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| TO: | CHAIR AND MEMBERS STRATEGIC PRIORITIES AND POLICY COMMITTEE MEETING ON NOVEMBER 25, 2019 |
| FROM: | MARTIN HAYWARD CITY MANAGER |
| SUBJECT: | STRATEGIC PLAN: SEMI-ANNUAL PROGRESS REPORT, 2019 REPORT TO THE COMMUNITY |

That, on the recommendation of the City Manager, the report including the attached Semi-Annual Progress Report, the 2019 Report to the Community **BE RECEIVED** for information.

PREVIOUS REPORTS PERTINENT TO THIS MATTER

- Strategic Priorities and Policy Committee (SPPC): December 17, 2018, January 14, 2019, January 25, 2019, March 4, 2019, April 1, 2019.

BACKGROUND

On April 23, 2019 Council set the 2019-2023 Strategic Plan for the City of London. This is a critical document that identifies Council's vision, mission, and the strategic areas of focus for 2019-2023. It also identifies the specific outcomes, expected results and strategies that Council and Civic Administration will deliver on together over the next four years.

The Strategic Plan also includes a commitment to report regularly to Londoners on the implementation of the Strategic Plan, demonstrating the progress being made each year and how this work is having an impact in the community.

This report presents the first semi-annual Progress Report for the 2019-2023 Strategic Plan, as well as the 2019 Report to the Community. Both documents will be available online at www.london.ca/stratplan on November 25, 2019.

Strategic Plan Reporting Cycle

Since the approval of the Strategic Plan, Civic Administration, agencies, boards and commissions have worked to develop an Implementation Plan. This document provides an overview of the actions that are required to deliver on the outcomes, expected results, strategies and corresponding metrics identified in the Strategic Plan. It is also the foundation for reporting to Council and the community on progress being made and the impact of this work in the community.

The reporting cycle includes the following key reports throughout the life of the Strategic Plan:

1. Semi-Annual Progress Report

The purpose of the Semi-Annual Progress Report (released every May and November) is to track progress and monitor implementation of Council's Strategic Plan. It includes future-facing actions for every strategy to reflect the work planned over the lifetime of the Strategic Plan.

The Progress Report also includes a target completion date for each action, making it easy to monitor progress throughout the life of the Plan. Each action within the Progress Report is assigned a status indicator to help define progress towards implementation. There are four status indicators:

- **Complete:** action is done
- **On Target:** action is ongoing or completed annually; action is in progress and is on target to be complete by the target end date; action is not yet started but is on target to be complete by the target end date
- **Caution:** action is delayed by one quarter; action has been flagged as possibility of not being completed by the target end date
- **Below Plan:** Action is delayed by two quarters or more

Accomplishments are noted for each reporting period as well as variance explanations for actions that are delayed due to shifting priorities or emerging circumstances.

2. Variance Report

Variance reports are completed for any actions identified as ‘caution’ or ‘below’ plan in the Semi-Annual Progress Report. These reports are submitted to the appropriate Standing Committee following the tabling of the May and November Progress Reports.

3. Report to the Community

Released every November, the Report to the Community highlights key activities and accomplishments from the past 12 months. This document does not provide an update on every strategy, rather, it summarizes a shorter list of key actions and accomplishments which have contributed towards delivering on Council’s Strategic Plan.

4. Performance Report

The purpose of the annual Performance Report is to answer the question, “Did we do what we set out to do?” The Performance Report compares the difference between actuals and targets of the current year and the number and percentage change between baseline actuals and current year actuals. Data from the annual Performance Reports serve as the foundation for the analysis completed during the impact assessment.

Targets (based on an identified aggregate and quantifiable measures that are used to track performance, process or behaviour) will be finalized through the 2020-2023 Multi-Year Budget process. The May 2020 Performance Report will reflect these targets.

