style="list-style-type: none"> ✓ 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.	

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
			 Issue Construction Tender	12/31/17		Seeking alternative sources of funding to permit tendering. Until funding confirmed, tendering and construction will be delayed. Anticipate tendering June 30, 2018.
			 Begin construction	6/30/18		Construction will begin upon completion of tender.
			 Complete construction	12/31/19		
		 The London Plan (Mobility) - draft (Planning)	 Prepare second draft of London Plan and release recommended Mobility policies for comments. Undertake second round of public engagement seeking comments	6/30/15	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 of Municipal Affairs approved the London Plan on December 28, 2016.	
			 Implement The London Plan through municipal regulation, public projects, budgeting and investment, partnerships and municipal programs	12/31/19		Until the London Plan is in force and effect, the current Official Plan is in force. As the London Plan comes into effect as a result of resolutions/withdrawal of appeals or OMB Orders arising from the Hearings, we will be able to implement those portions of the Plan.
			 Target unappealed portions of the London Plan in force and effect	12/31/17	Second pre-Hearing Conference before the Ontario Municipal Board to scope issues scheduled for January 9, 2018.	Appellants to confirm policies under appeal by October, 2017.








Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
			<ul style="list-style-type: none"> Target appeals to the London Plan resolved/Ontario Municipal Board decision 	6/30/18	Second pre-Hearing Conference before the Ontario Municipal Board to scope issues scheduled for January 9, 2018.	Appellants to confirm policies under appeal by October, 2017.
			<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"> Improve travel to other cities through better transportation connectivity specifically regional transit connections 	<ul style="list-style-type: none"> Provincial High Speed Rail Regional Hub-new (EES / Planning) 	<ul style="list-style-type: none"> Participate in Provincial Environmental Assessment. Provide project status report to Council 	7/17/17		
<ul style="list-style-type: none"> Report Project status upon finalization of technical studies 			7/17/17			
<ul style="list-style-type: none"> Transportation Master Plan (EES) 		<ul style="list-style-type: none"> Complete Wonderland Road Highway 401 interchange construction 	12/31/15	In partnership with the Ministry of Transportation, the completed new interchange provides alternative vehicle and commercial goods access from Highway 401. The interchange will help spur economic and residential development in the southwest part of the City and alleviate congestion on existing routes.		
		<ul style="list-style-type: none"> Complete Veterans Memorial Parkway Highway 401 interchange improvements and south extension in partnership with the Ministry of Transportation 	6/30/18			
			<ul style="list-style-type: none"> Start construction on Highbury Avenue 401 interchange 	3/31/19		

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
		<ul style="list-style-type: none"> London's Downtown Plan (Planning) 	<ul style="list-style-type: none"> Evaluate emerging opportunities to advance Transformational Projects #8 and #9 in this Plan which support this strategy and implement as resources allow 	12/31/19		
		<ul style="list-style-type: none"> The London Plan (Mobility) – draft (Planning) 	<ul style="list-style-type: none"> 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.	
			<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 of Municipal Affairs approved the London Plan on December 28, 2016.	
			<ul style="list-style-type: none"> Implement The London Plan through municipal regulation, public projects, budgeting and investment, partnerships and municipal programs 	12/31/19		Until the London Plan is in force and effect, the current Official Plan is in force. As the London Plan comes into effect as a result of resolutions/withdrawal of appeals or OMB Orders arising from the Hearings, we will be able to implement those portions of the Plan.
			<ul style="list-style-type: none"> Target unappealed portions of the London Plan in force and effect 	12/31/17	Second pre-Hearing Conference before the Ontario Municipal Board to scope issues scheduled for January 9, 2018.	Appellants to confirm policies under appeal by October, 2017.
			<ul style="list-style-type: none"> Target appeals to the London Plan resolved/Ontario Municipal Board decision 	6/30/18	Second pre-Hearing Conference before the Ontario Municipal Board to scope issues scheduled for January 9, 2018.	Appellants to confirm policies under appeal by October, 2017.

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
			 Implement monitoring program bi-annually to evaluate progress on London plan policies	12/31/19		
		 London Transit Commission (CMO)				
		 London International Airport Authority (CMO)	 Explore avenues for working closer with the City of London	12/31/19		
			 Improve the passenger experience.	12/31/19		
			 Provide greater access to the London region by air.	12/31/19		
			 Strengthen business attraction and land development	12/31/19		
	 Improve travel by managing congestion and increasing roadway safety	 Traffic Signal Optimization (EES)	 Optimize Traffic signals timing annually (100 locations)	12/31/15		
			 Optimize Traffic signals timing annually (100 locations)	12/31/16		
			 Optimize Traffic signals timing annually (100 locations)	12/31/17		
			 Optimize Traffic signals timing annually (100 locations)	12/31/18		
			 Optimize Traffic signals timing annually (100 locations)	12/31/19		
		 Road Safety Strategy (EES)	 Complete one third of the traffic signal review system	6/30/15		

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
			✓ Develop Red-light camera enforcement program including a service contract	12/31/15		
			✓ Undertake an annual road safety network screening	12/31/15		
			✓ Undertake visibility review of traffic signal heads	12/31/15		
			✓ Complete review traffic signal review of one third of system	6/30/16		
			✓ Complete 5 in-service safety reviews	12/31/16		
			✓ Install Red-light camera equipment at select locations	3/31/17	RLC are operational at 8 locations and 2 more are scheduled for completion by the end of the year.	
			✓ Complete review traffic signal review of one third of system	6/30/17		
			↑ Complete 5 in-service safety reviews	12/31/17		
			↑ Complete 5 in-service safety reviews	12/31/18		
			↑ Complete 5 in-service safety reviews	12/31/19		

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
	<ul style="list-style-type: none"> Explore a better subsidy model for transit riders so that more Londoners can benefit 	<ul style="list-style-type: none"> Subsidized Transit Business Plan (NCFS) 	<ul style="list-style-type: none"> ✓ Develop Subsidized Transit Business Plan and Proposed New Model to go forward to City Council 	12/31/16	<p>Children under the age of 5 ride public transit for free. As of January 1, 2017, Council approved that all children 12 years of age and younger can ride public transit for free.</p> <p>In addition, Council approved a new program: An Income-Related Subsidized Public Transit Program for adults 18 and over to come into effect January 1, 2018. Eligible Londoners will be able to purchase a subsidized monthly bus pass for \$52.00/month instead of \$81.00/month. A communication strategy and information about this new program will be on the city website in November 2017.</p>	
<ul style="list-style-type: none"> ↑ Evaluate effectiveness of the Subsidized Transit Business Plan 			12/31/19			
<ul style="list-style-type: none"> ↑ Implement Subsidized Transit Business Plan, including recommendations of City Council 			12/31/19			
<ul style="list-style-type: none"> Communication with Provincial Government (CMO) 		<ul style="list-style-type: none"> ✓ Initiate targeted communication with Provincial Government after Council approval of subsidized transit business plan 	3/31/17			

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance	
Strong and healthy environment	Implement innovative ways to conserve energy	Community Energy Action Plan (EES)	 Provide annual updates on the Community Energy Action Plan which was approved by Council with 60 Actions between 2014 and 2018; 40 actions (2014 to 2015) and 16 actions (2016 to 2018)	6/30/19	In 2016, London managed to reduce its total greenhouse gas (GHG) emissions to levels that are 15 percent below 1990 levels. This puts London in a good position to meet the second GHG milestone goal of London's CEAP – to reduce total GHG emissions to 15 percent below 1990 levels by 2020. On a per person basis, Londoners and London businesses released 32 percent fewer greenhouse gas emissions in 2016 than they did in 1990. As of June 2017, 60 percent of the City-led CEAP actions have been completed, with most of the remaining actions nearing completion.		
			 Provide annual updates on the Conservation Demand Management Plan which was approved by Council with 48 Actions between 2014 and 2020; 13 actions (2014 to 2015) and 35 actions (2016 to 2020)	12/31/19	Total corporate energy use in 2016 was about seven percent lower than it was in 2014, which is over half-way towards the CDM Plan goal for a 10 percent reduction from 2014 levels by 2020. In terms of service delivery to Londoners, corporate energy use per person dropped by 18 percent from 2007 levels. Total energy-related greenhouse gas emissions in 2016 were 60 percent lower than 2007.		
			 Street Light Energy Plan (EES)	 Complete Phase 1 of the LED Street Light Upgrade	6/30/16		
				 Complete Phase 2 of the LED Street Light Upgrade	6/30/18		
			 Review other Municipalities and Provincial programs (EES)	 Continue to review municipal and association contacts, document review, attendance at conferences/workshops, direct contact, etc	12/31/19		

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
	Reduce fuel use through innovation and research	Green Fleet Strategy (EES)	Phase 4: Prepare Updated Green Fleet Strategy and undertake stakeholder engagement	10/31/17		There are no implications to this delay. Potential funding programs from the proceeds of Cap and Trade have been announced, others to follow. Additional time will also be required for stakeholder engagement. Revised end date 3/31/18.
			Phase 5: Submit to Committee/Council	11/30/17		There are no implications to this delay. Phase 5 will be completed shortly after Phase 4. Revised end date 4/30/18.
	Plant more trees and better protect them from deforestation, invasive species, and other threats	Urban Forest Strategy (Planning / EES)	Begin implementing Urban Forest Strategy	12/31/15	Planting, protection, and maintenance initiatives are now advancing to implement the Urban Forest Strategy.	
			Complete Planting Strategy	12/31/17		
			Revise Tree Conservation By-law	9/30/16	New Tree Protection By-law now in place and is being implemented.	
			Plant 4000 Trees	12/31/16	More than 5,000 trees were planted in 2016.	
			Prepare Asian Longhorned Beetle Report	3/27/17	Report complete and presented to PEC.	
			Revise Boulevard Tree Protection By-law	9/30/17		Report in progress. Anticipate report complete by Q2, 2018. Value of tree assets not fully recouped through the tree removal process. The current by-law remains in force.







Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
			<ul style="list-style-type: none"> ✓ Complete Tree Canopy Cover Study 	3/31/17	Study complete. Data included in Planting Strategy.	
			<ul style="list-style-type: none"> ↑ Complete Urban Forest analysis update 	12/31/18		
		<ul style="list-style-type: none"> — The London Plan (Urban Forest) - draft (Planning) 	<ul style="list-style-type: none"> ✓ 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.	
			<ul style="list-style-type: none"> ✓ 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.	
			<ul style="list-style-type: none"> ✓ Target approval of the London Plan by Province 	12/31/16	Minister of Municipal Affairs approved the London Plan on December 28, 2016.	
			<ul style="list-style-type: none"> ↑ Implement The London Plan through municipal regulation, public projects, budgeting and investment, partnerships and municipal programs 	12/31/19		Until the London Plan is in force and effect, the current Official Plan is in force. As the London Plan comes into effect as a result of resolutions/withdrawal of appeals or OMB Orders arising from the Hearings, we will be able to implement those portions of the Plan.
			<ul style="list-style-type: none"> ↑ Target unappealed portions of the London Plan in force and effect 	12/31/17	Second pre-Hearing Conference before the Ontario Municipal Board to scope issues scheduled for January 9, 2018.	Appellants to confirm policies under appeal by October, 2017.
			<ul style="list-style-type: none"> ↑ Target appeals to the London Plan resolved/Ontario Municipal Board decision 	6/30/18	Second pre-Hearing Conference before the Ontario Municipal Board to scope issues scheduled for January 9, 2018.	Appellants to confirm policies under appeal by October, 2017.

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
			<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"> 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			
<ul style="list-style-type: none"> Develop new Waste Diversion Plan 			12/31/18			
		<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	Detailed report submitted to Civic Works Committee highlighting the challenges, opportunities and uncertainties associated with LIC financing.		
		<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	Project identified as deferred to 2019 workplan.	

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
		<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.	
			<ul style="list-style-type: none"> ■ Phase 2: Undertake stakeholder engagement and prepare Draft Business Case for a Local Improvement Charges Pilot Project including implementation scope, framework, costs, and risks 	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." Updates on the "Green Bank" initiatives are expected in late 2017/early 2018. Pilot Project details have been submitted for consideration during the 2018 Budget deliberations.
			<ul style="list-style-type: none"> ▲ Phase 3: Submit to Committee/Council 	3/31/18		
			<ul style="list-style-type: none"> ▲ Phase 4: Implement approved strategy 	5/31/18		
	<ul style="list-style-type: none"> Work together to protect all aspects of our natural environment including woodlands, wetlands, river and watercourses, and air quality as our city grows 	<ul style="list-style-type: none"> The London Plan (Natural Heritage and The Green City) - draft (Planning) 	<ul style="list-style-type: none"> ✓ Prepare second draft of London Plan and release recommended Natural Heritage and The Green City policies for comments. Undertake second round of public engagement seeking comments 	6/30/15	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.	










Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
			✓ Target approval of the London Plan by Province	12/31/16	Minister of Municipal Affairs approved the London Plan on December 28, 2016.	
			↑ Implement The London Plan through municipal regulation, public projects, budgeting and investment, partnerships and municipal programs	12/31/19		Until the London Plan is in force and effect, the current Official Plan is in force. As the London Plan comes into effect as a result of resolutions/withdrawal of appeals or OMB Orders arising from the Hearings, we will be able to implement those portions of the Plan.
			↑ Target unappealed portions of the London Plan in force and effect	12/31/17	Second pre-Hearing Conference before the Ontario Municipal Board to scope issues scheduled for January 9, 2018.	Appellants to confirm policies under appeal by October, 2017.
			↑ Target appeals to the London Plan resolved/Ontario Municipal Board decision	6/30/18	Second pre-Hearing Conference before the Ontario Municipal Board to scope issues scheduled for January 9, 2018.	Appellants to confirm policies under appeal by October, 2017.
			↑ Implement monitoring program bi-annually to evaluate progress on London plan policies	12/31/19		
		— Thames Valley Corridor Plan (Planning)	✓ Amend Woodland Reserve Fund By-Law to permit management of invasive species	2/21/17	Report complete and presented to Corporate Services Committee.	
		— Source Protection Plan (EES)	✓ Seek Provincial acceptance of a plan to protect groundwater near City wells	3/31/16	Approval of the Plan confirms that how we are proposing to manage protection of source water meets Provincial requirements, and is technically sound.	
			✓ Prepare risk management templates for use by City development approval staff (by Upper Thames River Conservation Authority)	9/30/16	A risk based approach has been developed based on a rigorous review of well information, soils and development potential, all mapped for use by staff.	

