Draft Outcomes, Expected Results, Strategies, and Metrics

STRENGTHENING OUR COMMUNITY (SOC)		
Outcome 1: Londoners have access to the supports they need to be successful		
Expected Result	**Strategy**	**Metric**
a) Increase affordable and quality housing options	**SOC-01** Establish and revitalize community housing through a Regeneration Plan.	# of lives impacted through social housing regeneration
		# of new revenue sources through the Regeneration Strategy
		# of additional units
		% of secondary priority sites developed
	SOC-02 Increase supportive and specialized housing options for households experiencing chronic homelessness.	# of chronic homeless living in supportive housing
		# of individuals and families experiencing chronic homelessness receiving Homeless Prevention Housing Allowances
		# of supportive housing units for individuals and families experiencing chronic homelessness
	SOC-03 Strengthen the support for individuals and families in need of affordable housing.	# of individuals and families supported through new supplement programs
		% of Homeless Prevention and Housing Plan Recommendations implemented
		% of identified London Middlesex Housing Corporation (LMHC) Strategic Plan objectives completed
		% of LMHC Service Standards met
		% of LMHC Tenants satisfied with their homes
		# of housing units inspected for safety and environmental health
	SOC-04 Utilize innovative regulations and investment to facilitate affordable housing development.	% of Affordable Housing Community Improvement Plan completed
		% of Affordable Housing Development Strategy completed
		% of Inclusionary Zoning Bylaw completed
		% of available school sites analyzed for affordable housing development opportunities
		# of Housing Development Corporation (HDC) recommended/negotiated bonus units at or below Average Market Rent (AMR)

STRENGTHENING OUR COMMUNITY

Outcome 1: Londoners have access to the supports they need to be successful (continued)

Expected Result	Strategy		Metric
b) Reduce the number of individuals and families experiencing chronic homelessness or at risk of becoming homeless	**SOC-05**	Create more purpose-built, sustainable, affordable housing stock in London.	% increase of available, purpose-created new affordable rental stock
			# of secondary/single-unit, based stock
	SOC-06	Implement coordinated access to mental health and addictions services and supports.	# of chronically homeless individuals and families that achieve housing stability (housed for 6 months)
			# of individuals and families that become chronically homeless
			# of programs participating in coordinated access practice
	SOC-07	Improve emergency shelter diversion and rapid re-housing practices.	# of unique chronic residents in shelter
			% of individuals successfully diverted from shelter and individuals in shelter rapidly re-housed
c) Support improved access to mental health and addictions services	**SOC-08**	Strengthen and support the mental health and addictions system.	% of Community Mental Health and Addictions Strategy recommendations implemented
			% of priority actions implemented as a result of stewardship of the Middlesex London Community Drug and Alcohol Strategy (CDAS)
			# of formalized partnerships with mental health and addiction services through the Coordinated Informed Response
			% of individuals moved from sleeping rough to shelter or housing through the Coordinated Informed Response
			# of mental health services available in library locations
			# of clients served through consumption and treatment services
			# of clients accessing consumption and treatment services that are referred to treatment supports
d) Decrease the number of London residents experiencing poverty	**SOC-09**	Continue to support and develop collaborative approaches to end poverty.	# of poverty reduction initiatives implemented annually
			$ invested to support poverty reduction initiatives

STRENGTHENING OUR COMMUNITY

Outcome 1: Londoners have access to the supports they need to be successful (continued)

Expected Result	Strategy		Metric
e) Increase opportunities for individuals and families	SOC-10	Enhance public trust and confidence by ensuring appropriate response to victims, the vulnerable, and racialized persons and groups.	% of reported sexual assaults that are cleared as unfounded (London Police)
			% of respondents satisfied with the quality of police services in helping victims of crime
	SOC-11	Fund and partner with the London Public Library to increase opportunities for people to access the services they need.	% increase in accessible and relevant collections
			# of Indigenous people served
	SOC-12	Improve access to licensed child care and early years opportunities.	# of additional licensed child care spaces created
			# of children in receipt of child care fee subsidy monthly, each year
			# of EarlyON visits made by children
	SOC-13	Work collectively with community partners to improve outcomes and integrated responses for children, youth, families, and older adults.	# of community organizations support collective community agendas
			# of community-based plans implemented
			# of community-supported initiatives implemented annually
			$ invested to support collective community agendas
			# of older adults served at library locations
			# of youth served at library locations
	SOC-14	Increase programming and activities for residents and families at Dearness Home.	$ invested in auditorium expansion
			# of programs and events offered
f) Improve the health and well-being of Londoners	SOC-15	Continue to provide access to planned and managed pathway systems and nature trails within parks and open spaces.	% of population using paths/trails
			# of kilometres of pathways
			# of kilometres of trails
	SOC-16	Create programs and exhibitions to foster health and well-being.	% of program participants reporting increased levels of physical activity
			% of program participants reporting increased self-esteem
			# of classes, exhibits, and other programs offered at Museum London
	SOC-17	Deliver health protection and promotion programs guided by population health surveillance.	# of personal service settings inspected by public health inspectors
			% of school age children immunized against vaccine preventable diseases
			# of food-serving establishments inspected by public health inspectors
			% of tobacco and cannabis vendors inspected for compliance with display, handling & promotion sections of the Smoke Free Ontario Act
			# of pregnant women/young families supported through public health home visiting programs and group programs

