

TO:	CHAIR AND MEMBERS STRATEGIC PRIORITIES AND POLICY COMMITTEE MEETING ON MAY 7, 2018
FROM:	MARTIN HAYWARD CITY MANAGER
SUBJECT:	STRATEGIC PLAN: SEMI-ANNUAL PROGRESS REPORT

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

PREVIOUS REPORTS PERTINENT TO THIS MATTER
--

- 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; November 22, 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. This report presents Council with an updated Progress Report for May 2018.

May 2018 Semi-Annual Progress Report

Council's semi-annual Progress Report identifies the status of every strategy in the *2015-2019 Strategic Plan*. The May 2018 Progress Report, attached as Appendix A, provides an update on these strategies, including status indicators, milestone accomplishments and/or variances.

As of May 2018, 96.5% of all milestones are complete or on target. The percentage of completed milestones has increased by 9.9% since November 2017.

	November 2017	May 2018
Complete	472 (46.1%)	573 (56.0%)
On Target	497 (48.5%)	415 (40.5%)
Caution	53 (5.2%)	32 (3.1%)
Below Plan	2 (0.2%)	4 (0.4%)
Total	1024*	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 November 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 from 5.4% to 3.5%.

Commons 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.

Variances reports will provided to the respective Standing Committees in July 2018 in relation to those items noted as 'caution' or 'below plan'.

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 May 2018 Progress Report demonstrates that progress is being made and substantial work is occurring to advance Council's vision, mission and strategic areas of focus. This document along with the annual Report to the Community are important tools that allow the community, Council and Administration to track progress and monitor implementation.

PREPARED AND SUBMITTED BY:	PREPARED AND SUBMITTED BY:
CHERYL SMITH MANAGER, NEIGHBOURHOOD STRATEGIC INITIATIVES & FUNDING	ROSANNA WILCOX DIRECTOR, COMMUNITY & ECONOMIC INNOVATION

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

May 2018 Semi-Annual Progress Report



How to navigate this report

The May 2018 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





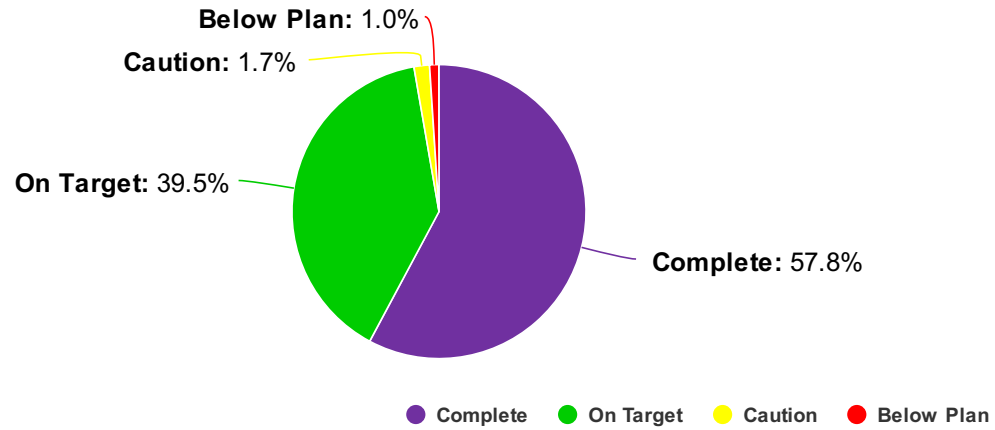
	Complete: Milestone is done with no ongoing tasks
	On Target: <ul style="list-style-type: none"> • Milestone is ongoing or completed annually; or • Milestone is on target to be completed by target end date
	Caution: <ul style="list-style-type: none"> • Milestone is delayed by 1 quarter; or • Milestone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

Table of Contents

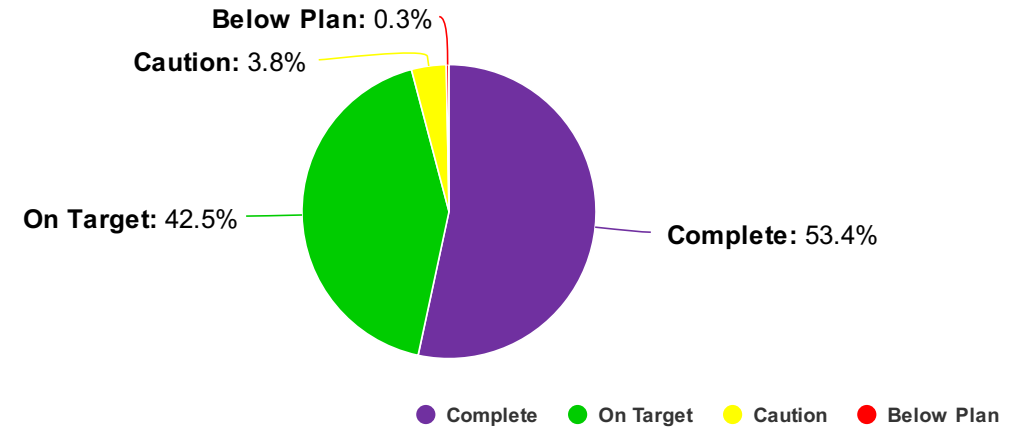
Strengthening Our Community	8
Vibrant, connected and engaged neighbourhoods.....	9
Diverse, inclusive, and welcoming community	15
Caring and compassionate services	17
Amazing arts, culture, and recreation experiences	30
Healthy, safe, and accessible city	48
Building a Sustainable City	69
Robust infrastructure.....	70
Convenient and connected mobility choices	77
Strong and healthy environment	87
Beautiful places and spaces	99
Responsible growth.....	110
Heritage conservation	116
Growing Our Economy	121
Diverse and resilient economy	122
Urban regeneration	135
Local, regional, and global innovation.....	140
Strategic, collaborative partnerships	147
Diverse employment opportunities.....	150

Leading in Public Service	156
Open, accountable, and responsive government.....	157
Innovative and supportive organizational practices.....	163
Proactive financial management	166
Collaborative, engaged leadership.....	170
Excellent service delivery	175

Strengthening our Community - Results



Building a Sustainable City - Results



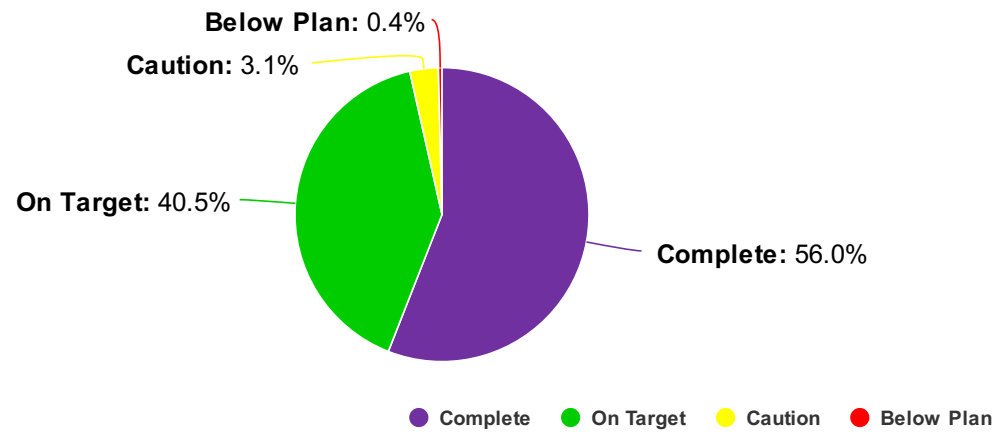
Growing our Economy - Results



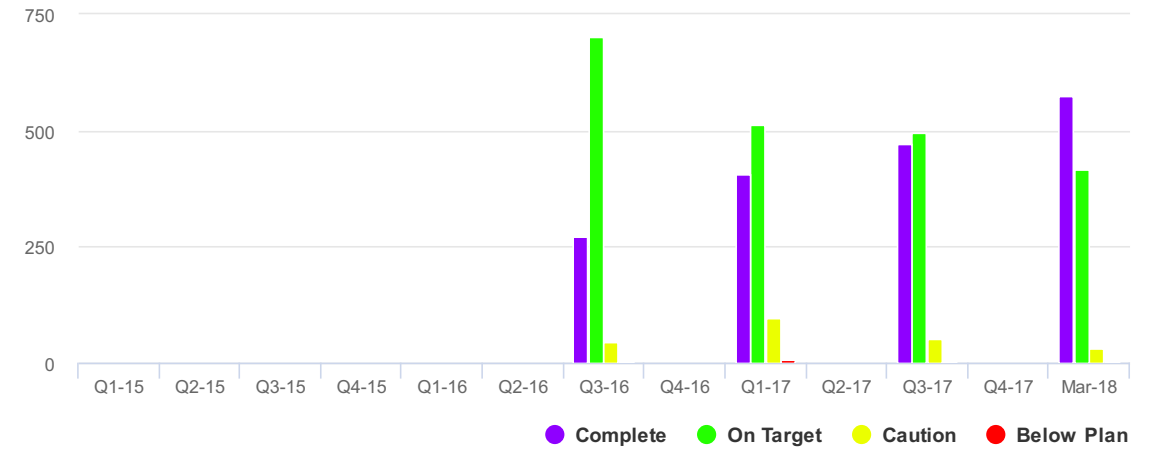
Leading in Public Service - Results



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				
Mar-18	–	Not Defined	573	415	32	4
Jun-18	–	Not Defined				
18-Sep	–	Not Defined				
18-Dec	–	Not Defined				

Introduction

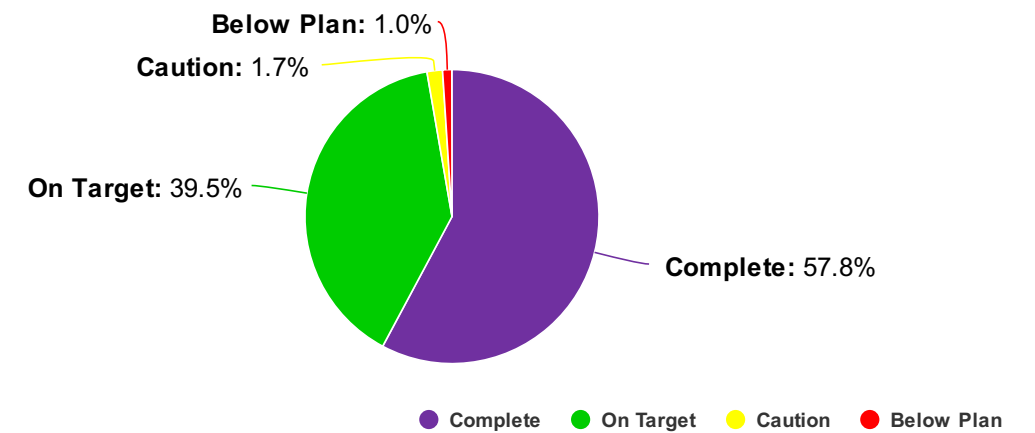
Strengthening our Community




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	Support neighbourhood driven activities and decision making.	London Strengthening Neighbourhoods Strategy 2015-2020 (NCFS)	 Pilot SPARKS! Neighbourhood Matching Fund process to support neighbourhood decision making in 2 neighbourhoods.	9/30/16	\$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. 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.	
			 Develop and implement City-wide community engagement strategy to inform an updated London Strengthening Neighbourhoods Strategy 2015-2020.	12/31/16	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.	
			 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	Residents, with the support of city staff completed their plan, and presented it to Community and Protective Services Committee in May of 2017.	

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
			 Support local residents and key stakeholders in the implementation of London Strengthening Neighbourhood Strategy 2015 – 2020.	12/31/19	On March 3, 2018 almost 100 Londoners came out to the NeighbourGood Conference to determine the 2018 strategies and actions to be implemented from the London Strengthening Neighbourhoods Strategy. Residents volunteered to lead, support, and be part of the implementation of the 10 strategies and actions they chose to implement this year.	
			 Develop and implement SPARKS! Neighbourhood Matching Fund process to support neighbourhood decision making in all neighbourhoods by 2019.	12/31/19	<p>Residents from every neighbourhood of the city participated in London's first city-wide Neighbourhood Decision Making (NDM) program. More than 4,900 Londoners helped decide what neighbourhood enhancement projects will be funded by voting online (3,700) or at their local library branch (1,200) on Saturday, November 18, 2017.</p> <p>In all, just over 300 ideas were submitted from all areas of the city, with 148 of those ideas making it on to the ballot. 14 projects received the most votes and these projects will be implemented over the next year. Winning ideas include 2 outdoor ice rinks, clay mosaics along Dundas Street in OEV, a bee pollinator garden, a ninja warrior course, and a natural landscape playground.</p>	
		 Great Near Campus Neighbourhood Strategy (Planning)	 Complete public engagement program for reviewing and improving Near Campus Neighbourhood policies and programs.	6/30/16	Completed public engagement program, including additional consultation after release of Minister's modifications to The London Plan.	
			 Complete draft policies and include them in The London Plan.	9/30/16	Great Near Campus Neighbourhood policies completed in draft 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
			<ul style="list-style-type: none"> ✓ Complete Near Campus Neighbourhood Strategy. 	9/30/16	Council approved the amendments on July 26, 2016. These amendments have also been included in the Minister-approved London Plan.	
			<ul style="list-style-type: none"> ✓ Begin implementing the Near Campus Neighbourhood Strategy through by-law enforcement, investment, implementation of Official Plan policies. 	3/31/17	Minister-approved policies on December 28, 2016. Zoning By-law amendment for secondary dwelling units in force and effect.	
	<ul style="list-style-type: none"> — Fund and partner with the London Public Library to support people and neighbourhoods. 	<ul style="list-style-type: none"> — London Public Library 2014-2017 Strategic Plan (CMO) 	<ul style="list-style-type: none"> ✓ Stewardship to demonstrate LPL's leadership, value and return on investment to the citizens of London 	12/31/15		
			<ul style="list-style-type: none"> ✓ Spaces and Places Strategy: Revitalize and re-energize the Central Library, 2015-2017 	6/30/17	<p>City-funded capital construction is complete (this includes infrastructure, e.g. stairs, lifecycle, e.g. carpet and paint, service area upgrades, e.g. new accessible FADS/AODA Welcome/Lending Desk). The last phase in progress is the <u>value-added work</u> which is supported by the LPL Fund Development including creator spaces such as the media studios.</p> <p>The Library welcomed CBC London as a first floor tenant in 2017. The London community has expressed alot of kudos and excitement as they welcomed CBC to London.</p>	
			<ul style="list-style-type: none"> ✓ Spaces and Places Strategy: Revitalize and re-energize Jalna Branch Library 	12/31/15	The interior revitalization and capital HVAC has been completed.	
			<ul style="list-style-type: none"> ✓ Spaces and Places Strategy: Revitalize and re-energize Beacock Library Branch 	9/30/16	The interior revitalization including HVAC has been completed.	
			<ul style="list-style-type: none"> ✓ Spaces and Places Strategy: Revitalization/renovation of Cherryhill and Landon Branch Libraries 	12/31/17	The interior revitalization at both libraries has been completed.	

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: Revitalization/renovation of Byron and Masonville Branch Libraries	12/31/18	The Masonville Branch Library revitalization was completed in January 2018 and Byron Branch Library is scheduled for 2018.	
			↑ Spaces and Places Strategy: Revitalization/renovation of East London Branch Library	12/31/19		
			↑ Spaces and Places Strategy: Build new branch in southwest - Partnership with the City of London and the YMCA in a new southwest multi-purpose facility slated for opening in 2018	12/31/18	September 2018 scheduled completion is on track. Currently a "Pop Up" Library is located in Westmount Mall on a temporary basis until this new location opens following sale of the Westmount property and library building.	
			↑ 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 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	Completed the second draft of The London Plan in June, 2016.	
<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	<p>Pre-hearing Conference took place on March 29, 2018 to further refine scope of appeals, and to identify portions of the Plan in force and effect.</p> <p>Unappealed policies have been in force since January 18, 2018.</p> <p>Appealed policies that have been resolved will be in effect as of the date of the Board's Order (Q2, 2018)</p>		
<p>↑ Implement The London Plan through municipal regulation, public projects, budgeting and investment, partnerships and municipal programs.</p>			12/31/19	<p>Numerous City projects consistent with The London Plan coming forward, including:</p> <ul style="list-style-type: none"> - rapid transit - Dundas Place/flex street - Future City Strategy - Urban Agriculture Strategy 	<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>	

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>	6/30/18	<p>Pre-hearing Conference scheduled for March 29, 2018 to further refine scope of appeals, and to identify portions of the Plan in force and effect.</p> <p>Mediation scheduled for April, 2018 (two weeks) to resolve appeals and to identify additional policies to be identified as in force.</p>	<p>Motion for unappealed policies to come into force and effect was heard on March 29, 2018. Unappealed policies have been in force since January 18, 2018.</p>
			<p>↑ Implement monitoring program bi-annually to evaluate progress on London plan policies.</p>	12/31/19		
		<p>— Neighbourhood School Strategy – new (NCFS / Planning)</p>	<p>✓ City departments work collaboratively to research and develop draft policy with respect to effective and appropriate re-use of surplus school sites.</p>	12/31/16	<p>Draft policies completed. To be reviewed prior to report to Council.</p>	
			<p>↑ Consult with public on draft policies.</p>	6/30/18	<p>Report and draft policies for the evaluation of surplus school sites to be presented at PEC on April 3, 2018. Three reasons for City acquisition of surplus sites identified:</p> <ol style="list-style-type: none"> 1. affordable housing site 2. community centre site 3. parkland <p>Policies provide direction for reviewing identified surplus school sites by staff team representing broad areas of the Corporation.</p>	
			<p>↑ Present recommended Strategy.</p>	6/30/18	<p>Draft policies presented to PEC April 3, 2018.</p> <p>Recommended strategy to be presented after public consultation, anticipate Q2, 2018.</p>	













Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
2. Diverse, inclusive and welcoming community	Support immigrants and newcomers to be successful as they settle in our community.	London & Middlesex Local Immigration Partnership Strategic Plan (HSSDH)	✓ Undertake community consultations, and best practices review for development of the Strategic Plan.	3/31/16	Meetings with community partners complete.	
			✓ Completion of the 2016- 2019 London & Middlesex Local Immigration Partnership Strategic Plan.	6/30/16	London and Middlesex Local Immigration Partnership Strategic Plan complete.	
			✓ Review 2015-2016 impact of the London & Middlesex Local Immigration Partnership 2013- 2016 Strategic Plan.	6/30/16	Report to Immigration, Refugees and Citizenship Canada has been submitted.	
			✓ 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		
			✓ 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		

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"> Conference Board of Canada (resource for measurement) (HSSDH) 	<ul style="list-style-type: none"> Review London results. 	12/31/19		
	<ul style="list-style-type: none"> Support all Londoners to feel engaged and involved in our community. 	<ul style="list-style-type: none"> Community Diversity and Inclusion Strategy - new (CMO) 	<ul style="list-style-type: none"> 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		
			<ul style="list-style-type: none"> Initiate project scoping, including dialogue with community organizations. 	9/30/16		
			<ul style="list-style-type: none"> 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.	
			<ul style="list-style-type: none"> 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.	
			<ul style="list-style-type: none"> 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.	
			<ul style="list-style-type: none"> Monitor and evaluate planned activities and outcomes. 	12/31/19	Currently working with staff support team to do an initial review of the progress on all the strategies. A report may be brought to Council in Q2 highlighting the progress made and actions to take this year in respect to the implementation structure.	

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"> Consider a gender lens during the development and execution of new policies (HR&CS/All) 	<ul style="list-style-type: none"> ✓ Develop Corporate training, tools, and communications on applying a gender lens during the development and execution of new policies. 	3/31/17	Gender Lens tool developed for the execution of new policies. Training on tool scheduled to be completed by 12/31/17.	
			<ul style="list-style-type: none"> ✓ Conduct training and communications on applying gender lens. 	12/31/17	Gender Lens training developed, communicated and conducted with applicable employees, as well as offered to members of City Council.	
			<ul style="list-style-type: none"> ↑ Consider a gender lens during the development and execution of new policies. 	12/31/19		
		<ul style="list-style-type: none"> Workplace Diversity and Inclusion (HR&CS) 	<ul style="list-style-type: none"> ✓ Align Workplace Diversity Plan with the Community Diversity and Inclusion Strategy. 	12/31/17	Workplace Diversity and Inclusion Committee and Diversity and Inclusion Specialist have reviewed the strategies and incorporated into the work plan.	
	<ul style="list-style-type: none"> Work to always be a compassionate city to all. 	<ul style="list-style-type: none"> Compassionate Cities initiative (NCFS) 	<ul style="list-style-type: none"> ↑ Maintain current status with respect to this initiative. 	12/31/19	London continues to maintain its status as a Charter for Compassion participating community. London is a member of the new Canadians for Compassion Task Force (2017).	
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. 	3/31/18	13 homeless serving programs including the City of London are using a shared information system to better meet the needs of individuals and families in our community.	








Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
			 Conduct a more comprehensive update on housing targets and activities as part of Year 5 review of the plan.	3/31/18		<p>Given significant updates and announcements within housing and homeless prevention, including the Federal National Housing Strategy and the new Provincial deadline, additional time to initiate the process is being recommended and supported by the Province.</p> <p>Planning is underway to complete the new 5 year London Homeless Prevention and Housing Plan by March 31, 2019.</p>
			 Conduct annual updates on activities within the Homeless Prevention and Housing Plan.	12/31/19		
			 Implement flexible permanent housing allowance program.	12/31/19	City Council approved organizations to receive housing allowances in 2017. An evaluation of this program is underway.	
			 Implement Homeless Prevention Implementation 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>↑ 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>An evaluation of the Housing Stability Bank has been completed and recommendations are being implemented to improve access to low income Londoners.</p>	
		<p>— London Homeless Prevention System Implementation Plan (NCFS)</p>	<p>■ Establish Housing First youth emergency shelter aimed at prevention.</p>	9/30/18		<p>The new timeline for opening the Housing First youth emergency shelter is targeted for Q3 2019. This is due to the length of time it has taken to acquire land.</p>
			<p>↑ Apply evidence based practices to eliminate chronic homelessness.</p>	12/31/19		
			<p>↑ Focus on diversion from emergency shelter and homelessness.</p>	12/31/19		

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	By April 2018, the City of London will have completed 4 enumeration events.	
		— Ontario Works Service Plan (HSSDH)	 Council approval for Bridges - Circles funding.	3/31/16		
			 Coordinate with lead community partners to broaden the implementation plan for Circles.	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.	
			 Recruit additional staff to support Circles and Bridges training.	6/30/16		
			 Complete Circles Bridges Pilot Evaluation Report.	3/31/17	Pilot Evaluation Report completed July 2016.	
			 Implement the third "Circle".	12/31/16	The Third Circle was completed in January 2017.	
			 Implement of the fourth "Circle".	6/30/17		
			 Complete and release a Circles Bridges Evaluation Report # 2.	9/30/18		
			 Monitor client impacts and outcomes.	12/31/19		
			— Child and Youth Agenda (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		
		 Develop and implement Measurement and Evaluation Framework.		6/30/17		








Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
			<p>↑ Continue to implement Strategic Priorities.</p>	12/31/19	<p>London's Child & Youth Network and the Kiwanis Club of Forest City-London were awarded the 2017 Pillar Innovation Community Collaboration Award for Baby's Book Bag!</p> <p>Over 35 projects were completed by CYN partners from all priority areas to promote the importance of eating vegetables and fruit, supported by \$375,000 in provincial funding.</p> <p>The Targeted Leadership Program trained and engaged 50 youth from diverse backgrounds. To date, 50% of youth who received an interview have been successful at securing a job with one of our partner agencies. Through community partnerships, a new refrigerated truck is used for redistributing 3 tonnes of food per month to neighbourhood based community organizations across the city in need.</p> <p>Forty-six partners from over 25 organizations participated in the Food Families training. Since the training, twenty-two organizations are delivering Food Families in 11 neighbourhoods around London.</p> <p>Literacy on the Go! Grocery Store Conversation Cards launched in 14 grocery stores across the city. Families in every Healthy Kids Community Challenge neighbourhood now have more opportunities to engage in meaningful conversations while they shop.</p>	
			<p>↑ Maintain strong engagement of Child and Youth Agenda Members and funding partners.</p>	12/31/19	<p>To date, \$1,312,500 has been allocated to over 80 projects targeting healthy behaviours in children, youth, and families through the Province's Healthy Kids Community Challenge.</p>	

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
		Age Friendly London (NCFS)	✓ Complete 2nd year of 3 year implementation plan for Age Friendly London.	9/30/15		
			✓ Complete 3rd year of 3 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 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>	
			✓ Create next 3-5 year Age Friendly London Action Plan.	6/30/17	<p>London was honoured by the Ministry of Seniors Affairs with the Age Friendly Community Recognition Award (March 2018).</p> <p>The AFL showcased their accomplishments in the domains of Outdoor Spaces & Buildings and Social Participation at the Ontario AFC Symposium (March 26, 2018)</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	Working Group Highlights: <ul style="list-style-type: none"> • Supported the launch & promotion of the new Caregiver Exchange Forum with AFLN as a community partner. • Updated Age Friendly Parks checklist using a safety lens. • Participated in Neighbourhood Decision Making and submitted age friendly parks project ideas. • Held an older adult Volunteer Fair at Cherryhill Mall in May • Shared information on seniors housing options at 12 seniors groups & community event. • Completed an inventory of assistive devices for recreation. • Trained community members & city staff in anti-ageism with Western Empathy Lab. • Held an event on transportation & mobility for immigrant older adults in May 	
		 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		
			 Engage consultant to assist with development of strategy	6/30/17		
			 Form Advisory Council	7/31/17		













Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
			✓ Present strategy to Council	12/31/17		
		London and Middlesex Food Policy Council - new (NCFS)	✓ Participate in the development of a London and Middlesex Food Policy Council.	9/30/16		
			✓ Participate as a member on the London and Middlesex Food Policy Council supporting the implementation of the community priorities.	9/30/16	A City Councillor and a city representative from Planning participate on the London and Middlesex Food Policy Council.	
	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	9/30/18	LMHC continues to work through implementing their Strategic Plan which includes focusing on tenant's housing stability by investing in support systems that will address the multiple complex needs of tenants. LMHC is also exploring a Situational Table Pilot approach and has utilized the community's Connectivity Table. Additional solutions may also be identified through the London For All Plan that has identified the need for a strategy that engages landlords in keeping more people housed.	
		London Homeless Prevention and Housing Plan 2010-2024 (NCFS/HSSDH)	✓ Implement homeless management information system for use by all funded homeless serving organizations	3/31/18	13 homeless serving programs including the City of London are using a shared information system to better meet the needs of individuals and families in our community.	
			↑ Implement flexible permanent housing allowance program	12/31/19	City Council approved organizations to receive housing allowances in 2017. An evaluation of this program is underway.	
			↑ Implement Homeless Prevention Implementation 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>↑ 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>An evaluation of the Housing Stability Bank has been completed and recommendations are being implemented to improve access to low income Londoners.</p>		
			<p>— London Homeless Prevention System Implementation Plan (NCFS)</p>	<p>■ Establish Housing First youth emergency shelter aimed at prevention</p>	9/30/18		<p>The new timeline for opening the Housing First youth emergency shelter is targeted for Q3 2019. This is due to the length of time it has taken to acquire land.</p>
			<p>↑ Apply evidence based practices to eliminate chronic homelessness</p>	12/31/19			
			<p>↑ Focus on diversion from emergency shelter and homelessness</p>	12/31/19			

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	By April 2018, the City of London will have completed 4 enumeration events.	
		 The London Plan (Homelessness Prevention & Housing) – draft (Planning)	 Prepare second draft of London Plan and release recommended Homelessness Prevention & Housing policies for comments. Undertake second round of public engagement seeking comments	6/30/15	Completed the second draft of The London Plan in June, 2016.	
			 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	Numerous City projects consistent with The London Plan coming forward, including: <ul style="list-style-type: none"> - rapid transit - Dundas Place/flex street - Future City Strategy - Urban Agriculture Strategy 	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	Pre-hearing Conference took place on March 29, 2018 to further refine scope of appeals, and to identify portions of the Plan in force and effect. Unappealed policies have been in force since January 18, 2018. Appealed policies that have been resolved will be in effect as of the date of the Board's Order (Q2, 2018)	

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>	6/30/18	<p>Pre-hearing Conference scheduled for March 29, 2018 to further refine scope of appeals, and to identify portions of the Plan in force and effect.</p> <p>Mediation scheduled for April, 2018 (two weeks) to resolve appeals and to identify additional policies to be identified as in force.</p>	<p>Motion for unappealed policies to come into force and effect was heard on March 29, 2018.</p> <p>Unappealed policies have been in force as of January 18, 2018.</p>
			<p>↑ Implement monitoring program bi-annually to evaluate progress on London plan policies</p>	12/31/19		
	<p>— Reduce and prevent homelessness.</p>	<p>— London Homeless Prevention System Implementation Plan (NCFS)</p>	<p>✓ Implement homeless management information system for use by all funded homeless serving organizations</p>	3/31/18	<p>13 homeless serving programs including the City of London are using a shared information system to better meet the needs of individuals and families in our community.</p>	
			<p>↑ Continue to implement Homeless Prevention System Implementation Plan</p>	12/31/19		
			<p>↑ Implement flexible permanent housing allowance program</p>	12/31/19	<p>City Council approved organizations to receive housing allowances in 2017. An evaluation of this program is underway.</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>An evaluation of the Housing Stability Bank has been completed and recommendations are being implemented to improve access to low income Londoners.</p>	
		<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>The new timeline for opening the Housing First youth emergency shelter is targeted for Q3 2019. This is due to the length of time it has taken to acquire land.</p>
			<p> Apply evidence based practices to eliminate chronic homelessness</p>	12/31/19		
			<p> Focus on diversion from emergency shelter and homelessness</p>	12/31/19		

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	By April 2018, the City of London will have completed 4 enumeration events.	
	 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	Operational as of May 8, 2017.		
 Plan and discuss location and services for the Core Social Services office with Corporate partners			12/31/19	Operational as of March 27, 2017.		
			 Provide compassionate care for animals.	 Expanded Animal Welfare Initiatives Strategy (DCS/EES)	 Begin Renovations of purchased building for Cat Adoption Centre	3/31/17
 Finalize plan for Companion Animal Veterinarians Clinic which will focus on providing spay/neuter of feral cats, low income spay/neuter and micro-chipping animals	6/30/16	City Vet Clinic received approval from the College of Veterinarians of Ontario in July. The clinic is staffed and fully operational.				

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"> ✓ Open Companion Animal Veterinarians Clinic 	7/31/17	City Vet Clinic received approval from the College of Veterinarians of Ontario in July. The clinic is staffed and fully operational.	
			<ul style="list-style-type: none"> ✓ Open Renovated Cat Adoption Centre to the public 	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.	
			<ul style="list-style-type: none"> ↑ Report monthly on animal statistics on the City website on animal shelter statistics with an emphasis on live release rates and animal adoptions 	12/31/19	This data is provided on a monthly basis.	
		<ul style="list-style-type: none"> — Humane Wildlife Conflict Policy (Planning) 	<ul style="list-style-type: none"> ✓ Complete Coyote Protocol review 	12/31/15		
			<ul style="list-style-type: none"> ✓ Develop and Implement the Beaver Protocol 	12/31/15		
			<ul style="list-style-type: none"> ✓ Complete Tree Trimming Protocol 	9/30/16		
			<ul style="list-style-type: none"> ↑ Monitor implementation of Coyote Protocol 	12/31/19		
4. Amazing arts, culture and recreation experiences	<ul style="list-style-type: none"> — Fund and partner with the community to celebrate Canada's 150th anniversary in 2017. 	<ul style="list-style-type: none"> — Canada's Sesquicentennial Anniversary of Confederation (CMO) 	<ul style="list-style-type: none"> ✓ Recruit the 150th Anniversary Coordinator and establish the governance structure with the lead partners of the London Heritage Council, London Celebrates Canada and the City of London Culture Office 	12/31/15		

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 an 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>	









Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
			 Establish and execute social media and traditional media marketing strategies for local Canada 150 programming	3/31/18	SesquiFest was the signature event for Canada 150 London in 2017, and was highly successful, standing up against similar initiatives in communities across Canada. 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.	

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
			 Implement Canada 150 Anniversary Programming for 2017	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. 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. Of these respondents only 35 people (5%) responded that they did not enjoy the event.</p>	

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
	Explore the potential for a multi-use performance venue(s) in London.	Cultural Prosperity Plan (CMO)	✓ Examine proceeding with 2015 performance venue proposals in relation to implementing list of all Transformational Projects	3/31/15		
		London's Downtown Plan (Planning)	↑ Evaluate emerging opportunities which advance this Transformational project and implement as resources allow	12/31/19	Consideration will be given to opportunities as they arise.	
	Invest in new parks and recreation facilities and pursue innovative models for programs and service delivery.	Parks and Recreation Strategic Master Plan 2009-update (P&R / NCFS)	✓ Continue to implement the London Community Gardens Strategic Plan 2015-19: Establish Policies and Guidelines through a series of stakeholder engagement sessions	3/31/15	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.	
			✓ 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.	

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 Municipal Golf Course Business Plan: Improve playability and customer experience by redesigning #7 and #10 teeing grounds at Thames Valley Golf Course</p>	12/31/15	The Municipal Golf 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.	
			<p>✓ Continue to Implement the Storybook Gardens Master Plan: Collaborate with Fanshawe College to add production quality to various programs</p>	12/31/15	We continue to work with Fanshawe College to put on events like our Halloween event this fall.	
			<p>✓ Continue to Implement the Storybook Gardens Master Plan: Open renovated splash pad</p>	12/31/15	The spray pad and slide have been a huge success in helping to bring in record numbers of visitors.	
			<p>✓ Continue to Implement the Municipal Golf Course Business Plan: Establish new contracts for carts and third party resellers to improve revenue opportunities</p>	3/31/16	The Municipal golf system continues to realize increased revenue opportunities through the management of revenue building contracts with external service providers that includes golf cart leasing and third party golf tee time resellers.	
			<p>✓ Increase budget for the Recreation Program Subsidy to improve access to recreation program opportunities for low income residents unable to meet full registration fees</p>	3/31/16	<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>In 2017, approximately 17,000 Londoners of all ages were supported to participate in recreation opportunities with the City subsidizing over \$1 million in programming.</p>	
			<p>✓ Select architects for the East Community Centre</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>✓ 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	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>✓ Submit Interim Update on Parks and Recreation Strategic Master Plan</p>	6/30/16	An Interim Update report went to Council in January 2017 that discussed accomplishments to date, and next steps in the plan process.	
			<p>✓ Start Construction of the South West Community Centre</p>	7/1/16	The exciting groundbreaking and construction of the Southwest Community Centre began in July 2016.	
			<p>✓ Undertake public engagement for the East Community Centre</p>	9/30/16	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>✓ 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	An Advisory Group was established in 2016 that meets quarterly. This group plays a leadership role in their respective gardens to welcome gardeners and also helps with orientation and support to the garden.	
			<p>✓ Determine final design of the East Community Centre</p>	6/30/17		
			<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>	6/30/18		

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
			 Develop innovative delivery models to increase recreation opportunities for seniors in neighbourhoods	12/31/17	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 7 th Seniors' Satellite. The Seniors' Satellites are affordable and accessible neighbourhood programming for older adults. The Trinity Senior's Satellite opened in November, 2017 and programs for seniors are running weekly.	
			 Continue to Implement the Storybook Gardens Master Plan: Celebrate 60th anniversary	6/30/18	A calendar of events and activities will be offered throughout the 2018 spring and summer season to help mark Storybook Gardens' 60 years of operation in London.	
			 Redevelop Silverwoods Arena	3/31/19		
			 Decommission Glen Cairn Arena	9/30/18		
			 Open the South West Community Centre	9/30/18		
			 Open the East Community Centre	6/30/19	In October 2017, Council approved the financing and the tender for the construction of the East Community Centre at 1731 Churchill Avenue. Construction began in the Fall of 2017 with project completion in 2019.	
			 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.	

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
			<p>↑ Continue to work on joint venture agreements with School boards, Universities and Colleges to provide recreational opportunities for the community at non-City owned facilities</p>	12/31/19	<p>Regular meetings occur throughout the year to ensure a positive working relationship between all groups to provide quality recreation facilities to our community.</p>	
			<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>In January and February, 2018, the Fitness Flex Pass has been used 759 times at 5 sites.</p> <p>The Grade 5 Act-i-Pass registration numbers for the 2017/2018 school year is currently at 1,586 students, and growing. There was a 51% increase in the number of Spectrum programs accessed by Act-i-Pass students.</p> <p>Implemented a new model for delivery of free summer playground programs, providing access to 7 new sites in the summer of 2017.</p>	
			<p>↑ Implement Healthy Kids Community Challenge initiatives</p>	12/31/19	<p>To date, 4 provincially mandated themes have been implemented, representing over 80 collaborative projects linked to "Run. Jump. Play. Every Day," "Water does Wonders," "Choose to Boost Veggies and Fruit," and "Power Off and Play" which 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>	



Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
			<p>↑ Present updated Parks and Recreation Strategic Master Plan to Council</p> <p>↑ Update Parks and Recreation Strategic Master Plan 2019</p> <p>✓ Continue to implement the London Community Gardens Strategic Plan 2015-19: Implement Phase 1 of Strategic Plan</p> <p>✓ Update Interim Parks and Recreation Strategic Master Plan and Sub-studies</p> <p>✓ Undertake public discussions regarding Glen Cairn Arena decommissioning</p> <p>↑ Continue to Implement the Municipal Golf Course Business Plan: Implement plan to continue operating a self-sustaining "Golf Pays for Golf" experience for Londoners</p> <p>↑ Continue to implement the London Community Gardens Strategic Plan 2015-19: Implement 2017 - 2019 recommendations</p>	<p>12/31/19</p> <p>12/31/19</p> <p>3/31/16</p> <p>12/31/18</p> <p>9/30/16</p> <p>12/31/19</p> <p>12/31/19</p>	<p>Phase 1 of the Strategic Plan for Community Gardens has been implemented</p> <p>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.</p> <p>Improvements have been made to water availability in several gardens. Accessible garden plots continue to be added to garden sites and accessible beds are available upon request.</p> <p>In 2018, the registration process moved to on line and overall, it was a successful implementation improving efficiency for most gardeners. In addition a Spectrum program has been created for 2018 to educated interested residents about community gardening.</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: Implement 2017 - 2019 recommendations</p>	12/31/19		
			<p>↑ Implement approaches to increase recreation opportunities for seniors in neighbourhoods</p>	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>The Trinity Senior's Satellite opened in November, 2017 and programs for seniors are running weekly.</p>	
		<p>— The London Plan (Parks & Recreation) – draft (Planning)</p>	<p>✓ Prepare second draft of London Plan and release recommended Parks & Recreation policies for comments. Undertake second round of public engagement seeking comments</p>	6/30/15	Completed the second draft of The London Plan in June, 2016.	
			<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	<p>Numerous City projects consistent with The London Plan coming forward, including:</p> <ul style="list-style-type: none"> - rapid transit - Dundas Place/flex street - Future City Strategy - Urban Agriculture Strategy 	<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>

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
			 Target unappealed portions of the London Plan in force and effect	12/31/17	<p>Pre-hearing Conference took place on March 29, 2018 to further refine scope of appeals, and to identify portions of the Plan in force and effect.</p> <p>Unappealed policies have been in force since January 18, 2018.</p> <p>Appealed policies that have been resolved will be in effect as of the date of the Board's Order (Q2, 2018)</p>	
			 Target appeals to the London Plan resolved/Ontario Municipal Board decision	6/30/18	<p>Pre-hearing Conference scheduled for March 29, 2018 to further refine scope of appeals, and to identify portions of the Plan in force and effect.</p> <p>Mediation scheduled for April, 2018 (two weeks) to resolve appeals and to identify additional policies to be identified as in force.</p>	<p>Motion for unappealed policies to come into force and effect was heard on March 29, 2018.</p> <p>Unappealed policies have been in force as of January 18, 2018.</p>
			 Implement monitoring program bi-annually to evaluate progress on London plan policies	12/31/19		
		 Cultural Prosperity Plan (CMO)	 London Arts Council and London Heritage Council - Implement Culture Days/Doors Open London annually during the last weekend of September	9/30/16		




Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
			<p>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</p>	6/30/19	<p>The Culture Office cohosted an ArtsBuild Workshop Learn it Build Manage it with Museum London in February 2016. Culture City is a new program of the LAC launched in 2017. Culture City immerses teachers and students in their local culture, participating in hands-on learning experiences related to the Ontario Civics Curriculum. The Companion Program is the funded project for this action team which focuses on Cultural Tourism to London's Core, and has been shaped from the basis of the Culture City program. It is envisioned that this program will form part of a bid package for hotels, conference centres host committees, and any professional or volunteer group working to attract visitors to London. London Arts Live (LAL) is a program created by the LAC and London Music Office that was launched in 2016 through CAIP to provide funding for professional artists to perform in 22 designated public spaces in London. The program is the first of its kind in Canada providing emerging artists a chance to grow their career while providing Londoners with the opportunity to interact with culture across the city. A total of 136.5 hours of programming has been scheduled with over 70 bookings.</p>	

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
			<p>↑ London Heritage Council - Implement a variety of heritage based initiatives such as: Trails Open London and Museum School programs</p>	6/30/19	<p>Trails Open provides Londoners and visitor's access to, and educational programming about, environmentally significant areas and trails in London. Participating green spaces are animated with programming to promote natural heritages conservation and stewardship and a healthy physical active lifestyle. In 2017 Trails Open London included a new partnership with Earth Day in April as a signature event of Canada 150 London and had over 2000 visitors. The Westminster Ponds Boardwalk launch event tied with Trails Open had 375 visitors in October 2017. Museum School is an award-winning collaborative education program that allows elementary school classes to spend a full week immersed in hands-on learning at one of ten London-area museums and heritage sites. In Museum School London's 11 year history, more than 15,000 students have made life-long memories and discovered their passion for Canada's heritage. In 2016-17 Museum School reached over 1,100 students in 44 classrooms.</p>	
	<p>— Fund and partner with Museum London, the London Arts Council, the London Heritage Council, Eldon House, the London Public Library, and others to strengthen culture in London.</p>	<p>— Cultural Prosperity Plan (CMO)</p>	<p>✓ Culture Office - Establish the City of London as the trustee for the Eldon House Little Trust Fund, which contributes to the maintenance of the Eldon House Collections</p>	12/31/16	<p>City of London became the Trustee for the Little Trust Fund in January 2017.</p>	