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
			✓ Train development approval staff	9/30/16	The Plan can impose more stringent requirements on development opportunities. Staff are now able to communicate the importance of source water protection to the development community.	
			✓ Begin private property inspections at which time the plan will be fully operational	12/31/16	Inspections of private properties has begun.	
			✓ Progress report from Upper Thames River Conservation Authority	12/31/16	Progress report received from the UTRCA.	
		— Thames River Clear Water Revival Initiative (EES)	✓ Complete Thames River Water Management Plan: Phase 1	6/30/17	Water management plan is completed and is out for comments from the various municipal and conservation authority stakeholders.	
			↑ Evaluate approaches to implement targets, monitoring and future reporting methods	12/31/18		
			↑ Assess implications and budget impacts	12/31/19		
		— Pollution Prevention and Control Plan (EES)	✓ Complete Phase 2 report that outlines priority overflow locations and technical details	6/30/17	Phase 2 report complete, to be highlighted in a November CWC report.	
			↑ Complete Phase 3 (final) report on priority solutions	12/31/17		
			↑ Review budget forecast implications	3/31/18		
			↑ Recommend budget forecast changes	6/30/18		
		— Environmentally Significant Areas (Planning)	↑ Implement existing Environmentally Significant Area Conservation Master Plans to manage natural areas through annual reporting	12/31/19		

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
		Conservation Master Plans (Planning)	 Update Meadowlily Conservation Master Plan	12/31/18		
			 Update Medway Conservation Master Plan	12/31/18		
			 Set updates of next Conservation Master Plans due in 10-year cycle	3/31/19		
		Subwatershed Plans (EES)	 Develop Conceptual Alternatives for the movement of water, wildlife and people for: Dingman Subwatershed Environmental Assessment Phase 1	12/31/16	The project team has developed broad categories of conceptual alternatives built on the principles of Low Impact Development.	
			 Hold Public Meetings and Select Preferred Alternatives for: Dingman Subwatershed Environmental Assessment Phase 2	6/30/17	A public meeting was held for the Dingman EA and presented that the preferred alternative will be based on Low Impact Development principles.	
			 Complete Final Report that will provide a conceptual stormwater servicing and corridor plan for the Dingman Creek Subwatershed. (Dingman Subwatershed Environmental Assessment Phase 3)	3/31/18		Dingman Creek EA will incorporate Low Impact Development principles EA alternative analysis. The Ministry of Environment and Climate Change is finalizing a Low Impact Development (LID) Stormwater Management Guidance Manual. This manual is critical in ensuring the final EA is completed in accordance with provincial policy. The Ministry's manual is currently over a year behind schedule and is anticipated to be completed by Q2 2018. As such, the EA report anticipated to be completed by Q3 2018.





Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
		<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	Continuing to build on our current relationship with the Conservation Authorities by entering into regular dialog with key authority staff. Water quality monitoring will be addressed through the Council endorsed Domestic Action Plan item to integrate City and UTRCA water quality monitoring.	
			<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		

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
		<p>Communicate with First Nations (L&CS / CMO)</p>	<p>✓ 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</p>	3/31/16	A follow up meeting in May, 2016 helped to identify specific areas of interest to explore further.	
			<p>↑ Develop a strategic approach and actions that encourage our communities to first build a strong relationship based on listening and learning from each other</p>	6/30/17		A great deal of work is underway, including the Intercultural Competency Program which was launched during the 2017 Employee Update Event and was focused on enhancing relations with Indigenous and First Nations partners. An overall corporate strategic approach continues to be developed by Council. The suggested target end date is Q4 2018.
			<p>↑ 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</p>	12/31/18		
			<p>↑ Implement and build the new approaches into our programs</p>	12/31/19		

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
	Use new ways to help residents protect their basements from flooding	Basement Flooding Grant Program (EES)	 Review the existing program and background information: the programs of other cities, insurance industry and communications	6/30/16	Developed an understanding of how London programs can be improved to better address basement flooding.	
			 Consider alternative approaches to reducing the risk of basement flooding ranging from strict regulation to encouragement	3/31/17	Based on Council direction, upset limit on basement flooding grant program increased from 75% to 90%.	
			 Recommend a preferred approach after having consulted with the public	12/31/17		
			 Prepare the plan, including program changes, resources and costs	12/31/18		
		Pollution Control and Prevention Program (EES)	 Include basement flooding protection in the Phase 2 report that outlines priority overflow locations and technical details	12/31/16		
			 Complete Phase 3 (final) report on priority solutions	12/31/17		
			 Review budget forecast implications including basement flooding risk reduction	3/31/18		
			 Coordinate recommended budget forecast changes between overflow reduction and basement flooding reduction programs	6/30/18		
			 Co-ordinate and implement both programs annually	12/31/19		










Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
		<ul style="list-style-type: none"> — Weeping Tile Disconnections Program (EES) 	<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.	
			<ul style="list-style-type: none"> □ Engage the neighbourhoods with the Ward Councillor to determine which one has enough interest and support to proceed 	9/30/17		CWC report scheduled for Q4 2017 to confirm the areas/sites for the next target areas as well as next steps.
			<ul style="list-style-type: none"> ✓ Design and build the neighbourhood home plumbing changes 	12/31/17	The Basement Flooding Grant Program has been updated and addresses neighbourhood home plumbing changes.	
			<ul style="list-style-type: none"> ↑ Evaluate performance of the investment by monitoring sewer flows during rainstorms 	12/31/18		
Beautiful places and spaces	<ul style="list-style-type: none"> — Invest in public spaces to be gathering places for more compact neighbourhoods 	<ul style="list-style-type: none"> — The London Plan (City Design) – draft (Planning) 	<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.	
			<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 of Municipal Affairs approved the London Plan on December 28, 2016.	






Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
			<p>↑ Implement The London Plan through municipal regulation, public projects, budgeting and investment, partnerships and municipal programs</p>	12/31/19		Until the London Plan is in force and effect, the current Official Plan is in force. As the London Plan comes into effect as a result of resolutions/withdrawal of appeals or OMB Orders arising from the Hearings, we will be able to implement those portions of the Plan.
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			<p>↑ Target appeals to the London Plan resolved/Ontario Municipal Board decision</p>	6/30/18	Second pre-Hearing Conference before the Ontario Municipal Board to scope issues scheduled for January 9, 2018.	Appellants to confirm policies under appeal by October, 2017.
			<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	Project complete.	
			<p>↑ Construct Heritage Square</p>	6/30/18		Construction to be completed by December 31, 2019 to align with construction of the Hospital lands.
	<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	The Unilateral Stewardship Agreement reviewed by the City's Legal Services was signed by the JAM President on Sept. 15, 2015. An annual payment for the storage and display of the Tempo 7 is provided to the JAM.	

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
			 Identify with Facilities public art to be refurbished and conserved by a specialized Public Art Conservator for 2016	3/31/16		
			 Seek additional investment in public art maintenance fund through multi-year budget process	3/31/16		
			 Update Public Art Policy and Strategy to formalize the process of Bonus Zoning for Height and Density Incentives for Public Art on Private Development	12/31/16	New Official Plan policies re: bonus zoning is completed and adopted by Council through the London Plan.	
			 Commission and purchase Public Art and Monuments for Canada's 150th Anniversary such as: the LAV III and the Terry Fox Artwork	12/31/17	<p>In 2017 Public Art/Monuments were part of the Canada 150 infrastructure Projects of the Harris Park Pavilion and the Victoria Park Cenotaph restoration. Also completed was a London Heritage Landmarks Colouring Book and 15 Traffic Signal Boxes being wrapped with local London mural artist artworks. In August 2017, Council approved 2 agreements related to the purchase and placement of the LAVIII at Wolseley Barracks for 2018. The Artists and their proposal for the Terry Fox Commemorative Artwork for Springbank Park were selected during the summer of 2017 and the proposal was unveiled for public review at the Terry Fox run on September 17. This artwork includes landscaping components and the creation of cultural interpretive signage for Terry Fox which will be implemented in 2018 after an agreement for its creation by the artists is executed by Council.</p>	

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
			<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> <p>↑</p>	12/31/19		
		<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 of Municipal Affairs approved the London Plan on December 28, 2016.	
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			<p>↑ Target unappealed portions of the London Plan in force and effect</p>	12/31/17	Second pre-Hearing Conference before the Ontario Municipal Board to scope issues scheduled for January 9, 2018.	Appellants to confirm policies under appeal by October, 2017.

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
			<p>↑ Target appeals to the London Plan resolved/Ontario Municipal Board decision</p> <p>↑ Implement monitoring program bi-annually to evaluate progress on London plan policies</p>	<p>6/30/18</p> <p>12/31/19</p>	<p>Second pre-Hearing Conference before the Ontario Municipal Board to scope issues scheduled for January 9, 2018.</p>	<p>Appellants to confirm policies under appeal by October, 2017.</p>
	<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> <p>✓ Release final London Plan and hold public meeting at Planning Committee</p> <p>✓ Target approval of the London Plan by Province</p> <p>↑ Target unappealed portions of the London Plan in force and effect</p> <p>↑ Implement The London Plan through municipal regulation, public projects, budgeting and investment, partnerships and municipal programs</p> <p>↑ Target appeals to the London Plan resolved/Ontario Municipal Board decision</p>	<p>6/30/15</p> <p>6/30/16</p> <p>12/31/16</p> <p>12/31/19</p> <p>12/31/17</p> <p>6/30/18</p>	<p>Second draft of policies completed and public engagement program completed.</p> <p>Final policies drafted and Council adopted the London Plan June 23, 2016.</p> <p>Minister of Municipal Affairs approved the London Plan on December 28, 2016.</p> <p>Second pre-Hearing Conference before the Ontario Municipal Board to scope issues scheduled for January 9, 2018.</p> <p>Until the London Plan is in force and effect, the current Official Plan is in force. As the London Plan comes into effect as a result of resolutions/withdrawal of appeals or OMB Orders arising from the Hearings, we will be able to implement those portions of the Plan.</p> <p>Second pre-Hearing Conference before the Ontario Municipal Board to scope issues scheduled for January 9, 2018.</p>	<p>Appellants to confirm policies under appeal by October, 2017.</p> <p>Appellants to confirm policies under appeal by October, 2017.</p>

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
			 Implement monitoring program bi-annually to evaluate progress on London plan policies	12/31/19		
		— 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		Document will need to be re-written to better align with the London Plan. Additional consultation with stakeholders will be required. Report to Committee Q4 2017.
		— Urban Design Peer Review Panel (Planning)	 Review planning and development applications through the Urban Design Peer Review Panel	12/31/19	On-going process.	
		— Urban Design Program (Planning)	 Engage stakeholders within the development community, planning, architectural and landscape architectural communities	9/30/16		
			 Complete program review	12/31/17		RFP process on hold to resolve stakeholder concerns. Completion date will change-unknown at this time.
	— Invest in parks and recreation facilities and amenities	— Parks and Recreation Strategic Master Plan 2009 - update (P&R / NCFS)	 Select architects for the East Community Centre	3/31/16		
				 Start construction of the South West Community Centre	6/30/16	Construction commenced July 2016.

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
			 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, both before and after the closure of the arena facility.	
			 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, NCFS 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.	
			 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	6/30/17	Final design and groundbreaking for the new East Community Centre will occur Fall 2017.	
			 Engage the public on the Silverwoods Arena Redevelopment	6/30/17		<p>Public engagement has been deferred as City staff are exploring the City's need for space. The current plan is to close the arena as an ice pad in September 2018 and maintain it as dry pad activity space. The Parks and Recreation Master Plan update in 2018 will further explore the overall arena strategy and opportunities for renewal.</p> <p>Public engagement has been deferred until the updated arena strategy is developed as part of the Parks and Recreation Master Plan update in 2018. The suggested new target date is Q2 2018.</p>








Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
			<ul style="list-style-type: none"> Redevelop the Silverwoods Arena 	6/30/18		The current plan is to close the arena as an ice pad in September 2018 and maintain it as dry pad activity space. The Parks and Recreation Master Plan update in 2018 will further explore the overall arena strategy and opportunities for renewal. The suggested target end date is Q1, 2019.
			<ul style="list-style-type: none"> Decommission the Glen Cairn Arena 	9/30/18		
			<ul style="list-style-type: none"> Open South West Community Centre Building 	9/30/18		
			<ul style="list-style-type: none"> Open the East Community Centre Building 	12/31/18		
			<ul style="list-style-type: none"> Maintain and upgrade existing recreational parks and facilities through Annual Life cycle maintenance 	12/31/19		
			<ul style="list-style-type: none"> Update Parks and Recreation Strategic Master Plan 	12/31/19		
		<ul style="list-style-type: none"> The London Plan (Parks & Recreation) – draft (Planning) 	<ul style="list-style-type: none"> 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.	
			<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 of Municipal Affairs approved the London Plan on December 28, 2016.	

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
			<p>↑ Implement The London Plan through municipal regulation, public projects, budgeting and investment, partnerships and municipal programs</p>	12/31/19		Until the London Plan is in force and effect, the current Official Plan is in force. As the London Plan comes into effect as a result of resolutions/withdrawal of appeals or OMB Orders arising from the Hearings, we will be able to implement those portions of the Plan.
			<p>↑ Target unappealed portions of the London Plan in force and effect</p>	12/31/17	Second pre-Hearing Conference before the Ontario Municipal Board to scope issues scheduled for January 9, 2018.	Appellants to confirm policies under appeal by October, 2017.
			<p>↑ Target appeals to the London Plan resolved/Ontario Municipal Board decision</p>	6/30/18	Second pre-Hearing Conference before the Ontario Municipal Board to scope issues scheduled for January 9, 2018.	Appellants to confirm policies under appeal by October, 2017.
			<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.	










Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
			<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	Consultant hired for One River EA.	
			<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"> — The London Plan (City Design and Culturally Rich & Diverse City) – draft (Planning) 	<ul style="list-style-type: none"> ✓ Prepare second draft of London Plan and release recommended City Design and Culturally Rich & Diverse City policies for comments. Undertake second round of public engagement seeking comments 	6/30/15	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 of Municipal Affairs approved the London Plan on December 28, 2016.	
			<ul style="list-style-type: none"> ↑ Implement The London Plan through municipal regulation, public projects, budgeting and investment, partnerships and municipal programs 	12/31/19		Until the London Plan is in force and effect, the current Official Plan is in force. As the London Plan comes into effect as a result of resolutions/withdrawal of appeals or OMB Orders arising from the Hearings, we will be able to implement those portions of the Plan.











Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
			<ul style="list-style-type: none"> Target unappealed portions of the London Plan in force and effect 	12/31/17	Second pre-Hearing Conference before the Ontario Municipal Board to scope issues scheduled for January 9, 2018.	Appellants to confirm policies under appeal by October, 2017.
			<ul style="list-style-type: none"> Target appeals to the London Plan resolved/Ontario Municipal Board decision 	6/30/18	Second pre-Hearing Conference before the Ontario Municipal Board to scope issues scheduled for January 9, 2018.	Appellants to confirm policies under appeal by October, 2017.
			<ul style="list-style-type: none"> Implement monitoring program bi-annually to evaluate progress on London plan policies 	12/31/19		
Responsible growth	Finalize The London Plan	The London Plan – draft (Planning)	<ul style="list-style-type: none"> Prepare second draft of London Plan and release policies for comments. Undertake second round of public engagement seeking comments Release final London Plan and hold public meeting at Planning Committee Target approval of the London Plan by Province Implement The London Plan through municipal regulation, public projects, budgeting and investment, partnerships and municipal programs Target unappealed portions of the London Plan in force and effect 	<ul style="list-style-type: none"> 6/30/15 6/30/16 12/31/16 12/31/19 12/31/17 	<ul style="list-style-type: none"> Second draft of policies completed and public engagement program completed. Final policies drafted and Council adopted the London Plan June 23, 2016. Minister of Municipal Affairs approved the London Plan on December 28, 2016. Second pre-Hearing Conference before the Ontario Municipal Board to scope issues scheduled for January 9, 2018. 	<ul style="list-style-type: none"> Until the London Plan is in force and effect, the current Official Plan is in force. As the London Plan comes into effect as a result of resolutions/withdrawal of appeals or OMB Orders arising from the Hearings, we will be able to implement those portions of the Plan. Appellants to confirm policies under appeal by October, 2017.