STRENGTHENING OUR COMMUNITY

Outcome 2: Londoners are engaged and have a sense of belonging in their neighbourhoods and community

Expected Result	Strategy		Metric
a) Increase the number of residents who feel welcomed and included	SOC-18	Create inclusive engagement opportunities for Londoners.	# of people engaged in the Community Diversity and Inclusion Strategy (CDIS)
			% of CDIS strategies implemented
			# of individuals participate in London & Middlesex Local Immigration Partnership (LMLIP) and City newcomer events.
			% annual newcomer retention rate
	SOC-19	Strengthen understanding of and ability to engage in practices that promote cultural safety.	% of Middlesex London Health Unit (MLHU) staff who have completed Indigenous Cultural Safety Training and/or participated in other opportunities related to Indigenous cultural safety
			# of City of London participants in the Intercultural Competency program
b) Increase the number of meaningful opportunities for residents to be connected in their neighbourhood and community	SOC-20	Strengthen engagement opportunities for all Londoners to participate in their neighbourhoods.	# of residents that voted in Neighbourhood Decision Making
			# of residents who submitted ideas through Neighbourhood Decision Making
			% of London neighbourhoods supported through community development
			% of neighbourhoods that participate in Neighbourhood Decision Making
			# of active neighbourhood associations
			# of Planning education and engagement events held in neighbourhoods
			# of unique venues where Planning events have been held
			# of Subdivision Ambassador outreach events
	SOC-21	Support neighbourhood festivals, cultural events, and activities across the city.	# of neighbourhood activities supported annually
			# of neighbourhood events supported
			# of new neighbourhood tools
			$ invested to support community organizations
			% increase in neighbourhoods supported
			# of permitted events
			# of special events requests
			# of festivals and events held annually by Covent Garden Market
			# of events hosted at Western Fair
	SOC-22	Expand Social Services client feedback and participation in service delivery design in their community.	# of service delivery design surveys with Ontario Works clients conducted
			# of client engagement sessions conducted

STRENGTHENING OUR COMMUNITY

Outcome 2: Londoners are engaged and have a sense of belonging in their neighbourhoods and community (continued)

Expected Result	Strategy		Metric
b) Increase the number of meaningful opportunities for residents to be connected in their neighbourhood and community (continued)	SOC-23	Implement programs and services that respond to neighbourhood recreation needs.	# of neighbourhoods that have had an increase in recreation participation rates as a result of targeted outreach
	SOC-24	Promote and invest in urban agriculture initiatives.	# of community gathering spaces that include an urban agriculture component

Outcome 3: Londoners have access to services and supports that promote wellbeing, health, and safety in their neighbourhoods and across the city

Expected Result	Strategy		Metric
a) Continue to invest in culture	SOC-25	Provide inclusive and diverse community-focused art and history exhibitions and interpretive programming through the implementation of Museum London's Strategic Plan.	# of Museum visitors
			# of classes, exhibits, and other programs offered at the Museum
			# of experiential tourism opportunities available to Museum visitors
			# of visitor surveys/focus groups
	SOC-26	Engage Londoners in culture to increase community vibrancy and awareness.	# of Cultural Heritage Interpretive opportunities
			# of arts organizations, collectives, and artists funded through the Community Arts Investment Program (CAIP)
			# of heritage organizations and historians funded through the Community Heritage Investment Program (CHIP)
	SOC-27	Invest in Dundas Place.	# of events hosted by the Dundas Street Partners (City, London Public Library, Museum London, Covent Garden Market, Downtown London BIA, etc)
			# of events requested
			$ of operating dollars spent to support Dundas Place
	SOC-28	Maintain the heritage resources of Eldon House to foster an appreciation of London's community and cultural heritage.	# of artifacts professionally conserved
			# of key security risks mitigated year over year
			% of permanent display artifacts digitized
			# of public programs/special events hosted
			# of new, returning, and online visitors
			% increase in outreach programs year over year
			# of corporate and community partners

STRENGTHENING OUR COMMUNITY

Outcome 3: Londoners have access to services and supports that promote wellbeing, health, and safety in their neighbourhoods and across the city (continued)

Expected Result	Strategy		Metric
a) Continue to invest in culture (continued)		Maintain the heritage resources of Eldon House to foster an appreciation of London's community and cultural heritage. (continued)	# of staff hours conducting audience research
			% increase in volunteer participation year over year
			# of corporate and community partners
			# of staff hours conducting audience research
			% increase in volunteer participation year over year
b) Increase participation in recreation, sport, and leisure activities	SOC-29	Remove barriers to access recreation, sport, leisure, and leadership programs and services.	# of individuals receiving Play Your Way financial assistance
			# of opportunities for free drop-in recreation programs
			% of subsidized community garden plots
			# of accessible community garden plots
			# of new play structures with rubber safety surfaces
			# of multilingual tours offered at Museum London
	SOC-30	Increase the number of recreation, sport, and leisure opportunities.	# of visits to city operated community centres
			# of city owned recreation facilities and major park amenities
			# of registered participants in recreation programs
			# of seniors satellite locations
			% increase in the number of community garden plots
			# of sport organizations engaged
			# of volunteers involved in sport
			# of registered participants
	SOC-31	Work with community partners to create a leading sustainable sport development model.	# of hours accessed through third party agreements
			# of formal agreements with local sport associations

