

TO:	CHAIR AND MEMBERS STRATEGIC PRIORITIES AND POLICY COMMITTEE MEETING ON APRIL 8, 2019
FROM:	MARTIN HAYWARD CITY MANAGER
SUBJECT:	COUNCIL'S STRATEGIC PLAN 2019-2023: UPDATED OUTCOMES, EXPECTED RESULTS, STRATEGIES, AND METRICS

RECOMMENDATIONS

That, on the recommendation of the City Manager, the following report **BE RECEIVED** for information.

PREVIOUS REPORTS PERTINENT TO THIS MATTER
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- Strategic Priorities and Policy Committee (SPPC): December 17, 2018, January 14, 2019, January 25, 2019, March 4, 2019, April 1, 2019.

BACKGROUND

The purpose of this report is to provide an update on the work completed at the April 1, 2019 Strategic Priorities and Policy Committee meeting, as well as the next steps associated with the Strategic Plan.

Council's 2019-2023 Strategic Plan

Process for Development

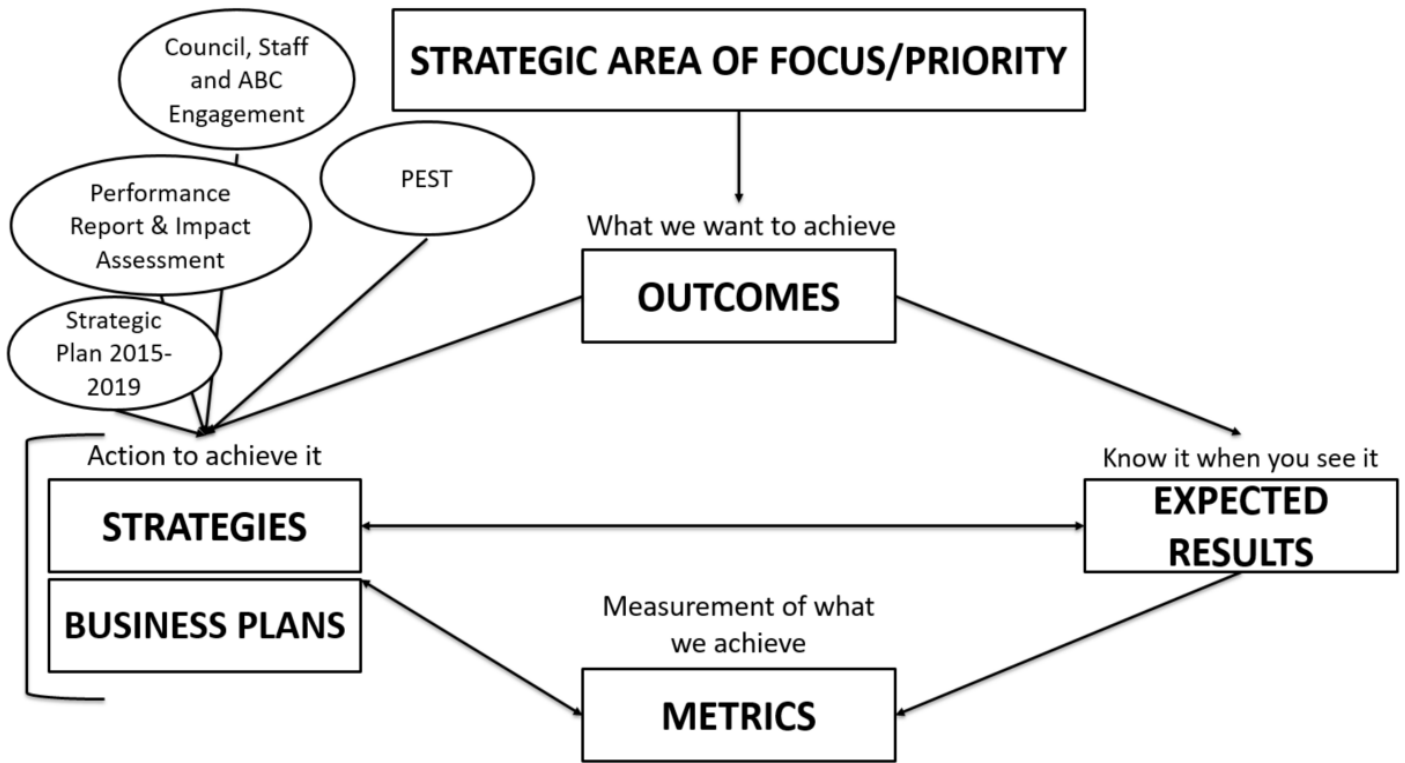
The following is a summary of the steps taken by Civic Administration, agencies, boards, and commissions to develop the proposed draft Outcomes, Expected Results, Strategies, Metrics and Targets to be considered by Council for the Strategic Plan 2019-2023:

1. As part of the last strategic planning process, a review was undertaken to help inform the next planning process. Key lessons from this review informed the process and the key components for the new Strategic Plan. These included:
 - **Build on** the current plan, don't start from scratch;
 - Consider how to **measure** the plan in the beginning of the process. Be **clear** about the outcomes and expected results;
 - Be **focused** and **comprehensive** with strategies at a higher level;
 - Build on the **broad engagement** of the current plan, including staff engagement; and,
 - Continue to have an **easy to read** document.