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
			<ul style="list-style-type: none"> Target appeals to the London Plan resolved/Ontario Municipal Board decision 	6/30/18	Second pre-Hearing Conference before the Ontario Municipal Board to scope issues scheduled for January 9, 2018.	Appellants to confirm policies under appeal by October, 2017.
			<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"> Build new transportation, water, wastewater, and storm water infrastructure as London grows 	<ul style="list-style-type: none"> Growth Management Implementation Strategy (EES) 	<ul style="list-style-type: none"> Complete detailed design in conjunction with development requirements – Killaly Road Upgrades 	12/31/16		
			<ul style="list-style-type: none"> Design and build the infrastructure that allows London to grow in accordance with the Growth Implementation Strategy 	12/31/16		
			<ul style="list-style-type: none"> Complete detailed design in conjunction with development requirements – Bradley Avenue Extension (Wharnccliffe to Wonderland) 	3/31/17		
			<ul style="list-style-type: none"> Undertake construction of improvements – Killaly Road Upgrades 	12/31/18		
			<ul style="list-style-type: none"> Complete construction of improvements – Bradley Avenue Extension (Wharnccliffe to Wonderland) 	12/31/17		
			<ul style="list-style-type: none"> Prepare the annual update of the GMIS with community stakeholders to balance the needs for new infrastructure with ensuring the health of the DC reserve funds 	12/31/19	Council approved the 2018 Growth Management Implementation Strategy on May 16, 2017.	




Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
		The London Plan (Civic Infrastructure) – draft (Planning)	 Prepare second draft of London Plan and release recommended Civic Infrastructure policies for comments. Undertake second round of public engagement seeking comments	6/30/15	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 of Municipal Affairs approved the London Plan on December 28, 2016.	
			 Implement The London Plan through municipal regulation, public projects, budgeting and investment, partnerships and municipal programs	12/31/19		Until the London Plan is in force and effect, the current Official Plan is in force. As the London Plan comes into effect as a result of resolutions/withdrawal of appeals or OMB Orders arising from the Hearings, we will be able to implement those portions of the Plan.
			 Target unappealed portions of the London Plan in force and effect	12/31/17	Second pre-Hearing Conference before the Ontario Municipal Board to scope issues scheduled for January 9, 2018.	Appellants to confirm policies under appeal by October, 2017.
			 Target appeals to the London Plan resolved/Ontario Municipal Board decision	6/30/18	Second pre-Hearing Conference before the Ontario Municipal Board to scope issues scheduled for January 9, 2018.	Appellants to confirm policies under appeal by October, 2017.
			 Implement monitoring program bi-annually to evaluate progress	12/31/19		







Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
	Buy property for flood protection purposes	Development Charges Background Study (F&CS, EES)	Complete Development Charges Background Study and rates to ensure that growth pays for growth	9/30/19		
		Floodplain Acquisition Strategy (Planning)	Evaluate and implement opportunities as resources allow	12/31/19		
		Parks and Recreation Strategic Master Plan 2009–Update (P&R / NCFS)	Evaluate and implement opportunities as resources allow	12/31/19		
		Thames Valley Corridor Plan (Planning)	Evaluate and implement opportunities as resources allow to implement the Thames Valley Corridor Plan	12/31/19		
		The London Plan (Natural Resources) – draft (Planning)	Prepare second draft of London Plan and release Natural Resources policies for comments. Undertake second round of public engagement seeking comments	3/31/15	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 of Municipal Affairs approved the London Plan on December 28, 2016.	

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
			 Implement the London Plan through municipal regulation, public projects, budgeting and investment, partnerships and municipal programs	12/31/19	.	Until the London Plan is in force and effect, the current Official Plan is in force. As the London Plan comes into effect as a result of resolutions/withdrawal of appeals or OMB Orders arising from the Hearings, we will be able to implement those portions of the Plan.
			 Target unappealed portions of the London Plan in force and effect	12/31/17	Second pre-Hearing Conference before the Ontario Municipal Board to scope issues scheduled for January 9, 2018.	Appellants to confirm policies under appeal by October, 2017.
			 Target appeals of the London Plan resolved/Ontario Municipal Board decision	6/30/18	Second pre-Hearing Conference before the Ontario Municipal Board to scope issues scheduled for January 9, 2018.	Appellants to confirm policies under appeal by October, 2017.
			 Implement monitoring program bi-annually to evaluate progress on London Plan policies	12/31/19		
	 Conserve agricultural land	 The London Plan (Food System) – draft (Planning)	 Prepare second draft of London Plan and release Food System policies for comments. Undertake second round of public engagement seeking comments	6/30/15	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 of Municipal Affairs approved the London Plan on December 28, 2016.	

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
			 Implement The London Plan through municipal regulation, public projects, budgeting and investment, partnerships and municipal programs	12/31/19		Until the London Plan is in force and effect, the current Official Plan is in force. As the London Plan comes into effect as a result of resolutions/withdrawal of appeals or OMB Orders arising from the Hearings, we will be able to implement those portions of the Plan.
			 Target unappealed portions of the London Plan in force and effect	12/31/17	Second pre-Hearing Conference before the Ontario Municipal Board to scope issues scheduled for January 9, 2018.	Appellants to confirm policies under appeal by October, 2017.
			 Target appeals to the London Plan resolved/Ontario Municipal Board decision	6/30/18	Second pre-Hearing Conference before the Ontario Municipal Board to scope issues scheduled for January 9, 2018.	Appellants to confirm policies under appeal by October, 2017.
			 Implement monitoring program bi-annually to evaluate progress on London plan policies	12/31/19		
		 London and Middlesex Food Policy Council - new (NCFS)	 Participate in the development of a London and Middlesex Food Policy Council	9/30/16		
			 Participates as a member on the London and Middlesex Food Policy Council supporting the implementation of the community priorities	9/30/16	A City Councillor and city representative from Planning, participate on the London and Middlesex Food Policy Council.	
Heritage conservation	 Protect and promote London's Thames Heritage River status	 Thames Valley Corridor Plan (Planning)	 Explore possible sites for heritage interpretive signage	12/31/16	Worked with the London Heritage Council and Culture office to complete.	

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
		<p>— The London Plan (City Structure and Cultural Heritage) - draft (Planning)</p>	<p>✓ Prepare second draft of London Plan and release City Structure and Cultural Heritage 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 of Municipal Affairs approved the London Plan on December 28, 2016.	
			<p>↑ Implement The London Plan through municipal regulation, public projects, budgeting and investment, partnerships and municipal programs</p>	12/31/19		Until the London Plan is in force and effect, the current Official Plan is in force. As the London Plan comes into effect as a result of resolutions/withdrawal of appeals or OMB Orders arising from the Hearings, we will be able to implement those portions of the Plan.
			<p>↑ Target unappealed portions of the London Plan in force and effect</p>	12/31/17	Second pre-Hearing Conference before the Ontario Municipal Board to scope issues scheduled for January 9, 2018.	Appellants to confirm policies under appeal by October, 2017.
			<p>↑ Target appeals to the London Plan resolved/Ontario Municipal Board decision</p>	6/30/18	Second pre-Hearing Conference before the Ontario Municipal Board to scope issues scheduled for January 9, 2018.	Appellants to confirm policies under appeal by October, 2017.
			<p>↑ Implement monitoring program bi-annually to evaluate progress on London plan policies</p>	12/31/19		

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
	<ul style="list-style-type: none"> Protect and celebrate London's heritage for current and future generations 	<ul style="list-style-type: none"> Heritage Conservation District Plans - prepare and implement (Planning) 	<ul style="list-style-type: none">  Adopt St. George-Grosvenor Heritage Conservation District Study 	9/30/16	Study completed. Council "received" the completed Study January 17, 2017 [it does not require "adoption" under the Heritage Act].	
			<ul style="list-style-type: none">  Adopt SOHO Heritage Conservation District Study 	6/30/18		<p>Council on Jan 17, 2017 directed administration to review the prioritized list of potential Heritage Conservation Districts..."it being noted such a review may impact Heritage Conservation District deadlines established in Municipal Council's Strategic Plan."</p> <p>Anticipate 2019 and beyond completion.</p>
			<ul style="list-style-type: none">  Adopt St. George-Grosvenor Heritage Conservation District Plan 	12/31/18		<p>Council on Jan 17, 2017 directed administration to prepare instead two HCD Plans; one for the Great Talbot Heritage Conservation District and one for the Gibbons Park Heritage Conservation District.</p> <p>Anticipate completion of the Great Talbot HCD Plan in Q4, 2018.</p> <p>Anticipate completion of the Gibbons Park HCD Plan in 2019 and beyond.</p>

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
			 Adopt SOHO Heritage Conservation District Plan	12/31/18		<p>Council on Jan 17, 2017 directed administration to review the prioritized list of potential Heritage Conservation Districts..."it being noted such a review may impact Heritage Conservation District deadlines established in Municipal Council's Strategic Plan."</p> <p>Anticipate 2019 and beyond completion.</p>
			 Review "Heritage Places" Potential Heritage Conservation Districts roster	6/30/18		<p>Council on Jan 17, 2017 directed administration to review the prioritized list of potential Heritage Conservation Districts..."it being noted such a review may impact Heritage Conservation District deadlines established in Municipal Council's Strategic Plan."</p>
		 Municipally Owned Heritage Properties 10 Year Capital Plan (Planning)	 Complete Eldon Main House works	12/31/17		
			 Complete Elsie Perrin Williams Main House works	12/31/19		<p>The approved 2017 Budget allocated the funds towards the Elsie Perrin Williams Main House works, but to not interfere with facility programming during its 100th anniversary year, administration agreed to hold off on construction until 2018.</p>
			 Complete 1 Dundas works	12/31/18		

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
			<ul style="list-style-type: none"> Complete Eldon Carriage House works Complete Flint Cottage works Complete Elsie Perrin Williams Gate House works Complete Grosvenor Lodge Main House works 	<ul style="list-style-type: none"> 12/31/18 12/31/18 12/31/19 12/31/19 		
		<ul style="list-style-type: none"> Cultural Heritage Landscape Plans – prepare and implement (Planning) 	<ul style="list-style-type: none"> Install interpretive signage in Western Counties Cultural Heritage Landscape Plan 	6/30/17	Art work nearing completion. Anticipate installation by end of October, 2017.	
		<ul style="list-style-type: none"> The London Plan (Urban Regeneration and Cultural Heritage) – draft (Planning) 	<ul style="list-style-type: none"> Prepare second draft of London Plan and release Urban Regeneration and Cultural Heritage policies for comments. Undertake second round of public engagement seeking comments Release final London Plan Cultural Heritage policies and hold public meeting at Planning Committee Target approval of the London Plan by Province 	<ul style="list-style-type: none"> 6/30/15 6/30/16 12/31/16 	<ul style="list-style-type: none"> Second draft of policies completed and public engagement program completed. Final policies drafted and Council adopted the London Plan on June 23, 2016. Minister of Municipal Affairs approved the London Plan on December 28, 2016. 	

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
			<p>↑ Implement The London Plan through municipal regulation, public projects, budgeting and investment, partnerships and municipal programs</p>	12/31/19		Until the London Plan is in force and effect, the current Official Plan is in force. As the London Plan comes into effect as a result of resolutions/withdrawal of appeals or OMB Orders arising from the Hearings, we will be able to implement those portions of the Plan.
			<p>↑ Target unappealed portions of the London Plan in force and effect</p>	12/31/17	Second pre-Hearing Conference before the Ontario Municipal Board to scope issues scheduled for January 9, 2018.	Appellants to confirm policies under appeal by October, 2017.
			<p>↑ Target appeals to the London Plan resolved/Ontario Municipal Board decision</p>	6/30/18	Second pre-Hearing Conference before the Ontario Municipal Board to scope issues scheduled for January 9, 2018.	Appellants to confirm policies under appeal by October, 2017.
			<p>↑ Implement monitoring program bi-annually to evaluate progress on London plan policies</p>	12/31/19		






Introduction

Growing our Economy

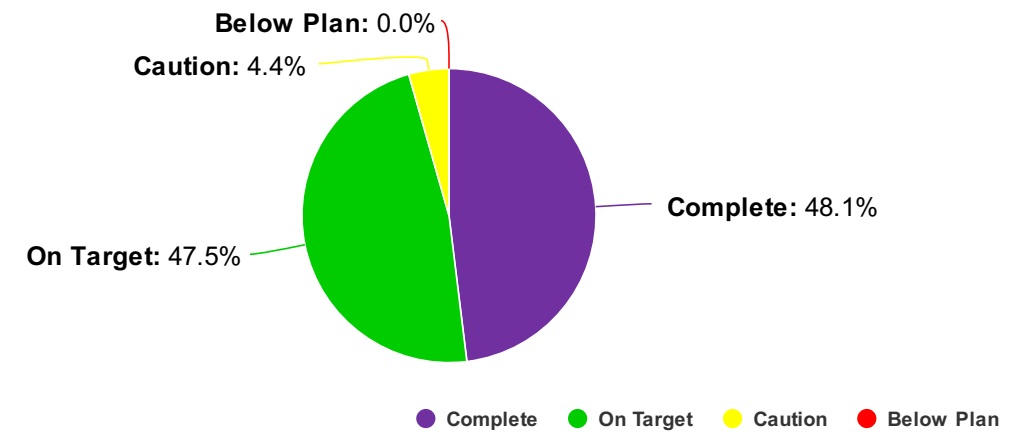
A vibrant economy is the backbone of our community, providing Londoners and their families with jobs and financial security.

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














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		
			<ul style="list-style-type: none"> Report out annually on progress towards implementation 	12/31/19		The end date has been changed from December 2016 because this milestone is completed annually.
	<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	Consultant hired to begin One River EA.	