STRENGTHENING OUR COMMUNITY

Outcome 3: Londoners have access to services and supports that promote wellbeing, health, and safety in their neighbourhoods and across the city (continued)

Expected Result	Strategy		Metric
c) Increase resident use of community gathering spaces	SOC-32	Invest in community building projects.	# of new seating areas introduced to existing parks
			# of small-scale projects and activations implemented in core neighbourhoods.
			# of tree trunks in Hamilton Road Tree Trunk Tour
			% of available school sites analyzed for parkland opportunities
			# of community gardens
			# of neighbourhood community facilities
d) Increase neighbourhood safety	SOC-33	Develop and implement a Community Safety and Well-being Plan.	Metrics TBD through the development of the Plan
	SOC-34	Develop and implement an enhanced Public Awareness Program to educate the public on their roles and responsibilities during emergency situations.	# of enhanced awareness and education programs
			# of participants in programs
	SOC-35	Promote and support fire safety through increased public education and prevention, utilizing all the resources of the London Fire Department.	# of inspections and inspection activities completed
			# of public education activities completed
			# of targeted populations reached through public education activities
			Fire Education Staff per 1,000 population
			Fire Prevention Staff per 1,000 population
	SOC-36	Reduce collision-related injuries and fatalities through public education and enhanced traffic enforcement.	Collision-related fatality rate
			Collision-related injury rate
	SOC-37	Reduce crime through increased visibility of community patrols and partnership with other agencies to address multi-jurisdictional criminal activity.	Crime Severity Index (London Police)
			Violent crime severity index (London Police)
	SOC-38	Reduce victimization/revictimization through public education, promotion and encouragement of public engagement in crime prevention strategies.	Victimization Rate by population and crime type (London Police)
			Revictimization Rate by population and crime type (London Police)
	SOC-39	Improve emergency response through the development and implementation of the Fire Master Plan and new technology.	Percentile City-wide response time for first Engine to arrive on scene within the Urban Growth Boundary
			Percentile City-wide response time to assemble 15 Firefighters on scene within the Urban Growth Boundary

STRENGTHENING OUR COMMUNITY

Outcome 3: Londoners have access to services and supports that promote wellbeing, health, and safety in their neighbourhoods and across the city (continued)

Expected Result	Strategy	Metric
d) Increase neighbourhood safety (continued)	**SOC-40** Promote pedestrian safety and active transportation.	# of elementary schools with school travel plans
		# of land development/municipal initiatives where official Middlesex London Health Unit input was provided about healthy community design

Outcome 4: London's neighbourhoods have a strong character and sense of place

Expected Result	Strategy	Metric
a) Ensure that new development fits within and enhances its surrounding community	**SOC-41** Prepare and implement urban design guidelines.	# of development applications with urban design review
		# of design guidelines prepared for specific topics or areas
b) Continue to conserve London's heritage properties and archaeological resources	**SOC-42** Conserve London's heritage through regulation and investment.	% of heritage conservation district strategy (Heritage Places) completed
		% of the municipally-owned Heritage Buildings Conservation Master Plan updated
		# of Heritage Alteration Permits processed
		# of heritage conservation districts
		# of heritage properties listed on the municipal registry
		# of heritage properties protected through designation
		# of archaeological studies completed
c) Increase the number of community gathering spaces in neighbourhoods	**SOC-43** Invest in community building projects.	% of available surplus school sites analyzed for parkland opportunities
		# of community gardens
		# of neighbourhood level community centres

BUILDING A SUSTAINABLE CITY (BSC)

Outcome 1: London's infrastructure is built, maintained, and operated to meet the long-term needs of our community

Expected Result	Strategy		Metric
a) Maintain or increase current levels of service	**BSC-01**	Continue to develop the City's Public Art/Monument program.	# of existing public art and monument maintained and restored
			# of public art and monuments created to reflect London's identity
	BSC-02	Develop and document current levels of service and identify proposed level of services.	# of asset types with developed/documented current levels of service
			# of asset types with identified proposed levels of service
	BSC-03	Regenerate and revitalize LMHC/Community Housing sites.	% of master plan completed
			Specific Metrics TBD as part of development of the master plan
b) Build infrastructure to support future development and protect the environment	**BSC-04**	Complete Waste Disposal Strategy (including the Environmental Assessment for the expansion of the W12A Landfill).	% completion of the Environmental Assessment
			# of Environmental Assessment approval received
			% completion of Waste Disposal Strategy
			# of Environmental Compliance Approvals received
	BSC-05	Work with multi-sectors to finalize the Climate Change/Severe Weather Adaptation Strategy for London's built infrastructure.	% completion of actions assigned to the City between 2020 and 2023
			% completion of actions assigned to Conservation Authorities between 2020 and 2023
			% completion of Adaptation Strategy for built infrastructure
	BSC-06	Renew, expand, and develop parks and recreation facilities, and conservation areas in appropriate locations to address existing gaps.	# of new district community centres
			# of new neighbourhood community centres
			# of new parks developed
			# of new conservation areas
	BSC-07	Continue annual reviews of growth infrastructure plans to balance development needs with available funding.	# of stakeholders participating in the Growth Management Implementation Strategy Update