2. Given these lessons, Civic Administration developed the following framework to guide the development of strategies for the 2019-2023 Strategic Plan:
 - a. Use the same four strategic areas of focus from the 2015-2019 Strategic Plan: Strengthening our Community; Building a Sustainable City; Growing our Economy; and, Leading in Public Service;
Establish outcomes and expected results to be achieved for each strategic area of focus;
 - b. Develop strategies that will achieve the outcomes and expected results. Carry forward strategies that were not completed within, or had a longer time horizon than the 2015-2019 Strategic Plan;
 - c. Identify metrics that measure achievement of the strategies, expected results, and ultimately the outcomes; and,
 - d. Draft outcomes, expected results, and strategies will be informed by the following inputs:
 - i. The 2015-2019 Strategic Plan Impact Assessment (provided in the Dec 2018 SPPC report);
 - ii. The PEST, a 2018 City of London Political, Economic, Social, Technological (PEST) Analysis identifying external factors that are affecting London (provided in the Dec 2018 SPPC report);
 - iii. Themes of feedback Councillors heard from Londoners during the election campaign (provided in the Dec 2018 SPPC report);

- iv. Engagement with staff - Civic Administration from all Service Areas undertook an engagement process with City staff in an effort to assist in informing strategies and metrics for each Service Area; and,
- v. Engagement with, and input from the agencies, boards, and commissions (ABCs).

Figure 1: Framework for the 2019-2023 Strategic Plan: provides a visual representation of the above-noted approach.



Draft Outcomes, Expected Results, Strategies, Metrics, Targets and Preliminary Cost Estimates

As is outlined above, the four Strategic Areas of Focus from the 2015-2019 Strategic Plan (Strengthening our Community; Building a Sustainable City; Growing our Economy; and Leading in Public Service) have been used as a framework to develop the draft Outcomes, Expected Results, Strategies, Metrics, Targets and Preliminary Cost Estimates for Council’s 2019-2023 Strategic Plan.

Appendix A reflects all the modifications that were made at the meeting of the Strategic Priorities and Policy Committee on April 1, 2019.

Appendix B highlights the work accomplished at the April 1, 2019 SPPC meeting. This document is a “clean” version of the outcomes, expected results, and strategies to be finalized at the April 8, 2019 meeting.

On March 26, 2019, Council resolved the following:

The Civic Administration BE DIRECTED to consult and seek input from the broader community and with those individuals and organizations that are working to eliminate gender-based violence in London with respect to the communication received from the London Abused Women’s Centre and report back to the April 8, 2019 meeting of Strategic Priorities and Policy Committee with the outcome of the above-noted consultation; it being noted that the communication from the London Abused Women’s Centre will be posted on the City of London website.

Feedback received through getinvolved.london.ca will be tabled at the April 8, 2019 meeting.

Furthermore, on March 26, 2019, Council also resolved that:

- c) The Civic Administration BE DIRECTED to provide a brief history of the Back to the River Project at the April 8, 2019 meeting of the Strategic Priorities and Policy Committee; and,
- d) the London Community Foundation BE GRANTED delegation statues at the April 8, 2019 meeting of the Strategic Priorities and Policy Committee to speak to the Back to the River Project.

Information relating to the above-noted resolutions will also be presented at the April 8, 2019 meeting.

NEXT STEPS

Below are the timelines and remaining key deliverables to be accomplished to support Council's development of the Strategic Plan 2019-2023 by April 30, 2019. This allows more time for debate and community engagement. It also completes the development of the Strategic Plan in time to provide direction for the Multi-Year Budget process.

April 8, 2019: Finalizing the Strategic Plan

- o Council debates any final changes to the Strategic Plan

April 23, 2019 (Special SPPC Meeting prior to Council): Receiving and Approving the Strategic Plan

- o Council receives and approves the Strategic Plan

April 23, 2019 Council Meeting: Approving the Strategic Plan

- o Council approves the Strategic Plan 2019-2023

May 2019: Development of the 2020-2023 Multi-Year Budget

- o Development of the 2020-2023 Multi-Year Budget begins

CONCLUSION

The Strategic Plan identifies Council's vision, mission, values and strategic areas of focus for 2019-2023. It also identifies the specific outcomes and strategies that Council and Civic Administration will deliver on together over the next four years. The Strategic Plan sets the direction for the future, and guides the City's Multi-Year Budget. It is through the Multi-Year Budget process that Council's Strategic Plan will be put into action, adding further detail to each strategy about accountability, pacing and resourcing.

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

- c. Senior Management Team
Strategic Thinkers Table

This document reflects all the modifications that were made at the meeting of the Strategic Priorities and Policy Committee on April 1, 2019.