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

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
		Various Community Improvement Plans (Planning)	✓ Complete Community Improvement Plan Programs Review	12/31/16	On May 2, 2017 Council adopted the results of the completed Community Improvement Plan Programs Review.	
		The London Plan (City Structure Plan, Growth Management, and Industrial Place Type) - draft (Planning)	✓ Prepare second draft of London Plan and release City Structure Plan, Growth Management, and Industrial Place Type policies for comments. Undertake second round of public engagement seeking comments	6/30/15	Second draft of policies completed and public engagement program completed.	
			✓ Release final London Plan Industrial Place Type policies and hold public meeting at Planning Committee	6/30/16	Final policies drafted and Council adopted the London Plan June 23, 2016.	
			✓ Target approval of the London Plan by Province	10/20/16	Minister of Minister Affairs approved the London Plan on December 28, 2016.	
			↑ Implement The London Plan through municipal regulation, public projects, budgeting and investment, partnerships and municipal programs	12/31/19		Until the London Plan is in force and effect, the current Official Plan is in force. As the London Plan comes into effect as a result of resolutions/withdrawal of appeals or OMB Orders arising from the Hearings, we will be able to implement those portions of the Plan.
			↑ Target unappealed portions of the London Plan in force and effect	12/31/17	Second pre-Hearing Conference before the Ontario Municipal Board to scope issues scheduled for January 9, 2018.	Appellants to confirm policies under appeal by October, 2017.
			↑ Target appeals to the London Plan resolved/Ontario Municipal Board decision	6/30/18	Second pre-Hearing Conference before the Ontario Municipal Board to scope issues scheduled for January 9, 2018.	Appellants to confirm policies under appeal by October, 2017.

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
	Support small businesses by improving City processes	Streamlined Approval Processes (DCS / Planning)	 Continue to monitor processing times required to complete applications for amendments to the Zoning By-law/Official Plan.	12/31/19	Currently reviewing Site Plan process and Urban Design Service review.	
			 Develop additional Starter Guides and Consolidated Applications Packages	9/30/16	Additional Business Starter Guides have been created in 2016 / 2017, including Building 101 and an updated Restaurant guide.	
		Service London Business (NCFS /DCS / Planning / F&CS)	 Launch Business Hub in City Hall lobby	12/31/19	<p>The renovation to the Service London Business Hub was completed in the Fall of 2017. The staffing of the Business Hub is being finalized in the Fall of 2017.</p> <p>The Service London Business Hub is in the lobby of City Hall, and will provide small businesses with coordinated business information and services.</p>	
			 Investigate the need for a business concierge program for small businesses in relation to the City of London regulatory environment	12/31/17		
			 Support the work of the Entrepreneurship Support Network and the Road Map partners who will explore the development of a communications strategy that promotes awareness of available support services and programs available to small business owners	12/31/18		
		Community Economic Roadmap - new (CMO)	 Identify process efficiencies through a Lean Six Sigma Program	12/31/19	A two year Lean Six Sigma Road Map has been developed. The three areas of focus will include People, Processes, and the Customer. These areas of focus will drive specific process reviews ensuring our customers receive excellent service delivery.	

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
	Fund and partner with the London Economic Development Corporation, Tourism London, London Convention Centre, and other community and regional partners to increase economic activity in London	Community Economic Roadmap – new (CMO)	 Engage and connect economic development and community development organizations to build collaboration and leadership through in an annual information exchange as it relates to the implementation of the Road Map. Including sharing of key goals or initiatives being pursued in the upcoming fiscal year and the progress they are making against their strategic plans and objectives of the Community Economic Road Map where applicable.	12/31/19		The end date has been changed from December 2016 because this milestone is ongoing or completed annually.
			 Work with the Economic Partnership Advisory Panel to develop and deliver a community wide Economic Road Map Update	12/31/16		
			 Partner with the London Economic Development Corporation and Downtown London to establish a pilot Fibre Optic Connection Grant Program	12/31/17	The Last Mile/Fibre Optic Connection 2 year Grant program is now complete. On April 19th, Council resolved that the remaining funds from the original Fibre Optic Connection Grant Pilot Program BE RETAINED for future Smart City initiatives, as requested by the program funding partners.	
			 Explore new partnership opportunities with municipally funded economic development and community development organizations	12/31/19		

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
			 Partner with Tourism London and the London Arts Council to assist with the implementation of the Music Strategy	12/31/19	<p>The City, Tourism London and the London Arts Council are working in collaboration to support the implementation of the Music Strategy.</p> <p>Tourism London is currently bidding to host the 2019 JUNO awards.</p>	
			 London Convention Centre will undertake a comprehensive marketing and sales strategy to attract new associations and organizations to meet in London	12/31/17	<p>The undertaking of a comprehensive marketing and sales strategy has resulted in a total of 198 events being hosted by the London Convention Centre as of the end of September 2017. Of the 198 events, 21 were a convention / multi-days, resulting in 22,105 delegate days. The overall building utilization (% of days with paying clients on site) is forecasted to be 71%.</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	12/31/19		
			 London Convention Centre will systematically define and implement the Guest Experience and Associate Experience Strategy to engage and delight guests	3/31/18		
	 Promote culture as a key part of economic growth and quality of life	 Cultural Prosperity Plan (CMO)	 Provide a written submission approved by Council based on London's Cultural Prosperity Plan to the Ministry of Tourism, Culture and Sport (MTCS) to be received as input for the Ontario Cultural Strategy Consultation	12/31/15		

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
			<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>	5/29/17	Council approved the Zoning By-law amendment (Z-8625) on July 26, 2016.	The Study has been adopted by Council except for the pages related to noise and hours of operation. The By-law amendment to remove Section 4.18 5) has been appealed to the Ontario Municipal Board and is awaiting scheduling of a hearing. The suggested new target end date is December 31, 2019.
			<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		

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
			<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		
			<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		<p>The target date for London's Culture Prosperity Plan Update Report is now 2018 Q1. This date has been extended to accommodate emerging priorities, including evaluating the feasibility of a City of London bid for the 2020 International Plowing Match.</p>
			<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		

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
			<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		
		<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	The Music Officer position was filled in November 2015.	
			<p>✓ Develop the London Music Strategy Implementation Plan</p>	3/31/16	Progress has been made towards 9 of 12 priorities outlined in the London Music Strategy.	
			<p>✓ Establish music industry engagement mechanisms including music task forces, the London Music Committee and community education and networking opportunities</p>	6/30/16	A Business Of Music Committee and 4 Task Teams which feed into the Committee (musicians, education and incubation, events and venues, business development) has been created. Music Talks events take place throughout the year. The Jack Richardson London Music Week was held in April 2017.	

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
			<p>✓ Assist Tourism London with the implementation of the Canadian Country Music Week and Awards September 8 - 11 2016</p>	9/30/16	<p>Country Music Week 2016 Successes: • \$8.4 million in economic activity to the Province of Ontario. • 18,500 individuals attended one or more event. • Over 4,900 people from outside London travelled to the city. • Over 7,800 attendees filled Budweiser Gardens for the culmination of Country Music Week, the 2016 Canadian Country Music Association Awards Show with tickets selling out within minutes of going on sale.</p> <p>The Music Officer supported Country Music Week through a number of initiatives: • Free workshop for London Artists performing during Country Music Week • Country Music Week Unofficial Kick-off show at Cowboys • 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) • Hosted 3 local artist showcases at Blake's (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>	2/28/17	<p>Music Census located at www.londonmusicoffice.com</p>	
			<p>✓ Partner with the London Youth Advisory Council (LYAC) to establish an ongoing Youth Music Engagement Program</p>	6/30/17	<p>Music Career Day scheduled for November 17, 2017. Talbot Street Takeover, which was the first day of SesquiFest, focused on youth engagement.</p>	
			<p>↑ Establish ongoing music programming opportunities for local talent to be part of Canada 150 Celebration in 2017</p>	12/31/17	<p>SesquiFest programming included: "Talbot Street Takeover", "Best of Ontario Day", "Canada Day 150", and "Centennial '67 Day".</p>	

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
			<p>↑ Evaluate the potential of an ongoing position for the London Music Development Officer</p>	12/31/17	The annual cost of maintaining a music office with one full-time employee is \$150,000. This includes salary, benefits, budget to support delivering programs and activities, and other expenses. A business case for this position is being brought forward through the budget process.	
			<p>↑ Recognize the London Music Strategy as a key part of the implementation of London's Cultural Prosperity Plan</p>	12/31/19	London's Cultural Prosperity Plan Report currently being developed includes the London Music Strategy as part of the success in the Arts Sector. The London Music Strategy supports the Plan by strengthening the economic growth of culture in our city, supporting cultural programming, leveraging London's cultural assets, and celebrating and promoting culture.	
		<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 of Municipal Affairs approved the London Plan on December 28, 2016.	
			<p>↑ Implement The London Plan through municipal regulation, public projects, budgeting and investment, partnerships and municipal programs</p>	12/31/19		Until the London Plan is in force and effect, the current Official Plan is in force. As the London Plan comes into effect as a result of resolutions/withdrawal of appeals or OMB Orders arising from the Hearings, we will be able to implement those portions of the Plan.










Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
			<ul style="list-style-type: none"> Target unappealed portions of the London Plan in force and effect 	12/31/17	Second pre-Hearing Conference before the Ontario Municipal Board to scope issues scheduled for January 9, 2018.	Appellants to confirm policies under appeal by October, 2017.
			<ul style="list-style-type: none"> Target appeals to the London Plan resolved/Ontario Municipal Board decision 	6/30/18	Second pre-Hearing Conference before the Ontario Municipal Board to scope issues scheduled for January 9, 2018.	Appellants to confirm policies under appeal by October, 2017.
			<ul style="list-style-type: none"> 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)	<ul style="list-style-type: none"> Adopt London's Downtown Plan 	6/30/15		
			<ul style="list-style-type: none"> Implement Medium & Small Scale Projects 	12/31/19		
		Dundas Flexible Street (EES / Planning)	<ul style="list-style-type: none"> Complete Scoping Study 	12/31/15	Scoping study completed and established as the foundation for the EA process.	
			<ul style="list-style-type: none"> Undertake Environmental Assessment to determine infrastructure requirements 	12/31/16	The Dundas Place Environmental Study Report was completed in January 2017 and received no Part II requests.	
			<ul style="list-style-type: none"> Complete detailed design 	12/31/17		
		Forks of the Thames Re-development (EES / Planning)	<ul style="list-style-type: none"> Undertake phased construction of improvements 	12/31/19		
<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.			

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
		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.	
			✓ Select Winning Entry	12/31/15	Winning proposal selected by expert jury (facilitated by London Community Foundation) and approved by Municipal Council.	
			✓ Confirm initial Project to undertake	6/30/16	Forks of the Thames shoreline work, plaza, "ribbon bridge" lookout, etc. established in 2016-19 Multi-Year Budget Strategic Investment Business Case #18.	
			✓ Begin Environmental Assessment	3/31/17	Consultant hired to begin One River EA.	
			↑ Complete Environmental Assessment	6/30/18		
			↑ Complete Detail Design of initial Project	6/30/19		
		Alleyway Program (Planning)	↑ Adopt Terms of Reference for Alleyway Program	3/31/19		
		Various infrastructure upgrades (EES)	✓ 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	6/30/16	The Core Area Servicing Studies were awarded in June 2016.	
			✓ Develop preliminary project lists based on 2014 information	9/30/17	Preliminary water, wastewater and stormwater growth-related infrastructure projects have been identified in the Core Area.	
			↑ Integrate downtown servicing costs and schedules into Development Charges Master Plans	12/31/18		

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
		<ul style="list-style-type: none"> Downtown management organization – new (Planning) 	<ul style="list-style-type: none"> Adopt Terms of Reference for an appropriate management entity for Dundas Place 	12/31/17		
	<ul style="list-style-type: none"> Create new partnerships to build, and support the building of, new affordable housing 	<ul style="list-style-type: none"> Housing Development Corporation Strategy (HSSDH) 	<ul style="list-style-type: none"> Establish the Housing Development Corporation, London 	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 2 additional 2016 affordable housing projects in second half of 2016 for a total of 161 new units of affordable housing in 2016.		
			<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	Noted during HDC's shareholding meeting in June 2017 that work has been initiated to work on the project plan on regeneration with LMHC, HDC and the City as the project team with regeneration activities to commence in 2019.

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
			<p>Secure contract for tenant support strategy to facilitate tenant engagement in regeneration and mitigate impacts to residents</p>	6/30/18	Continue to progress through the work plan development in preparation for securing a vendor contract in 2018.	
			<p>Secure contract for regeneration related project development: 1. Overall Strategic Plan and 2. Site specific regeneration plan for initial priority sites</p>	9/30/18	Continue to progress through the work plan development in preparation for securing a vendor contract in 2018.	
			<p>Initiate redevelopment activities. These will be subject to plans at priority sites with land studies, building plans, and related budget requirements</p>	6/30/19	Continue to progress through the developmental work plan in preparation of implementing redevelopment activities in 2019.	
	Invest more in heritage restoration, brownfield remediation, urban regeneration, and community improvement projects	Various Community Improvement Plans (Planning)	<p>Start Hamilton Road Area Community Improvement Plan</p>	6/30/16	Project launched in August of 2016.	
			<p>Start Lambeth Community Improvement Plan</p>	6/30/16	Project launched in August of 2016.	
			<p>Complete Hamilton Road Area Community Improvement Plan</p>	1/1/18		
			<p>Complete Lambeth Community Improvement Plan</p>	1/1/18		Project launched at the same time as the Hamilton Road Area CIP project. Focus on completing Hamilton Road CIP project. No impact with delay of the Lambeth CIP project to December, 2018.

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
			✓ Complete Community Improvement Plan Programs Review	12/31/16	On May 2, 2017 Council adopted the results of the completed Community Improvement Plan Programs Review.	
		— 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	On May 2, 2017 Council adopted the results of the completed Community Improvement Plan Programs Review.			
— 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.		

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
Local, regional and global innovation	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.	
			 Select proponent to undertake preparation of strategy	6/30/16	IBI Group was selected as proponent to undertake Smart City Strategy consulting work.	
			 Complete public engagement for the preparation of the strategy	2/28/17		
			 Develop and disseminate Request for Proposals to successful vendors from RFQUAL process	9/30/16		
			 Complete Smart Cities Strategy	11/30/17	Currently scheduled for December SPPC - deferred from November SPPC due to Budget submission.	
			 Work with successful vendor on the development and completion of implementation plan for Smart Cities Strategy	11/30/17	To be completed as part of Plan for December 2017.	

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
			<ul style="list-style-type: none"> Develop business case for consideration by Council for funding and implementation of strategy 	12/31/17		Develop Business Case for 2019 budget process. Implementation is dependent on adoption of strategy and funding for the identified projects.
			<ul style="list-style-type: none"> Develop Business Case for consideration by Council for funding of implementation plan 	12/31/17		Develop Business Case for 2019 budget process. Implementation is dependent on adoption of strategy and funding for the identified projects.
			<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.	
			<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 of Municipal Affairs approved the London Plan on December 28, 2016.	