BUILDING A SUSTAINABLE CITY

Outcome 1: London's infrastructure is built, maintained, and operated to meet the long-term needs of our community

Expected Result	Strategy	Metric
c) Manage the infrastructure gap for all assets	**BSC-08** Prioritize investment in assets to implement the Asset Management Plan.	Ratio of Budget to Replacement Value of Asset by functional area, including: • Water • Wastewater – Sanitary • Stormwater • Roads & Structures • Traffic • Parking • Solid Waste • Recreation • Parks • Urban Forestry • Fire • Long Term Care • Corporate Facilities • Culture Facilities • Fleet • Information Technology • Land
		Ratio of Budget to Corporate Asset Management Plan targeted infrastructure investment by functional area, including: • Water • Wastewater – Sanitary • Stormwater • Roads & Structures • Traffic • Parking • Solid Waste • Recreation • Parks • Urban Forestry • Fire • Long Term Care • Corporate Facilities • Culture Facilities • Fleet • Information Technology • Land
		% of library locations completed (water, sewer, and utility)
		% completion of library building components
		# of branch libraries revitalized per 10 year cycle
		# of branch libraries with way finding and signage strategy completed
		# of library locations per city growth
		# of library locations with accessibility upgrades (automatic door openers bathrooms, meeting rooms, etc.)
		$ invested to improve Museum London HVAC, security, and sanitation systems
		$ co-invested in master site plan at the Western Fair District
		$ invested in conservation areas

BUILDING A SUSTAINABLE CITY

Outcome 1: London's infrastructure is built, maintained, and operated to meet the long-term needs of our community (continued)

Expected Result	Strategy		Metric
c) Manage the infrastructure gap for all assets (continued)	**BSC-09**	Monitor the infrastructure gap to inform the management of City assets.	# of Corporate Asset Management Plan updates published
			$ of infrastructure gap by functional area, including: • Water • Wastewater – Sanitary • Stormwater • Roads & Structures • Traffic • Parking • Solid Waste • Recreation • Parks • Urban Forestry • Fire • Long Term Care • Corporate Facilities • Culture Facilities • Fleet • Information Technology • Land

Outcome 2: London's growth and development is well planned and sustainable over the long term

Expected Result	Strategy		Metric
a) Improve London's resiliency to respond to potential future challenges	**BSC-10**	Advance sustainability and resiliency strategies.	% of green city strategy completed
			% of resiliency strategy completed
			# of low impact development (LID) projects completed
b) Direct growth and intensification to strategic locations	**BSC-11**	Advance the growth and development policies of the London Plan through enhanced implementations tools and investments in infrastructure.	% of new zoning tool evaluation completed (Phase 1)
			% of new zoning tool completed (Phase 2)
			# of London Plan policies in force
			% of agricultural land developed since 2006
			% of Urban Growth Boundary review completed
			% growth that is intensification (within Built Area Boundary)
			% intensification within Primary Transit Area
			% growth within Urban Growth Boundary
			# of hectares of ecological resources protected
			# of permit ready lots available
			# of market ready units available

BUILDING A SUSTAINABLE CITY

Outcome 2: London's growth and development is well planned and sustainable over the long term (continued)

Expected Result	Strategy		Metric
b) Direct growth and intensification to strategic locations (continued)	**BSC-12**	Prepare detailed plans for strategic locations.	# of secondary plans completed
	BSC-13	Revitalize London's downtown and urban areas.	# of dwelling units in Downtown Community Improvement Plan
			# of dwelling units in Old East Village Community Improvement Plan
			# of dwelling units in SoHo Community Improvement Plan
	BSC-14	Monitor city building outcomes with the London Plan.	Metrics TBD pending the development of the monitoring tool