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	12/31/18	<p>As of 2016, a partnership agreement was signed with Fanshawe College, with the overall aim of students being able to make use of and engage with the grounds of the Eldon House site. Eldon House has hosted Landscape Design summer co-op positions in 2016, 2017 and will be again in 2018. A sustainable bursary is being sought to make the positions secure going forward. In the Fall 2018 term, students will be utilizing the Eldon House grounds more formally, to be imbedded in their course-work.</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>The City's Culture Office and Corporate Communications Division have worked through the London Advisory Committee for Heritage (LACH) with many heritage partners including, but not limited to: the LPL Historic Sites Committee and the London Heritage Council to create City of London Cultural Heritage Interpretive Signage. The following signage has been created and installed to date:</p> <ul style="list-style-type: none"> • Hunt Mill • Richmond Row • Historical Bicycle Signage • Whiskey Row • Burridge Block <p>In 2017, the Culture Office worked with Parks Planning and the LHC to complete an inventory of the cultural heritage interpretive signage along the Thames River. The Finding Freedom in the Forest City film was created for 2017 Canada 150 by Justine Turner and was showcased as part of Black History Month in February 2018. The Culture Office is working with the City's Urban Forestry, Communications and Justine Turner to host Emancipation Day and the historic Meeting Tree as the Launch of National Forest Week on Sept. 23, 2018. Dr. Mark Tovey, a postdoctoral fellow in History at Western working together with the City's Culture Office, has conducted 30 interviews with residents in the neighbourhoods surrounding Oxford and Richmond Streets. These interviews will become source material for mini-documentaries that engagingly reveal intangible culture in London. When the work is complete, it will be possible to wander this part of London with a smartphone and hear and see stories of this area in the voices of the people who live there.</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"> Museum London Strategic Plan (CMO) 	<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>✓ 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	<p>Museum London exceeded overall the Strategic Plan of feet, friends and funds 2016 objectives during the 2017 construction year only falling short in several fundraising areas due primarily to targeting donor contribution to Centre at the Forks campaign. Museum London 2017-2020 Strategic Plan was finalized in January 2018.</p>	<p>Some fundraising projects fell short due to emphasis on Centre at the Forks fundraising campaign. Rentals however exceeded 2016 target but below 2017 goal due to construction.</p>
			<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		<p>Centre at the Forks construction schedule revised to be completed in 2018 spring with mid-year opening. Construction schedule slowdown due to unforeseen circumstances. In addition to Centre at the Forks as the site for the 2019 Juno Awards Governors' reception, Museum London is open for other Juno Awards events including hosting two Juno Awards exhibitions.</p>
			<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>	1/31/20	<p>Culture Club 55+ continues with steady audience numbers. Two year Indigenous Legacy Project funded by London Community Foundation Vitality grant is in progress with a First Nations Manager hired and currently working with Indigenous communities to design programming in 2018 that will be realized in 2019.</p>	<p>The end date has been changed from December 2017 because this milestone is ongoing,</p>

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
			 Celebrate Canada's Sesquicentennial through material culture and art exhibitions with programming including: the exhibitions (working titles) Canada 150: A Student Exhibition; 150 Years of Art Making in London; and Canadian Eh? A History of the Nation's Signs and Symbols.	12/31/17		
			 Increase programs for socially/economically disadvantaged school children: expand Making Art Making Community curriculum-based program; increase enrollment in our High Five (standard of excellence) art camps via purchase of services through the City's child care fee subsidy program.	12/31/19	<p>In February 2018, Making Art Creating Community, a successful, multi-day, curriculum-based program funded for 16 years by London Life and targets underserved rural and London elementary schools, involved 157 students instructed by an Indigenous educator/artist, to increase students' self-confidence and esteem through the discovery of personal talents and creativity. Numbers in 2018 for overall public programming are up. In 2017 subsidized or free public programming 54 families used the City subsidy program for our High Five camps and 1,446 children participated with a caregiver in free art public programming.</p>	
		 London Public Library 2014-2017 Strategic Plan (CMO)				






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 consistency 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>	
			✓ Implement next Age Friendly London Action Plan	12/31/19		

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
	<ul style="list-style-type: none"> Support the health and well-being of all children, youth, and families in London. 	<ul style="list-style-type: none"> Child and Youth Agenda 2012-2015 (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		
			<ul style="list-style-type: none"> ✓ Develop and implement Measurement and Evaluation Framework 	6/30/17		




Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
			<p>↑ Continue implementation of Strategic Priorities</p>	12/31/19	<p>London's Child & Youth Network and the Kiwanis Club of Forest City-London were awarded the 2017 Pillar Innovation Community Collaboration Award for Baby's Book Bag!</p> <p>Over 35 projects were completed by CYN partners from all priority areas to promote the importance of eating vegetables and fruit, supported by \$375,000 in provincial funding.</p> <p>The Targeted Leadership Program trained and engaged 50 youth from diverse backgrounds. To date, 50% of youth who received an interview have been successful at securing a job with one of our partner agencies</p> <p>Through community partnerships, a new refrigerated truck is used for redistributing 3 tonnes of food per month to neighbourhood based community organizations across the city in need.</p> <p>Forty-six partners from over 25 organizations participated in the Food Families training. Since the training, twenty-two organizations are delivering Food Families in 11 neighbourhoods around London</p> <p>Literacy on the Go! Grocery Store Conversation Cards launched in 14 grocery stores across the city. Families in every Healthy Kids Community Challenge neighbourhood now have more opportunities to engage in meaningful conversations while they shop.</p>	
			<p>↑ Maintain strong engagement of Child and Youth Network Members and funding partners</p>	12/31/19	<p>To date, \$1,312,500 has been allocated to over 80 projects targeting healthy behaviours in children, youth, and families through the Province's Healthy Kids Community Challenge.</p>	

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
	<p>— Protect and promote the safety of Londoners through funding the work of the London Police Services.</p>	<p>— London Police Services 2016-2018 Business Plan (CMO)</p>	<p>↑ Continue Efforts to Deliver Efficient and Cost Effective Service</p>	<p>12/31/19</p>	<p>Interviews of Sexual Assault Victims – In December 2017, a new interview room at St. Joseph Hospital was constructed for on camera interviews and is now a “one stop” for detectives who can interview a victim following their sexual assault kit.</p> <p>Automated the process for disclosure of impaired videos (1 day wait vs 1-2 months)</p> <p>Development of electronic process for long form summonses in e-ticket software significantly reduced data entry.</p> <p>Field video cameras were obtained for use in recording interviews which reduced the time necessary to transport witnesses and investigators back to HQ and reduced the number of witnesses who declined to be interviewed because they did not want to travel to LPS HQ.</p>	
			<p>↑ Cultivate and Sustain a Quality Work Environment</p>	<p>12/31/19</p>	<p>Starting in January 2018, training is being provided to all employees on Cultural and Racial Awareness with a focus on the Black Community. A voluntary employee Diversity Survey is currently being conducted to gather information on the demographic profile. The results in comparison to the previous survey will enable us to measure progress towards better reflecting the diverse community we serve.</p>	
			<p>↑ Protect and Assist Victims and Vulnerable Persons in our Community</p>	<p>12/31/19</p>	<p>In January 2018, the LPS enhanced the services for the deaf community by providing access to sign language interpretation services when required in addition to the previously existing TTY and LPS chat services.</p>	

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
			 Provide London with a Safe and Secure Community	12/31/18	<p>Task Force Partnerships – RCMP, OPP, and several municipal services partnered with LPS for task forces relating to Human Trafficking, Auto Theft, Street Gang and Robberies which lends to greater coverage in identifying and investigating suspects in the southwest region.</p> <p>More interactive options for citizens to send in complaints regarding road safety - such as the LPS chat. This has allowed the LPS to focus resources quickly if a new road safety issue arises.</p>	
			 Strengthen Community Outreach, Partnerships and Communications	12/31/19	<p>In November 2017, the Regional Sexual Assault and Domestic Violence Treatment Program at St. Joseph's Hospital was the first clinic to partner with LPS for victims of human trafficking. It's the first point of care for women, children and men who have experienced sexual assault, sexual abuse or domestic violence.</p> <p>In January 2018, the LPS enhanced its services with the deaf community by providing access to sign language interpretation services when required in addition to the previously existing TTY and LPS chat services.</p>	
	<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>	 Resource Redeployment: Relocate Station 11 - Acquire land	3/31/15		





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: Pilot a computer-based Work Order system for fire code inspections, with an emphasis on risk-based inspections for multi-occupancy buildings in areas with higher prevalence of fires</p>	6/30/16		
			<p>✓ Introduction of New Technology: Introduce Driver Training Simulator. Train key personnel, develop plan and programing</p>	6/30/16		
			<p>✓ Increased Public Education and Prevention: Increase public education activities in areas of the City with higher prevalence of fires</p>	9/30/16	<p>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 2017, public educators attended 762 events and interacted with 67,559 attendees distributing various types of fire safety materials.</p>	
			<p>✓ Increased Public Education and Prevention: Introduce pilot for risk-based Fire Prevention education - areas with higher prevalence of fires</p>	9/30/16	<p>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		

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
			<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		
			<p>✓ Introduction of New Technology: Deliver 2nd Phase of Training</p>	12/31/16		
			<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</p>	9/30/17		
			<p>✓ 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</p>	9/30/17		
			<p>✓ Resource Redeployment: Relocate Station 11 - Construct and open station</p>	9/30/17		




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 15 - Identify location and acquire land	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. Pre-engineering and design is proposed to be done in 2021 with completion in 2022.</p>	
			 Resource Redeployment: Add Station 15 - Develop construction timetable	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. Pre-engineering and design is proposed to be done in 2021 with completion in 2022.</p>	
			 Resource Redeployment: Add Station 16 - Identify location and acquire land	6/30/19		

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
			<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 year end statistics for 2015 to 2017.</p> <p><u>Inspection and Inspection Activities</u> 2015 – 6,690; 2016 – 8,830; 2017 - 8,613</p> <p><u>Inspections</u> 2015 – 2,808; 2016 – 3,108; 2017 - 4,088</p> <p><u>Inspection Orders</u> 2015 – 725; 2016 – 1,455; 2017 - 1,335</p> <p><u>Site Visits</u> 2015 – 890; 2016 – 1455; 2017 - 1,313</p> <p><u>Site Plan Inspections</u> 2015 – 12; 2016 – 27; 2017 - 64</p> <p><u>Building Permit Inspections</u> 2015 – 478; 2016 – 630; 2017 - 608</p> <p><u>POA Part 1 Tickets</u> 2015 – 20; 2016 – 83; 2017 - 117</p> <p><u>POA Part 3 Charges</u> 2015 – 3; 2016 – 9; 2017 - 4</p>	
			<p>↑ Introduction of New Technology: Continue Driver Training Simulator operations</p>	12/31/19		
			<p>↑ Introduction of New Technology: Implement mobile technologies, records and performance management software projects and determine approach to move forward</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>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.</p> <p>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>	
 <p>Increased Public Education and Prevention: Hire Fire Inspectors to increase frequency of routine inspections</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
			<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		
	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	A full scribe program has been developed, scribes have been trained and they participated in the 2017 annual exercise.	
			<p>✓ Develop Program outline - Public Notification</p>	12/31/17	The Alert London program has been fully operational since May 2017.	
			<p>↑ Implement Emergency Operations Centre Scribe Program</p>	12/31/18		
			<p>↑ Implement Public Notification Program</p>	12/31/18		

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
			 Review, update, monitor and evaluate Public Notification Program	12/31/19		
		 Emergency Social Services Plan – New (HSSDH)	 Align the activities of the community plan work with Vulnerable Occupancy Protocol activities	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>↓ Develop a protocol for assisting with and monitoring individual and community recovery once the emergency response ends</p>	12/31/17		<p>Since the development of this milestone, there have been a few community response processes implemented (eg. Vulnerable Occupancy Protocol (VOP) and Community Connectivity Table).</p> <p>In February 2018, the VOP process was reviewed with stakeholders which included representatives from Fire, Police, Public Health, By Law, Homeless Prevention, Social Services, Housing and ODSP. Stakeholders supported the continued approach of the VOP process and acknowledged the benefits the process has provided agencies to work collaboratively. There were also good suggestions on how the protocol could be enhanced.</p> <p>There is also a community Connectivity Table to address 'Acute Elevated Risk' of harm situations.</p> <p>The current process is a less formalized process to address an emergency response. It is recommended to adjust the timeline to March 31, 2019 to establish a working team to develop a plan that can be incorporated in to the Community Emergency Response Plan and that is respectful of other process established to support London's vulnerable population.</p>

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
			<p>↓ Establish a revised resource plan based on best practices and develop a local plan for the provision of community based emergency social services following a community crisis event (after the closure of a reception center and formal emergency management activities)</p>	12/31/17		Recommend adjusting the timeline to March 31, 2019 to align with other milestones associated with the development of the Emergency Social Services Plan.
			<p>↓ Report to Council with recommendations and action plans as required</p>	6/30/18		Recommend adjusting the timeline to August 31, 2019 to align with other milestones associated with the development of the Emergency Social Services Plan.
	<p>— Improve London's neighbourhoods through pro-active enforcement of updated by-laws.</p>	<p>— By-law Review (DCS)</p>	<p>✓ Adopt big picture ideas of regulations</p>	6/30/16	Review Business Licensing By-law to incorporate improved consumer protection and nuisance control in London's neighbourhoods. By-law is in full force and effect.	
			<p>✓ Identify and expand existing pro-active enforcement areas to include additional areas which would benefit from pro-active enforcement</p>	6/30/16	New areas in near campus neighbourhoods identified for proactive enforcement.	
			<p>✓ Review the existing Business Licensing By-law with a focus on public health, safety, and consumer protection to create new and improved regulations</p>	9/30/17	By-law is in full force and effect.	
			<p>✓ Hold public meetings for Business Licensing By-law review</p>	1/31/17	By-law is in full force and effect.	



Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance	
			✓ Implement new areas for enforcement	9/30/16	New areas in near campus neighbourhoods identified for proactive enforcement.		
			✓ Implement the Business Licensing By-law	12/31/17	By-law is in full force and effect.		
		— Multi-agency enforcement partnerships (DCS)	✓ 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.		
			✓ Implement a multi-agency process of addressing vulnerable occupancies in a variety of housing situations	12/31/19	Vulnerable Occupancy Protocol VOP implemented. Rapid response multi-agency team protocol addressing building, safety and social issues.		
		— Targeted proactive enforcement blitzes (DCS)	✓ Identify new areas	6/30/16	New areas in near campus neighbourhoods identified for proactive enforcement		
			✓ Implement targeted enforcement protocol	9/30/16	New areas in near campus neighbourhoods identified for proactive enforcement.		
			↑ Implement a targeted program for proactive blitzes to address issues related to neighbourhood quality of life	12/31/19	New areas in near campus neighbourhoods identified for proactive enforcement.		
		— 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	AODA Accessibility Report reviewed, implemented, and brought forward to Council prior to it being filed in Dec 2017.	
				↑ Update City of London Accessibility Plan	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"> 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)	<ul style="list-style-type: none"> Review the locations for new School Crossing Guards annually 	6/30/19		
<ul style="list-style-type: none"> Review and adjust the School Crossing Guard operating hours at each location to reflect changes in the school entry and dismissal times annually 			12/31/19			
<ul style="list-style-type: none"> Develop a program to install new pedestrian crossing devices 			6/30/16			
		Active and Safe Routes to School (EES)	<ul style="list-style-type: none"> Enhance pedestrian safety by expanding and upgrading pedestrian facilities at 5 locations 	9/30/16		
<ul style="list-style-type: none"> Develop & Implement a School Zone Speed Limit Policy 			12/31/16			
<ul style="list-style-type: none"> Enhance pedestrian safety by expanding and upgrading pedestrian facilities at 18 locations 			9/30/17	Completed the installation of 35 Pedestrian Crossovers in 2017.		
<ul style="list-style-type: none"> Enhance pedestrian safety by expanding and upgrading pedestrian facilities at 18 locations 			9/30/18			
<ul style="list-style-type: none"> Enhance pedestrian safety by expanding and upgrading pedestrian facilities at 18 locations 			9/30/19			
<ul style="list-style-type: none"> Review local issues at 10 schools per year 	12/31/19					

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"> Winter Maintenance Strategy - new (EES) 	<ul style="list-style-type: none"> ✓ Develop a strategy that provides options for Council to consider for implementation related to enhanced service levels on sidewalks and pathways 	12/31/15		
	<ul style="list-style-type: none"> Help Londoners understand how we provide safe drinking water and protect the Thames River. 	<ul style="list-style-type: none"> Thames River Clear Water Revival Project (EES / Planning) 	<ul style="list-style-type: none"> ✓ Report to Council on Thames River Water Management Plan: Phase 1 	9/30/18	<p>Water management plan is completed and is out for comment from the various municipal and conservation authority stakeholders. A report to council was completed in April 2018. 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>	
<ul style="list-style-type: none"> ↑ Report to Council on approaches to implement targets, monitoring and future reporting methods 			12/31/18			
<ul style="list-style-type: none"> ↑ Report to Council on program implications and budget impacts 			12/31/19			
<ul style="list-style-type: none"> Source Water Protection Plan (EES) 		<ul style="list-style-type: none"> ✓ Seek Provincial approval of a plan for the protection of groundwater near City wells 	3/31/16	Approval of the Plan confirms that how we are proposing to manage protection of source water meets Provincial requirements, and is technically sound.		
		<ul style="list-style-type: none"> ✓ Train development approval staff to communicate requirements to developers 	9/30/16	The Plan can impose more stringent requirements on development opportunities. Staff are now able to communicate the importance of source water protection to the development community.		
		<ul style="list-style-type: none"> ✓ Update the City website to communicate the program to the public 	3/31/17	The City website was updated and highlights the importance of our the Source Water Protection plans in ensuring clean drinking water for all residents of London.		
<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			

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"> 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		
		<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	Completed the second draft of The London Plan in June, 2016.	
			<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	<p>Numerous City projects consistent with The London Plan coming forward, including:</p> <ul style="list-style-type: none"> - rapid transit - Dundas Place/flex street - Future City Strategy - Urban Agriculture Strategy 	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
			✓ Target unappealed portions of the London Plan in force and effect	12/31/17	Pre-hearing Conference took place on March 29, 2018 to further refine scope of appeals, and to identify portions of the Plan in force and effect. Unappealed policies have been in force since January 18, 2018. Appealed policies that have been resolved will be in effect as of the date of the Board's Order (Q2, 2018)	
			↑ Target appeals to the London Plan resolved/Ontario Municipal Board decision	6/30/18	Pre-hearing Conference scheduled for March 29, 2018 to further refine scope of appeals, and to identify portions of the Plan in force and effect. Mediation scheduled for April, 2018 (two weeks) to resolve appeals and to identify additional policies to be identified as in force.	Motion for unappealed policies to come into force and effect was heard on March 29, 2018. Unappealed policies have been in force as of January 18, 2018.
			↑ Implement monitoring program bi-annually to evaluate progress on London plan policies	12/31/19		
		— Partnership with Conservation Authorities: Kettle Creek Conservation Authority, Lower Thames Conservation Authority, Upper Thames Conservation Authority (EES)	✓ Conservation Authority Partnerships Phase 1: Develop a Memorandum of Understanding related to Water Erosion Control Infrastructure funded projects undertaken jointly by the Upper Thames Conservation Authority and City. Report back on this to Municipal Council and the Upper Thames Conservation Authority Board	2/28/17	A Memorandum of Understanding related to Water Erosion Control Infrastructure funded projects undertaken jointly by the Upper Thames Conservation Authority and City was completed between the UTRCA and the City.	