Formatting Legend

BOLD	NEW changes and additional words proposed at the SPPC meeting on April 1, 2019
Strikethrough	Changes and deletions proposed at the SPPC meeting on April 1, 2109
Notes Column	Additional information requested at the SPPC meeting on April 1, 2019

STRENGTHENING OUR COMMUNITY (SOC)			
Outcome 1: Londoners have access to the supports they need to be successful			
Expected Result	Strategy	Metric	Notes
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	
	SOC-02 Increase supportive and specialized housing options for households experiencing chronic homelessness.	# of chronic homeless supported through Housing First	Target: 1200 – this target is a unique number as some individuals will take longer than one year to achieve housing stability (400 individuals served annually and 1200 unique individuals over the lifespan of the strategic plan)
		# 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 Community Housing (LMCH) Strategic Plan objectives Completed	
		% of LMCH Service Standards Met	
		% of LMCH 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			

STRENGTHENING OUR COMMUNITY			
Outcome 1: Londoners have access to the supports they need to be successful (continued)			
Expected Result	Strategy	Metric	Notes
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 new affordable housing stock (built in partnership with HDC)	
		# 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 in the Coordinated Informed Response	
		% of individuals moved from sleeping rough to shelter or housing through the Coordinated Informed Response	
		# of library locations with mental health services available	
		# of clients served through consumption and treatment services	
		# of clients accessing consumption and treatment services that are referred to treatment supports	

STRENGTHENING OUR COMMUNITY			
Outcome 1: Londoners have access to the supports they need to be successful (continued)			
Expected Result	Strategy	Metric	Notes
d) Decrease the number of London residents experiencing poverty	SOC-09 Continue to support and develop collaborative approaches to end poverty.	\$ invested to support poverty reduction initiatives	
		NEW - # of London residents experiencing poverty	
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	
		NEW – Metric to be developed by London Police	Additional metric in the process of being developed
	SOC-11 Fund and partner with the London Public Library to increase opportunities for people to access the services they need.	% increase in circulation to meet demand for collections	
		% of Indigenous people residing in local First Nations 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 families	
	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 seniors population 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		

STRENGTHENING OUR COMMUNITY			
Outcome 1: Londoners have access to the supports they need to be successful (continued)			
Expected Result	Expected Result	Expected Result	Notes
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 user trips on the Thames Valley Parkway (TVP)	
		# of kilometres of pathways (including TVP multi-use pathways and Secondary multi-use paths)	
		# of kilometres of trails (dirt, woodchip, and gravel)	
		NEW - # of connections completed in the Thames Valley Parkway system	
	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	Notes
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 initiated	
		# 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	
		NEW - # of ABC participants in an 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	
		NEW - # of Neighbourhood Decision Making ideas implemented	
		# 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	
		NEW - # of activities supported within each neighbourhood	
		# of Planning education and engagement events held in neighbourhoods	
		# of unique venues where Planning events have been held	

STRENGTHENING OUR COMMUNITY				
Outcome 2: Londoners are engaged and have a sense of belonging in their neighbourhoods and community (continued)				
Expected Result	Strategy	Metric	Notes	
b) Increase the number of meaningful opportunities for residents to be connected in their neighbourhood and community (continued)	SOC-20 Strengthen engagement opportunities for all Londoners to participate in their neighbourhoods. (continued)	# of Subdivision Ambassador outreach events		
		SOC-21 Support neighbourhood festivals, cultural events, and activities across the city.	# of neighbourhood activities supported annually	
		NEW - # of movie nights hosted in neighbourhoods		
		NEW - # of movie nights hosted in neighbourhoods for the first time		
		# 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		
		# of tasks implemented from the Music, Entertainment, and Culture Districts Strategy		
		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	
	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 new urban agriculture initiatives implemented and identified by urban agriculture steering committee and City Planning staff		

STRENGTHENING OUR COMMUNITY

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

Expected Result	Strategy	Metric	Notes
NEW - Strengthen relationships with post-secondary institutions that promote positive, proactive and meaningful dialogue	NEW - Create opportunities for regular dialogue with post-secondary institutional partners.	NEW – # of meetings promoting positive, proactive and meaningful dialogue	
		NEW – # of shared initiatives	
		NEW – # of joint advocacy submissions	

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

Expected Result	Strategy	Metric	Notes	
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 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 City and Dundas Street Partners (London Public Library, Museum London, Downtown London BIA, etc)	
			# of events	
			# of new targeted businesses opened on Dundas Place	

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

Expected Result	Strategy	Metric	Notes
a) Continue to invest in culture (continued)	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	
		# 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 enhanced 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 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	Notes
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	
	SOC-44 (NEW) Provide public Wi-Fi in recreation facilities, particularly in areas where customer need and existing appropriate network connectivity.	% of targeted Wi-Fi implementations completed	
d) Increase neighbourhood safety	SOC-33 Develop and implement a Community Safety and Well-being Plan.	Metrics TBD through the development of the Plan	
		NEW - # of active Neighbourhood Watches in London	
	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			

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	Notes
d) Increase neighbourhood safety (continued)	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	
		NEW: 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	
		NEW: Response Time to assemble 15 Firefighters on scene within the Urban Growth Boundary	
	SOC-40 Promote pedestrian safety and active transportation.	NEW - # of incidents by response type	
		# 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	