Outcome 3: London has a strong and healthy environment

Expected Result	Strategy		Metric
a) Increase waste reduction, diversion, and resource recovery	**BSC-15**	Work with residents and organizations to implement the 60% Waste Diversion Action Plan.	# of groups or organizations actively involved in promoting waste diversion
			% reduction in per capita waste generation
			% of residential waste is diverted from landfill
			% of households participating in the Green Bin Program
b) Increase community knowledge and action to support the environment	**BSC-16**	Collaborate on environmental actions with community groups through the London Environmental Network (LEN) and businesses as part of Green Economy London.	# of businesses/institutions that have joined because of City collaboration
			# of collaborative projects with community groups undertaken
	BSC-17	Increase community environmental outreach for the built environment through CityGreen.	# of CityGreen activities or events hosted
			# of participants in environmental education programs at Conservation Authorities
c) Protect and enhance waterways, wetlands, and natural areas	**BSC-18**	Implement strategies, policies, and programs to conserve natural areas and features.	# of Conservation master plans/ecological restoration plans completed
			# of hectares of buckthorne removed since 2018
			# of hectares of Environmentally Sensitive Area (ESA) land managed through Upper Thames River Conservation Authority (UTRCA) contract
			# of Hectares of invasive species other than buckthorne or phragmites removed since 2018
			# of ecological assessments
			# of Environmental Impact Studies reviewed
			# of hectares of wetlands created
			# of trees planted
			# of hectares of grasslands created

BUILDING A SUSTAINABLE CITY

Outcome 3: London has a strong and healthy environment (continued)

Expected Result	Strategy		Metric
c) Protect and enhance waterways, wetlands, and natural areas	**BSC-19**	Improve water quality in the Thames River	# of litres per day increase in ability to treat sewage during large rain storms
			# of Thames River water quality samples taken
			# of homeowner grants provided to reduce basement flooding and treatment plant bypasses
			# of kilometers of combined sewer replaced
			# of litres reduction in raw sewage bypasses to the Thames River during large rain storms
	BSC-20	Bring Londoners 'Back to the River' by revitalizing the Thames River radiating from the Forks.	% completion of the Forks Inaugural Project
			% completion of the SoHo Back to the River Environmental Assessment
			% completion of the SoHo Inaugural Construction Project
	BSC-21	Implement recommendations associated with the River Management Plan and One River Environmental Assessment.	# of projects completed from Environmental Assessment
d) Conserve energy and increase actions to respond to climate change and severe weather	**BSC-22**	Develop and implement the next Corporate Energy Management Conservation & Demand Management (CDM) Strategy	% completion of CDM Strategy (2019-2023)
			% completion of CDM Strategy actions
			% completion of the updated Green Fleet Plan
			% reduction in corporate energy use on a per person basis compared to 2007
			% reduction in greenhouse gas generation levels from 2007 levels
	BSC-23	Work with multi-sectors to develop and implement the next Community Energy Action Plan (CEAP).	% completion of CEAP (2019-2023)
			% completion of CEAP actions assigned to the City between 2020 and 2023
			% completion of CEAP actions assigned to Conservation Authorities between 2020 and 2023
			% reduction in energy use on a per person basis compared to 2007
			% reduction in greenhouse gas generation levels from 1990 levels
			# of stakeholder organizations, groups or businesses actively engaged in CEAP
			% reduction in greenhouse gas per person from 1990 levels
	BSC-24	Update flood forecast and warning system to address a changing climate.	# of updates completed annually

BUILDING A SUSTAINABLE CITY

Outcome 3: London has a strong and healthy environment (continued)

Expected Result	Strategy		Metric
d) Conserve energy and increase actions to respond to climate change and severe weather (continued)	**BSC-25**	Assess health vulnerability to climate change.	# of days of heat warnings
			# of days of cold weather alerts
			# of ticks testing positive for Lyme disease
			# of Vector Borne Diseases not previously reported in London

Outcome 4: Londoners can move around the city safely and easily in a manner that meets their needs

Expected Result	Strategy		Metric
a) Increase access to transportation options	**BSC-26**	Build more infrastructure for walking and bicycling.	# of metres of sidewalks built
			# of metres of bike lanes built
	BSC-27	Continue to expand options and programs to increase mobility.	% completion of a Bike Parking Action Plan
			% completion of a monitoring program for building a bike-friendly London
			% completion of a Transportation Management Association Feasibility Study
			% completion of Bike Share Business Case
			% completion of transportation demand management actions between 2020 and 2023
	BSC-28	Develop a strategic plan for a future with connected and autonomous vehicles.	% completion of the strategic plan
	BSC-29	Support Londoners to access affordable public transit where they live and work.	# of residents in receipt of transit subsidy
			# of subsidized rides
	BSC-30	Implement the London Transit Commission (LTC) 5 year Specialized Service Plan.	# of lower and level non-accommodated trips
			Increase rides per capita
	BSC-31	Implement the LTC Ridership Growth Strategy.	Increase ridership
			Increase rides per capita
	BSC-32	Implement a rapid transit system to improve the reliability and capacity of existing transit service and support London Plan city building.	# of kilometres of dedicated lanes constructed
	BSC-33	Implement the LTC 5 year Conventional Service Plan.	Increase ridership
			Increase rides per capita

BUILDING A SUSTAINABLE CITY

Outcome 4: Londoners can move around the city safely and easily in a manner that meets their needs (continued)