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	A review of the the current partnerships between the Conservation Authority and the City was undertaken and elements were incorporated into the UTRCA-London Memorandum of Understanding. The City and UTRCA continue to broaden our partnerships on various projects including the Domestic Action Plan for phosphorous reduction and implementation of Low Impact Development infrastructure.	
			 Conservation Authority Partnerships Phase 3: Partner with Conservation Authorities to roll out the Low Impact Development Strategy	12/31/18		

Introduction

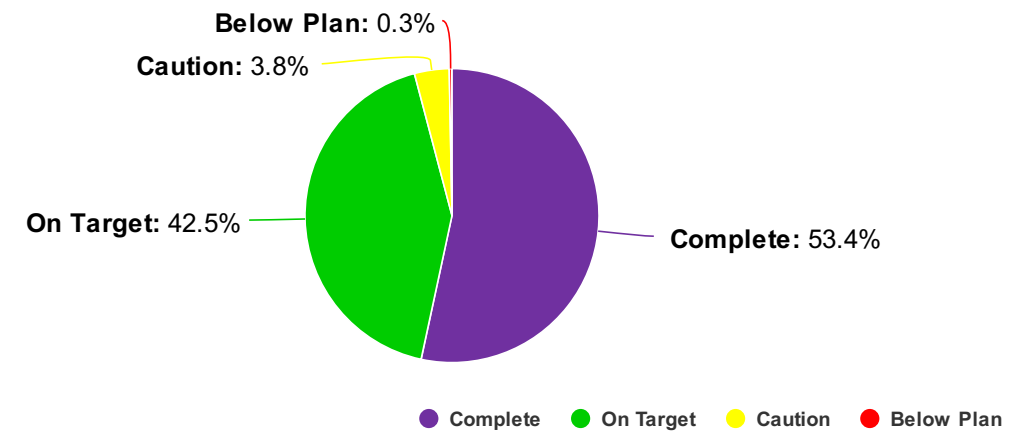
Building a Sustainable City

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 2018. Through targeted investments, the ten year transportation infrastructure gap was increased by 5% to \$202 million. The gap remains significant and continued efforts to address it are required.</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>Asset management implementation for both Transportation and Parks & Recreation is in progress. Completed inventory, condition & level of service analysis and currently developing standardized risk and life cycle management framework. Updates on Transportation Infrastructure gap is prepared annually.</p>	
			<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	<p>Recommendations have been applied and Council approved policies that would allocate funds to the infrastructure gap reserve fund (e.g. Surplus Policy and Assessment Growth Policy). To date this reserve fund has a balance of \$2.753 million.</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"> Implement the system across the city 	12/31/19	Asset management implementation for both Transportation and Parks & Recreation is in progress. Once the pilots (Transportation and Parks & Recreation) are complete, the corporate asset management system will be implemented for the remaining service areas.	On January 23, 2018, Civic Administration brought forward a report that outlined Ontario Regulation 588/17 that came into effect on January 1, 2018. The regulation sets out new requirements for municipal asset management planning and phases of implementation. The end date of this milestone needs to be updated to align with the new requirements. Proposed new end date to implement the system across the city is 9/30/23.
	<ul style="list-style-type: none"> Manage and improve water, wastewater, and storm water infrastructure and services 	<ul style="list-style-type: none"> Water and Wastewater Business Plans (EES) 	<ul style="list-style-type: none"> Seek Council approval of 2016-19 Business Plan and Budget 	3/31/16		
			<ul style="list-style-type: none"> Implement the Business Plan annually 	12/31/19		
	<ul style="list-style-type: none"> Manage and upgrade transportation infrastructure such as heritage bridges, railway grade separations, cycling facilities, and parking lots 	<ul style="list-style-type: none"> Parking Master Plan (EES) 	<ul style="list-style-type: none"> Consult with the public on parking opportunities and requirements 	3/31/16		
			<ul style="list-style-type: none"> Complete Strategy for Council approval 	12/31/17	Council approved Parking Strategy Report and Action Plan for Downtown London in December 2017.	
			<ul style="list-style-type: none"> Finalize Strategic Implementation Plan 	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"> — Parking Lot Upgrade Strategy (EES) 	<ul style="list-style-type: none"> ✓ Complete Strategy Development 	6/30/15		
			<ul style="list-style-type: none"> ✓ Complete Year One Lot Upgrades (Lot 2) 	12/31/17		
			<ul style="list-style-type: none"> ✓ Complete Year Two Lot Upgrades (Lots 1 and 17) 	12/31/17		
			<ul style="list-style-type: none"> ↑ Complete Year Three Lot Upgrades (Lots 4, 5, 3W & 3E) 	12/31/18		
			<ul style="list-style-type: none"> ↑ Complete Year Four Lot Upgrades (Lots 8, 11, 7 & 15). 	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 	3/31/15	Meadowlily Footbridge project completed.	
			<ul style="list-style-type: none"> ✓ Complete Environmental Assessment - Blackfriars Bridge 	6/30/16	Blackfriars Bridge Environmental Assessment process completed.	
			<ul style="list-style-type: none"> ✓ Complete Detail Design and Public Consultation - Blackfriars Bridge 	3/31/17	Environmental approvals received from Ministry of Environment, public consultation and detail design completed, project tendered and awarded for construction.	
			<ul style="list-style-type: none"> ↑ Complete construction of improvements - Blackfriars Bridge 	12/31/19	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 	6/30/18		

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"> — 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) 	6/30/15		
			<ul style="list-style-type: none"> ✓ Complete construction of Improvements - 2015 Cycling Facility (Egerton, White Oaks, Upper Queens, Nixon, Ridout, Oxford West, Colborne, Second) 	12/31/15		
			<ul style="list-style-type: none"> ✓ Complete detailed design - 2016 Cycling Facility (Cheapside, Fanshawe College Boulevard, Trafalgar, Sandford, Bruce) 	6/30/16		
			<ul style="list-style-type: none"> ✓ Complete construction of improvements - 2016 Cycling Facility (Cheapside, Fanshawe College Boulevard, Trafalgar, Sandford, Bruce) 	12/31/16		
	<ul style="list-style-type: none"> — Increase efforts on more resource recovery, long-term disposal capacity, and reducing community impacts of waste management 	<ul style="list-style-type: none"> — Long-Term Waste Management Plan (EES) 	<ul style="list-style-type: none"> ↑ Develop Environmental Assessment Terms of Reference and submission to Province 	6/30/18		
			<ul style="list-style-type: none"> ↑ Complete Long-term Resource Recovery Plan 	6/30/18		
			<ul style="list-style-type: none"> ↑ Complete Environmental Assessment and submission to Province 	7/31/20		
			<ul style="list-style-type: none"> ↑ Increase waste diversion (e.g., downtown, public space recycling, etc.) 	12/31/18		











Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
			 Prepare Environmental Protection Act Documentation and submission to Province	7/31/21		
	 Fund innovative ways to adapt to Climate Change	 Climate Change Adaptation Strategy (EES)	 Award flood proofing design for Vauxhall plant	12/31/16		
			 Phase 2: Incorporate increased Climate Change Adaptation in design and practice when possible	12/31/16		
			 Award flood proofing design for Greenway plant	12/31/18		Project requires funding from senior levels of government. Awaiting further funding and application details for the proposed federal Green Infrastructure Fund.
			 Award flood proofing design for Adelaide plant	12/31/18		Project requires funding from senior levels of government. Awaiting further funding and application details for the proposed federal Green Infrastructure Fund.
			 Begin construction of West London Dykes Phase 3	9/30/17		
			 Phase 3: Update Draft Strategy, implementation plan and final review with stakeholders	9/30/18		
			 Phase 4: Submit to Committee/Council	6/30/18		NOTE - Phase 4 comes after Phase 3; therefore this date needs to be change to January or February 2019
			 Award flood proofing construction for Vauxhall plant	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> Phase 5: Implement approved strategy</p>	9/30/18		NOTE - Phase 5 comes after Phase 4; therefore this date needs to be change to March or April 2019
			<p> Award flood proofing construction for Adelaide plant</p>	3/31/19		Project requires funding from senior levels of government. Awaiting further funding and application details for the proposed federal Green Infrastructure Fund.
			<p> Begin construction of West London Dykes Phase 4</p>	9/30/19		
		<p>— The London Plan (The Green City and Natural Hazards) – draft (Planning)</p>	<p> 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</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	<p>Numerous City projects consistent with The London Plan coming forward, including:</p> <ul style="list-style-type: none"> - rapid transit - Dundas Place/flex street - Future City Strategy - Urban Agriculture Strategy 	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
			 Target unappealed portions of the London Plan in force and effect	12/31/17	<p>Pre-hearing Conference took place on March 29, 2018 to further refine scope of appeals, and to identify portions of the Plan in force and effect.</p> <p>Unappealed policies have been in force since January 18, 2018.</p> <p>Appealed policies that have been resolved will be in effect as of the date of the Board's Order (Q2, 2018)</p>	
			 Target appeals to the London Plan resolved/Ontario Municipal Board decision	6/30/18	<p>Pre-hearing Conference scheduled for March 29, 2018 to further refine scope of appeals, and to identify portions of the Plan in force and effect.</p> <p>Mediation scheduled for April, 2018 (two weeks) to resolve appeals and to identify additional policies to be identified as in force.</p>	<p>Motion for unappealed policies to come into force and effect was heard on March 29, 2018.</p> <p>Unappealed policies have been in force as of January 18, 2018.</p>
			 Implement monitoring program bi-annually to evaluate progress on London plan policies	12/31/19		
		 Partnership with the Conservation Authorities Kettle Creek Conservation Authority Lower Thames Conservation Authority Upper Thames Conservation Authority (EES)	 Conservation Authority Partnerships Phase 1: Develop a Memorandum of Understanding related to Water Erosion Control Infrastructure funded projects undertaken jointly by the Upper Thames Conservation Authority and City. Report back on this to Municipal Council and the Upper Thames Conservation Authority Board	12/31/16	<p>A Memorandum of Understanding related to Water Erosion Control Infrastructure funded projects undertaken jointly by the Upper Thames Conservation Authority and City was completed between the UTRCA and the City.</p>	







Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
			<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	A review of the the current partnerships between the Conservation Authority and the City was undertaken and elements were incorporated into the UTRCA-London Memorandum of Understanding. The City and UTRCA continue to broaden our partnerships on various projects including the Domestic Action Plan for phosphorous reduction and implementation of Low Impact Development infrastructure.	
			<p>↑ Conservation Authority Partnerships Phase 3: Partner with Conservation Authorities to roll out the Low Impact Development Strategy</p>	12/31/18		
Convenient and connected mobility choices	<p>Implement and enhance safe mobility choices for cyclists, pedestrians, transit users and drivers through the provision of complete streets, connected pathways, and enhanced transit services</p>	<p>Transportation Master Plan (EES)</p>	<p>✓ Complete construction improvements – Hyde Park Road Improvements</p>	12/31/15		
			<p>✓ Complete Detail Design and Public Consultation – Fanshawe Park Road East Improvements</p>	12/31/15		
			<p>✓ Complete detailed design – Commissioners Road Improvements (Wonderland to Viscount)</p>	12/31/15		

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
			✓ Complete detailed design – Sarnia Road Improvements (east of Wonderland Road)	12/31/15		
			↑ Complete detailed design – Veterans Memorial Parkway North Extension	12/31/18		
			✓ Complete Environmental Assessment – Wharncliffe & Western Road Improvements (Oxford to Platts Lane)	12/31/15		
			✓ Complete Environmental Assessment – Wharncliffe Road Improvements (Horton to Becher)	7/31/18		
			✓ 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	7/31/18		
			■ Complete Environmental Assessment – Western Road / Sarnia Road Intersection Improvements	6/30/18		Completion of Environmental Assessment is subject to coordination with Rapid Transit Initiative. New completion date is June 2019.
			✓ 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	12/31/19		Environmental Assessment has been delayed. New completion date for detail design is end of 2020.
			 Complete detailed design – Fanshawe Park Road / Richmond Intersection Improvements	12/31/19		
			 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	12/31/20		
			 Complete construction of improvements – Veterans Memorial Parkway North Extension	12/31/19		
			 Complete construction Western Road / Sarnia Road Intersection Improvements	12/31/20		Completion of Environmental Assessment has been delayed. Construction to be completed by end of 2021.
			 Complete construction of Wharncliffe Road Improvements (Horton to Becher)	12/31/21		
		 Rapid Transit Implementation Strategy (EES)	 Complete Environmental Assessment	6/30/18		Completion of the Transit Priority Assessment Process is scheduled for end of 2018.

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
			 Design First Phase	12/31/19		After completion of the TPAP process and approval by the Minister of the Environment and Climate Change, the project will shift into detail design for the first corridor. Design is anticipated to take 1.5 years. New completion date is mid 2020.
		 London Transit Commission Strategic Business Plan (CMO)				
		 Bicycle Master Plan (EES)	 Present draft Cycling Master Plan	6/30/16	Cycling Master Plan approved by Council.	
			 Finalize Cycling Master Plan for Council approval	12/31/16	Cycling Master Plan approved by Council in 2016.	
		 Thames Valley Corridor Plan (Planning)	 Complete Environmental Assessment for Thames Valley Corridor North Branch pathway project	9/30/16	North Branch EA completed. Part II Order was dismissed by the Minister on April 12, 2017.	
			 Issue Construction Tender	6/30/18	Provincial Cycling infrastructure funding secured. Detailed design underway. To be tendered June, 2018.	
			 Begin construction	10/15/18		
			 Complete construction	12/31/19		
		 The London Plan (Mobility) - draft (Planning)	 Prepare second draft of London Plan and release recommended Mobility policies for comments. Undertake second round of public engagement seeking comments	6/30/15	Second draft of policies completed and public engagement program completed.	

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
			✓ Release final London Plan and hold public meeting at Planning Committee	6/30/16		
			✓ 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	Numerous City projects consistent with The London Plan coming forward, including: - rapid transit - Dundas Place/flex street - Future City Strategy - Urban Agriculture Strategy	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	Pre-hearing Conference took place on March 29, 2018 to further refine scope of appeals, and to identify portions of the Plan in force and effect. Unappealed policies have been in force since January 18, 2018. Appealed policies that have been resolved will be in effect as of the date of the Board's Order (Q2, 2018)	
			↑ Target appeals to the London Plan resolved/Ontario Municipal Board decision	6/30/18	Pre-hearing Conference scheduled for March 29, 2018 to further refine scope of appeals, and to identify portions of the Plan in force and effect. Mediation scheduled for April, 2018 (two weeks) to resolve appeals and to identify additional policies to be identified as in force.	Motion for unappealed policies to come into force and effect was heard on March 29, 2018. Unappealed policies have been in force as of January 18, 2018.
			↑ 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
	Improve travel to other cities through better transportation connectivity specifically regional transit connections	Provincial High Speed Rail Regional Hub-new (EES / Planning)	 Participate in Provincial Environmental Assessment. Provide project status report to Council	7/17/17		
			 Report Project status upon finalization of technical studies	7/17/17		
		Transportation Master Plan (EES)	 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.	
			 Complete Veterans Memorial Parkway Highway 401 interchange improvements and south extension in partnership with the Ministry of Transportation	6/30/18		
			 Start construction on Highbury Avenue 401 interchange	3/31/19		
		London's Downtown Plan (Planning)	 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	Consideration will be given to opportunities as they arise.	

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 (Mobility) – draft (Planning)</p>	<p>✓ Prepare second draft of London Plan and release recommended Mobility policies for comments. Undertake second round of public engagement seeking comments</p>	6/30/15	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	<p>Numerous City projects consistent with The London Plan coming forward, including:</p> <ul style="list-style-type: none"> - rapid transit - Dundas Place/flex street - Future City Strategy - Urban Agriculture Strategy 	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	<p>Pre-hearing Conference took place on March 29, 2018 to further refine scope of appeals, and to identify portions of the Plan in force and effect. Unappealed policies have been in force since January 18, 2018. Appealed policies that have been resolved will be in effect as of the date of the Board's Order (Q2, 2018)</p>		
	<p>↑ Target appeals to the London Plan resolved/Ontario Municipal Board decision</p>	6/30/18	<p>Pre-hearing Conference scheduled for March 29, 2018 to further refine scope of appeals, and to identify portions of the Plan in force and effect. Mediation scheduled for April, 2018 (two weeks) to resolve appeals and to identify additional policies to be identified as in force.</p>	<p>Motion for unappealed policies to come into force and effect was heard on March 29, 2018. Unappealed policies have been in force as of January 18, 2018.</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		
		 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
	<p>— Explore a better subsidy model for transit riders so that more Londoners can benefit</p>	<p>— Subsidized Transit Business Plan (NCFS)</p>	<p>✓ Develop Subsidized Transit Business Plan and Proposed New Model to go forward to City Council</p>	<p>12/31/16</p>	<p>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. A tracking system has been put in place starting in January 2018. Early results are showing child ridership is increasing significantly with the introduction of free transit for children 12 and under.</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. Information about this new program is on the city website. The number of subsidized passes sold to date in 2018 are:</p> <p>January: 625 February: 999 March: 1,100</p> <p>Council approved a pilot project starting September 1, 2018 for youth 13 to 17 years of age. ALL youth 13 to 17, can purchase a monthly bus pass at a discounted price of \$52.00/month instead of \$81.00/month. A communication strategy and information about the new program will begin in July, 2018.</p>	
			<p>↑ Evaluate effectiveness of the Subsidized Transit Business Plan</p>	<p>12/31/19</p>		
			<p>✓ Implement Subsidized Transit Business Plan, including recommendations of City Council</p>	<p>12/31/19</p>		

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"> 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		
Strong and healthy environment	<ul style="list-style-type: none"> Implement innovative ways to conserve energy 	<ul style="list-style-type: none"> Community Energy Action Plan (EES) 	<ul style="list-style-type: none"> 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		
		<ul style="list-style-type: none"> Corporate Energy Conservation and Demand Management Plan (EES) 	<ul style="list-style-type: none"> 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		
		<ul style="list-style-type: none"> Street Light Energy Plan (EES) 	<ul style="list-style-type: none"> Complete Phase 1 of the LED Street Light Upgrade 	6/30/16		
			<ul style="list-style-type: none"> Complete Phase 2 of the LED Street Light Upgrade 	6/30/18		
		<ul style="list-style-type: none"> Review other Municipalities and Provincial programs (EES) 	<ul style="list-style-type: none"> Continue to review municipal and association contacts, document review, attendance at conferences/workshops, direct contact, etc 	12/31/19		
	<ul style="list-style-type: none"> Reduce fuel use through innovation and research 	<ul style="list-style-type: none"> Green Fleet Strategy (EES) 	<ul style="list-style-type: none"> Phase 4: Prepare Updated Green Fleet Strategy and undertake stakeholder engagement 	6/30/18		
			<ul style="list-style-type: none"> Phase 5: Submit to Committee/Council 	7/31/18		

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
	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	Protect More, Plant More and Maintain Better goals are now being implemented with increased funding from Council through the 4 year budget.	
			✓ Complete Planting Strategy	12/31/17	Planting Strategy Complete. Includes targets for City and Community efforts. New funding through the 4 year budget supports "planting more".	
			✓ 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	6/30/18		
			✓ Complete Tree Canopy Cover Study	3/31/17	Study complete. Data included in Planting Strategy.	
			↑ Complete Urban Forest analysis update	12/31/18		
		The London Plan (Urban Forest) - draft (Planning)	✓ Prepare second draft of London Plan and release recommended Urban Forest policies for comments. Undertake second round of public engagement seeking comments	6/30/15	Second draft of policies completed and public engagement program completed.	
			✓ Release final London Plan ["Urban Forest" section name changed to "Forest City"] and hold public meeting at Planning Committee	6/30/16	Final policies drafted and Council adopted the London Plan June 23, 2016.	

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	Numerous City projects consistent with The London Plan coming forward, including: - rapid transit - Dundas Place/flex street - Future City Strategy - Urban Agriculture Strategy	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	Pre-hearing Conference took place on March 29, 2018 to further refine scope of appeals, and to identify portions of the Plan in force and effect. Unappealed policies have been in force since January 18, 2018. Appealed policies that have been resolved will be in effect as of the date of the Board's Order (Q2, 2018)	
			↑ Target appeals to the London Plan resolved/Ontario Municipal Board decision	6/30/18	Pre-hearing Conference scheduled for March 29, 2018 to further refine scope of appeals, and to identify portions of the Plan in force and effect. Mediation scheduled for April, 2018 (two weeks) to resolve appeals and to identify additional policies to be identified as in force.	Motion for unappealed policies to come into force and effect was heard on March 29, 2018. Unappealed policies have been in force as of January 18, 2018.
			↑ Implement monitoring program bi-annually to evaluate progress on London plan policies	12/31/19		
		— Promote and enhance the Forest City brand (Planning)	↑ Implement annual community tree plantings, tree sales and giveaways, etc	12/31/19	2000 trees given to Londoners to plant in 2017	

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
	Expand support for resident and community driven initiatives that encourage waste reduction and other environmentally friendly behaviours	Roadmap 2.0 Road to Increased Resource Recovery and Zero Waste (EES)	✓ 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.	
			↑ Complete Long-term Resource Recovery Plan	6/30/18		
			↑ Develop new Waste Diversion Plan	12/31/18		
		London Environmental Network (EES)	✓ Launch London Environmental Network (with funding from Ontario Trillium Foundation)	3/31/15		
			✓ Update: London Environmental Network	6/30/19		
		Green Development Strategy (Planning)	↑ 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 Q4, 2019 workplan in report presented to PEC on October 10, 2017
		Property Assessed Clean Energy (EES)	✓ 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.	