STRENGTHENING OUR COMMUNITY			
Outcome 4: London’s neighbourhoods have a strong character and sense of place			
Expected Result	Strategy	Metric	Notes
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 and recommendations implemented	
		# of Heritage Alteration Permits processed	
		# of heritage conservation districts	
		# of heritage properties listed on the municipal registry	
		# of heritage properties protected through designation	
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 and district 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	Notes
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/documentated current levels of service	
		# of asset types with identified proposed levels of service	
	BSC-03 Regenerate and revitalize LMCH /Community Housing sites.	# of LMCH Units Renovated / Retrofitted	
	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 Adaptation Strategy for built infrastructure	
		% completion of actions assigned to the City between 2020 and 2023	
		% completion of actions assigned to Conservation Authorities between 2020 and 2023	
BSC-06 Renew, expand, and develop parks and recreation facilities, and conservation areas in appropriate locations to address existing gaps.		# of new neighbourhood community centres	
		# of new parks developed	
		# of new conservation areas	
		NEW – Metric TBD pending Parks & Recreation Master Plan	
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-% of stakeholder satisfaction with the annual Growth Management Implementation Strategy Update process	

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	Notes
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:	
		<ul style="list-style-type: none"> • 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:	
		<ul style="list-style-type: none"> • 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 infrastructure			
\$ 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	Notes
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:	
		<ul style="list-style-type: none"> • 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 	
	\$ invested in conservation areas		
		# of Corporate Asset Management Plan updates published	
	NEW – Communicate the consequences of the infrastructure gap	NEW - # of communication channels and educational outreach activities	

BUILDING A SUSTAINABLE CITY			
Outcome 2: London’s growth and development is well planned and sustainable over the long term			
Expected Result	Strategy	Metric	Notes
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	

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	Notes
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 preserved	
		% of Urban Growth Boundary review completed	
		% growth that is intensification (within Built Area Boundary)	
		% intensification within Primary Transit Area	
		% growth within Urban Growth Boundary	
		100% of Provincially Significant Wetlands, Areas of Natural and Scientific Interest, and Environmentally Significant Areas retained	
		# of additional permit ready lots available	
	# of additional market ready units available		
	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		

BUILDING A SUSTAINABLE CITY			
Outcome 3: London has a strong and healthy environment			
Expected Result	Strategy	Metric	Notes
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	
		NEW - % of industrial, commercial and institutional (IC&I) waste diverted from landfill	

BUILDING A SUSTAINABLE CITY			
Outcome 3: London has a strong and healthy environment			
Expected Result	Strategy	Metric	Notes
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 provided by 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 buckthorn removed	
		# of hectares of Environmentally Sensitive Area (ESA) land managed through Upper Thames River Conservation Authority (UTRCA) contract	
		# of Hectares of invasive species other than buckthorn or phragmites removed	
		# of ecological assessments reviewed	
		# of Environmental Impact Studies monitoring compliance prior to subdivision assumption	
		# hectares of phragmites removed	Target revised : 5 hectares – 1 hectare annually over the lifetime of the strategic plan
		# of hectares of wetlands created by Conservation Authorities	
		# of trees planted by Conservation Authorities	
# of hectares of grasslands created by Conservation Authorities			

BUILDING A SUSTAINABLE CITY			
Outcome 3: London has a strong and healthy environment			
Expected Result	Strategy	Metric	Notes
c) Protect and enhance waterways, wetlands, and natural areas (continued)	BSC-19 Improve water quality in the Thames River	# of Thames River water quality samples taken	
		NEW – Surface Water Quality Report Card for the Thames River (published every 5 years by UTRCA)	
		# 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	
		# of litres per day increase in ability to treat sewage 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	

BUILDING A SUSTAINABLE CITY			
Outcome 3: London has a strong and healthy environment			
Expected Result	Strategy	Metric	Notes
d) Conserve energy and increase actions to respond to climate change and severe weather (continued)	BSC-23 Work with multi-sectors to develop and implement the next Community Energy Action Plan (CEAP).	% completion of CEAP Strategy (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	
	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	

BUILDING A SUSTAINABLE CITY			
Outcome 4: Londoners can move around the city safely and easily in a manner that meets their needs			
Expected Result	Strategy	Metric	Lead and Next Steps
a) Increase access to transportation options	BSC-26 Build more infrastructure for walking and bicycling.	# of metres of sidewalks built	
		NEW – % decrease in Urban Growth Area streets without sidewalks	
		# of metres of bike lanes built	
		NEW - # metres of protected 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 subsidized passes rides (Income-Related, Youth, and Visually Impaired, Seniors and Children 12 and Under) sold on average per month	
		# of subsidized rides (Children 12 and Under and Seniors) on average per month	
	BSC-30 Implement the London Transit Commission (LTC) 5 year Specialized Service Plan.	# of lower and level non-accommodated trips	
		Increase rides per capita (of specialized transit)	
		NEW - # of paratransit rides	
BSC-31 Implement the LTC Ridership Growth Strategy.	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			
Expected Result	Strategy	Metric	Lead and Next Steps
a) Increase access to transportation options (continued)	BSC-32 Implement a rapid transit system to improve the reliability and capacity of existing transit service and support London Plan city building.	% increase in people carrying capacity	
		% of PM peak period boardings and alightings at a fully accessible transit platform	
		% of residences within walking distance of higher order transit	
		% of jobs within walking distance of higher order transit	
	BSC-33 Implement the LTC 5 year Conventional Service Plan	Increase ridership	
	Increase rides per capita		
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)	
		NEW - # of traffic signals upgraded to the TIMMS Advanced Traffic Management System	
	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.	% reduction in total injury and fatality collisions	
		NEW - % reduction in pedestrian injury and fatality collisions	
		NEW - % reduction in cyclist injury and fatality collisions	
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	