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
			<p>↑ Implement The London Plan through municipal regulation, public projects, budgeting and investment, partnerships and municipal programs</p>	12/31/19		Until the London Plan is in force and effect, the current Official Plan is in force. As the London Plan comes into effect as a result of resolutions/withdrawal of appeals or OMB Orders arising from the Hearings, we will be able to implement those portions of the Plan.
			<p>↑ Target unappealed portions of the London Plan in force and effect</p>	12/31/17	Second pre-Hearing Conference before the Ontario Municipal Board to scope issues scheduled for January 9, 2018.	Appellants to confirm policies under appeal by October, 2017.
			<p>↑ Target appeals to the London Plan resolved/Ontario Municipal Board decision</p>	6/30/18	Second pre-Hearing Conference before the Ontario Municipal Board to scope issues scheduled for January 9, 2018.	Appellants to confirm policies under appeal by October, 2017.
			<p>↑ Implement monitoring program bi-annually to evaluate progress on London plan policies</p>	12/31/19		
		<p>— Municipal best practices (CMO)</p>	<p>✓ Review how other municipalities use technology to report on Strategic Planning and Performance Measurements</p>	12/31/15		
			<p>↑ Include investigating municipal best practices for use of new and emerging technology in Senior Leadership Team Performance Plans</p>	12/31/19		
			<p>↑ Participate in Municipal Groups such as Ontario Municipal Benchmarking Initiative, the Association of Municipalities of Ontario, and the Federation of Canadian Municipalities</p>	12/31/19		

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
			<p>↑ Review new and emerging technology with the Senior Leadership Team annually</p>	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 continues to improve energy efficiency by replacing older HVAC units and replacing lighting fixtures. In 2017, Covent Garden Market replaced older HVAC equipment with three new units and completed lighting upgrades at City Hall on both levels of the parking garage. In addition, lighting upgrades have been completed for the main floor of Covent Garden Market.</p>	
			<p>↑ Covent Garden Market will work with London Hydro to take advantage of rebates to reduce capital renewal costs</p>	12/31/19	<p>All of the projects identified above have qualified for a rebate through London Hydro and have saved Covent Garden Market approximately 10% in capital renewal costs.</p>	
			<p>↑ Covent Garden Market will support small businesses by leasing to only owner operated tenants</p>	12/31/19	<p>Covent Garden Market continues to support small businesses by leasing to only owner-operated tenants.</p>	

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
			<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 offering a comprehensive portfolio of incentive programs, and implementing the Industrial Conservation Initiative (ICI) demand response program. In addition, London Hydro has been spearheading the adoption and expansion of the Green Button initiative. To support these three initiatives, London Hydro also make available to its customers a revenue metering data presentation product referred to as the Interval Data Centre (IDC).</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>In 2016, London, across all sectors, managed to reduce its total greenhouse gas emissions to levels that are 15 percent below 1990 levels. On a per person basis, Londoners and London businesses used 11 percent less energy overall in 2016 than used in 1990. On a dollar gross domestic product (GDP) per unit energy basis, London's industrial, commercial, and institutional sector improved its energy productivity by 57 percent between 1990 and 2016.</p>	

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
		London Waste to Resources Innovation Centre (EES)	✓ Phase 1: Approve Concept of London Waste to Resources Innovation Centre	3/31/15	Report submitted to Civic Works Committee on February 3, 2015. Concept launched and one Memorandum of Understanding with Green Shields Energy (GSE).	
			✓ Phase 2: Update on the Concept of London Waste to Resources Innovation Centre project	6/30/16	Report submitted to Civic Works Committee on October 4, 2016 highlighting over 15 student research papers; a project funded by the Federation of Canadian Municipalities (FCM); establishment of an internal network of 19 internationally recognized experts from Western University; and establishment of a Municipal Working Group for Mixed Waste Processing and one Memorandum of Understanding with Green Shields Energy (GSE).	
			✓ Phase 3: Submit to Committee/Council	3/31/17	Memorandum of Understanding signed with Western University December 2016 (report to Civic Works Committee December 12, 2016). Stakeholder Engagement process for this project officially launched March 2017. Three more Memorandums of Understanding approved by Municipal Council in June 2017 with Hawthorne Green Key Group, Bio TechFar and TRY Recycling. Further discussions and/or funding submissions occurring with academic funding institutions, Canadian Plastics Industry Association, Fanshawe College, several businesses and the Ministry of the Environment & Climate Change.	
			↑ Phase 3: Undertake stakeholder engagement and prepare a Draft Business Case for a Centre including implementation scope, framework, costs, and risks	3/31/18		
			↑ Phase 4: Implement approved strategy	3/31/18		

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
		<p data-bbox="572 256 835 342">International Water Centre of Excellence (EES)</p>	<p data-bbox="862 289 908 326">✓</p> <p data-bbox="916 224 1271 367">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 data-bbox="862 561 908 599">■</p> <p data-bbox="916 521 1271 634">Prepare modifications to the Business and Operating Plan for consideration by the Municipal Council</p>	6/30/17		The role of the International Water Centre of Excellence (EES) is currently under discussion with Western University. Given a changing regulatory environment and provincial/federal funding priorities, a variation of the original model is under discussion. Anticipated to be completed by June 2018.
			<p data-bbox="862 797 908 834">↑</p> <p data-bbox="916 773 1244 854">Prepare Corporate By-law changes to constitute the new Business Plan</p>	12/31/17		

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
Strategic, collaborative partnerships	<ul style="list-style-type: none"> — 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 	<ul style="list-style-type: none"> — Community Economic Roadmap - new (CMO) 	<ul style="list-style-type: none"> ✓ Work in collaboration with our community partners to develop London's Community Economic Roadmap 	12/31/15		
			<ul style="list-style-type: none"> ↑ Explore partnership opportunities with various community stakeholders and organizations 	12/31/19		
			<ul style="list-style-type: none"> ↑ Work with area municipalities to define opportunities to collaborate around regionally significant economic development initiatives that advance the competitiveness of London and Area 	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.	
		<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	On May 2, 2017 Council adopted the results of the completed Community Improvement Plan Programs Review.	

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
		<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	WFA's partnership with "Growing Chefs" - School Education Project, being a host site for Fanshawe College's Agri - Business Program and most recently taking on ownership of a popular farmers market all support this goal.	
			<p>✓ Established Trackside Music Festival Partnership</p>	9/30/16		
			<p>✓ Launched the London Dairy Congress to promote innovation in the dairy industry</p>	9/30/16		
		<p>Western Fair / City 4pad Joint Venture and Queen's Park Master Plan (CMO)</p>	<p>✓ Complete Garden Terrace</p>	9/30/16		
	<p>Work with our municipal neighbours to create stronger industry clusters and raise our international profile and attractiveness</p>	<p>London Economic Development Corporation's Industry Focus Areas: Food Processing, Life Sciences, Manufacturing, Digital Creative (CMO)</p>	<p>↑ Implement London Economic Development Corporation's Strategic Plan which highlights several initiatives to raise London's profile internationally</p>	12/31/18	<ul style="list-style-type: none"> • Participation in Ontario Food Cluster, Consider Canada City Alliance and the Ontario Manufacturing Communities Alliance. • New partnerships with Fanshawe and Ivey to develop workforce best practices for London employers. 	


Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
	<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		
			<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		
			<ul style="list-style-type: none"> Explore partnership opportunities with the Education Sector 	12/31/19	Economic Partnerships is partnering with Western University's Department of Geography on an initiative to support students gain practical experience with solving industry problems. Students work on economic development issues being tackled in London as part of their course curriculum and share research findings with the City.	
			<ul style="list-style-type: none"> Support the work of the London Medical Network 	12/31/19		
	<ul style="list-style-type: none"> Work with key partners to support the health and medical sectors 	<ul style="list-style-type: none"> London Medical Innovation and Commercialization Network (CMO) 	<ul style="list-style-type: none"> Develop an Action Team that will be tasked with implementing a "national centre of excellence for medical innovation and commercialization", (Economic Priority of the Roadmap) 	3/31/16		

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
			<p>↑ Support the Implementation of the London Medical Network Strategic Plan</p>	12/31/19		
			<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>	12/31/19		
			<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>	12/31/19		
Diverse employment opportunities	<p>— Improve workforce recruitment, development, and retention by working with local and regional partners</p>	<p>— London Economic Development Corporation Workforce Development (CMO)</p>	<p>↑ Implement the Economic Road Map Priority "A top quality workforce"</p>	12/31/19	New partnerships with Fanshawe and Ivey to develop workforce best practices for London employers.	

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
	<p>Improve delivery and coordination of employment services through partnerships with community organizations, funders, and employers</p>	<p>Ontario Works Service Plan (HSSDH)</p>	<p>✓ Coordinate with lead community partners for broadened implementation and enhanced coordination of Bridges- Circles</p>	12/31/16	Additional partners were secured for the development of additional Circles.	
<p>Review Ontario Works Employment Assistance Framework & develop next Request for Proposals for service delivery</p>			9/30/17	The Framework is currently under review to assist in the development of an RFP for service delivery. Key stakeholder engagement to be completed November 2017.	Council approved the extension of the existing Employment Assistance contracts to the end of 2018.	
<p>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</p>			12/31/19			
<p>Implement activities identified through Community Employment Assistance Strategic Advisory Group</p>			12/31/19			
		<p>Community Economic Roadmap - new (CMO)</p>	<p>✓ Convene an action team related to workforce recruitment and development</p>	6/30/16		
<p>✓ Review the objectives established in the Roadmap related to workforce development</p>			6/30/16			

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
			<ul style="list-style-type: none"> ✓ Identify gaps related to workforce development and identify partners willing to take lead on each item ✓ Review ongoing activities and programs related to workforce development ↑ Report on progress on workforce development annually, as part of the annual Road Map progress report 	<ul style="list-style-type: none"> 9/30/16 9/30/16 12/31/19 		The end date has been changed from December 2016 because this milestone is completed annually.
	<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.	
	<ul style="list-style-type: none"> — Attract and retain newcomers, including international students, foreign trained professionals, and multi-generational immigrants to strengthen London's workforce 	<ul style="list-style-type: none"> — Immigration Strategy - new (HSSDH) 	<ul style="list-style-type: none"> ✓ Research and develop approach to immigration strategy ■ Hold Internal and Community Consultations to determine objectives and goals of immigration strategy ↑ Obtain plan endorsement from Council and community 	<ul style="list-style-type: none"> 9/30/16 9/30/17 3/31/18 	<ul style="list-style-type: none"> Steering Committee has been struck and the London Immigration Strategy is under development. 	<ul style="list-style-type: none"> Steering Committee has determined that additional consultation is required. The suggested new target end date is March 2018.

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
			<ul style="list-style-type: none"> Develop Implementation plan including mechanisms for engagement 	3/31/18		
			<ul style="list-style-type: none"> Provide an update to key stakeholders and Council 	9/30/18		
			<ul style="list-style-type: none"> Evaluate progress of strategy and implementation plan 	9/30/19		
		<ul style="list-style-type: none"> London Middlesex Local Immigration Partnership (HSSDH) 	<ul style="list-style-type: none"> Implement actions identified in Immigrants & the Labour Market: A London Perspective". 	12/31/19		
	<ul style="list-style-type: none"> Attract and retain young talent 	<ul style="list-style-type: none"> Community Economic Roadmap - new (CMO) 	<ul style="list-style-type: none"> Support the creation of a provincially driven local employment planning council to inventory local skills capacity against employer needs 	12/31/18		
			<ul style="list-style-type: none"> Support the London Economic Development Corporation and the Roadmap partners who will work on strengthening London's local workforce retention and attraction strategy targeting those occupations that will support employer needs, now and in the future 	12/31/18		
			<ul style="list-style-type: none"> Analysis of local labour market as a key strategy to support employment attraction and retention 	12/31/19		
			<ul style="list-style-type: none"> Support the efforts of local and regional agencies working to promote skilled trades and technology related careers to youth 	12/31/19		

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
			 Work Integrated Learning as a key strategy to support youth attraction and retention	12/31/19		

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	<ul style="list-style-type: none"> Make community engagement a priority. Make the public a partner who has access to our information and helps make decisions with Council 	<ul style="list-style-type: none"> Community Engagement Policy – social media, online surveys, open data, videos, e-newsletters, working with local media, utilize ethnic newspapers (CMO / L&CS) 	<ul style="list-style-type: none"> Establish open data working group 	3/31/16		
			<ul style="list-style-type: none"> Enhance live access to Council, Committee and Advisory Committee meetings via mobile streaming app and live YouTube channel 	6/30/16	Now promote Standing Committees and Council meetings on social media.	
			<ul style="list-style-type: none"> Create open data guidelines and evaluation criteria 	12/31/16		
			<ul style="list-style-type: none"> Review current social media usage 	12/31/16		
			<ul style="list-style-type: none"> Update current open data sets 	12/31/16		
			<ul style="list-style-type: none"> Explore centralized online surveys 	12/31/17		
			<ul style="list-style-type: none"> Explore City Hall news bureau opportunities 	12/31/17		
			<ul style="list-style-type: none"> Explore opportunities to utilize ethnic newspapers 	12/31/17		
			<ul style="list-style-type: none"> Increase informational videos posted on www.london.ca and YouTube 	12/31/17		

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
			<ul style="list-style-type: none"> ↑ Increase subscribership to Our City e-newsletter ↑ Promote engagement toolkit ↑ Recommend social media optimization ↑ Continue to monitor and track ↑ Review/monitor/evaluate social media (ongoing) ↑ Facilitate use of toolkit 	<ul style="list-style-type: none"> 12/31/17 12/31/17 12/31/17 12/31/19 12/31/19 12/31/18 		
		<ul style="list-style-type: none"> ↑ Communications protocol (CMO) 	<ul style="list-style-type: none"> ✓ Review protocol and usage practices ↑ Increase awareness of protocol ↑ Evaluate protocol ↑ Monitor protocol 	<ul style="list-style-type: none"> 12/31/16 12/31/17 12/31/19 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 ✓ Hire Manager of Public Engagement ✓ Recruit Manager of Public Engagement ✓ Review current policies and procedures ↑ Continue to monitor and track progress annually 	<ul style="list-style-type: none"> 12/31/17 3/31/16 12/31/15 12/31/16 12/31/19 		

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
		Explore citizen experience function (CMO)	Support Service London initiatives	12/31/19		
			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.	
		Work with community groups (CMO)	Investigate options for comments/feedback channels	12/31/17		
			Investigate youth engagement potential	12/31/16		
			Review Canada's London website - 11 community partners	6/30/16	Site was taken offline.	
		Implement Plain Language writing in all City documents, reports, agendas, websites, signs, and notifications	Plain language Policy - new (CMO)	Develop plain language guidelines	12/31/15	
	Investigate training options			12/31/16		
	Implement guidelines			12/31/17		
	Evaluate/monitor guidelines			12/31/18		
				Review guidelines	12/31/19	

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
	Improve the City of London website so people can find what they want, when they want it, and how they want it	Mobile friendly website (CMO)	✓ Work with Information Technology services to refresh site design	12/31/15		
			✓ Develop new image tool/train web authors	6/30/16		
			✓ Roll out new mobile friendly site	9/30/16	Launched new mobile friendly website with a refreshed layout and responsive design. Close to 40% of london.ca visitors use mobile devices and we expect that number will grow.	
			↑ Enhance web author training/website	12/31/17		
			↑ Evaluate site needs	12/31/17		
			↑ Monitor/track for ongoing improvements	12/31/19		
		Multiple language availability (CMO)	✓ Test options	12/31/15		
			✓ Provide multiple language options on new mobile website	9/30/16	Available in over 50 languages.	
			↑ Monitor and track on an ongoing basis	12/31/19		
		Citizen dashboard (CMO)	✓ Award proponent, train users, and input data related to Strategic Plan progress	9/30/16		