Expected Result	Strategy		Metric
b) Manage congestion and travel times	**BSC-34**	Continue to improve the traffic signal system for the benefit of all road users.	% reduction in the afternoon peak Travel Time Index (ratio of off-peak to peak travel times on busy roads)
	BSC-35	Implement the strategic program of road improvements identified in the Smart Moves Transportation Master Plan.	# of lane kilometres of road added to the transportation network
			# of new road-rail underpasses constructed
c) Improve safety for all modes of transportation	**BSC-36**	Implement infrastructure improvements and programs to improve road safety.	# of injury and fatality collisions per year
d) Improve the quality of pedestrian environments to support healthy and active lifestyles	**BSC-37**	Plant more trees to increase the city's tree canopy cover.	# trees planted on streets, open spaces and parks
	BSC-38	Respond to changing participation patterns and emerging activities by adapting public spaces and programs.	# of benches added to parks
			# of lights added to parks
			% of public satisfied with park and open space
			# of kilometres of pathway improved
	BSC-39	Increase pedestrian amenities on streets.	% of street projects with urban design review
			# street trees planted
			$ made available for cost-sharing neighbourhood street lighting projects

GROWING OUR ECONOMY (GOE)

Outcome 1: London will develop a top quality workforce

Expected Result	Strategy		Metric
a) Increase access employers have to the talent they require	**GOE-01**	Increase employers' access to resources to help achieve best practices in talent recruitment and retention.	# of grants
			# of agencies committed to working with employers
			# of activities to support employers
	GOE-02	Increase Ontario Works client participation within employment activities.	% of Ontario Works file terminations exiting to employment
			% of eligible clients that have an active outcome plan
b) Increase opportunities between potential employers, post-secondary institutions, and other employment and training agencies	**GOE-03**	Increase the number of local internship opportunities for post-secondary students.	# of students connected to post-secondary institutions with local employers
	GOE-04	Increase the number of connections between employers, post-secondary students, newcomers, and other employment and training agencies.	# of activities to support connections of students to business
			# of activities to support connections of employers to employment and other training agencies
			# of activities to support connections of employers to newcomers
			# of networking opportunities provided for cultural workers in art, history, literature, music, and digital technology
	GOE-05	Attract, retain, and integrate international students, and newcomer skilled workers, and entrepreneurs.	# of newcomer attraction activities supported
			# of newcomer retention and integration activities supported
			% annual newcomer retention rate

Outcome 2: London is a leader in Ontario for attracting new jobs and investments

Expected Result	Strategy		Metric
a) Increase partnerships that promote collaboration, innovation, and investment	**GOE-06**	Expand opportunities and activities through the London Waste to Resources Innovation Centre.	# of resource recovery pilot projects initiated
			# of companies collaborating on resource recovery projects
			# of signed Memorandums of Understanding (MoUs)
	GOE-07	Implement the Smart City Strategy.	% of Smart City Strategy completed
	GOE-08	Seek out and develop new partnerships and opportunities for collaboration.	# of City Planning projects completed in collaboration with educational institutions
	GOE-09	Plan for High Speed Rail.	Metrics TBD
	GOE-10	Collaborate with regional partners on international missions for new investment attraction.	# of regional investment promotion missions
	GOE-11	Undertake regional planning partnerships with neighbouring municipalities.	# of area municipalities engaged in regional planning

GROWING OUR ECONOMY

Outcome 2: London is a leader in Ontario for attracting new jobs and investments (continued)

Expected Result	Strategy		Metric
a) Increase partnerships that promote collaboration, innovation, and investment (continued)	**GOE-12**	Grow tourism revenues through initiatives that build awareness and interest in London.	# of overnight visitors to London
			$ of tourism spending in London
	GOE-13	Support tourism by facilitating local, provincial, and national stakeholders to encourage community economic development, business partnerships, product development and legacy development for London.	$ of economic impact of tourism in London
			$ tourism revenue generated as a total of Gross Domestic Product (GDP) for Ontario
			$ tourism revenue generated as a total of Gross Domestic Product (GDP) for London
	GOE-14	Support the development of agricultural industry and promote its value to the urban community through the establishment of an Agricultural Centre of Excellence.	# of industry leading farm and poultry shows
			$ leveraged to support Agricultural Centre of Excellence
			# of Agricultural Centre of Excellence partners
			# of Agricultural Centre of Excellence users
b) Maintain viability in key global markets	**GOE-15**	Continue to engage the community to attract conventions, conferences, and multi-day events to London contributing to the community's economic prosperity.	$ of economic impact (in millions)
			$ of total revenue (in millions)
	GOE-16	Create a vibrant entertainment district in the City of London.	# of events held at the Western Fair
			# of events on City property
			# of private music venues
c) Increase public and private investment in strategic locations	**GOE-17**	Revitalize London's downtown and urban areas.	$ value of all construction projects in receipt of financial incentives
			Ratio of Incentive to Construction Value within Community Improvement Plan (CIP) areas
			$ value of development charge grants
			$ value of property tax grants
			$ of assessment value in CIP areas
			$ of Covent Garden Market sales revenue
			% of Covent Garden Market tenant occupancy

GROWING OUR ECONOMY

Outcome 2: London is a leader in Ontario for attracting new jobs and investments (continued)