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
			<p>Phase 2: Undertake stakeholder engagement and prepare Draft Business Case for a Local Improvement Charges Pilot Project including implementation scope, framework, costs, and risks</p>	9/30/17		<p>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 occurred in late 2017. MOECC is reviewing how this program can be implemented provincially with particle funding from the Cap and Trade Program. This project remains on hold, likely until 2019, until new information is made available from the Province on direction with LICs. Revise date to 3/31/19</p>
			<p>Phase 3: Submit to Committee/Council</p>	3/31/18		<p>Cannot proceed until Provincial direction and Phase 2 results are known/complete. Revise date to 3/31/19</p>
			<p>Phase 4: Implement approved strategy</p>	5/31/18		<p>Cannot proceed until Provincial direction and phase 2 results are known/complete. Revise date to 5/31/19</p>

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
	<p>Work together to protect all aspects of our natural environment including woodlands, wetlands, river and watercourses, and air quality as our city grows</p>	<p>The London Plan (Natural Heritage and The Green City) – draft (Planning)</p>	<p>✓ Prepare second draft of London Plan and release recommended Natural Heritage and The Green City policies for comments. Undertake second round of public engagement seeking comments</p>	6/30/15	Second draft of policies completed and public engagement program completed.	
<p>✓ Release final London Plan and hold public meeting at Planning Committee</p>			6/30/16	Final policies drafted and Council adopted the London Plan June 23, 2016.		
<p>✓ Target approval of the London Plan by Province</p>			12/31/16	Minister 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	<p>Numerous City projects consistent with The London Plan coming forward, including:</p> <ul style="list-style-type: none"> - rapid transit - Dundas Place/flex street - Future City Strategy - Urban Agriculture Strategy 	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	<p>Pre-hearing Conference took place on March 29, 2018 to further refine scope of appeals, and to identify portions of the Plan in force and effect.</p> <p>Unappealed policies have been in force since January 18, 2018.</p> <p>Appealed policies that have been resolved will be in effect as of the date of the Board's Order (Q2, 2018)</p>		

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>	6/30/18	<p>Pre-hearing Conference scheduled for March 29, 2018 to further refine scope of appeals, and to identify portions of the Plan in force and effect.</p> <p>Mediation scheduled for April, 2018 (two weeks) to resolve appeals and to identify additional policies to be identified as in force.</p>	<p>Motion for unappealed policies to come into force and effect was heard on March 29, 2018.</p> <p>Unappealed policies have been in force as of January 18, 2018.</p>
			<p>↑ Implement monitoring program bi-annually to evaluate progress on London plan policies</p>	12/31/19		
		<p>— Thames Valley Corridor Plan (Planning)</p>	<p>✓ Amend Woodland Reserve Fund By-Law to permit management of invasive species</p>	2/21/17	Report completed. Projects being implemented in 2018.	
		<p>— Source Protection Plan (EES)</p>	<p>✓ Seek Provincial acceptance of a plan to protect groundwater near City wells</p>	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.	
			<p>✓ Prepare risk management templates for use by City development approval staff (by Upper Thames River Conservation Authority)</p>	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.	
			<p>✓ Train development approval staff</p>	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.	
			<p>✓ Begin private property inspections at which time the plan will be fully operational</p>	12/31/16		
			<p>✓ Progress report from Upper Thames River Conservation Authority</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
		<ul style="list-style-type: none"> Thames River Clear Water Revival Initiative (EES) 	<ul style="list-style-type: none"> ✓ Complete Thames River Water Management Plan: Phase 1 	6/30/17	Phase 1 of the water management plan is completed and is out for comment from the various municipal and conservation authority stakeholders. A report to council was completed in April 2018	
			<ul style="list-style-type: none"> ↑ Evaluate approaches to implement targets, monitoring and future reporting methods 	12/31/18		
			<ul style="list-style-type: none"> ↑ Assess implications and budget impacts 	12/31/19		
		<ul style="list-style-type: none"> Pollution Prevention and Control Plan (EES) 	<ul style="list-style-type: none"> ✓ Complete Phase 2 report that outlines priority overflow locations and technical details 	6/30/17		
			<ul style="list-style-type: none"> ✓ Complete Phase 3 (final) report on priority solutions 	12/31/17	A report to Council April 2018 provided details on the priority solutions recommended by the City's Pollution and Prevention Control Plan. The report also provided high-level budget forecast and recommended that these priority projects be considered as part of the next multi-year budget process.	
			<ul style="list-style-type: none"> ✓ Review budget forecast implications 	3/31/18	A report to Council April 2018 provided details on the priority solutions recommended by the City's Pollution and Prevention Control Plan. The report also provided high-level budget forecast and recommended that these priority projects be considered as part of the next multi-year budget process.	
			<ul style="list-style-type: none"> ✓ Recommend budget forecast changes 	6/30/18	A report to Council April 2018 provided details on the priority solutions recommended by the City's Pollution and Prevention Control Plan. The report also provided high-level budget forecast and recommended that these priority projects be considered as part of the next multi-year budget process.	

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
		Environmentally Significant Areas (Planning)	Implement existing Environmentally Significant Area Conservation Master Plans to manage natural areas through annual reporting	12/31/19	Continuing with program to protect, restore and enhance ecological areas, including invasive species removals and habitat protection and creation.	
		Conservation Master Plans (Planning)	Update Meadowlily Conservation Master Plan	12/31/18	Nearing completion of Phase 1-Ecological Inventory background work.	
	Update Medway Conservation Master Plan		12/31/18	Final Master Plan to be considered at PEC April, 16, 2018. Conservation Master Plan recommendations fully comply with City's ESA Guidelines.		
	Set updates of next Conservation Master Plans due in 10-year cycle		3/31/19			
		Subwatershed Plans (EES)	Develop Conceptual Alternatives for the movement of water, wildlife and people for: Dingman Subwatershed Environmental Assessment Phase 1	12/31/16		
			Hold Public Meetings and Select Preferred Alternatives for: Dingman Subwatershed Environmental Assessment Phase 2	6/30/17		
			Complete Final Report that will provide a conceptual stormwater servicing and corridor plan for the Dingman Creek Subwatershed. (Dingman Subwatershed Environmental Assessment Phase 3)	9/30/18		
		Significant woodlands protection (Planning)	Develop and implement (by priority) management plans for 90 woodlands annually	12/31/19	On-going; continuing with annual program, including enhanced invasive species management arising from recent funding increase.	






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"> 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		
		<ul style="list-style-type: none"> Communicate with First Nations (L&CS / CMO) 	<ul style="list-style-type: none"> ✓ Participate in a Federation of Canadian Municipalities workshop on strengthening partnerships between our communities, identifying issues of mutual interest, exploring principles for strong relationships, and learning about service agreements 	3/31/16	A follow up meeting in May, 2016 helped to identify specific areas of interest to explore further.	

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
			<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> <p>12/31/18</p>			
			<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> <p>12/31/18</p>			
			<p>↑ Implement and build the new approaches into our programs</p> <p>12/31/19</p>			
	<p>— Use new ways to help residents protect their basements from flooding</p>	<p>— Basement Flooding Grant Program (EES)</p>	<p>✓ Review the existing program and background information: the programs of other cities, insurance industry and communications</p> <p>6/30/16</p>	<p>Developed an understanding of how London programs can be improved to better address basement flooding.</p>		
			<p>✓ Consider alternative approaches to reducing the risk of basement flooding ranging from strict regulation to encouragement</p> <p>3/31/17</p>			
			<p>✓ Recommend a preferred approach after having consulted with the public</p> <p>12/31/17</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"> ✓ Prepare the plan, including program changes, resources and costs 	12/31/18	The Flooding Matters initiative was a collaborative effort between the public, Council, and the administration that included 22 new initiatives developed with an intense focus on reducing basement flooding. These initiatives combined educational opportunities and increased financial subsidies to help protect London homeowners from basement flooding.	
		<ul style="list-style-type: none"> — Pollution Control and Prevention Program (EES) 	<ul style="list-style-type: none"> ✓ Include basement flooding protection in the Phase 2 report that outlines priority overflow locations and technical details 	12/31/16		
			<ul style="list-style-type: none"> ✓ Complete Phase 3 (final) report on priority solutions 	12/31/17	A report to Council April 2018 provided details on the priority solutions recommended by the City's Pollution and Prevention Control Plan. The report also provided high-level budget forecast and recommended that these priority projects be considered as part of the next multi-year budget process.	
			<ul style="list-style-type: none"> ✓ Review budget forecast implications including basement flooding risk reduction 	3/31/18	A report to Council April 2018 provided details on the priority solutions recommended by the City's Pollution and Prevention Control Plan. The report also provided high-level budget forecast and recommended that these priority projects be considered as part of the next multi-year budget process.	
			<ul style="list-style-type: none"> ✓ Coordinate recommended budget forecast changes between overflow reduction and basement flooding reduction programs 	6/30/18		
			<ul style="list-style-type: none"> ↑ 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 ✓ Engage the neighbourhoods with the Ward Councillor to determine which one has enough interest and support to proceed ✓ Design and build the neighbourhood home plumbing changes ↑ Evaluate performance of the investment by monitoring sewer flows during rainstorms 	<ul style="list-style-type: none"> 9/30/16 2/6/18 12/31/17 12/31/18 	<ul style="list-style-type: none"> 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. 	
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 ✓ 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 	<ul style="list-style-type: none"> 6/30/15 6/30/16 12/31/16 12/31/19 	<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. Numerous City projects consistent with The London Plan coming forward, including: <ul style="list-style-type: none"> - rapid transit - Dundas Place/flex street - Future City Strategy - Urban Agriculture Strategy 	<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.

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












			 Target unappealed portions of the London Plan in force and effect	12/31/17	<p>Pre-hearing Conference took place on March 29, 2018 to further refine scope of appeals, and to identify portions of the Plan in force and effect.</p> <p>Unappealed policies have been in force since January 18, 2018.</p> <p>Appealed policies that have been resolved will be in effect as of the date of the Board's Order (Q2, 2018)</p>	
			 Target appeals to the London Plan resolved/Ontario Municipal Board decision	6/30/18	<p>Pre-hearing Conference scheduled for March 29, 2018 to further refine scope of appeals, and to identify portions of the Plan in force and effect.</p> <p>Mediation scheduled for April, 2018 (two weeks) to resolve appeals and to identify additional policies to be identified as in force.</p>	<p>Motion for unappealed policies to come into force and effect was heard on March 29, 2018.</p> <p>Unappealed policies have been in force as of January 18, 2018.</p>
			 Implement monitoring program bi-annually to evaluate progress on London plan policies	12/31/19		
	 London's Downtown Plan (Planning)		 Build Transformational project #1 in this Plan. "Dundas Place", Wellington and the Forks of the Thames	12/31/19	<p>Construction contract approved March, 2018.</p> <p>Phase I construction to start April, 2018.</p>	

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
		Civic Spaces Program (Planning)	✓ Request proposals for the design of Heritage Square in the Old Victoria Hospital Lands	6/30/17	Consultant hired. Conceptual design complete.	
			↑ Construct Heritage Square	12/31/19	Construction to be completed by December 31, 2019 to align with construction of the Hospital lands	
	Support more public art and continue maintaining what we own	Public Art Strategy (CMO/Planning)	✓ Secure a contract with the Jet Aircraft Museum to store the Guy Lombardo Tempo 7 Hydroplane at their facility	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.	
			✓ 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	LeuWebb Artists and their Terry Fox proposal were selected through the Public Art Program juried process in 2017 and will be installed along the Terry Fox Parkway in Greenway Park in 2018. A contract for City of London purchase of the LAV III from Canada Company was executed in 2017 and the placement of this monument at Wolseley Barracks in the RCR Museum outdoor display area will take place in the fall of 2018.				






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.	
			<p>↑ Implement The London Plan through municipal regulation, public projects, budgeting and investment, partnerships and municipal programs</p>	12/31/19	<p>Numerous City projects consistent with The London Plan coming forward, including:</p> <ul style="list-style-type: none"> - rapid transit - Dundas Place/flex street - Future City Strategy - Urban Agriculture Strategy 	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
			✓ Target unappealed portions of the London Plan in force and effect	12/31/17	Pre-hearing Conference took place on March 29, 2018 to further refine scope of appeals, and to identify portions of the Plan in force and effect. Unappealed policies have been in force since January 18, 2018. Appealed policies that have been resolved will be in effect as of the date of the Board's Order (Q2, 2018)	
			↑ Target appeals to the London Plan resolved/Ontario Municipal Board decision	6/30/18	Pre-hearing Conference scheduled for March 29, 2018 to further refine scope of appeals, and to identify portions of the Plan in force and effect. Mediation scheduled for April, 2018 (two weeks) to resolve appeals and to identify additional policies to be identified as in force.	Motion for unappealed policies to come into force and effect was heard on March 29, 2018. Unappealed policies have been in force as of January 18, 2018.
			↑ Implement monitoring program bi-annually to evaluate progress on London plan policies	12/31/19		
	— Create a more attractive city through urban design	— The London Plan (City Design) – draft (Planning)	✓ Prepare second draft of London Plan and release recommended City Design policies for comments. Undertake second round of public engagement seeking comments	6/30/15	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
			✓ Target unappealed portions of the London Plan in force and effect	12/31/17	Pre-hearing Conference took place on March 29, 2018 to further refine scope of appeals, and to identify portions of the Plan in force and effect. Unappealed policies have been in force since January 18, 2018. Appealed policies that have been resolved will be in effect as of the date of the Board's Order (Q2, 2018)	
			↑ Implement The London Plan through municipal regulation, public projects, budgeting and investment, partnerships and municipal programs	12/31/19	Numerous City projects consistent with The London Plan coming forward, including: - rapid transit - Dundas Place/flex street - Future City Strategy - Urban Agriculture Strategy	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 appeals to the London Plan resolved/Ontario Municipal Board decision	6/30/18	Pre-hearing Conference scheduled for March 29, 2018 to further refine scope of appeals, and to identify portions of the Plan in force and effect. Mediation scheduled for April, 2018 (two weeks) to resolve appeals and to identify additional policies to be identified as in force.	Motion for unappealed policies to come into force and effect was heard on March 29, 2018. Unappealed policies have been in force as of January 18, 2018.
			↑ 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.	

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
			 Complete final document	12/31/17		<p>Draft completed-requires revision to better clarify direction.</p> <p>Due to staff departure, resources are not available to complete the revisions as required and scheduled.</p> <p>Anticipate completion of revised draft and circulation by Q4, 2018.</p>
		 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 anticipated for Q4, 2018.
	 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.	
			 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.	









Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
			✓ 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		
			↑ Engage the public on the Silverwoods Arena Redevelopment	6/30/18		
			↑ Redevelop the Silverwoods Arena	3/31/19		
			↑ Decommission the Glen Cairn Arena	9/30/18		
			↑ Open South West Community Centre Building	9/30/18		
			↑ Open the East Community Centre Building	6/30/19	In October 2017, Council approved the financing and the tender for the construction of the East Community Centre at 1731 Churchill Avenue. Construction began in the Fall of 2017 with project completion in 2019.	
			↑ Maintain and upgrade existing recreational parks and facilities through Annual Life cycle maintenance	12/31/19		
			↑ Update Parks and Recreation Strategic Master Plan	12/31/19		

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	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	Numerous City projects consistent with The London Plan coming forward, including: <ul style="list-style-type: none"> - rapid transit - Dundas Place/flex street - Future City Strategy - Urban Agriculture Strategy 	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	Pre-hearing Conference took place on March 29, 2018 to further refine scope of appeals, and to identify portions of the Plan in force and effect. Unappealed policies have been in force since January 18, 2018. Appealed policies that have been resolved will be in effect as of the date of the Board's Order (Q2, 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"> Target appeals to the London Plan resolved/Ontario Municipal Board decision 	6/30/18	<p>Pre-hearing Conference scheduled for March 29, 2018 to further refine scope of appeals, and to identify portions of the Plan in force and effect.</p> <p>Mediation scheduled for April, 2018 (two weeks) to resolve appeals and to identify additional policies to be identified as in force.</p>	<p>Motion for unappealed policies to come into force and effect was heard on March 29, 2018.</p> <p>Unappealed policies have been in force as of January 18, 2018.</p>
			<ul style="list-style-type: none"> Implement monitoring program bi-annually to evaluate progress on London plan policies 	12/31/19		
	Invest in making London's riverfront beautiful and accessible for all Londoners	Thames Valley Corridor Plan (Planning)	<ul style="list-style-type: none"> Evaluate and implement opportunities as resources allow to implement the Thames Valley Corridor Plan 	12/31/19	<p>Thames Valley Corridor Plan community vision has been incorporated into the One River EA goal statement.</p> <p>Recent planning applications have identified lands to be added to the Corridor through parkland dedication.</p>	
		London Community Foundation "Back to the River Project" (Planning / EES)	<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 for One River EA.	
			<ul style="list-style-type: none"> Complete Environmental Assessment 	6/30/18	Phase I of the EA now completed and working on Phase II of the EA. Working on Forks design.	
			<ul style="list-style-type: none"> Complete Detail Design of initial project 	6/30/19		

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
		The London Plan (City Design and Culturally Rich & Diverse City) – draft (Planning)	 Prepare second draft of London Plan and release recommended City Design and Culturally Rich & Diverse City policies for comments. Undertake second round of public engagement seeking comments	6/30/15	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	Numerous City projects consistent with The London Plan coming forward, including: <ul style="list-style-type: none"> - rapid transit - Dundas Place/flex street - Future City Strategy - Urban Agriculture Strategy 	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	Pre-hearing Conference took place on March 29, 2018 to further refine scope of appeals, and to identify portions of the Plan in force and effect. Unappealed policies have been in force since January 18, 2018. Appealed policies that have been resolved will be in effect as of the date of the Board's Order (Q2, 2018)	

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>	6/30/18	<p>Pre-hearing Conference scheduled for March 29, 2018 to further refine scope of appeals, and to identify portions of the Plan in force and effect.</p> <p>Mediation scheduled for April, 2018 (two weeks) to resolve appeals and to identify additional policies to be identified as in force.</p>	<p>Motion for unappealed policies to come into force and effect was heard on March 29, 2018.</p> <p>Unappealed policies have been in force as of January 18, 2018.</p>
			<p>↑ Implement monitoring program bi-annually to evaluate progress on London plan policies</p>	12/31/19		
Responsible growth	Finalize The London Plan	The London Plan – draft (Planning)	<p>✓ Prepare second draft of London Plan and release policies for comments. Undertake second round of public engagement seeking comments</p>	6/30/15	Second draft of policies completed and public engagement program completed.	
			<p>✓ Release final London Plan and hold public meeting at Planning Committee</p>	6/30/16	Final policies drafted and Council adopted the London Plan June 23, 2016.	
			<p>✓ Target approval of the London Plan by Province</p>	12/31/16	London Plan approved by Minister of Municipal Affairs 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	<p>Numerous City projects consistent with The London Plan coming forward, including:</p> <ul style="list-style-type: none"> - rapid transit - Dundas Place/flex street - Future City Strategy - Urban Agriculture Strategy 	<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>

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
			 Target unappealed portions of the London Plan in force and effect	12/31/17	<p>Pre-hearing Conference took place on March 29, 2018 to further refine scope of appeals, and to identify portions of the Plan in force and effect.</p> <p>Unappealed policies have been in force since January 18, 2018.</p> <p>Appealed policies that have been resolved will be in effect as of the date of the Board's Order (Q2, 2018)</p>	
			 Target appeals to the London Plan resolved/Ontario Municipal Board decision	6/30/18	<p>Pre-hearing Conference scheduled for March 29, 2018 to further refine scope of appeals, and to identify portions of the Plan in force and effect.</p> <p>Mediation scheduled for April, 2018 (two weeks) to resolve appeals and to identify additional policies to be identified as in force.</p>	<p>Motion for unappealed policies to come into force and effect was heard on March 29, 2018.</p> <p>Unappealed policies have been in force as of January 18, 2018.</p>
			 Implement monitoring program bi-annually to evaluate progress on London plan policies	12/31/19		
	 Build new transportation, water, wastewater, and storm water infrastructure as London grows	 Growth Management Implementation Strategy (EES)	 Complete detailed design in conjunction with development requirements – Killaly Road Upgrades	12/31/16		
			 Design and build the infrastructure that allows London to grow in accordance with the Growth Implementation Strategy	12/31/16		
			 Complete detailed design in conjunction with development requirements – Bradley Avenue Extension (Wharnccliffe to Wonderland)	3/31/17		










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"> ↑ 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	The 2018 GMIS report was received by Council on May 16, 2017.	
		<ul style="list-style-type: none"> — The London Plan (Civic Infrastructure) – draft (Planning) 	<ul style="list-style-type: none"> ✓ 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.	
			<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	<p>Numerous City projects consistent with The London Plan coming forward, including:</p> <ul style="list-style-type: none"> - rapid transit - Dundas Place/flex street - Future City Strategy - Urban Agriculture Strategy 	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
			✓ Target unappealed portions of the London Plan in force and effect	12/31/17	Pre-hearing Conference took place on March 29, 2018 to further refine scope of appeals, and to identify portions of the Plan in force and effect. Unappealed policies have been in force since January 18, 2018. Appealed policies that have been resolved will be in effect as of the date of the Board's Order (Q2, 2018)	
			↑ Target appeals to the London Plan resolved/Ontario Municipal Board decision	6/30/18	Pre-hearing Conference scheduled for March 29, 2018 to further refine scope of appeals, and to identify portions of the Plan in force and effect. Mediation scheduled for April, 2018 (two weeks) to resolve appeals and to identify additional policies to be identified as in force.	Motion for unappealed policies to come into force and effect was heard on March 29, 2018. Unappealed policies have been in force as of January 18, 2018.
			↑ Implement monitoring program bi-annually to evaluate progress	12/31/19		
		— Development Charges Background Study (F&CS, EES)	↑ Complete Development Charges Background Study and rates to ensure that growth pays for growth	9/30/19	Council adopted residential and non-residential growth projections for use in the 2019 DC Study on February 13, 2018.	
	— Buy property for flood protection purposes	— Floodplain Acquisition Strategy (Planning)	↑ Evaluate and implement opportunities as resources allow	12/31/19		
		— Parks and Recreation Strategic Master Plan 2009–Update (P&R / NCFS)	↑ Evaluate and implement opportunities as resources allow	12/31/19		
		— Thames Valley Corridor Plan (Planning)	↑ Evaluate and implement opportunities as resources allow to implement the Thames Valley Corridor Plan	12/31/19	Thames Valley Corridor Plan community vision has been incorporated into the One River EA goal statement. Recent planning applications have identified lands to be added to the Corridor through parkland dedication.	