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	Notes
d) Improve the quality of pedestrian environments to support healthy and active lifestyles (continued)	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	
		NEW – % decrease in neighbourhood streets without streetlights	

GROWING OUR ECONOMY (GOE)			
Outcome 1: London will develop a top quality workforce			
Expected Result	Strategy	Metric	Notes
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 agencies and institutions committed to developing a top quality workforce	
		# of activities to support employers	
		# of employer meetings	
	GOE-02 Increase Ontario Works client participation within employment activities.	% of Ontario Works file terminations exiting to employment % of Ontario Works cases terminated as a result of participants 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.	Metrics TBD	Employment initiatives geared to secondary students are led by external agencies including: Elgin Middlesex Oxford Workforce Planning and Development Board, Local Employment Planning Council (both provincially funded). The City of London and LEDC are collaborators on the efforts of the EMOWP Board and the LEPC.
	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	Employment initiatives geared to secondary students are led by external agencies including: Elgin Middlesex Oxford Workforce Planning and Development Board, Local Employment Planning Council (both provincially funded). The City of London and LEDC are collaborators on the efforts of the EMOWP.
		# of activities to support connections of employers to employment and other training agencies	
		# of activities to support connections of employers to newcomers	
	GOE-05 Attract, retain, and integrate international students, and newcomer skilled workers, and entrepreneurs.		# of networking opportunities provided for cultural workers in art, history, literature, music, and digital technology
			# of newcomer attraction activities supported
# of newcomer retention and integration activities supported			
		% annual newcomer retention rate	

GROWING OUR ECONOMY			
Outcome 2: London is a leader in Ontario for attracting new jobs and investments			
Expected Result	Strategy	Metric	Notes
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	
	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			
NEW – Work with multi-sector stakeholders to develop a Screen Based Industry Strategy.	NEW – Metric TBD through strategy development		

GROWING OUR ECONOMY			
Outcome 2: London is a leader in Ontario for attracting new jobs and investments (continued)			
Expected Result	Strategy	Metric	Notes
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 outdoor patio venues	
		# 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 CIP loans	
		Ratio of Construction Value to CIP loans within Community Improvement Plan (CIP) areas	
		% per year assessment growth rate above inflation in CIP areas	
		\$ of Covent Garden Market sales revenue	
		% of Covent Garden Market tenant vacancy	
		NEW – \$ contributed to a reserve fund for property acquisition within Community Improvement Plan areas	
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	
		NEW- # of active retention and expansion files	
		NEW - # of jobs retained	

GROWING OUR ECONOMY			
Outcome 3: London creates a supportive environment where entrepreneurs, businesses, and talent can thrive			
Expected Result	Strategy	Metric	Notes
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	
		% 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 processes reviewed and improved	
		# of development processes reviewed and improved	
	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 sold of City-owned industrial land inventory	
		# of new jobs created in City-owned industrial parks	
		\$ increase in taxes paid by companies operating in City-owned industrial parks	
		NEW – # of hectares of industrial land purchased to meet minimum Industrial Land Development Strategy target of 200 hectares of available land	

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	Notes
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	

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	Notes
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	
		% 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	
		NEW - # of ABC participants in the intercultural competency program	
		NEW – Indigenous Relations position filled	
		NEW – # initiatives supporting reconciliation implemented	
d) NEW - Increase the effectiveness of London’s strategic advocacy	NEW – Promote London’s intergovernmental priorities through Municipal Associations.	TBD	
	NEW – Increase the awareness of, and support of, Council’s strategic advocacy priorities.	TBD	

LEADING IN PUBLIC SERVICE			
Outcome 2: Londoners experience exceptional and valued customer service			
Expected Result	Strategy	Metric	Notes
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 identified City staff that receive customer service training by Service Area	
		% of customers surveyed at point of transaction	
		% of customers satisfied with the services they received at point of transaction	
		% of service requests completed by planned completion date	
		% of Eligibility Determinations into Ontario Works made within 4 days	
		% of Ontario Works clients that access intake within 5 minutes	
# of building and development processes reviewed and improved			

LEADING IN PUBLIC SERVICE			
Outcome 2: Londoners experience exceptional and valued customer service (continued)			
Expected Result	Strategy	Metric	Notes
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	
		NEW – Total service reviews completed with efficiencies identified	
	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.	TBD - Pending approval of Master Accommodation Business Plan (MAP) business case through MYB	
	LPS-13 Improve animal welfare by encouraging more animal adoption.	% rate of companion animal live release	
	LPS-30 Improve residents' satisfaction with winter road and sidewalk maintenance.	% average of winter storms where the response exceeds provincial road maintenance standards	
		NEW – % increase in London residents indicating they are very/somewhat satisfied with snow clearing and removal in the annual citizen satisfaction survey	