Expected Result	Strategy		Metric
d) Increase public and private investment in amenities that attract visitors, a talented workforce and investment	**GOE-18**	Invest in city building projects.	# of city building project studies completed
			# of Downtown Plan initiatives implemented
			# of units zoned within Old Victoria Hospital lands
	GOE-19	Increase partnership funding, sponsorships, and donations to recreation services and amenities.	$ of partnerships, sponsorships and donations
			# of adopt-a-parks
e) Maintain foreign investment attraction, local retention, and growth and entrepreneurship support programs	**GOE-20**	Ensure job growth through attraction of new capital from a diverse range of markets and industries.	# of jobs created

Outcome 3: London creates a supportive environment where entrepreneurs, businesses, and talent can thrive

Expected Result	Strategy		Metric
a) Increase access to supports for entrepreneurs and small businesses, and community economic development	**GOE-21**	Revitalize London's Downtown and urban areas.	# of Business Improvement Areas (BIAs) supported
			# of Community Improvement Plan financial incentive applications processed
			$ value of building code and façade improvement loans issued
			$ value of building code and façade improvement grants issued
			% of targeted businesses in BIAs
			# of net new businesses in BIAs
			$ invested in BIA administration
	GOE-22	Support entrepreneurs, start-up, and scale-up companies.	# of supports provided for start-ups and scale-ups
			# of activities to support entrepreneurship growth
			# of artist performance opportunities created
			# of music workshops and networking opportunities created
b) Increase efficiency and consistency for administrative and regulatory processes	**GOE-23**	Improve administrative and regulatory processes and by-law requirements.	# of Planning policy/procedural manuals created
			# of bylaws reviewed and amended or repealed
			# of building and development processes reviewed and improved

GROWING OUR ECONOMY

Outcome 3: London creates a supportive environment where entrepreneurs, businesses, and talent can thrive (continued)

Expected Result	Strategy		Metric
b) Increase efficiency and consistency for administrative and regulatory processes (continued)	**GOE-24**	Improve access and navigation of City services and supports through Service London Business.	# attendees at collaborative regulatory workshops
			# of customer journeys mapped and improved
			# of visits to Service London Business Counter
			# of visits to Service London Business website
c) Increase the availability of serviced land in strategic locations	**GOE-25**	Continue to invest in land acquisition and servicing to recruit and retain new industrial employees.	# hectares of City-owned industrial land inventory
			# of jobs created in City-owned industrial parks
			$ taxes paid by companies operating in City-owned industrial parks

LEADING IN PUBLIC SERVICE (LPS)

Outcome 1: The City of London is trusted, open, and accountable in service of our community

Expected Result	Strategy		Metric
a) Increase opportunities for residents to be informed and participate in local government	**LPS-01**	Develop and deliver a corporate communications strategy, including staff training and tools to enhance communications and public engagement.	Metrics TBD through the development of the Corporate Communications Strategy
			# of media relations training sessions offered
			# of Public Engagement Forum meetings
			Resident public engagement satisfaction score
			% of City Planning outreach and education strategy completed
			# of residents that participate in the Neighbourhood Decision Making process
			# of communication channels for Multi-Year Budget (MYB) engagement process
			# of resident interactions in the Multi-Year Budget engagement process
b) Improve public accountability and transparency in decision making	**LPS-02**	Measure and publicly report on corporate performance.	# of public reports the City of London participates in (BMA Consulting, Municipal Benchmarking Network Canada (MBNC), etc.)
			# of strategic plan progress and performance reports
			# of reports to the community, including the annual community survey
	LPS-03	Increase access to information to support community decision making.	# of open data sets available
			# of new tools available, such as a citizen dashboard
c) Build relationships with Indigenous peoples that are respectful, transparent, responsive, and accountable	**LPS-04**	This strategy must be developed in partnership with Indigenous peoples, including local First Nations.	Metrics TBD through the development of the strategy

LEADING IN PUBLIC SERVICE

Outcome 2: Londoners experience exceptional and valued customer service

Expected Result	Strategy		Metric
a) Increase community and resident satisfaction of their service experience with the City	**LPS-05**	Create new and/or enhance opportunities for residents and neighbourhood groups to engage on program and service needs.	% of all community centre visitors rating overall experience as good or excellent
			% program utilization rate
			% satisfaction rate of annual community survey
b) Increase responsiveness to our customers	**LPS-06**	Research and respond to emerging planning trends and issues.	% of Provincial Planning legislation and policy updates reviewed and reported to Council
			# of reports addressing emergent planning issues
	LPS-07	Streamline customer intake and follow-up across the corporation.	# of City staff that receive customer service training
			# of customers surveyed at point of transaction
			% of customers satisfied with the services they received at point of transaction
			% of service requests resolved on time
			Average processing time to determine eligibility for Ontario Works
			% of Ontario Works clients that access intake within 5 minutes
			# of building and development processes reviewed and improved
c) Increase efficiency and effectiveness of service delivery	**LPS-08**	Implement customer service standards.	# of Service Requests completed by planned completion date
			% of customers satisfied with the service they received
	LPS-09	Conduct targeted service reviews.	# of zero-based budget reviews completed
			# of additional reviews completed
	LPS-10	Promote and strengthen continuous improvement practices.	# of City employees with Lean training
			# of individuals that participate in continuous improvement events
			# of employees engaged in continuous improvements
			# of financial process improvements
			# of continuous improvements projects undertaken across the corporation
	LPS-11	Demonstrate leadership and accountability in the management and provision of quality programs, and services.	% satisfaction rate of annual community survey
	LPS-12	Accommodate long-term space needs for the City of London and optimize service delivery locations.	Metrics TBD through next MYB Q1 2020
	LPS-13	Improve animal welfare by encouraging more animal adoption.	% rate of companion animal live release