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 (Natural Resources) - draft (Planning)</p>	<p>✓ Prepare second draft of London Plan and release Natural Resources policies for comments. Undertake second round of public engagement seeking comments</p>	3/31/15	Second draft of policies completed and public engagement program completed.	
	<p>✓ Release final London Plan and hold public meeting at Planning Committee</p>	6/30/16	Final policies drafted and Council adopted the London Plan June 23, 2016.	
	<p>✓ Target approval of the London Plan by Province</p>	12/31/16	Minister 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	<p>Numerous City projects consistent with The London Plan coming forward, including:</p> <ul style="list-style-type: none"> - rapid transit - Dundas Place/flex street - Future City Strategy - Urban Agriculture Strategy 	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	<p>Pre-hearing Conference took place on March 29, 2018 to further refine scope of appeals, and to identify portions of the Plan in force and effect.</p> <p>Unappealed policies have been in force since January 18, 2018.</p> <p>Appealed policies that have been resolved will be in effect as of the date of the Board's Order (Q2, 2018)</p>		


Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
			<p>↑ Target appeals of the London Plan resolved/Ontario Municipal Board decision</p>	6/30/18	<p>Pre-hearing Conference scheduled for March 29, 2018 to further refine scope of appeals, and to identify portions of the Plan in force and effect.</p> <p>Mediation scheduled for April, 2018 (two weeks) to resolve appeals and to identify additional policies to be identified as in force.</p>	<p>Motion for unappealed policies to come into force and effect was heard on March 29, 2018. Unappealed policies have been in force as of January 18, 2018.</p>
			<p>↑ Implement monitoring program bi-annually to evaluate progress on London Plan policies</p>	12/31/19		
	<p>— Conserve agricultural land</p>	<p>— The London Plan (Food System) – draft (Planning)</p>	<p>✓ Prepare second draft of London Plan and release Food System policies for comments. Undertake second round of public engagement seeking comments</p>	6/30/15	<p>Second draft of policies completed and public engagement program completed.</p>	
			<p>✓ Release final London Plan and hold public meeting at Planning Committee</p>	6/30/16	<p>Final policies drafted and Council adopted the London Plan June 23, 2016.</p>	
			<p>✓ Target approval of the London Plan by Province</p>	12/31/16	<p>Minister of Municipal Affairs approved the London Plan on December 28, 2016.</p>	
			<p>↑ Implement The London Plan through municipal regulation, public projects, budgeting and investment, partnerships and municipal programs</p>	12/31/19	<p>Numerous City projects consistent with The London Plan coming forward, including:</p> <ul style="list-style-type: none"> - rapid transit - Dundas Place/flex street - Future City Strategy - Urban Agriculture Strategy 	<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>

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
			 Target unappealed portions of the London Plan in force and effect	12/31/17	<p>Pre-hearing Conference took place on March 29, 2018 to further refine scope of appeals, and to identify portions of the Plan in force and effect.</p> <p>Unappealed policies have been in force since January 18, 2018.</p> <p>Appealed policies that have been resolved will be in effect as of the date of the Board's Order (Q2, 2018)</p>	
			 Target appeals to the London Plan resolved/Ontario Municipal Board decision	6/30/18	<p>Pre-hearing Conference scheduled for March 29, 2018 to further refine scope of appeals, and to identify portions of the Plan in force and effect.</p> <p>Mediation scheduled for April, 2018 (two weeks) to resolve appeals and to identify additional policies to be identified as in force.</p>	<p>Motion for unappealed policies to come into force and effect was heard on March 29, 2018.</p> <p>Unappealed policies have been in force as of January 18, 2018.</p>
			 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	<p>A City Councillor and city representative from Planning, participate on the London and Middlesex Food Policy Council.</p>	
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	<p>Worked with the London Heritage Council and Culture office to complete.</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 (City Structure and Cultural Heritage) - draft (Planning)	 Prepare second draft of London Plan and release City Structure and Cultural Heritage policies for comments. Undertake second round of public engagement seeking comments	6/30/15	Second draft of policies completed and public engagement program completed.	
	 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	Numerous City projects consistent with The London Plan coming forward, including: <ul style="list-style-type: none"> - rapid transit - Dundas Place/flex street - Future City Strategy - Urban Agriculture Strategy 	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	Pre-hearing Conference took place on March 29, 2018 to further refine scope of appeals, and to identify portions of the Plan in force and effect. Unappealed policies have been in force since January 18, 2018. Appealed policies that have been resolved will be in effect as of the date of the Board's Order (Q2, 2018)		
	 Target appeals to the London Plan resolved/Ontario Municipal Board decision	6/30/18	Pre-hearing Conference scheduled for March 29, 2018 to further refine scope of appeals, and to identify portions of the Plan in force and effect. Mediation scheduled for April, 2018 (two weeks) to resolve appeals and to identify additional policies to be identified as in force.	Motion for unappealed policies to come into force and effect was heard on March 29, 2018. Unappealed policies have been in force as of January 18, 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"> Implement monitoring program bi-annually to evaluate progress on London plan policies 	12/31/19		
	<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		
<ul style="list-style-type: none"> Adopt SOHO Heritage Conservation District Study 			12/31/19			
<ul style="list-style-type: none"> Adopt St. George-Grosvenor Heritage Conservation District Plan 			12/31/19			
<ul style="list-style-type: none"> Adopt SOHO Heritage Conservation District Plan 			12/31/19			
<ul style="list-style-type: none"> Review "Heritage Places" Potential Heritage Conservation Districts roster 			6/30/18	Consultant selected to prepare update to <i>Heritage Places</i> to identify potential new Heritage Conservation Districts and to establish priorities for designating new HCDs.		
		<ul style="list-style-type: none"> Municipally Owned Heritage Properties 10 Year Capital Plan (Planning) 	<ul style="list-style-type: none"> Complete Eldon Main House works 	12/31/17	Completed 2017 Life Cycle Renewal work including window restoration, exterior painting, porch restoration and roof replacement. Annual asbestos review completed.	
<ul style="list-style-type: none"> Complete Elsie Perrin Williams Main House works 			12/31/19	Life Cycle Renewal projects, including mechanical and electrical updates and exterior painting to be completed by Q4, 2018. Annual asbestos review completed.		
<ul style="list-style-type: none"> Complete 1 Dundas works 			12/31/18	Annual asbestos review completed.		
<ul style="list-style-type: none"> Complete Eldon Carriage House works 			12/31/18	Annual asbestos review completed.		

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 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 12/31/19 12/31/19 	<ul style="list-style-type: none"> Exterior painting to be completed in 2018. Annual asbestos review completed. Annual asbestos review completed. Annual asbestos review completed. 	
		<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 Implement The London Plan through municipal regulation, public projects, budgeting and investment, partnerships and municipal programs 	<ul style="list-style-type: none"> 6/30/15 6/30/16 12/31/16 12/31/19 	<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. Numerous City projects consistent with The London Plan coming forward, including: <ul style="list-style-type: none"> - rapid transit - Dundas Place/flex street - Future City Strategy - Urban Agriculture Strategy 	<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.






Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
			 Target unappealed portions of the London Plan in force and effect	12/31/17	<p>Pre-hearing Conference took place on March 29, 2018 to further refine scope of appeals, and to identify portions of the Plan in force and effect.</p> <p>Unappealed policies have been in force since January 18, 2018.</p> <p>Appealed policies that have been resolved will be in effect as of the date of the Board's Order (Q2, 2018)</p>	
			 Target appeals to the London Plan resolved/Ontario Municipal Board decision	6/30/18	<p>Pre-hearing Conference scheduled for March 29, 2018 to further refine scope of appeals, and to identify portions of the Plan in force and effect.</p> <p>Mediation scheduled for April, 2018 (two weeks) to resolve appeals and to identify additional policies to be identified as in force.</p>	<p>Motion for unappealed policies to come into force and effect was heard on March 29, 2018.</p> <p>Unappealed policies have been in force as of January 18, 2018.</p>
			 Implement monitoring program bi-annually to evaluate progress on London plan policies	12/31/19		

Introduction

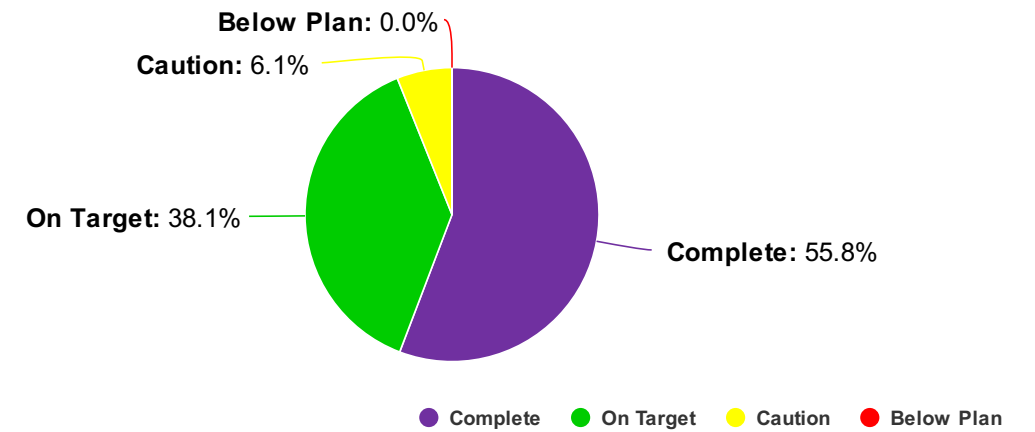
Growing our Economy

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	Report to SPPC on March 26 reports changes to approach for Economic Roadmap through a shift to natural leaders and partners for specific responsibilities.	
	<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.	
			<ul style="list-style-type: none"> Complete Environmental Assessment 	6/30/18	Phase I of the EA completed and now beginning Phase II of the EA. Working on Forks design.	

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 Detail Design of initial Project 	6/30/19		
		<ul style="list-style-type: none"> London's Downtown Plan (Planning) 	<ul style="list-style-type: none"> Launch London Community Foundation "Back to the River Project" 	6/30/15	Design competition completed with London Community Foundation leadership.	
			<ul style="list-style-type: none"> Evaluate emerging opportunities to advance Transformational Projects #3 in this Plan which supports this strategy and implement as resources allow 	12/31/19		
		<ul style="list-style-type: none"> Thames Valley Corridor Plan (Planning) 	<ul style="list-style-type: none"> Incorporate Thames Valley Corridor Plan recommendations into the design of initial "Back to the River" Project 	12/31/15	Design of Back to the River Project selected through design competition is consistent with the Thames Valley Corridor Plan.	
	<ul style="list-style-type: none"> Buy and service industrial land to bring more jobs to London 	<ul style="list-style-type: none"> Industrial Land Development Strategy (DCS) 	<ul style="list-style-type: none"> Align reporting of results with Community Economic Development Roadmap 	3/31/16	Sold over 107 acres of city industrial land in 2017 for new and expanding businesses.	
			<ul style="list-style-type: none"> Prepare large and small block implementation plans and update land acquisition strategy 	12/31/19	Ongoing	The end date has been changed from December 2017 because this milestone is ongoing.
			<ul style="list-style-type: none"> Have at least one large block "shovel ready" parcel available for sale 	12/31/19	Ongoing	The end date has been changed from December 2017 because this milestone is ongoing.
			<ul style="list-style-type: none"> Update land acquisition strategy based on sales performance and remaining inventory 	6/30/18	Ongoing	
			<ul style="list-style-type: none"> Update Industrial Land Development Strategy based on economic and financial performance 	6/30/19	Ongoing	

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"> 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.	
		<ul style="list-style-type: none"> The London Plan (City Structure Plan, Growth Management, and Industrial Place Type) - draft (Planning) 	<ul style="list-style-type: none"> ✓ Prepare second draft of London Plan and release City Structure Plan, Growth Management, and Industrial Place Type policies for comments. Undertake second round of public engagement seeking comments 	6/30/15	Second draft of policies completed and public engagement program completed.	
			<ul style="list-style-type: none"> ✓ 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.	
			<ul style="list-style-type: none"> ✓ Target approval of the London Plan by Province 	10/20/16	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	<p>Numerous City projects consistent with The London Plan coming forward, including:</p> <ul style="list-style-type: none"> - rapid transit - Dundas Place/flex street - Future City Strategy - Urban Agriculture Strategy 	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
			 Target unappealed portions of the London Plan in force and effect	12/31/17	<p>Pre-hearing Conference took place on March 29, 2018 to further refine scope of appeals, and to identify portions of the Plan in force and effect.</p> <p>Unappealed policies have been in force since January 18, 2018.</p> <p>Appealed policies that have been resolved will be in effect as of the date of the Board's Order (Q2, 2018)</p>	
			 Target appeals to the London Plan resolved/Ontario Municipal Board decision	6/30/18	<p>Pre-hearing Conference scheduled for March 29, 2018 to further refine scope of appeals, and to identify portions of the Plan in force and effect.</p> <p>Mediation scheduled for April, 2018 (two weeks) to resolve appeals and to identify additional policies to be identified as in force.</p>	<p>Motion for unappealed policies to come into force and effect was heard on March 29, 2018.</p> <p>Unappealed policies have been in force as of January 18, 2018.</p>
	 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.	
		 Service London Business (NCFS /DCS / Planning / F&CS)	 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.	
			 Launch Business Hub in City Hall lobby	12/31/19	The Service London Business Hub on the first floor of City Hall opened for business earlier this year.	
		 Community Economic Roadmap - new (CMO)	 Investigate the need for a business concierge program for small businesses in relation to the City of London regulatory environment	12/31/17		

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
			 Support the work of the 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	The Entrepreneurship Support Network (ESN) consists of member organizations that have a mandate to provide services that foster entrepreneurship in our community. Enhancements have been made to its terms of reference to provide a single frame of reference, talking points and shared ambition for the entrepreneurial sector.	
			 Identify process efficiencies through a Lean Six Sigma Program	12/31/19	<p>The Strategic and Operational Management Team has endorsed a two year Lean Six Sigma Road Map. Our areas of focus include:</p> <p>People: Building Lean capacity, Recognition of good work, Employee development and succession plans for Green Belts. White Belt training (An introductory to Lean) has been developed and facilitated to both SMT and OMT. Training to the corporation will be completed each quarter and as requested by Service Areas, a target of 100 employees has been set for 2018.</p> <p>Processes: Continually improving Service Area processes using municipal best practices, Developing standard work to sustain process improvement, Establishing KPI's and Build accountability for our people and processes.</p> <p>Customers: Evaluate and improve opportunities from our customers, Collaboration and responsiveness to the Voice of the Customer - Service London.</p>	

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
	<p>Fund and partner with the London Economic Development Corporation, Tourism London, London Convention Centre, and other community and regional partners to increase economic activity in London</p>	<p>Community Economic Roadmap – new (CMO)</p>	<p>Engage and connect economic development and community development organizations to build collaboration and leadership through in an annual information exchange as it relates to the implementation of the Road Map. Including sharing of key goals or initiatives being pursued in the upcoming fiscal year and the progress they are making against their strategic plans and objectives of the Community Economic Road Map where applicable.</p>	<p>12/31/19</p>	<p>In order to support the implementation of the Road Map several teams were established, including an Advisory Panel to oversee all implementation activities, and an Action Team for each of the priority areas, comprised of business, government and community partners.</p>	
			<p>Work with the Economic Partnership Advisory Panel to develop and deliver a community wide Economic Road Map Update</p>	<p>12/31/16</p>		
			<p>Partner with the London Economic Development Corporation and Downtown London to establish a pilot Fibre Optic Connection Grant Program</p>	<p>12/31/17</p>	<p>The 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.</p>	

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
			<p>↑ Explore new partnership opportunities with municipally funded economic development and community development organizations</p>	12/31/19	<p>In collaboration with the community and key stakeholders, Tourism London led the successful bid process for the 2019 Juno Awards. The 2019 Juno's, honouring Canadian music achievements, will be hosted in London on March 16-17, 2019. In addition, Tourism London in partnership with Western University and community stakeholders will be hosting on August 2-5, 2018 the 2018 Ontario Summer Games. 3,500 athletes and their families will be in attendance. The Hockey Canada Foundation Golf & Gala event will be hosted in London on June 18-19 and the Order of Hockey and induction into the Hockey Canada Hall of Fame will be awarded to Mike Babcock, coach of the Toronto Maple Leafs, Ryan Smith, former NHL star and Danielle Goyette, legendary women's hockey player and Team Canada Olympic gold medalist. The gala dinner will be televised on TSN and an expected attendance of over 1,200 people. In December, London will host the 2018 World Sledge Hockey Challenge. Gold medal game to be televised nationally.</p>	
			<p>↑ Partner with Tourism London and the London Arts Council to assist with the implementation of the Music Strategy</p>	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>✓ London Convention Centre will undertake a comprehensive marketing and sales strategy to attract new associations and organizations to meet in London</p>	12/31/17	<p>The undertaking of a comprehensive marketing and sales strategy has resulted in a total of 306 events being hosted by the London Convention Centre in 2017, which generated \$17.8 million in economic impact for London.</p>	






Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
			<p>↑ London Convention Centre will continue to provide strong operational management driving an annual surplus while being more open to attract new revenue through naming rights, increasing revenue for future capital needs and new initiatives</p>	12/31/19	London Convention Centre concluded 2017 with an operational surplus of \$81,422, which with Council approval will be transferred to the London Convention Centre Capital Reserve held by the City of London.	
			<p>✓ London Convention Centre will systematically define and implement the Guest Experience and Associate Experience Strategy to engage and delight guests</p>	3/31/18	The implementation of the Guest Experience and Associate Experience Strategy has resulted in the 2017 London Convention Centre Guest satisfaction rating improving to 2.45%.	
	<p>— Promote culture as a key part of economic growth and quality of life</p>	<p>— Cultural Prosperity Plan (CMO)</p>	<p>✓ Provide a written submission approved by Council based on London's Cultural Prosperity Plan to the Ministry of Tourism, Culture and Sport (MTCS) to be received as input for the Ontario Cultural Strategy Consultation</p>	12/31/15		
			<p>↑ Establish Culture/Entertainment Districts and their purpose and potential locations in the City of London. A Study Terms of Reference was approved by Council in October 2015 and Phase 1 report on the study of regulatory matters that optimize the staging of events was provided in March 2016. Strategy will be reported on after Canadian Country Music Week has taken place in London in September and has been evaluated</p>	12/31/19	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 a hearing has been scheduled for May 2018.	












Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
			<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> <p>✓</p>	12/31/16		
			<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> <p>✓</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>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>	3/31/18		<p>Ongoing activities on the progress of the Plan are being reviewed and annual reports are being received from partner organizations. London's Cultural Prosperity Plan Check-in Report currently being developed for Council in Q3 2018 highlights the ongoing work of: the Culture Office and our partner organizations (the London Arts Council, the London Heritage Council, Eldon House, Museum London, the London Public Library, Tourism London and others).</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	<p>The City continues 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. LAIR has become a key job creation program for artists in London. In 2017, LAIR funded 13 London-based artists to develop and deliver art infused projects in 100 classrooms across 32 different schools, reaching approximately 2775 students.</p>	

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>The Planning Division has produced seven State of the Downtown reports in the past and the Action Team participated with Planning to increase the number of performance measures specifically related to Culture for the 2015 Report. The London Music Hall reopened in 2013 after major renovations. In 2015, the venue held approximately 145 music-related events, 60 non-music events, and 15 corporate events. An estimated 135,000 attendees visited the venue in 2015. In 2014, 1.4 million people visited Covent Garden Market, with this figure increasing to 1.5 million visitors in 2015. Budweiser Gardens 9,046 seat entertainment centre attracted approximately 670,000 people each year.</p>	
		<p>— London Music Strategy (CMO)</p>	<p>✓ Recruit the London Music Industry Development Officer and establish the governance steering committee with the lead partners of: Tourism London, the London Arts Council and the City of London Culture Office</p>	12/31/15		
			<p>✓ Develop the London Music Strategy Implementation Plan</p>	3/31/16		
			<p>✓ Establish music industry engagement mechanisms including music task forces, the London Music Committee and community education and networking opportunities</p>	6/30/16	<p>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.</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"> ✓ Assist Tourism London with the implementation of the Canadian Country Music Week and Awards September 8 - 11 2016 	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>	
			<ul style="list-style-type: none"> ✓ Initiate the development of a music sector inventory of existing assets in the London community which can be connected to the City's GIS 	2/28/17	<p>Music Census located at www.londonmusicoffice.com</p>	
			<ul style="list-style-type: none"> ✓ Partner with the London Youth Advisory Council (LYAC) to establish an ongoing Youth Music Engagement Program 	6/30/17		
			<ul style="list-style-type: none"> ✓ Establish ongoing music programming opportunities for local talent to be part of Canada 150 Celebration in 2017 	12/31/17	<p>SesquiFest programming included: "Talbot Street Takeover", "Best of Ontario Day", "Canada Day 150", and "Centennial '67 Day".</p>	
			<ul style="list-style-type: none"> ✓ Evaluate the potential of an ongoing position for the London Music Development Officer 	12/31/17		

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
			<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	<p>Numerous City projects consistent with The London Plan coming forward, including:</p> <ul style="list-style-type: none"> - rapid transit - Dundas Place/flex street - Future City Strategy - Urban Agriculture Strategy 	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
			 Target unappealed portions of the London Plan in force and effect	12/31/17	<p>Pre-hearing Conference took place on March 29, 2018 to further refine scope of appeals, and to identify portions of the Plan in force and effect.</p> <p>Unappealed policies have been in force since January 18, 2018.</p> <p>Appealed policies that have been resolved will be in effect as of the date of the Board's Order (Q2, 2018)</p>	
			 Target appeals to the London Plan resolved/Ontario Municipal Board decision	6/30/18	<p>Pre-hearing Conference scheduled for March 29, 2018 to further refine scope of appeals, and to identify portions of the Plan in force and effect.</p> <p>Mediation scheduled for April, 2018 (two weeks) to resolve appeals and to identify additional policies to be identified as in force.</p>	<p>Motion for unappealed policies to come into force and effect was heard on March 29, 2018.</p> <p>Unappealed policies have been in force as of January 18, 2018.</p>
			 Implement monitoring program bi-annually to evaluate progress on London plan policies	12/31/19		
Urban regeneration	 Invest in London's downtown as the heart of our city	 London's Downtown Plan (Planning)	 Adopt London's Downtown Plan	6/30/15	Downtown Plan adopted by Council on April 14, 2015.	
			 Implement Medium & Small Scale Projects	12/31/19		
		 Dundas Flexible Street (EES / Planning)	 Complete Scoping Study	12/31/15	Scoping study completed and established as the foundation for the EA process.	
			 Undertake Environmental Assessment to determine infrastructure requirements	12/31/16	The Dundas Place Environmental Study Report was completed in January 2017 and received no Part II requests.	
			 Complete detailed design	12/31/17	Design project completed, Q4, 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"> Undertake phased construction of improvements 	12/31/19	Phase I construction to start April, 2018.	
		<ul style="list-style-type: none"> Forks of the Thames Re-development (EES / Planning) 	<ul style="list-style-type: none"> Launch London Community Foundation "Back to the River Project" 	6/30/15	Design competition completed with London Community Foundation leadership.	
		<ul style="list-style-type: none"> London Community Foundation's "Back to the River Project" (EES / 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.	
			<ul style="list-style-type: none"> Complete Environmental Assessment 	6/30/18	Phase I of the EA completed and now beginning Phase II of the EA. Working on Forks design.	
			<ul style="list-style-type: none"> Complete Detail Design of initial Project 	6/30/19		
		<ul style="list-style-type: none"> Alleyway Program (Planning) 	<ul style="list-style-type: none"> Adopt Terms of Reference for Alleyway Program 	3/31/19		
		<ul style="list-style-type: none"> Various infrastructure upgrades (EES) 	<ul style="list-style-type: none"> 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.	

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
			✓ 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	The final Core Area Servicing Studies report was received by Council on January 30, 2018 and the associated funding approach for growth infrastructure supporting intensification was endorsed for use in the 2019 Development Charges Background Study.	
		— Downtown management organization – new (Planning)	✓ Adopt Terms of Reference for an appropriate management entity for Dundas Place	12/31/17	Project completed Q4, 2017. Terms of Reference for Management structure approved.	
	— Create new partnerships to build, and support the building of, new affordable housing	— Housing Development Corporation Strategy (HSSDH)	✓ Establish the Housing Development Corporation, London	12/31/15		
			✓ Establish a new procurement and application process for development ventures, partnerships, and new projects in affordable housing	6/30/16		
			✓ 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.	
			✓ 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.	










Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
		Regenerating Public Housing Plan (HSSDH)	 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	A formal partnership team for regeneration of public housing has been formed that includes the City of London Housing Division, London Middlesex Housing Corporation and the Housing Development Corporation and have been meeting on a regular basis. The regeneration team is in the process of establishing a formal partnership team through a multi-party agreement to anchor the roles and governance of the project. The multi-party agreement is expected to be completed by Q3 2018.	
			 Secure contract for tenant support strategy to facilitate tenant engagement in regeneration and mitigate impacts to residents	6/30/18		It is recommended that the timelines be adjusted to June 30, 2019 to allow for additional time to align efforts with London Middlesex Housing Corporation's larger strategic plan for tenant engagement. Focus includes researching best practice approaches/alternatives (which might not involve consultants), engaging other City Service Areas with Community Development/Engagement expertise and developing Community demographic profiles.
			 Secure contract for regeneration related project development: 1. Overall Strategic Plan and 2. Site specific regeneration plan for initial priority sites	9/30/18	The regeneration project team has been meeting on a regular basis to develop the Regeneration Strategic plan.	
			 Initiate redevelopment activities. These will be subject to plans at priority sites with land studies, building plans, and related budget requirements	6/30/19	The regeneration project team has been meeting on a regular basis to develop the Regeneration Strategic plan.	








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

Invest more in heritage restoration, brownfield remediation, urban regeneration, and community improvement projects	Various Community Improvement Plans (Planning)	✓ Start Hamilton Road Area Community Improvement Plan	6/30/16	Project launched in August of 2016.	
		✓ Start Lambeth Community Improvement Plan	6/30/16	Project launched in August of 2016.	
		✓ Complete Hamilton Road Area Community Improvement Plan	1/1/18	CIP completed and recommended for adoption at PEC on March 19, 2018. CIP provides basis for streetscape improvement projects and introduction of new incentive programs for local businesses.	
		↑ Complete Lambeth Community Improvement Plan	12/31/18		
		✓ 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.	

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







Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
			✓ 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	Completed robust public engagement process offering the public the opportunity to provide ideas and input for the Smart City Strategy. The results from this engagement are being used in the separate Smart City Challenge initiative.	
			✓ Develop and disseminate Request for Proposals to successful vendors from RFQUAL process	9/30/16	Request for proposal prepared and disseminated based on the successful candidates from the RFQUAL process.	
			■ Complete Smart Cities Strategy	12/31/17	Draft of Phase 1 and Phase 2 reports completed by the Consultant and reviewed by the Steering Committee. Changes are required.	The lead for this project is no longer with the City. Resource constraints have led to delays. It is anticipated that the Phase 1 and Phase 2 reports will be submitted to Council in Q3 2018. However, the results from the Phase 1 and Phase 2 engagement program are being used in the Smart City Challenge being undertaken in early 2018.
			■ Work with successful vendor on the development and completion of implementation plan for Smart Cities Strategy	12/31/17	A substantial amount of work has been completed on Phase 1 and Phase 2 of the Smart City Strategy. This work will form the basis of for the Phase 3 Implementation Plan.	The lead for this project is no longer with the City. Resource constraints have led to delays. It is anticipated that the draft Phase 3 report will be submitted to Council by Q4, 2018

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
			 Develop business case for consideration by Council for funding and implementation of strategy	9/30/18		Due to resource constraints, this project has been delayed. Any budget requirements will be considered during the next Multi-year Budget (Q4, 2019)
			 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.	
		 Fibre Optic – Last Mile Program (F&CS / Planning)	 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.	
		 The London Plan (Smart City) – draft	 Prepare second draft of London Plan and release Smart City policies for comments. Undertake second round of public engagement seeking comments	6/30/15	Second draft of policies completed and public engagement program completed.	
			 Release final London Plan and hold public meeting at Planning Committee	6/30/16	Final policies drafted and Council adopted the London Plan June 23, 2016.	
			 Target approval of the London Plan by Province	12/31/16	Minister 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	Numerous City projects consistent with The London Plan coming forward, including: <ul style="list-style-type: none"> - rapid transit - Dundas Place/flex street - Future City Strategy - Urban Agriculture Strategy 	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
			 Target unappealed portions of the London Plan in force and effect	12/31/17	<p>Pre-hearing Conference took place on March 29, 2018 to further refine scope of appeals, and to identify portions of the Plan in force and effect.</p> <p>Unappealed policies have been in force since January 18, 2018.</p> <p>Appealed policies that have been resolved will be in effect as of the date of the Board's Order (Q2, 2018)</p>	
			 Target appeals to the London Plan resolved/Ontario Municipal Board decision	6/30/18	<p>Pre-hearing Conference scheduled for March 29, 2018 to further refine scope of appeals, and to identify portions of the Plan in force and effect.</p> <p>Mediation scheduled for April, 2018 (two weeks) to resolve appeals and to identify additional policies to be identified as in force.</p>	<p>Motion for unappealed policies to come into force and effect was heard on March 29, 2018.</p> <p>Unappealed policies have been in force as of January 18, 2018.</p>
			 Implement monitoring program bi-annually to evaluate progress on London plan policies	12/31/19		
		 Municipal best practices (CMO)	 Review how other municipalities use technology to report on Strategic Planning and Performance Measurements	12/31/15		
			 Include investigating municipal best practices for use of new and emerging technology in Senior Leadership Team Performance Plans	12/31/19		
			 Participate in Municipal Groups such as Ontario Municipal Benchmarking Initiative, the Association of Municipalities of Ontario, and the Federation of Canadian Municipalities	12/31/19		

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. As of the end of Q1 2018, all of the lighting fixtures have been replaced. The energy project is on track, and it is expected to be completed by the end of September 2019.</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>The implementation of the above projects came in on, or below budget. Project costs would have been approximately 12% higher, if not for the rebate programs available through London Hydro.</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>	
			<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 has continued to work with large commercial and industrial customers. London Hydro hosted events with large users outlining opportunities with Global Adjustment Class A and Class B rates, has continued to offer tools to help manage electricity bills, such as the IDC (Interval Data Centre) program, has been a leader with the Green Button Platform, and has provided CDM incentives.</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 expand the green fleet purchasing program for electric and hybrid vehicles</p>	12/31/17	London Hydro expanded its Green Fleet purchases in 2017. London Hydro now has Hybrid, Electric and PHEV vehicles in its fleet. Electric vehicles and other green fleet initiatives will be considered where appropriate in the future.	
			<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	Nelson transformer and downtown infrastructure upgrades are ongoing. Currently, work is underway regarding the joint initiative with the City on the Dundas Place project.	
		<p>— Community Energy Action Plan (EES)</p>	<p>↑ Provide annual updates on the Community Energy Action Plan which was approved by Council with 60 Actions between 2014 and 2018; 40 actions (2014 to 2015) and 16 actions (2016 to 2018)</p>	12/31/18		
		<p>— London Waste to Resources Innovation Centre (EES)</p>	<p>✓ Phase 1: Approve Concept of London Waste to Resources Innovation Centre</p>	3/31/15	Report submitted to Civic Works Committee on February 3, 2015. Concept launched and one Memorandum of Understanding with Green Shields Energy (GSE).	
			<p>✓ Phase 2: Update on the Concept of London Waste to Resources Innovation Centre project</p>	6/30/16		
			<p>✓ Phase 3: Submit to Committee/Council</p>	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> Phase 3: Undertake stakeholder engagement and prepare a Draft Business Case for a Centre including implementation scope, framework, costs, and risks</p>	3/31/18	Two more Memorandums of Understanding approved by Municipal Council in February 2018 with the Canadian Plastics Industry Association and Resource Energy Development of Canada Ltd. Further discussions and/or funding submissions occurring with several businesses, academic funding institutions and the Ministry of the Environment & Climate Change.	Results of Western Ontario's funding submissions to the Ontario Research Foundation and NSERC are unknown. This Phase of work will be delayed pending these results and further business and academic engagement. Revise date to 12/31/18.
			<p> Phase 4: Implement approved strategy</p>	3/31/18		Revise date to 12/31/18.
		<p> International Water Centre of Excellence (EES)</p>	<p> Engage partners in a discussion on expanding research opportunities beyond the Greenway Water Demonstration Facility</p>	6/30/16	Discussions have started on expanding the City role in supporting water industry research. These involve the local university, local industry and a consortium based in Southern Ontario.	
			<p> Prepare modifications to the Business and Operating Plan for consideration by the Municipal Council</p>	6/30/18	Working with academic and industry stakeholders a new model has been developed to facilitate research and development at City infrastructure facilities. This model will allow research that conforms to a series of governing principles to use City infrastructure for research and development purposes.	
			<p> Prepare Corporate By-law changes to constitute the new Business Plan</p>	12/31/17	Working with academic and industry stakeholders a new model has been developed to facilitate research and development at City infrastructure facilities. This model will allow research that conforms to a series of governing principles to use City infrastructure for research and development purposes.	

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"> 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
		<ul style="list-style-type: none"> Western Fair District Strategic Plan 2011-2018 (CMO) 	<ul style="list-style-type: none"> Continue to invest in infrastructure improvements in the District Create a vibrant entertainment district in the City of London Create unique cultural and recreational experiences in the City of London Support development of the agriculture industry and promote its value to the urban community Established Trackside Music Festival Partnership Launched the London Dairy Congress to promote innovation in the dairy industry 	<ul style="list-style-type: none"> 12/31/19 12/31/19 12/31/19 12/31/19 9/30/16 9/30/16 	<ul style="list-style-type: none"> 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 	
		<ul style="list-style-type: none"> Western Fair / City 4pad Joint Venture and Queen's Park Master Plan (CMO) 	<ul style="list-style-type: none"> Complete Garden Terrace 	<ul style="list-style-type: none"> 9/30/16 		
	<ul style="list-style-type: none"> Work with our municipal neighbours to create stronger industry clusters and raise our international profile and attractiveness 	<ul style="list-style-type: none"> London Economic Development Corporation's Industry Focus Areas: Food Processing, Life Sciences, Manufacturing, Digital Creative (CMO) 	<ul style="list-style-type: none"> Implement London Economic Development Corporation's Strategic Plan which highlights several initiatives to raise London's profile internationally 	<ul style="list-style-type: none"> 12/31/18 	<ul style="list-style-type: none"> In 2017, LEDC formed a new partnership with Windsor Essex Economic Development Commission to set up a regional technology development site for the Autonomous Vehicles Innovation Network. LEDC continues to collaborate with other municipalities in regional initiatives such as Ontario Food Cluster, Ontario Manufacturing Communities Alliance and the Consider Canada City Alliance. 	

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 	12/31/19		<p>This milestone end date has been changed from December 2017 because this milestone is ongoing.</p>
			<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 WORLDiscoveries, 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	LEDC has launched new partnerships with Fanshawe and IVEY to help London companies develop better H.R capacities. Eg. In 2017, over 50 companies attended the Momentum Series seminars, delivered in partnership with Fanshawe College. The London and Area Works initiative received a major award by the Economic Developers Association of Ontario.	

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>	12/31/18		
			<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		
			<p>✓ Identify gaps related to workforce development and identify partners willing to take lead on each item</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
			<ul style="list-style-type: none"> ✓ Review ongoing activities and programs related to workforce development 	9/30/16		
			<ul style="list-style-type: none"> ↑ Report on progress on workforce development annually, as part of the annual Road Map progress report 	12/31/19		
	<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 	9/30/16	Steering Committee has been struck and the London Immigration Strategy is under development.	
			<ul style="list-style-type: none"> ✓ Hold Internal and Community Consultations to determine objectives and goals of immigration strategy 	3/31/18		
			<ul style="list-style-type: none"> ■ Obtain plan endorsement from Council and community 	3/31/18		London Immigration Strategy Steering Committee required additional time to develop the strategy which will be presented to Council at end of May 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		<p>A detailed implementation plan must be developed in collaboration with all stakeholders to assess leads, detailed activities, and budgetary requirements and to ensure the coordination of the London Immigration Strategy with other City and community initiatives. It is recommended that a detailed Implementation Plan together with mechanisms for engagement be developed in collaboration with key stakeholders after the endorsement of the London Immigration Strategy and its recommendations, and that the timeline be adjusted to December 31, 2018.</p>
			<ul style="list-style-type: none"> Provide an update to key stakeholders and Council 	9/30/18		<p>Given the recommendation that the creation of the detailed Implementation Plan be delayed until December 31, 2018 (refer to milestone above: Develop Implementation Plan including mechanisms for engagement), the update to key stakeholders and Council will be delayed. It is recommended that an update to key stakeholders and Council take place one year after the finalization of the implementation plan in December 2018, and that the milestone date be moved to March 31, 2020.</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"> Evaluate progress of strategy and implementation plan 	9/30/19		<p>It is recommended that an evaluation of the progress of London Immigration Strategy and its implementation plan be delayed until December 31, 2019 to be included in the update to key stakeholders and Council by March 31, 2020.</p> <p>It will be too soon after the creation of the Implementation Plan to fully measure the progress of the London Immigration Strategy.</p>
		<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		

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
			 Support the efforts of local and regional agencies working to promote skilled trades and technology related careers to youth	12/31/19		
			 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.

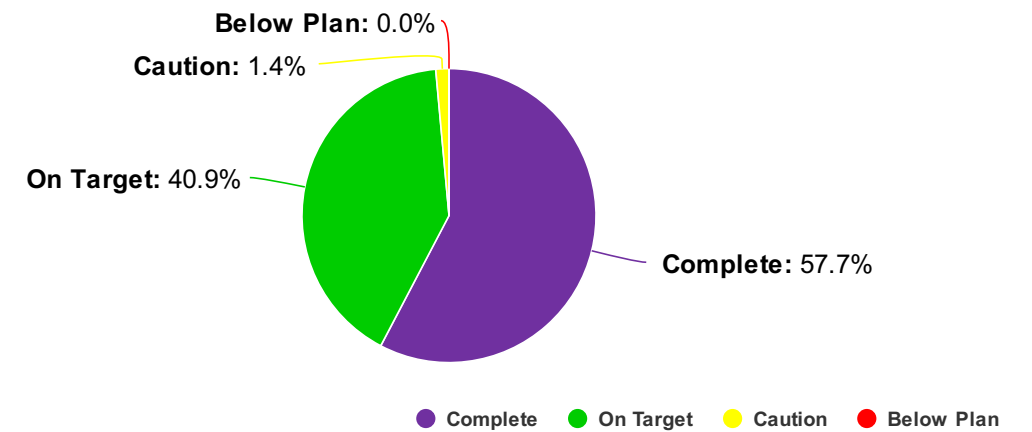
We will be prudent financial managers.

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	A list of current publications is maintained. Opportunities are evaluated based on target audience and budget.	