LEADING IN PUBLIC SERVICE			
Outcome 2: Londoners experience exceptional and valued customer service (continued)			
Expected Result	Strategy	Metric	Notes
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 new processes developed to ensure that city resources are shared across 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 and addictions, cultural competency, 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	
		NEW – Metric TBD in consultation with the Accessibility Advisory Committee	ACCAC is reviewing the current metrics and will follow up with the Clerk’s office.
	LPS-16 Implement ways to improve access to services and information.	# of services available at customer service counters	
		# of new Service London 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	
NEW – # calls made to 311 and 519.661.CITY			
NEW - # of City message campaigns advertised on digital billboards			
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	

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	Notes
a) Increase the diversity of the city’s workforce	LPS-18 Update and implement an Equity and Inclusion Plan.	% of new hires that identify as Women	
		% of new hires that identify as LGBTQ+	
		% of new hires that identify as Indigenous People	
		% of new hires that identify as Racialized People	
		% of new hires that identify as People with Disabilities	
		% of new hires that identify as Immigrants	
b) Attract and retain a talented workforce	LPS-19 Develop and implement a People Plan.	Metrics TBD through the development of the Plan	
c) Maintain a safe and healthy workplace	LPS-20 Develop and implement a People Plan.	Metrics TBD through the development of the Plan	
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	
		NEW – Debt financing as a percentage of the lifecycle renewal capital budget	
		NEW - Debt servicing costs as a percentage of total revenues	
	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 Strategic Financial Plan update 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 (continued)			
Expected Result	Strategy	Metric	Notes
d) Maintain London’s finances in a transparent and well-planned manner to balance equity and affordability over the long term (continued).	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
	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	
		NEW – Average tax increases by property class including education	
		NEW – Metric TBD pending the tax policy strategy	
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 available electronically (Provincial Offences Court)	
		% progress towards completion of digital application tracking initiatives	

STRENGTHENING Our Community

1. Londoners have access to the supports they need to be successful

Expected Results	Strategy
Increase affordable and quality housing options	<p>Establish and revitalize community housing through a Regeneration Plan.</p> <p>Increase supportive and specialized housing options for households experiencing chronic homelessness.</p> <p>Strengthen the support for individuals and families in need of affordable housing.</p> <p>Utilize innovative regulations and investment to facilitate affordable housing development.</p>
Reduce the number of individuals and families experiencing chronic homelessness or at risk of becoming homeless	<p>Create more purpose-built, sustainable, affordable housing stock in London.</p> <p>Implement coordinated access to mental health and addictions services and supports.</p> <p>Improve emergency shelter diversion and rapid re-housing practices.</p>
Support improved access to mental health and addictions services	<p>Strengthen and support the mental health and addictions system.</p>
Decrease the number of London residents experiencing poverty	<p>Continue to support and develop collaborative approaches to end poverty.</p>
Increase opportunities for individuals and families	<p>Enhance public trust and confidence by ensuring appropriate response to victims, the vulnerable, and racialized persons and groups.</p> <p>Fund and partner with the London Public Library to increase opportunities for people to access the services they need.</p> <p>Improve access to licensed child care and early years opportunities.</p> <p>Work collectively with community partners to improve outcomes and integrated responses for children, youth, families, and older adults.</p> <p>Increase programming and activities for residents and families at Dearness Home.</p>
Improve the health and well-being of Londoners	<p>Continue to provide access to planned and managed pathway systems and nature trails within parks and open spaces.</p> <p>Create programs and exhibitions to foster health and well-being.</p> <p>Deliver health protection and promotion programs guided by population health surveillance.</p>

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

Expected Results	Strategy
Increase the number of residents who feel welcomed and included	<p>Create inclusive engagement opportunities for Londoners.</p> <p>Strengthen understanding of and ability to engage in practices that promote cultural safety.</p>
Increase the number of meaningful opportunities for residents to be connected in their neighbourhood and community	<p>Strengthen engagement opportunities for all Londoners to participate in their neighbourhoods.</p> <p>Support neighbourhood festivals, cultural events, and activities across the city.</p> <p>Expand Social Services client feedback and participation in service delivery design in their community.</p> <p>Implement programs and services that respond to neighbourhood recreation needs.</p> <p>Promote and invest in urban agriculture initiatives.</p>

STRENGTHENING Our Community

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

Expected Results

Strengthen relationships with post-secondary institutions that promote positive, proactive and meaningful dialogue

Strategy

Create opportunities for regular dialogue with post-secondary institutional partners.

3. Londoners have access to the services and supports that promote well-being, health, and safety in their neighbourhoods and across the city

Expected Results

Continue to invest in culture

Strategy

Provide inclusive and diverse community-focused art and history exhibitions and interpretive programming through the implementation of Museum London's Strategic Plan.