LEADING IN PUBLIC SERVICE

Outcome 2: Londoners experience exceptional and valued customer service (continued)

Expected Result		Strategy	Metric
d) Reduce barriers to access city services and information	**LPS-14**	Enhance collaboration between Service Areas and community stakeholders to assist residents to access services and supports.	# of processes developed to ensure that city resources are shared across Service Areas
			# of community initiatives supported by multiple Service Areas
			# of cross-functional teams supporting community initiatives
			% of community initiatives that share information and resources across the corporation
			# of staff training sessions related to mental health, addictions, and community resources
			# of multi-Service Area initiatives implemented
	LPS-15	Implement the 2018 to 2021 Multi Year Accessibility Plan.	# of front counters made accessible
			# of pedestrian crosswalks made accessible
			% of accessibility initiatives implemented
	LPS-16	Implement ways to improve access to services and information.	# of services available at customer service counters
			# of tools and resources available in multiple languages
			% of customers satisfied with the service they received
			% of information provided in alternate formats
			% satisfaction rate with accessibility of services
			# of Service London Portal users
e) Increase the use of technology to improve service delivery	**LPS-17**	Continue to maintain, build, and enhance a high-performing and secure computing environment.	# of technical service requests and incidents successfully completed
			% availability of City of London core computing environment
			% of Information Technology customers satisfied
			% of targeted WiFi implementations completed

LEADING IN PUBLIC SERVICE

Outcome 3: The City of London is a leader in public service as an employer, a steward of public funds, and an innovator of service

Expected Result	Strategy		Metric
a) Increase the diversity of the city's workforce	**LPS-18**	Update and implement an Equity and Inclusion Plan.	% of newly hired employees compared to community dimensions of diversity
b) Attract and retain a talented workforce	**LPS-19**	Develop and implement a People Plan.	% voluntary staff turnover rate
			% successful staff hire rate
c) Maintain a safe and healthy workplace	**LPS-20**	Develop and implement a People Plan.	# employee absenteeism rate
			# of inquiries/requests
			# of informal complaints (completed)
			# of formal complaints (completed)
			# of training opportunities
			# of participants in training
d) Maintain London's finances in a transparent and well-planned manner to balance equity and affordability over the long term.	**LPS-21**	Plan, conduct, and support annual internal and external audits.	# of audits completed
	LPS-22	Continue to ensure the strength and sustainability of London's finances.	# of consecutive years the Aaa credit rating is maintained
	LPS-23	Establish and monitor targets for reserves and reserve funds.	% of reserve and reserve fund targets that are established and monitored
	LPS-24	Maximize investment returns, adhering to the City's investment policy.	Actual investment returns compared to the City of London contractual bank rate
	LPS-25	Review and update the City's financial strategic planning, principles, and policies.	# of principles and policies reviewed and updated
	LPS-26	Develop and monitor the Multi-Year Budget to align financial resources with Council's Strategic Plan.	Average annual tax levy, water and wastewater rate increases approved through annual budget updates compared to the average annual tax levy, water and wastewater rate increases approved through Multi-Year Budget process
	LPS-27	Adhere to City of London limit on authorized debt (internal debt cap).	Actual debt authorized compared to internal debt cap

LEADING IN PUBLIC SERVICE

Outcome 3: The City of London is a leader in public service as an employer, a steward of public funds, and an innovator of service (continued)

Expected Result	Strategy		Metric
d) Maintain London's finances in a transparent and well-planned manner to balance equity and affordability over the long term (continued).	**LPS-28**	Develop tax policy to align with Council priorities of the Strategic Plan.	City of London Commercial tax ratio compared to average Provincial Commercial tax ratio
			City of London Industrial tax ratio compared to average Provincial Industrial tax ratio
			City of London Multi-residential tax ratio compared to average Provincial Multi-residential tax ratio
e) Enhance the ability to respond to new and emerging technologies and best practices	**LPS-29**	Deliver and maintain innovative digital solutions to increase efficiency and effectiveness across the Corporation.	# of digital solutions delivered
			# of Lessons Learned Outcomes communicated to ITS Project Managers
			% of digital solutions that resulted in an increase in efficiency and/or effectiveness
			% of time spent on projects
			% of paperless trials (Provincial Offences Court)
			% of disclosure requests processed electronically (Provincial Offences Court)
			% progress towards completion of digital application tracking initiatives