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
			 Issue a Request for Proposals for a cloud-based strategy monitoring and reporting tool including a public facing dashboard feature	9/30/16		
			 Release Progress Report in the form of a dashboard	12/31/16	The strategic plan dashboard has been released with indication from Council that alternate options for the dashboard should be investigated.	
			 Evaluate Strategy Monitoring and Reporting tool	6/30/17		
			 Report on progress towards the Strategic Plan semi-annually	12/31/19	<p>The purpose of Council's semi-annual Progress Report is to identify the status of every strategy in the <i>2015-2019 Strategic Plan</i>.</p> <p>The November 2017 Progress Report identifies that progress is being made towards implementing Council's <i>Strategic Plan</i>. As of November 2017, 94.8% of all milestones are complete or on target. The percentage of completed milestones has also increased from 39.9% in May 2017 to 45.8% in November 2017.</p>	
	 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		
			 Allocate both multi-year and annual grants to all successful organizations	3/31/19		

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
			 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	In 2018, the annual Innovation & Capital grant stream received 33 applications, with requests totaling more than \$3.8M. Through the Community Review Panel's decision making process, a total of twelve projects, seven projects in the Innovation category, and five projects in the Capital category have been supported with funding totaling \$312,000.	
	 Explore opportunities for electoral reform	 Explore moving to a ranked ballot voting system, signage, polling, campaign finance, and donor rebates (L&CS)	 Report on legislative changes and recommendations	9/30/16	Civic Administration has reported out on legislative changes, campaign finance, signage, election signage, and donor rebates. Council has adopted ranked balloting for the 2018 Election.	
			 Review potential changes to the Municipal Elections Act	12/31/16	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.	
			 Enhance public engagement and communication leading up to the 2018 election	12/31/18		
			 Prepare for 2018 election	12/31/18		

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
Innovative and supportive organizational practices	— Operate as a values based organization	— Corporate Values and Behaviours - all actions are based on respect, integrity, trust, pride, and standing together (HR&CS)	↑ Develop a Values integration plan	12/31/17		
			↑ Train employees	6/30/18		
			↑ Implement a Values integration plan	12/31/18		
	— Use innovative and best practices in all organizational and management activities	— Recruitment, retention, and succession (HR&CS)	✓ Develop a recruitment outreach strategy	9/30/17	Recruitment outreach strategy developed that focuses on recruitment, retention, succession and onboarding of employees.	
			✓ Review and update Onboarding Program	9/30/17	Reviewed and updated onboarding process having regard for "Lean" principles and feedback from stakeholders.	
			↑ Complete the final phase of the centralization of recruitment	12/31/17		
		— 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		Program under development and plan to launch by December 2018.






Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
		✓ Employee engagement and communication (HR&CS)	✓ Launch a revised Team London	6/30/16	Team London launched focused on employee engagement and communications.	
			✓ Conduct a workforce census	2/15/17	The Workforce Census was completed. 59% survey response rate with 1,729 employees participating in the Workforce Census.	
	✓ Workplace Diversity and Inclusion (HR&CS)	✓ Create a Workplace Diversity and Inclusion resource area in the new City Hub	12/31/16	Workplace Diversity and Inclusion resource area created in City Hub area. This area is available to employees.		
		✓ Develop a multi-year recruitment outreach plan	3/31/17	Development of a multi-year recruitment outreach plan. Emphasis toward groups identified in our Workforce Census results as part of the City of London's Workplace Diversity and Inclusion Plan.		
		✓ Develop and implement inter-cultural competency training for employees	6/30/17	Being launched as part of Employee Update Event in fall 2017. Training to all employees will be rolled out thereafter.		
		✓ Review and update employment outreach materials	6/30/17	Employment outreach materials reviewed and updated having regard for current and future demographics.		
	— Employee wellness (HR&CS)	✓ Develop a proactive Workplace Health Strategy	12/31/16	Workplace Health Strategy developed and rolled out to all City of London employees.		
		↑ Implement proactive Workplace Health Strategy	12/31/18	To date several initiatives have been implemented including a speaker series, poster campaign, booth, videos, training and resource materials.		
	— Employee innovation programs (HR&CS)	↑ Review and update "My Idea" Program	3/31/18			

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
		<ul style="list-style-type: none"> Employee transportation (HR&CS) 	<ul style="list-style-type: none"> Research and review options to encourage alternative forms of transportation for employees to and from work and during work hours 	9/30/19		
		<ul style="list-style-type: none"> Health and safety (HR&CS) 	<ul style="list-style-type: none"> Review and update Corporate Health and Safety Management System Report 	9/30/17	Health and Safety Report completed which highlights activities in prior year. Report is made available to Joint Health and Safety Committees and employees via City Hub.	
			<ul style="list-style-type: none"> Implement requirements to meet recognized Occupational Health and Safety Management System Standard 	12/31/19		
	<ul style="list-style-type: none"> Enhance corporate and community safety by preparing for and responding to security risks and emergency events 	<ul style="list-style-type: none"> Corporate Security Strategic Plan – revised (HR&CS) 	<ul style="list-style-type: none"> Review and update Corporate Security Strategic Plan 	12/31/16	Corporate Security Strategic Plan reviewed and updated.	
			<ul style="list-style-type: none"> Review, update and monitor Strategic Plan 	12/31/17		
			<ul style="list-style-type: none"> Review, update and monitor Strategic Plan 	12/31/18		
			<ul style="list-style-type: none"> Review, update and monitor Strategic Plan 	12/31/19		
		<ul style="list-style-type: none"> City of London Corporate Emergency Response and Business Continuity Program (HR&CS) 	<ul style="list-style-type: none"> Develop Business Continuity Program 	12/31/18	Consultant engaged, program development underway.	

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
			<ul style="list-style-type: none"> Implement Business Continuity Program 	12/31/19		
		<ul style="list-style-type: none"> Emergency Management Strategic Plan (HR&CS) 	<ul style="list-style-type: none"> Develop Emergency Management Strategic Plan 	12/31/16	Emergency Management Strategic Plan developed.	
			<ul style="list-style-type: none"> Review, update and monitor Strategic Plan 	12/31/17		
			<ul style="list-style-type: none"> Review, update and monitor Strategic Plan 	12/31/18		
			<ul style="list-style-type: none"> Review, update and monitor Strategic Plan 	12/31/19		
Proactive financial management	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> Strategic Financial Plan (F&CS) 	<ul style="list-style-type: none"> Get approval and endorsement for a new multi-year budget approval process from Council and SLT respectively 	3/31/15		
			<ul style="list-style-type: none"> Obtain a budget target from City Council for the development of the multi-year budget 	6/30/15		
			<ul style="list-style-type: none"> Complete annual tax policy (within legislated time frame) based on Council decisions made during the multi-year budget process 	5/31/19	The tax policy for 2017 was approved by Council on May 2, 2017.	The end date has been changed from March 2016 because this milestone is ongoing or completed annually.

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
			<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		

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
			<p>Evaluate multi-year budget process and offer recommendations to be included in the next iteration - 2020-2024</p>	10/16/17		<p>Feedback from a multi-year budget survey that was sent to various stakeholders has been received. Based on a preliminary review of the feedback, City staff determined it was necessary to provide an extension in order to allow more time for stakeholders to provide recommendations on how to improve the multi-year budget process. A report with the recommended changes to the process will be brought forward in April 2018.</p>

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
			 Solid Waste Phase 1: Prepare review framework, options and obtain approval	12/31/17		<p>This project cannot proceed until clarity is received on new Provincial legislation and upcoming regulations that will change financial arrangements for recycling and household special waste coupled with new provincial regulations and policies associated with organics management. Updates to Committee and Council have occurred and will continue to occur throughout 2018. Final Council direction will permit the start of this project. Proposed new end date for Phase 1 is 12/31/18.</p>
			 Solid Waste Phase 2: Implement approved work plan	3/31/18		<p>See explanation above. Proposed new end dates for Phase 2 is 6/30/19.</p>
			 Solid Waste Phase 3: Report Findings to Committee/Council	9/30/18		<p>See explanation above. Proposed new end dates for Phase 3 is 9/30/19.</p>
			 Develop and seek endorsement of multi-year budget annual update process to be compliant with legislated requirements around annual tax policy	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>	
			 Seek Council approval annually on Multi-Year Budget update and refine allocations where required	12/31/19		







Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
	<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>↑ 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 than current position</p>			12/31/19			
<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	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>↑ 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	The process and timelines associated with the service review initiative were outlined in a May 29, 2017 report to the Strategic Priorities and Policy Committee. The process outlined in this report will continue to be implemented through 2019. The 2016 and 2017 service review targets of \$500,000 and \$1,000,000 respectively have been achieved.		
<p>↑ Maintain the City of London's debt cap throughout the implementation of the multi-year budget (2016-2019)</p>			12/31/19			















Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
	<ul style="list-style-type: none"> — Create, explore, and implement new technologies or technology improvements to assist in the management of corporate assets, financial and reporting systems, and billing systems 	<ul style="list-style-type: none"> — Computerized Maintenance Management System Implementation Strategy and Enhance technical capabilities for infrastructure services (water, wastewater, and transportation) (FCS) 	<ul style="list-style-type: none"> ✓ Discovery (design) Phase has been successfully completed 	10/3/17	Discovery Phase was completed and results reported out to Civic Works Committee on October 24, 2017.	This milestone was adjusted as per the October 24 CWC Report.
			<ul style="list-style-type: none"> ↑ Phase 1: Implementation of Cityworks CMMS solution for Water, Sanitary and Stormwater Infrastructure 	9/30/19		This milestone was adjusted as per the October 24 CWC Report.
			<ul style="list-style-type: none"> ↑ Phase 2: Implementation of Cityworks CMMS solution for Roads and Forestry 	5/31/20		This milestone was adjusted as per the October 24 CWC Report.
			<ul style="list-style-type: none"> ↑ Phase 3: Implementation of Cityworks CMMS solution for Solid Waste, Parks Operations 	9/30/20		This milestone was adjusted as per the October 24 CWC Report.
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	Agencies, Boards and Commissions were involved in the development of Council's 2015-2019 Strategic Plan.	

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
			<p>✔ 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</p>	6/30/16	Agencies, Boards and Commissions completed a template to report on alignment of their strategic plans with the City of London's. Overall, there was clear alignment with organizations having many common strategic priorities. Of the 24 Agencies, Boards and Commissions that were contacted, submissions were received by every organization, except those that do not have formal Strategic Plans (Water Boards and PUC). These submissions were presented to SPPC on April 18, 2016.	
			<p>↑ Engage agencies, boards and commissions in reporting progress towards Council's Strategic Plan annually</p>	12/31/19	The City of London continues to liaise with Agencies, Boards and Commissions to report progress towards Council's strategic plan.	
		<p>— Performance Plans (CMO)</p>	<p>↑ Include strengthening relationships with agencies, boards and commissions in Senior Leadership Team Performance Plans</p>	12/31/19		
			<p>↑ Review strategy with Senior Leadership Team annually</p>	12/31/19		
		<p>— Foster collaboration and innovation through a variety of mechanisms (CMO)</p>	<p>✔ Develop Council's 2015-19 Strategic Plan</p>	12/31/15		
			<p>✔ Engage and work with agencies, boards and commissions in the 2016 - 19 multi-year budget development process</p>	3/31/16		

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
			<ul style="list-style-type: none"> ✔ Invite agencies, boards and commissions as well as community partners to Standing Committee meetings 	9/30/16	11 Agencies, Boards and Commissions and local organizations involved in the development of Council's 2015-19 Strategic Plan presented at Standing Committee meetings in 2016. This provided an opportunity to increase awareness about their organizations and share information in an environment outside of the City's Budget Process.	
			<ul style="list-style-type: none"> ↑ Collaborate with agencies, boards and commissions as well as community partners at the Civic Leaders Event 	12/31/17	Civic Leaders Event to be held October 31, 2017.	
			<ul style="list-style-type: none"> ↑ Evaluate Communication Framework 	12/31/17		
			<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		
	<ul style="list-style-type: none"> — Maximize openness and transparency in Council decision making 	<ul style="list-style-type: none"> — Accountability and Transparency Policy (L&CS) 	<ul style="list-style-type: none"> ↑ Implement Accountability and Transparency Policy (legislative requirement) 	12/31/19		
		<ul style="list-style-type: none"> — Public Notice Policy (L&CS) 	<ul style="list-style-type: none"> ↑ Implement Public Notice Policy (legislative requirement) 	12/31/19		
		<ul style="list-style-type: none"> — Council Procedure By-law (L&CS) 	<ul style="list-style-type: none"> ✔ Review Council Procedure By-law including public participation meeting 	6/30/16		
			<ul style="list-style-type: none"> ↑ Implement Council Procedure By-law 	12/31/19		
		<ul style="list-style-type: none"> — Civic Administration By-law (L&CS) 	<ul style="list-style-type: none"> ↑ Review and update Civic Administrative By-Law 	3/31/18		

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
		<ul style="list-style-type: none"> Audit Processes (CMO / HR&CS / F&CS) 	<ul style="list-style-type: none"> ✓ Explore and implement the ability to live stream Audit Committee via Sire platform 	6/30/15		
			<ul style="list-style-type: none"> ✓ Develop and issue Request for Proposals to obtain and solidify internal and external auditing services for 2017-2022 	6/30/16		
			<ul style="list-style-type: none"> ✓ Award contract to successful proponent 	12/31/19	Deloitte was awarded contract for Internal Audit. KPMG was appointed the City's External Auditor.	
			<ul style="list-style-type: none"> ↑ Continue to release audited financial statements in June of each year to Council and members of the public 	12/31/19	KPMG released their audit opinion on June 26, 2017.	
		<ul style="list-style-type: none"> Citizen Engagement (CMO / L&CS / Planning) 	<ul style="list-style-type: none"> ✓ Introduce protocol that requires non-statutory Community Information Meetings in response to applications for Zoning By-law/Official Plan amendments - Draft Community Engagement Protocol prepared and presented to Council 	3/31/15		
			<ul style="list-style-type: none"> ✓ Prepare a report that speaks to the use of Social Media as a means of engaging the community in response to planning applications - Information Report presented to Council 	3/31/15		
			<ul style="list-style-type: none"> ✓ Enhance live access to Council, Committee and Advisory Committee meetings via mobile streaming app and live YouTube channel 	6/30/16		

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
			 Create individual web page for each application for Zoning By-law/Official Plan amendments - ITS Project Request submitted	6/30/17	Strategy and products endorsed by Council on June 26, 2017. Implementation of strategy currently underway.	Additional time required to coordinate with stakeholders. Anticipate completion by January 30, 2018.
			 Expand the notification radius for notices related to applications for Zoning By-law/Official Plan amendments - External/Internal Stakeholder Meetings	3/31/18		
			 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	6/30/17	Strategy and products endorsed by Council on June 26, 2017. Implementation of strategy currently underway.	Additional time required to coordinate with stakeholders and enter into an agreement with the sign manufacturer. Anticipate completion by January 30, 2018.
			 Improve the mail-out notices related to applications for Zoning By-law/Official Plan amendments - External/Internal Stakeholder Meetings	6/30/17	Strategy and products endorsed by Council on June 26, 2017. Implementation of strategy currently underway.	Additional time required to coordinate with stakeholders. Anticipate completion by January 30, 2018.
			 Notify tenants by mail of applications for Zoning By-law/Official Plan amendments - External/Internal Stakeholder Meetings	6/30/17	Strategy and products endorsed by Council on June 26, 2017. Implementation of strategy currently underway.	Additional time required to coordinate with stakeholders. Anticipate completion by January 30, 2018.
			 Promote engagement toolkit	12/31/17		










Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance	
			 Help inform decision making through the Annual Citizen Satisfaction Survey	12/31/18	This was the first year that survey results have been compared amongst five years to determine trends.		
			 Use of Social Media to increase the ways and means by which Planning Services engages the public	12/31/19			
	 Engage an Integrity Commissioner to ensure continued compliance with Council's Code of Conduct	 Request for Proposals (L&CS)	 Recruit and appoint Integrity Commissioner	6/30/16	Integrity Commissioner appointed.		
	 Review council's governance structure	 Governance Working Group (L&CS / All)	 Complete current Governance Working Group mandate	12/31/18			
			 Governance Review Policy - new (L&CS)	 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.	
			 Continue to effectively and efficiently deliver nearly 100 services that Londoners rely on every day	 Targeted Lean Projects (All)	 Explore and initiate a Lean Six Sigma Pilot Program in Service Areas	3/31/16	With the goal of increasing efficiency, The Lean Six Sigma pilot program identified improvements for service delivery and operational practices. To date, 29 staff members have LSS Green Belt training, with 24 staff membes certified in LSS Green Belt. Seventeen improvement projects were initiated within various Service Areas through the Lean Six Sigma pilot, identifying efficiencies across the corporation.
Excellent service delivery			 Explore and initiate Lean Six Sigma training and certification pilot for Boards and Commissions	9/30/16	Representatives from Agencies, Boards and Commissions completed the Lean Six Sigma Green Belt training session(s). Process improvement projects were identified with efficiency in mind.		











Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
			✓ Train and Certify employees in Service Areas as Lean Six Sigma Green Belts	9/30/16	Two Lean Six Sigma Green Belt sessions have concluded, with twenty-nine staff members having successfully completed the training. Session three is tentatively scheduled for January 2018.	
			✓ Train and Certify City Staff as Lean Six Sigma Black Belts	12/31/16	Two city staff have completed Lean Six Sigma Black Belt training, and have successfully completed their project for certification.	
			✓ Complete Lean Six Sigma Green Belt projects	9/30/17	To date, fifteen Green Belt projects have been completed and reviewed by EzSigma for certification.	
		— Targeted Service Review (All)	↑ Commence identification of candidate Service Areas	12/31/19	As outlined in the May 29, 2017 report to the Strategic Priorities and Policy Committee, an external consultant will be engaged in late 2017/ early 2018 to begin identifying and executing targeted "deep dive" service reviews in consultation with SMT.	
		— Targeted Value for Money Audits (All)	↑ Report on results of value for money audit annually	3/1/19	Deloitte reporting out through Audit Committee on status of internal audit plan that was setout in May 2017.	
			↑ Identify an annual audit plan through Audit Committee	3/31/19	Internal audit plan provided to Audit Committee in May 2017.	
		— Targeted Zero Based Budgeting (All)	↑ Identify areas for review to the Senior Leadership Team annually each April	9/30/19	Financial Business Administrators continue to actively review their respective service areas on an ongoing basis to identify candidates for zero-based reviews.	
			↑ Report results to Senior Leadership Team annually	12/31/19	Results of zero-based reviews are being reported to SMT on a regular basis as this is an integral component of the annual budget update process and service review initiative.	

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> Service London Implementation Plan (NCFS) 	<ul style="list-style-type: none"> ✓ Launch Customer Relationship Management (CRM) Phase 2 	6/30/16		
<ul style="list-style-type: none"> ✓ Begin implementation of Service Level Standards 			3/31/17	Corporate standards have been created for both voicemail and email. Working with business units to have customer service standards incorporated into CRM.		
<ul style="list-style-type: none"> ✓ Launch Self Service Portal subsequent phases - enhancements - to roll out annually 			3/31/17	<p>The Service London Portal was successfully launched in the Spring of 2017, with approximately 70 of the highest frequency Service Requests in CRM available for online submission.</p> <p>New Business Units have implemented CRM in 2017, and work is being done to make some of their Service Requests available on the Service London Portal.</p>		
<ul style="list-style-type: none"> ✓ Launch Single number (661-CITY) 			3/31/17	661-CITY was launched in the Spring of 2017. Civic Administration is moving forward with implementing the 311 number as per Council direction.		
<ul style="list-style-type: none"> ✓ Launch Customer Relationship Management (CRM) Phase 3 			12/31/17	Water Services and Forestry Operations have implemented CRM. These Business Units launched CRM in September.		
<ul style="list-style-type: none"> ↑ Launch Customer Relationship Management (CRM) Phase 4 			12/31/18			

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
			<p>↑ Launch Service London Counter Strategy - 2 full service counters (new East and South West Community Centres)</p> <p>↑ Roll out subsequent phases/enhancements of Self Service Portal</p> <p>↑ Launch Customer Relationship Management (CRM) Phase 5</p>	<p>12/31/18</p> <p>3/31/19</p> <p>12/31/19</p>		
		<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> <p>↑ Utilize workflow technology to reduce manual and paper related processes</p> <p>↑ Create customer experience performance measures for managers on an annual basis</p> <p>↑ Develop and implement customer experience improvements for all service areas on an annual basis</p>	<p>12/31/17</p> <p>12/31/18</p> <p>12/31/19</p> <p>12/31/19</p>	<p>Portal completed. Customer Journey mapping template developed and resources available. Training is looking to be implemented as part of ILearn calendar.</p> <p>Customer experience performance measure included in performance management system for managers.</p> <p>Divisional based customer service action plans developed.</p>	
		<p>— IT Strategic Plan (All)</p>	<p>✓ Develop Information Technology Services areas of focus that align with Council's Strategic Plan</p>	<p>3/31/15</p>	<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. 	

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
			✓ Create process to translate strategy into tactical action for all functional units within Information Technology Services	6/30/15	Employing a strategic synthesis approach, ITS aggregates diverse strategic inputs through established processes, which lay a clear direction for operational and project work.	
			✓ Connect Key Performance Indicators to formal evaluation processes	9/30/15		
			✓ Develop and implement service specific key performance indicators to measure tactical actions	9/30/15	Highlight of 2016 ITS accomplishments: -Resolved 22,000 incidents and service requests -Achieved a 97% Customer Satisfaction Rating -Completed 64 projects	
			✓ Re-create corporate wide 5-year Information Technology Services project plan that is delivery and action focused	9/30/15		
			✓ Upgrade and optimize the Information Technology Services project intake process	6/30/16	Complimenting and closely connected with the Multi-Year Budget, the Information Technology Steering Committee (ITSC) recreated the process through which technology projects are assessed and prioritized.	
		— Business Plans (CMO)	✓ Re-design Business Plans to better align with Council's Strategic Plan	6/30/16		
			✓ Consider great customer experiences and innovative practices during the Service Area Business Plan Development Process	9/30/16		
			↑ Consider great customer experiences and innovative practices during the Service Area Business Plan Development Process	9/30/19		

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
		Smart Cities Strategy	 Form City of London working group with representation from various internal departments and external agencies (London Hydro, London Economic Development Corporation and Larg*net)	9/30/15	Joint working group was established and completed the RFQ and RFP processes.	
			 Complete public engagement for the preparation of the strategy	2/28/17		
			 Select proponent to undertake preparation of strategy	6/30/16	IBI Group was selected as proponent to undertake Smart City Strategy consulting work.	
			 Complete Smart Cities Strategy	11/30/17		
			 Develop business case for consideration by Council for funding and implementation of strategy	12/31/17		Develop Business Case for 2019 budget process. Implementation is dependent on adoption of strategy and funding for the identified projects.
		AMANDA System Upgrades (DCS)	 Complete upgrade and training related to the new web browser version. System Upgrade	6/30/16		
			 Implement new tracking category related to vehicles for hire (taxi/limousines)	6/30/16		
			 Implement new tracking category related to building permit folders (excluding subdivision development and signs)	9/30/16		
			 Implement new tracking category related to planning folders (excluding trees and heritage)	9/30/16		




Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
			 Implement new tracking category related to water contamination (backflow prevention devices)	9/30/16	This new tracking category will go live in early December, 2017.	
			 Implement new tracking category related to business licensing	3/31/17		Final sign off to occur once by-law is approved (anticipated completion date December 2017).
			 Introduce enhanced mobile solutions for inspections and investigations	9/30/18		
			 Upgrade to AMANDA and Implementation - future upgrade	6/30/19		
			 AMANDA Data Management & Cleansing: Align Property data with other provincial and municipal databases to ensure roll numbers, legal descriptions and ward info are accurate. Aligning property data with provincial databases	12/31/19		
		 Computerized Maintenance Management System (FCS)	 Discovery (design) Phase has been successfully completed	10/5/17	Discovery Phase was completed and results reported out to Civic Works Committee on October 24, 2017.	This milestone was adjusted as per the October 24 CWC Report.
			 Phase 1: Implementation of Cityworks CMMS solution for Water, Sanitary and Stormwater Infrastructure	9/30/19		This milestone was adjusted as per the October 24 CWC Report.
			 Phase 2: Implementation of Cityworks CMMS solution for Roads and Forestry	5/31/20		This milestone was adjusted as per the October 24 CWC Report.
			 Phase 3: Implementation of Cityworks CMMS solution for Solid Waste, Parks Operations	9/30/20		This milestone was adjusted as per the October 24 CWC Report.




Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
	<ul style="list-style-type: none"> Make strategic decisions about our long-term space needs and service delivery locations 	<ul style="list-style-type: none"> Master Accommodation Plan – new (All) 	<ul style="list-style-type: none"> ✓ Seek direction from Council based on recommendation of MAP15 report 	9/30/16		
			<ul style="list-style-type: none"> ■ Develop detailed plans, business case and cost/benefit analysis 	6/30/17		Due to expiration of a number of leases, (i.e., Market Tower the decentralization of Ontario Works), the MAP required updating once all pertinent leases had expired and new leases had been approved. A high level overview of the proposed plan will be brought forward to Committee in Q4 2017.
			<ul style="list-style-type: none"> ■ Seek Council Approval 	9/30/17		Same as above.
			<ul style="list-style-type: none"> ↑ Implement approved MAP15 recommendation 	12/31/24		
	<ul style="list-style-type: none"> Keep looking for new opportunities to share services and supports between the City of London and its agencies, boards, and commissions 	<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	Agencies, Boards and Commissions were involved in the development of Council's 2015-2019 Strategic Plan.	





Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
			<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	Agencies, Boards and Commissions completed a template to report on alignment of their strategic plans with the City of London's. Overall, there was clear alignment with organizations having many common strategic priorities. Of the 24 Agencies, Boards and Commissions that were contacted, submissions were received by every organization, except those that do not have formal Strategic Plans (Water Boards and PUC). These submissions were presented to SPPC on April 18, 2016.	
			<p>↑ Engage agencies, boards and commissions in reporting progress towards Council's Strategic Plan annually</p>	12/31/19	The City of London continues to liaise with Agencies, Boards and Commissions to report progress towards Council's strategic plan.	
		<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	Agencies, Boards and Commissions have been identified within the two year Lean Six Sigma Road Map. The Strategic Management Team has indicated that the Lean Six Sigma initiative will focus internally and a review of Agencies, Boards and Commissions in year two of the Road Map.	
			<p>↑ Investigate what other municipalities are doing</p>	12/31/19		

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
			↑ Follow up on exploratory meetings with appropriate action	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				
Work with our partners in Education to help keep neighbourhood schools open and use former school sites effectively.	Neighbourhood School Strategy – new (NCFS / Planning)	Consult with public on draft policies.	9/30/17	Anticipate report on draft policies to Council November, 2017, with public consultation to follow. Recommended strategy to be presented after public consultation, anticipate Q2, 2018.
Eliminate barriers for individuals facing poverty, mental health and addictions and help them find pathways to be successful.	London Homeless Prevention and Housing Plan 2010-2024 (NCFS/HSSDH)	Implement homeless management information system for use by all funded homeless serving organizations.	9/30/17	Active community consultation, testing of various products and releasing a Request for Proposal for the Implementation Consultant delayed the implementation of the new system. Homeless serving organizations will be using the new information system by March 31, 2018. The delayed implementation will support stronger use of a shared system by our organizations.
Work with community agencies to help tenants keep their existing affordable housing and avoid homelessness.	London Homeless Prevention and Housing Plan 2010-2024 (NCFS/HSSDH)	Implement homeless management information system for use by all funded homeless serving organizations	9/30/17	Active community consultation, testing of various products and releasing a Request for Proposal for the Implementation Consultant delayed the implementation of the new system. Homeless serving organizations will be using the new information system by March 31, 2018. The delayed implementation will support stronger use of a shared system by our organizations.

What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Variance
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	<p>Active community consultation, testing of various products and releasing a Request for Proposal for the Implementation Consultant delayed the implementation of the new system.</p> <p>Homeless serving organizations will be using the new information system by March 31, 2018. The delayed implementation will support stronger use of a shared system by our organizations.</p>
Invest in new parks and recreation facilities and pursue innovative models for programs and service delivery.	Parks and Recreation Strategic Master Plan 2009-update (P&R / NCFS)	 Undertake public engagement for the Silverwoods Arena redevelopment	6/30/17	<p>Public engagement has been deferred as City staff are exploring the City's need for space. The current plan is to close the arena as an ice pad in September 2018 and maintain it as dry pad activity space. The Parks and Recreation Master Plan update in 2018 will further explore the overall arena strategy and opportunities for renewal. Suggested new target end date is Q2 2018.</p>
		 Redevelop Silverwoods Arena	6/30/18	<p>The current plan is to close the arena as an ice pad in September 2018 and maintain it as dry pad activity space. The Parks and Recreation Master Plan update in 2018 will further explore the overall arena strategy and opportunities for renewal. The new suggested target end date is Q1, 2019.</p>





What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Variance
Fund and partner with Museum London, the London Arts Council, the London Heritage Council, Eldon House, the London Public Library, and others to strengthen culture in London.	Cultural Prosperity Plan (CMO)	 Eldon House - Establish a partnership with the Fanshawe College Landscape Design Program to deliver college education to students via Eldon House as an outdoor classroom	12/31/17	A memorandum of understanding has been signed however, the partnership has been delayed due to two major factors: 1) The Design School awaits confirmation on its relocation Downtown and on future use of campus green-space, and 2) the Historic Greenhouse located at Eldon House (to be utilized as part of the classroom setting) has structural deficiencies scheduled to be rectified in 2018. Though not gaining school-credit for their efforts, Fanshawe Students have been active on the grounds of Eldon House in volunteer and grant positions. The suggested new target end date is December 31, 2018.
Help Londoners understand how we provide safe drinking water and protect the Thames River.	Thames River Clear Water Revival Project (EES / Planning)	 Report to Council on Thames River Water Management Plan: Phase 1	12/31/17	Water management plan is completed and is out for comment from the various municipal and conservation authority stakeholders. Anticipated Council report by Q3 2018.
Below Plan Milestones for Strengthening Our Community				
Work with community agencies to help tenants keep their existing affordable housing and avoid homelessness.	London Middlesex Housing Corporation Strategy (HSSDH)	 Review project plan to reflect a revised strategy on how to do this without dedicated funding	6/30/17	LMHC's strategic plan for 2017 - 2020 has identified an objective that includes creating tenant and housing stability. Housing Stability has become a broader component and has also been identified in the London For All Plan. Therefore, at this time a revised timeline of Q3 2018 is required.