Engage Londoners in culture to increase community vibrancy and awareness.

Invest in Dundas Place.

Maintain the heritage resources of Eldon House to foster an appreciation of London's community and cultural heritage.

Increase participation in recreation, sport, and leisure activities

Remove barriers to access recreation, sport, leisure, and leadership programs and services.

Increase the number of recreation, sport, and leisure opportunities.

Work with community partners to create a leading sustainable sport development model.

Increase resident use of community gathering spaces

Invest in community building projects.

Provide public Wi-Fi in recreation facilities, particularly in areas where customer need and existing appropriate network connectivity.

Increase neighbourhood safety

Develop and implement a Community Safety and Well-being Plan.

Develop and implement an enhanced Public Awareness Program to educate the public on their roles and responsibilities during emergency situations.

Promote and support fire safety through increased public education and prevention, utilizing all the resources of the London Fire Department.

Reduce collision-related injuries and fatalities through public education and enhanced traffic enforcement.

Reduce crime through increased visibility of community patrols and partnership with other agencies to address multi-jurisdictional criminal activity.

Reduce victimization/revictimization through public education, promotion and encouragement of public engagement in crime prevention strategies.

Improve emergency response through the development and implementation of the Fire Master Plan and new technology.

Promote pedestrian safety and active transportation.

STRENGTHENING Our Community

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

Expected Results	Strategy
Ensure that new development fits within and enhances its surrounding community	Prepare and implement urban design guidelines.
Continue to conserve London's heritage properties and archaeological resources	Conserve London's heritage through regulation and investment.
Increase the number of community gathering spaces in neighbourhoods	Invest in community building projects.

BUILDING A Sustainable City

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

Expected Results	Strategy
Maintain or increase current levels of service	Continue to develop the City's Public Art/Monument program. Develop and document current levels of service and identify proposed level of services. Regenerate and revitalize LMCH/Community Housing sites.
Build infrastructure to support future development and protect the environment	Complete Waste Disposal Strategy (including the Environmental Assessment for the expansion of the W12A Landfill). Work with multi-sectors to finalize the Climate Change/Severe Weather Adaptation Strategy for London's built infrastructure. Renew, expand, and develop parks and recreation facilities, and conservation areas in appropriate locations to address existing gaps. Continue annual reviews of growth infrastructure plans to balance development needs with available funding.
Manage the infrastructure gap for all assets	Prioritize investment in assets to implement the Asset Management Plan. Monitor the infrastructure gap to inform the management of City assets. Communicate the consequences of the infrastructure gap.

2. London’s growth and development is well planned and sustainable over the long term

Expected Results	Strategy
Improve London’s resiliency to respond to potential future challenges	Advance sustainability and resiliency strategies.
Direct growth and intensification to strategic locations	Advance the growth and development policies of the London Plan through enhanced implementations tools and investments in infrastructure. Prepare detailed plans for strategic locations. Revitalize London's downtown and urban areas. Monitor city building outcomes with the London Plan.

3. London has a strong and healthy environment

Expected Results	Strategy
Increase waste reduction, diversion, and resource recovery	Work with residents and organizations to implement the 60% Waste Diversion Action Plan.
Increase community knowledge and action to support the environment	Collaborate on environmental actions with community groups through the London Environmental Network (LEN) and businesses as part of Green Economy London. Increase community environmental outreach for the built environment through CityGreen.

BUILDING A Sustainable City

3. London has a strong and healthy environment (continued)

Expected Results	Strategy
Protect and enhance waterways, wetlands, and natural areas	Implement strategies, policies, and programs to conserve natural areas and features. Improve water quality in the Thames River. Bring Londoners 'Back to the River' by revitalizing the Thames River radiating from the Forks. Implement recommendations associated with the River Management Plan and One River Environmental Assessment.
Conserve energy and increase actions to respond to climate change and severe weather	Develop and implement the next Corporate Energy Management Conservation & Demand Management (CDM) Strategy. Work with multi-sectors to develop and implement the next Community Energy Action Plan (CEAP). Update flood forecast and warning system to address a changing climate. Assess health vulnerability to climate change.

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

Expected Results	Strategy
Increase access to transportation options	Build more infrastructure for walking and bicycling. Continue to expand options and programs to increase mobility. Develop a strategic plan for a future with connected and autonomous vehicles. Support Londoners to access affordable public transit where they live and work. Implement the London Transit Commission (LTC) 5 year Specialized Service Plan. Implement the LTC Ridership Growth Strategy. Implement a rapid transit system to improve the reliability and capacity of existing transit service and support London Plan city building. Implement the LTC 5 year Conventional Service Plan.
Manage congestion and travel times	Continue to improve the traffic signal system for the benefit of all road users. Implement the strategic program of road improvements identified in the Smart Moves Transportation Master Plan.
Improve safety for all modes of transportation	Implement infrastructure improvements and programs to improve road safety.
Improve the quality of pedestrian environments to support healthy and active lifestyles	Plant more trees to increase the city's tree canopy cover. Respond to changing participation patterns and emerging activities by adapting public spaces and programs. Increase pedestrian amenities on streets.