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 informational videos posted on www.london.ca and YouTube 	12/31/17	<p>Significantly increased the use of videos on social media to support City initiatives and programs. Successfully supported the Blackfriars Bridge rehabilitation, the London Music Office and ongoing City services and events.</p> <p>2015-2017 doubled the amount of YouTube views.</p>	
			<ul style="list-style-type: none"> ✓ Increase subscribership to Our City e-newsletter 	12/31/17	Continuous work with ongoing opportunities to raise awareness and promote.	
			<ul style="list-style-type: none"> ✓ Promote engagement toolkit 	12/31/17		
			<ul style="list-style-type: none"> ✓ Recommend social media optimization 	12/31/17	<p>Draft strategy developed. Implementation plan for 2018.</p> <p>2016 to 2017 - Increased Facebook followers by approximately 10,000 and Twitter followers by over 20,000.</p>	
			<ul style="list-style-type: none"> ↑ Continue to monitor and track 	12/31/19		
			<ul style="list-style-type: none"> ↑ Review/monitor/evaluate social media (ongoing) 	12/31/19		
			<ul style="list-style-type: none"> ↑ Facilitate use of toolkit 	12/31/18		
		<ul style="list-style-type: none"> — Communications protocol (CMO) 	<ul style="list-style-type: none"> ✓ Review protocol and usage practices 	12/31/16		
			<ul style="list-style-type: none"> ✓ Increase awareness of protocol 	12/31/17	Work collaboratively with City Clerk and Service Areas. Discussed and frequently referenced by SMT and OMT.	
			<ul style="list-style-type: none"> ↑ Evaluate protocol 	12/31/19		
			<ul style="list-style-type: none"> ↑ Monitor protocol 	12/31/19		

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
		Establish public engagement as a new area of focus (CMO)	✓ Determine and implement required updates	12/31/17		
			✓ Hire Manager of Public Engagement	3/31/16		
			✓ Recruit Manager of Public Engagement	12/31/15		
			✓ Review current policies and procedures	12/31/16		
			↑ Continue to monitor and track progress annually	12/31/19		
		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			

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
			✓ Investigate training options	12/31/16		
			✓ Implement guidelines	12/31/17	Continuous efforts and improvements are being made to promote the use of plain language for internal and external communications.	
			↑ Evaluate/monitor guidelines	12/31/18		
			↑ Review guidelines	12/31/19		
	Improve the City of London website so people can find what they want, when they want it, and how they want it	Mobile friendly website (CMO)	✓ Work with Information Technology services to refresh site design	12/31/15		
✓ Develop new image tool/train web authors			6/30/16			
✓ Roll out new mobile friendly site			9/30/16	Launched new mobile friendly website with a refreshed layout and responsive design. 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	Work is ongoing in collaboration with Human Resources and Information Technology Services.		
✓ Evaluate site needs			12/31/17			
↑ Monitor/track for ongoing improvements			12/31/19			
Multiple language availability (CMO)			✓ Test options	12/31/15		

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance	
			✓ 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			
			✓ 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			
			✓ Evaluate Strategy Monitoring and Reporting tool	6/30/17			
			↑ Report on progress towards the Strategic Plan semi-annually	12/31/19			
		Update the City's granting policy and process to non-profit organizations	Strategic Funding Framework - revised (NCFS)	✓ Develop and launch modernized London Community Grants Program	3/31/16		
				✓ Establish Community Review Panel to review and make decisions on both the multi-year (2017 to 2019) and annual (2017) granting streams	9/30/16		

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
			<p>✓ Allocate both multi-year and annual grants to all successful organizations</p>	3/31/19	<p>Below are some of the key highlights achieved in 2017 through the City's investment in the London Community Grants Program:</p> <ul style="list-style-type: none"> • \$2.47M was allocated to 42 organizations through both the Multi-Year and Innovation & Capital stream • 35% were newly funded organizations, having never received City of London core funding; • 55,000+ program and service hours were provided for residents • 250,000+ residents served <ul style="list-style-type: none"> • 100,000+ children and youth • 30,000 families • 130,000 people were connected to resources online • 1/3 of funded organizations offered programs that support newcomers and immigrants 	
			<p>↑ Launch London Community Grants Program multi-year granting stream for 2020 to 2023</p>	3/31/19		
			<p>↑ Launch London Community Grants Program annual granting stream: Innovation and Capital</p>	6/30/19	<p>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 in 2018.</p>	
<p>— Explore opportunities for electoral reform</p>		<p>— Explore moving to a ranked ballot voting system, signage, polling, campaign finance, and donor rebates (L&CS)</p>	<p>✓ Report on legislative changes and recommendations</p>	9/30/16	<p>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.</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"> ✓ 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.	
			<ul style="list-style-type: none"> ↑ Enhance public engagement and communication leading up to the 2018 election 	12/31/18		
			<ul style="list-style-type: none"> ↑ Prepare for 2018 election 	12/31/18		
Innovative and supportive organizational practices	<ul style="list-style-type: none"> — Operate as a values based organization 	<ul style="list-style-type: none"> — Corporate Values and Behaviours – all actions are based on respect, integrity, trust, pride, and standing together (HR&CS) 	<ul style="list-style-type: none"> ✓ Develop a Values integration plan 	12/31/17	Employee and Leadership programs have been reviewed and existing values and behavioural expectations have been integrated. Shared values to be reassessed, updated and recommitted to in preparation for the next multi-year strategic plan.	
			<ul style="list-style-type: none"> ↑ Train employees 	6/30/18		
			<ul style="list-style-type: none"> ↑ Implement a Values integration plan 	12/31/18		
	<ul style="list-style-type: none"> — Use innovative and best practices in all organizational and management activities 	<ul style="list-style-type: none"> — Recruitment, retention, and succession (HR&CS) 	<ul style="list-style-type: none"> ✓ Develop a recruitment outreach strategy 	9/30/17	Recruitment outreach strategy developed that focuses on recruitment, retention, succession and onboarding of employees.	
			<ul style="list-style-type: none"> ✓ Review and update Onboarding Program 	9/30/17	Reviewed and updated onboarding process having regard for "Lean" principles and feedback from stakeholders.	
			<ul style="list-style-type: none"> ✓ Complete the final phase of the centralization of recruitment 	12/31/17	Recruitment tools and processes developed to centralize recruitment.	

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
		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	Review conducted and updates to existing program are planned for 2018.	
		Project management (EES)	Develop Project Management Program	12/31/18		
		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.	










Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
			↑ Implement proactive Workplace Health Strategy	12/31/18		
		Employee innovation programs (HR&CS)	↑ Review and update "My Idea" Program	3/31/18		
		Employee transportation (HR&CS)	↑ Research and review options to encourage alternative forms of transportation for employees to and from work and during work hours	9/30/19		
		Health and safety (HR&CS)	✓ Review and update Corporate Health and Safety Management System Report	9/30/17		
			↑ Implement requirements to meet recognized Occupational Health and Safety Management System Standard	12/31/19		
	Enhance corporate and community safety by preparing for and responding to security risks and emergency events	Corporate Security Strategic Plan – revised (HR&CS)	✓ Review and update Corporate Security Strategic Plan	12/31/16	Corporate Security Strategic Plan reviewed and updated.	
			✓ Review, update and monitor Strategic Plan	12/31/17	Strategic Plan was reviewed and updated to include potential projects up to 2020.	
			↑ Review, update and monitor Strategic Plan	12/31/18		
			↑ Review, update and monitor Strategic Plan	12/31/19		

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
		City of London Corporate Emergency Response and Business Continuity Program (HR&CS)	↑ Develop Business Continuity Program	12/31/18		
			↑ Implement Business Continuity Program	12/31/19		
		Emergency Management Strategic Plan (HR&CS)	✓ Develop Emergency Management Strategic Plan	12/31/16	Emergency Management Strategic Plan developed.	
			✓ Review, update and monitor Strategic Plan	12/31/17	Strategic Plan was reviewed and updated to include potential projects up to 2020.	
			↑ Review, update and monitor Strategic Plan	12/31/18		
			↑ Review, update and monitor Strategic Plan	12/31/19		
Proactive financial management	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	Strategic Financial Plan (F&CS)	✓ Get approval and endorsement for a new multi-year budget approval process from Council and SLT respectively	3/31/15		
			✓ Obtain a budget target from City Council for the development of the multi-year budget	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 annual tax policy (within legislated time frame) based on Council decisions made during the multi-year budget process</p>	5/31/19	The 2017 Tax Policy was approved May 2, 2017. The 2018 Tax Policy recommendations are going to Committee on April 3, 2018, with an anticipated Council approval date of April 10, 2018.	
			<p>✓ Create engagement opportunities for members of the public to provide input into the City of London's first multi-year budget</p>	3/31/16	<p>Members of the public were able to provide input through the following vehicles:</p> <ul style="list-style-type: none"> -IPSOS Reid Citizen Satisfaction Survey -2 Build a Budget Workshops -Online Budget Simulator -Email: budget@london.ca -Community Open Houses -City of London Twitter/Facebook 	
			<p>✓ Develop the City of London's first ever multi-year budget process and have approved by City Council</p>	3/31/16		
			<p>✓ Provide business cases throughout the budget process for any new projects that require new/additional funding and align with Council's Strategic Plan</p>	3/31/16		
			<p>↑ Evaluate multi-year budget process and offer recommendations to be included in the next iteration - 2020-2023</p>	6/30/18	On February 26, 2018, Civic Administration issued a new survey to engage stakeholders on the development process of the 2016-2019 Multi-Year Budget & Annual Updates. The survey was undertaken in conjunction with the City of London 2015 - 2019 Strategic Planning Process survey. A report with the results of the survey and recommended changes to the multi-year budget process will be brought forward in Q2 2018.	
			<p>↑ Solid Waste Phase 1: Prepare review framework, options and obtain approval</p>	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"> ↑ Solid Waste Phase 2: Implement approved work plan 	6/30/19		
			<ul style="list-style-type: none"> ↑ Solid Waste Phase 3: Report Findings to Committee/Council 	9/30/19		
			<ul style="list-style-type: none"> ✓ Develop and seek endorsement of multi-year budget annual update process to be compliant with legislated requirements around annual tax policy 	9/30/16	On August 30, 2016, Council approved the schedule for the 2017 Multi-year Budget Update with milestone activities required by the Municipal Act.	
			<ul style="list-style-type: none"> ↑ Seek Council approval annually on Multi-Year Budget update and refine allocations where required 	12/31/19	Council approved the City's second annual update to the 2016-2019 Multi-year Budget for the 2018 budget year. This resulted in significantly less Council review time creating opportunities for Administration to work on other value added activities.	
	<ul style="list-style-type: none"> — Make sure that financial issues are not created and pushed to the future, creating problems for future generations 	<ul style="list-style-type: none"> — Strategic Financial Plan (F&CS/HR&CS) 	<ul style="list-style-type: none"> ✓ Review and update all Council approved financial policies to better reflect our current environment and municipal financial best practices 	9/30/17		
			<ul style="list-style-type: none"> ↑ Contract Negotiations 	12/31/19		
			<ul style="list-style-type: none"> ↑ Develop plan to improve the City of London's short and long-term investment strategy to obtain better returns on investments than current position 	12/31/19	In 2016, a short term investment strategy for general funds was implemented which generated additional interest revenue. Prudent Investor regulations implemented by the Province effective Jan 2019 will give the City more options to improve this position.	

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 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	Continuing to reduce reliance on debt for Lifecycle while increasing capital levy. Debt financing in the Lifecycle capital budget was 35% in 2006, but was reduced to 7% as updated in the 2017 Mid-Year Capital Monitoring Report. The City is actively working toward achieving the 0% target 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	The internal debt cap is currently \$26 million. The average debt in the ten year capital plan of the 2016-2019 Multi-year Budget was \$23.1 million.	
	<p>— Create, explore, and implement new technologies or technology improvements to assist in the management of corporate assets, financial and reporting systems, and billing systems</p>	<p>— Computerized Maintenance Management System Implementation Strategy and Enhance technical capabilities for infrastructure services (water, wastewater, and transportation) (FCS/EES)</p>	<p>✓ Discovery (design) Phase has been successfully completed</p>	10/3/17		
			<p>↑ Phase 1: Implementation of Cityworks CMMS solution for Water, Sanitary and Stormwater Infrastructure</p>	9/30/19		

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
			 Phase 2: Implementation of Cityworks CMMS solution for Roads and Forestry	5/31/20		
			 Phase 3: Implementation of Cityworks CMMS solution for Solid Waste, Parks Operations	9/30/20		
Collaborative, engaged leadership	 Continue to build strong working relationships between City Council, Civic Administration, the City's agencies, boards and commissions, and community partners	 Strategic Plan for the City of London 2015-2019 (CMO)	 Engage agencies, boards, and commissions in Council's 2015-19 Strategic Plan Development	12/31/15	Agencies, Boards and Commissions were involved in the development of Council's 2015-2019 Strategic Plan.	
			 Report to Strategic Priorities and Policy Committee on the alignment of the Strategic Plan for the City of London and the Strategic Plans of local agencies, boards and commissions	6/30/16	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.	
			 Engage agencies, boards and commissions in reporting progress towards Council's Strategic Plan annually	12/31/19		
		 Performance Plans (CMO)	 Include strengthening relationships with agencies, boards and commissions in Senior Leadership Team Performance Plans	12/31/19		

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"> Review strategy with Senior Leadership Team annually 	12/31/19		
		Foster collaboration and innovation through a variety of mechanisms (CMO)	<ul style="list-style-type: none"> Develop Council's 2015-19 Strategic Plan 	12/31/15		
			<ul style="list-style-type: none"> Engage and work with agencies, boards and commissions in the 2016 - 19 multi-year budget development process 	3/31/16		
			<ul style="list-style-type: none"> Invite agencies, boards and commissions as well as community partners to Standing Committee meetings 	9/30/16	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	The Civic Leaders Event took place on October 31, 2017. Through this event, the Civic Leaders determined new opportunities to promote innovation and share services between the City of London and its agencies, boards, and commissions. This event was attended by approximately 40 Civic Leaders who reported positive feedback due to allowing for open and honest collaboration.	
			<ul style="list-style-type: none"> Evaluate Communication Framework 	12/31/17	Communication framework has been evaluated, and the Collaboration with Civic Leaders report is scheduled to the Corporate Services Committee Q2 2018. This includes the evaluation of the communication framework and a recommendation for a collaboration strategy.	

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 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		
	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 / CMO) 	<ul style="list-style-type: none"> Review and update Civic Administrative By-Law 	3/31/18		The review and update is in progress and the proposed new target end date is December 2019.
		<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		

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
		<p>— Citizen Engagement (CMO / L&CS / Planning)</p>	<p>✓ Introduce protocol that requires non-statutory Community Information Meetings in response to applications for Zoning By-law/Official Plan amendments - Draft Community Engagement Protocol prepared and presented to Council</p>	3/31/15	New protocol has been established to require non-statutory community meetings in response to applications for Zoning By-law and Official Plan amendments.	
			<p>✓ Prepare a report that speaks to the use of Social Media as a means of engaging the community in response to planning applications - Information Report presented to Council</p>	3/31/15	A new website is now in place as a means of consulting with the public in response to planning applications.	
			<p>✓ Enhance live access to Council, Committee and Advisory Committee meetings via mobile streaming app and live YouTube channel</p>	6/30/16		
			<p>✓ Create individual web page for each application for Zoning By-law/Official Plan amendments - ITS Project Request submitted</p>	2/28/18	Strategy and products endorsed by Council on June 26, 2017. Project currently implemented and underway.	
			<p>↑ Expand the notification radius for notices related to applications for Zoning By-law/Official Plan amendments - External/Internal Stakeholder Meetings</p>	3/31/18		This was identified as a Phase II project in a December 2016 report to PEC. In the October, 2017 workplan update to PEC, this strategy was deferred to beyond Q4, 2019.

Substrategic Areas of Focus	What are we doing?	How are we doing it?	Milestones	Milestone End Date	Milestone Accomplishments	Milestone Variance
			<p>✓ Improve the "Possible Land Use Change" signs by creating unique signage that is custom-made for each application for Zoning By-law/Official Plan amendments - Develop sign template / meet with sign manufacturers / develop protocols for requesting site-specific signage</p>	2/28/18	Project complete and changes implemented. New signage being used that will increase public awareness of a planning application and provide additional information related to the application.	
			<p>✓ Improve the mail-out notices related to applications for Zoning By-law/Official Plan amendments - External/Internal Stakeholder Meetings</p>	2/28/18	Project complete and changes implemented. New Notices more user-friendly and fully AODA compliant.	
			<p>↑ Notify tenants by mail of applications for Zoning By-law/Official Plan amendments - External/Internal Stakeholder Meetings</p>	2/28/18	Strategy and products endorsed by Council on June 26, 2017. Implementation of strategy currently underway.	
			<p>↑ Promote engagement toolkit</p>	12/31/17		
			<p>↑ Help inform decision making through the Annual Citizen Satisfaction Survey</p>	12/31/18		
			<p>↑ Use of Social Media to increase the ways and means by which Planning Services engages the public</p>	12/31/19		
	<p>— Engage an Integrity Commissioner to ensure continued compliance with Council's Code of Conduct</p>	<p>— Request for Proposals (L&CS)</p>	<p>✓ Recruit and appoint Integrity Commissioner</p>	6/30/16	Integrity Commissioner appointed.	







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"> Review council's governance structure 	<ul style="list-style-type: none"> Governance Working Group (L&CS / All) 	<ul style="list-style-type: none"> Complete current Governance Working Group mandate 	12/31/18		
		<ul style="list-style-type: none"> Governance Review Policy – new (L&CS) 	<ul style="list-style-type: none"> Determine next steps subsequent to Governance Working Group's recommendations 	12/31/16	On October 25th, 2016 Council resolved that a new GWG BE ESTABLISHED, comprised of five appointed members of Council whose role shall be to complete the list of Deferred Matters and, upon completion of those matters, meet on an as needed basis.	
Excellent service delivery	<ul style="list-style-type: none"> Continue to effectively and efficiently deliver nearly 100 services that Londoners rely on every day 	<ul style="list-style-type: none"> Targeted Lean Projects (All) 	<ul style="list-style-type: none"> Explore and initiate a Lean Six Sigma Pilot Program in Service Areas 	3/31/16	With the goal of increasing efficiency, The Lean Six Sigma pilot program identifies improvements for service delivery and operational practices.	
			<ul style="list-style-type: none"> 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.	
			<ul style="list-style-type: none"> Train and Certify employees in Service Areas as Lean Six Sigma Green Belts 	9/30/16		
			<ul style="list-style-type: none"> Train and Certify City Staff as Lean Six Sigma Black Belts 	12/31/16		
			<ul style="list-style-type: none"> Complete Lean Six Sigma Green Belt projects 	9/30/17	To date sixteen Green Belt projects have been completed and reviewed by EzSigma for certification. Wave three of Lean Six Sigma Green Belt training has begun, and leader representatives from each Service Area have been selected along with a process improvement to be completed and certified. Measurements for improvement will focus on Safety, Quality, Capacity, Financial Stewardship and Voice of the Customer.	

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"> Targeted Service Review (All) 	<ul style="list-style-type: none"> 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 March 2018 to begin identifying and executing targeted "deep dive" service reviews in consultation with SMT. To date an RFP was issued in January 2018 to select a consultant to lead this initiative, and a report to award a contract to undertake the project was brought forward to the Strategic Priorities and Policy Committee on March 26, 2018.	
		<ul style="list-style-type: none"> Targeted Value for Money Audits (All) 	<ul style="list-style-type: none"> Report on results of value for money audit annually 	3/1/19		
			<ul style="list-style-type: none"> Identify an annual audit plan through Audit Committee 	3/31/19	As outlined in the February 2018 report to Audit Committee, an update to the audit plan has been provided by Deloitte to the City.	
		<ul style="list-style-type: none"> Targeted Zero Based Budgeting (All) 	<ul style="list-style-type: none"> Identify areas for review to the Senior Leadership Team annually each April 	9/30/19	Financial Business Administrators continue to actively review their respective service areas on an ongoing basis to determine candidates for zero-based reviews, with the objective of identifying permanent budget reductions.	
			<ul style="list-style-type: none"> 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
	<p>Deliver great customer experiences to residents, businesses, and visitors with innovative service delivery models, improved access through web, phone, and in person, and innovative technology</p>	<p>Service London Implementation Plan (NCFS)</p>	<p>✓ Launch Customer Relationship Management (CRM) Phase 2</p>	6/30/16		
<p>✓ Begin implementation of Service Level Standards</p>			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.		
<p>✓ Launch Self Service Portal subsequent phases - enhancements - to roll out annually)</p>			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>		
<p>✓ Launch Single number (661-CITY)</p>			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.		
<p>✓ Launch Customer Relationship Management (CRM) Phase 3</p>			12/31/17	CRM Phase 3 Implementation is complete.		
<p>↑ Launch Customer Relationship Management (CRM) Phase 4</p>			12/31/18	CRM Phase 4 is on track. Business Units have participated in a kick-off meeting; targeting completion by the of Q3, 2018.		

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>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 2017 ITS accomplishments: -Resolved 21,500 incidents and service requests -Achieved a 97.5% Customer Satisfaction Rating -Completed over 70 technological 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	Completed robust public engagement process offering the public the opportunity to provide ideas and input for the Smart City Strategy. The results from this engagement are being used in the separate Smart City Challenge initiative.	
			 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	Draft of Phase 1 and Phase 2 reports completed by the Consultant and reviewed by the Steering Committee. Changes are required.	<p>The lead for this project is no longer with the City. Resource constraints have led to delays. It is anticipated that the Phase 1 and Phase 2 reports will be submitted to Council in Q3 2018.</p> <p>However, the results from the Phase 1 and Phase 2 engagement program are being used in the Smart City Challenge being undertaken in early 2018.</p>
			 Develop business case for consideration by Council for funding and implementation of strategy	9/30/18		Due to resource constraints, this project has been delayed. Any budget requirements will be will be considered during the next Multi-year Budget (Q4, 2019)
		AMANDA System Upgrades (DCS)	 Complete upgrade and training related to the new web browser version. System Upgrade	6/30/16	Upgrade completed and allows staff to take advantage of new features.	

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 vehicles for hire (taxi/limousines)	6/30/16	The Vehicle for Hire By-law has been approved.	
			✓ Implement new tracking category related to building permit folders (excluding subdivision development and signs)	9/30/16	Allows Development applications to be accurately tracked.	
			✓ Implement new tracking category related to planning folders (excluding trees and heritage)	9/30/16		
			✓ Implement new tracking category related to water contamination (backflow prevention devices)	9/30/16	Successfully completed and folder is in operation.	
			✓ Implement new tracking category related to business licensing	12/31/17	Successfully completed and folder is in operation.	
			↑ Introduce enhanced mobile solutions for inspections and investigations	9/30/18	Council approval has been given for purchase of mobile application.	
			↑ Upgrade to AMANDA and Implementation - future upgrade	6/30/19	Project request will be made to IT Steering Committee in 2018.	
			↑ 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	Property cleansing has been completed and ownership records have been updated.	
		— Computerized Maintenance Management System (FCS/EES)	✓ Discovery (design) Phase has been successfully completed	10/5/17		

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"> Phase 1: Implementation of Cityworks CMMS solution for Water, Sanitary and Stormwater Infrastructure Phase 2: Implementation of Cityworks CMMS solution for Roads and Forestry Phase 3: Implementation of Cityworks CMMS solution for Solid Waste, Parks Operations 	<ul style="list-style-type: none"> 9/30/19 5/31/20 9/30/20 		
	<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 Develop detailed plans, business case and cost/benefit analysis Seek Council Approval Implement approved MAP15 recommendation 	<ul style="list-style-type: none"> 9/30/16 9/30/18 9/30/18 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 	<ul style="list-style-type: none"> 12/31/15 	<p>Agencies, Boards and Commissions were involved in the development of Council's 2015-2019 Strategic Plan.</p>	

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		
		<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		