What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Variance
Fund and partner with Museum London, the London Arts Council, the London Heritage Council, Eldon House, the London Public Library, and others to strengthen culture in London.	Museum London Strategic Plan (CMO)	 Museum London Strategic Plan of feet, friends, and funds objectives to surpass 2015 successful 10% increase in all targets.	12/31/16	<p>The main reason for lower attendance was a technical malfunction which may not necessarily have meant that we had actual lower attendance in 2016. In addition, an emergency maintenance issue was also a factor.</p> <p>The People Traffic Counter camera began to malfunction between mid-April to mid-June 2016 and was eventually replaced. During these months, the People Traffic Counter camera was either not tracking at all for days or was intermittently tracking thereby creating inaccurately low attendance numbers for April, May and June in light of the number of events and programming held at Museum London during that time as well as in comparison with the attendance records of previous years for April through June.</p>
Caution Milestones for Building a Sustainable City				
Manage and upgrade transportation infrastructure such as heritage bridges, railway grade separations, cycling facilities, and parking lots	Parking Master Plan (EES)	 Complete Strategy for Council approval	6/30/17	Additional analysis and evaluation of alternatives is required prior to completion. Anticipated to be completed by December 31, 2017. No impact on program.
		 Finalize Strategic Implementation Plan	6/30/17	Additional analysis and evaluation of alternatives is required prior to completion. Anticipated to be completed by December 31, 2017. No impact on program.
Manage and upgrade transportation infrastructure such as heritage bridges, railway grade separations, cycling facilities, and parking lots	Transportation Master Plan (EES)	 Complete Environmental Assessment and review opportunities for advancement – Adelaide Street/ CPR Grade Separation	12/31/17	Additional consultation with Canadian Pacific Railway required to develop recommended solution. Anticipated completion of EA is June 2018.






What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Variance
Fund innovative ways to adapt to Climate Change	Climate Change Adaptation Strategy (EES)	Award flood proofing design for Greenway plant	12/31/17	On hold pending Domestic Action Plan upgrades and future federal/provincial funding opportunities. Anticipated to be completed by December 2018.
		Award flood proofing design for Adelaide plant	12/31/17	On hold pending Domestic Action Plan upgrades and future federal/provincial funding opportunities. Anticipated to be completed by December 2018.
		Phase 3: Update Draft Strategy, implementation plan and final review with stakeholders	1/31/18	Potential funding programs from the proceeds of Cap and Trade have been announced, others to follow. Additional time will also be required for stakeholder and community engagement. Revised end date 6/30/18
		Award flood proofing construction for Adelaide plant	3/31/19	On hold pending Domestic Action Plan upgrades and future federal/provincial funding opportunities.
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)	12/31/17	Additional consultation and heritage analysis is required prior to development of recommended solution. The new target end date is July 2018.
		Complete Environmental Assessment – Fanshawe Park Road / Richmond Intersection Improvements	12/31/17	Completion of Environmental Assessment is subject to the property owner meetings and coordination with the Shift Rapid Transit Master Plan. New target end date is Q2 2018.
		Complete detailed design – Western Road / Sarnia Road Intersection Improvements	12/31/17	On hold pending completion of environmental assessment for the intersection which is being coordinated with the Shift Rapid Transit TPAP process. Completion date was not updated from May. New completion date end of 2019.






What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Variance
		 Complete detailed design – Fanshawe Park Road / Richmond Intersection Improvements	3/31/18	Completion of Environmental Assessment is subject to the property owner meetings and coordination with the Shift Rapid Transit Master Plan. Detail design will commence after approval of Shift Rapid Transit TPAP process. New completion date end of 2019.
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	Thames Valley Corridor Plan (Planning)	 Issue Construction Tender	12/31/17	Seeking alternative sources of funding to permit tendering. Until funding confirmed, tendering and construction will be delayed. Anticipate tendering June 30, 2018.
Reduce fuel use through innovation and research	Green Fleet Strategy (EES)	 Phase 4: Prepare Updated Green Fleet Strategy and undertake stakeholder engagement	10/31/17	There are no implications to this delay. Potential funding programs from the proceeds of Cap and Trade have been announced, others to follow. Additional time will also be required for stakeholder engagement. Revised end date 3/31/18.
		 Phase 5: Submit to Committee/Council	11/30/17	There are no implications to this delay. Phase 5 will be completed shortly after Phase 4. Revised end date 4/30/18.
Plant more trees and better protect them from deforestation, invasive species, and other threats	Urban Forest Strategy (Planning / EES)	 Revise Boulevard Tree Protection By-law	9/30/17	Report in progress. Anticipate report complete by Q2, 2018. Value of tree assets not fully recouped through the tree removal process. The current by-law remains in force.





What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Variance
Expand support for resident and community driven initiatives that encourage waste reduction and other environmentally friendly behaviours	Property Assessed Clean Energy (EES)	Phase 2: Undertake stakeholder engagement and prepare Draft Business Case for a Local Improvement Charges Pilot Project including implementation scope, framework, costs, and risks	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." Updates on the "Green Bank" initiatives are expected in late 2017/early 2018. Pilot Project details have been submitted for consideration during the 2018 Budget deliberations.
Work together to protect all aspects of our natural environment including woodlands, wetlands, river and watercourses, and air quality as our city grows	Subwatershed Plans (EES)	Complete Final Report that will provide a conceptual stormwater servicing and corridor plan for the Dingman Creek Subwatershed. (Dingman Subwatershed Environmental Assessment Phase 3)	3/31/18	Dingman Creek EA will incorporate Low Impact Development principles EA alternative analysis. The Ministry of Environment and Climate Change is finalizing a Low Impact Development (LID) Stormwater Management Guidance Manual. This manual is critical in ensuring the final EA is completed in accordance with provincial policy. The Ministry's manual is currently over a year behind schedule and is anticipated to be completed by Q2 2018. As such, the EA report anticipated to be completed by Q3 2018.
Use new ways to help residents protect their basements from flooding	Weeping Tile Disconnections Program (EES)	Engage the neighbourhoods with the Ward Councillor to determine which one has enough interest and support to proceed	9/30/17	CWC report scheduled for Q4 2017 to confirm the areas/sites for the next target areas as well as next steps.
Create a more attractive city through urban design	City Wide Urban Design Manual (Planning)	Complete final document	6/30/17	Document will need to be re-written to better align with the London Plan. Additional consultation with stakeholders will be required. Report to Committee Q4 2017.
Create a more attractive city through urban design	Urban Design Program (Planning)	Complete program review	12/31/17	RFP process on hold to resolve stakeholder concerns. Completion date will change-unknown at this time.

What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Variance
Invest in parks and recreation facilities and amenities	Parks and Recreation Strategic Master Plan 2009 - update (P&R / NCFS)	 Engage the public on the Silverwoods Arena Redevelopment	6/30/17	Public engagement has been deferred as City staff are exploring the City's need for space. The current plan is to close the arena as an ice pad in September 2018 and maintain it as dry pad activity space. The Parks and Recreation Master Plan update in 2018 will further explore the overall arena strategy and opportunities for renewal. Public engagement has been deferred until the updated arena strategy is developed as part of the Parks and Recreation Master Plan update in 2018. The suggested new target date is Q2 2018.
		 Redevelop the Silverwoods Arena	6/30/18	The current plan is to close the arena as an ice pad in September 2018 and maintain it as dry pad activity space. The Parks and Recreation Master Plan update in 2018 will further explore the overall arena strategy and opportunities for renewal. The suggested target end date is Q1, 2019.
Protect and celebrate London's heritage for current and future generations	Heritage Conservation District Plans - prepare and implement (Planning)	 Adopt SOHO Heritage Conservation District Study	6/30/18	Council on Jan 17, 2017 directed administration to review the prioritized list of potential Heritage Conservation Districts..."it being noted such a review may impact Heritage Conservation District deadlines established in Municipal Council's Strategic Plan." Anticipate 2019 and beyond completion.
		 Adopt St. George-Grosvenor Heritage Conservation District Plan	12/31/18	Council on Jan 17, 2017 directed administration to prepare instead two HCD Plans; one for the Great Talbot Heritage Conservation District and one for the Gibbons Park Heritage Conservation District. Anticipate completion of the Great Talbot HCD Plan in Q4, 2018. Anticipate completion of the Gibbons Park HCD Plan in 2019 and beyond.

What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Variance
		 Adopt SOHO Heritage Conservation District Plan	12/31/18	Council on Jan 17, 2017 directed administration to review the prioritized list of potential Heritage Conservation Districts..."it being noted such a review may impact Heritage Conservation District deadlines established in Municipal Council's Strategic Plan."Anticipate 2019 and beyond completion.
Caution Milestones for Growing our Economy				
Promote culture as a key part of economic growth and quality of life	Cultural Prosperity Plan (CMO)	 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	5/29/17	The Study has been adopted by Council except for the pages related to noise and hours of operation. The By-law amendment to remove Section 4.18 5) has been appealed to the Ontario Municipal Board and is awaiting scheduling of a hearing. The suggested new target end date is December 31, 2019.
		 Review the ongoing activities, track and report on the progress of the Cultural Prosperity Plan. This will require the receipt of annual reports from funded cultural organizations	9/30/17	The target date for London's Culture Prosperity Plan Update Report is now 2018 Q1. This date has been extended to accommodate emerging priorities, including evaluating the feasibility of a City of London bid for the 2020 International Plowing Match.

What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Variance
Invest more in heritage restoration, brownfield remediation, urban regeneration, and community improvement projects	Various Community Improvement Plans (Planning)	 Complete Lambeth Community Improvement Plan	1/1/18	Project launched at the same time as the Hamilton Road Area CIP project. Focus on completing Hamilton Road CIP project. No impact with delay of the Lambeth CIP project to December, 2018.
Use new and emerging technology to improve quality of life and grow London's economy	Smart Cities Strategy (F&CS / Planning)	 Develop business case for consideration by Council for funding and implementation of strategy	12/31/17	Develop Business Case for 2019 budget process. Implementation is dependent on adoption of strategy and funding for the identified projects.
		 Develop Business Case for consideration by Council for funding of implementation plan	12/31/17	Develop Business Case for 2019 budget process. Implementation is dependent on adoption of strategy and funding for the identified projects.
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	International Water Centre of Excellence (EES)	 Prepare modifications to the Business and Operating Plan for consideration by the Municipal Council	6/30/17	The role of the International Water Centre of Excellence (EES) is currently under discussion with Western University. Given a changing regulatory environment and provincial/federal funding priorities, a variation of the original model is under discussion. Anticipated to be completed by June 2018.
Improve delivery and coordination of employment services through partnerships with community organizations, funders, and employers	Ontario Works Service Plan (HSSDH)	 Review Ontario Works Employment Assistance Framework & develop next Request for Proposals for service delivery	9/30/17	Council approved the extension of the existing Employment Assistance contracts to the end of 2018.

What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Variance
Attract and retain newcomers, including international students, foreign trained professionals, and multi-generational immigrants to strengthen London's workforce	Immigration Strategy – new (HSSDH)	 Hold Internal and Community Consultations to determine objectives and goals of immigration strategy	9/30/17	Steering Committee has determined that additional consultation is required. The suggested new target end date is March 2018.
Caution Milestones for Leading in Public Service				
Maximize openness and transparency in Council decision making	Citizen Engagement (CMO / L&CS / Planning)	 Create individual web page for each application for Zoning By-law/Official Plan amendments - ITS Project Request submitted	6/30/17	Additional time required to coordinate with stakeholders. Anticipate completion by January 30, 2018.
		 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	6/30/17	Additional time required to coordinate with stakeholders and enter into an agreement with the sign manufacturer. Anticipate completion by January 30, 2018.
		 Improve the mail-out notices related to applications for Zoning By-law/Official Plan amendments - External/Internal Stakeholder Meetings	6/30/17	Additional time required to coordinate with stakeholders. Anticipate completion by January 30, 2018.
		 Notify tenants by mail of applications for Zoning By-law/Official Plan amendments - External/Internal Stakeholder Meetings	6/30/17	Additional time required to coordinate with stakeholders. Anticipate completion by January 30, 2018.

What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Variance
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	Smart Cities Strategy	 Develop business case for consideration by Council for funding and implementation of strategy	12/31/17	Develop Business Case for 2019 budget process. Implementation is dependent on adoption of strategy and funding for the identified projects.
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	AMANDA System Upgrades (DCS)	 Implement new tracking category related to business licensing	3/31/17	Final sign off to occur once by-law is approved (anticipated completion date December 2017).
Make strategic decisions about our long-term space needs and service delivery locations	Master Accommodation Plan – new (All)	 Develop detailed plans, business case and cost/benefit analysis	6/30/17	Due to expiration of a number of leases, (i.e., Market Tower the decentralization of Ontario Works), the MAP required updating once all pertinent leases had expired and new leases had been approved. A high level overview of the proposed plan will be brought forward to Committee in Q4 2017.
		 Seek Council Approval	9/30/17	Same as above.

What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Variance
<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>Evaluate multi-year budget process and offer recommendations to be included in the next iteration - 2020-2024</p>	<p>10/16/17</p>	<p>Feedback from a multi-year budget survey that was sent to various stakeholders has been received. Based on a preliminary review of the feedback, City staff determined it was necessary to provide an extension in order to allow more time for stakeholders to provide recommendations on how to improve the multi-year budget process. A report with the recommended changes to the process will be brought forward in April 2018.</p>
		<p>Solid Waste Phase 1: Prepare review framework, options and obtain approval</p>	<p>12/31/17</p>	<p>This project cannot proceed until clarity is received on new Provincial legislation and upcoming regulations that will change financial arrangements for recycling and household special waste coupled with new provincial regulations and policies associated with organics management. Updates to Committee and Council have occurred and will continue to occur throughout 2018. Final Council direction will permit the start of this project. Proposed new end date for Phase 1 is 12/31/18.</p>
		<p>Solid Waste Phase 2: Implement approved work plan</p>	<p>3/31/18</p>	<p>See explanation above. Proposed new end dates for Phase 2 is 6/30/19.</p>
		<p>Solid Waste Phase 3: Report Findings to Committee/Council</p>	<p>9/30/18</p>	<p>See explanation above. Proposed new end dates for Phase 3 is 9/30/19.</p>