GROWING Our Economy

1. London will develop a top quality workforce

Expected Results	Strategy
Increase access employers have to the talent they require	Increase employers' access to resources to help achieve best practices in talent recruitment and retention. Increase Ontario Works client participation within employment activities.
Increase opportunities between potential employers, post-secondary institutions, and other employment and training agencies	Increase the number of local internship opportunities for post-secondary students. Increase the number of connections between employers, post-secondary students, newcomers, and other employment and training agencies. Attract, retain, and integrate international students, and newcomer skilled workers, and entrepreneurs.

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

Expected Results	Strategy
Increase partnerships that promote collaboration, innovation, and investment	Expand opportunities and activities through the London Waste to Resources Innovation Centre. Implement the Smart City Strategy. Seek out and develop new partnerships and opportunities for collaboration. Plan for High Speed Rail. Collaborate with regional partners on international missions for new investment attraction. Undertake regional planning partnerships with neighbouring municipalities. Grow tourism revenues through initiatives that build awareness and interest in London. Support tourism by facilitating local, provincial, and national stakeholders to encourage community economic development, business partnerships, product development and legacy development for London. Support the development of agricultural industry and promote its value to the urban community through the establishment of an Agricultural Centre of Excellence. Work with multi-sector stakeholders to develop a Screen-Based Industry Strategy.
Maintain viability in key global markets	Continue to engage the community to attract conventions, conferences, and multi-day events to London contributing to the community's economic prosperity. Create a vibrant entertainment district in the City of London.
Increase public and private investment in strategic locations	Revitalize London's downtown and urban areas.
Increase public and private investment in amenities that attract visitors, a talented workforce and investment	Invest in city building projects. Increase partnership funding, sponsorships, and donations to recreation services and amenities.
Maintain foreign investment attraction, local retention, and growth and entrepreneurship support programs	Ensure job growth through attraction of new capital from a diverse range of markets and industries.

GROWING Our Economy

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

Expected Results	Strategy
Increase access to supports for entrepreneurs and small businesses, and community economic development	Revitalize London's Downtown and urban areas. Support entrepreneurs, start-up, and scale-up companies.
Increase efficiency and consistency for administrative and regulatory processes	Improve administrative and regulatory processes and by-law requirements. Improve access and navigation of City services and supports through Service London Business.
Increase the availability of serviced land in strategic locations	Continue to invest in land acquisition and servicing to recruit and retain new industrial employees.

LEADING In Public Service

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

Expected Results	Strategy
Increase opportunities for residents to be informed and participate in local government	Develop and deliver a corporate communications strategy, including staff training and tools to enhance communications and public engagement.
Improve public accountability and transparency in decision making	Measure and publicly report on corporate performance. Increase access to information to support community decision making.
Build relationships with Indigenous peoples that are respectful, transparent, responsive, and accountable	This strategy must be developed in partnership with Indigenous peoples, including local First Nations.
Increase the effectiveness of London's strategic advocacy	Promote London's intergovernmental priorities through Municipal Associations. Increase the awareness of, and support of, Council's strategic advocacy priorities.

2. Londoners experience exceptional and valued customer service

Expected Results	Strategy
Increase community and resident satisfaction of their service experience with the City	Create new and/or enhance opportunities for residents and neighbourhood groups to engage on program and service needs.
Increase responsiveness to our customers	Research and respond to emerging planning trends and issues. Streamline customer intake and follow-up across the corporation.
Increase efficiency and effectiveness of service delivery	Implement customer service standards. Conduct targeted service reviews. Promote and strengthen continuous improvement practices. Demonstrate leadership and accountability in the management and provision of quality programs, and services. Accommodate long-term space needs for the City of London and optimize service delivery locations. Improve animal welfare by encouraging more animal adoption. Improve residents' satisfaction with winter road and sidewalk maintenance.
Reduce barriers to access city services and information	Enhance collaboration between Service Areas and community stakeholders to assist residents to access services and supports. Implement the 2018 to 2021 Multi Year Accessibility Plan. Implement ways to improve access to services and information.
Increase the use of technology to improve service delivery	Continue to maintain, build, and enhance a high-performing and secure computing environment.

LEADING In Public Service

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 Results	Strategy
Increase the diversity of the city's workforce	Update and implement an Equity and Inclusion Plan.
Attract and retain a talented workforce	Develop and implement a People Plan.
Maintain a safe and healthy workplace	Develop and implement a People Plan.
Maintain London's finances in a transparent and well-planned manner to balance equity and affordability over the long term	Plan, conduct, and support annual internal and external audits. Continue to ensure the strength and sustainability of London's finances. Establish and monitor targets for reserves and reserve funds. Maximize investment returns, adhering to the City's investment policy. Review and update the City's financial strategic planning, principles, and policies. Develop and monitor the Multi-Year Budget to align financial resources with Council's Strategic Plan. Adhere to City of London limit on authorized debt (internal debt cap). Develop tax policy to align with Council priorities of the Strategic Plan.
Enhance the ability to respond to new and emerging technologies and best practices	Deliver and maintain innovative digital solutions to increase efficiency and effectiveness across the Corporation.