5. Impact Assessment

The purpose of the Impact Assessment is to answer the question, “How has London changed as a result of the implementation of the Strategic Plan?” The impact assessment examines individual results from all service areas, agencies, boards, and commissions to analyze data across all years, reporting on the change over time and therefore the impact of the strategies included in the Strategic Plan over the life of the Plan.

The following is an overview of the Strategic Plan reporting cycle:

| | February | May | July | November |
|---|-----------------|------------|-------------|-----------------|
| Progress Report <ul style="list-style-type: none"> 2019: November semi-annual progress report (Jan 1 – Sept 30, 2019) 2020 onwards: May and Nov Semi-Annual Reports | | ✓ | | ✓ |
| Variance Report | ✓ | | ✓ | |
| Report to the Community | | | | ✓ |
| Performance Report <ul style="list-style-type: none"> The performance report will commence in May 2020 to reflect the baseline target numbers (2019) Performance will then be reported in 2021, 2022, 2023 | | ✓ | | |
| Impact Assessment <ul style="list-style-type: none"> The impact assessment is not an annual report, it will be completed every quadrennial | | | | ✓ |

November 2019 Semi-Annual Progress Report

The November 2019 Progress Report, attached as Appendix A, is the first semi-annual report for the 2019-2023 Strategic Plan.

As of November 2019, 100% of all milestones are complete or on target.

| November 2019 | |
|----------------------|--------------------|
| Complete | 20 (3.5%) |
| On Target | 559 (96.5%) |
| Caution | 0 (0.0%) |
| Below Plan | 0 (0.0%) |
| Total | 579 |

2019 Report to the Community

The Report to the Community compliments the Progress Report by providing a more user friendly narrative to showcase key accomplishments from the past year.

The 2019 Report to the Community will be available online at www.london.ca/stratplan.

| |
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| CONCLUSION |
|-------------------|

Council’s 2019-2023 Strategic Plan holds a vision of London as “A leader in commerce, culture and innovation – our region’s connection to the World.” The November 2019 Progress Report and Report to the Community demonstrate that progress is being made and substantial work is occurring to advance Council’s vision, mission and strategic areas of focus. These documents are important tools that allow the community, Council and Administration to track progress and monitor implementation.

| | |
|--|---|
| PREPARED BY: | SUBMITTED BY: |
| | |
| ALLIE CODISPODI SPECIALIST, ANALYTICS AND CORPORATE REPORTING | ROSANNA WILCOX DIRECTOR, SERVICE, INNOVATION AND PERFORMANCE |

| | |
|--|--|
| RECOMMENDED BY: | RECOMMENDED BY: |
| | |
| LYNNE LIVINGSTONE DEPUTY CITY MANAGER | MARTIN HAYWARD CITY MANAGER |

cc. Senior Management Team
Strategic Thinkers Table



November 2019 Semi-Annual Progress Report

2019-2023
Strategic Plan for the City of London



Report Glossary

- **Actions:** the steps that are required to deliver on the strategies and corresponding metrics identified in Council’s Strategic Plan.
- **Target End Date:** a target completion date has been set for each action, expressed as the last day of each quarter and year. When the action is ongoing throughout the life of the Plan or completed on an annual basis, the target end date is December 31, 2023 (the Strategic Plan end date).
- **Status:** each action has been assigned a status indicator to help define progress towards implementation. There are four **status indicators:**



Complete: Action is done



On Target:

- Action is ongoing or is completed annually
- Action is in progress and is on target to be complete by target end date
- Action is not yet started but is on target to be complete by target end date



Caution:

- Action is delayed by 1 quarter
- Action is in progress or not yet started, and is flagged as possibly not being completed by target end date



Below Plan: Action is delayed by 2 quarters or more

- **Variance:** in cases where actions have been delayed due to shifting priorities or emerging circumstances, an explanation is included.
- **Accomplishments:** high-level achievements such as key performance indicators from Business Plans, etc., have been included in this report.
- **Service Area:** the City Service Area, or Agencies, Boards and Commissions accountable for each action is identified.

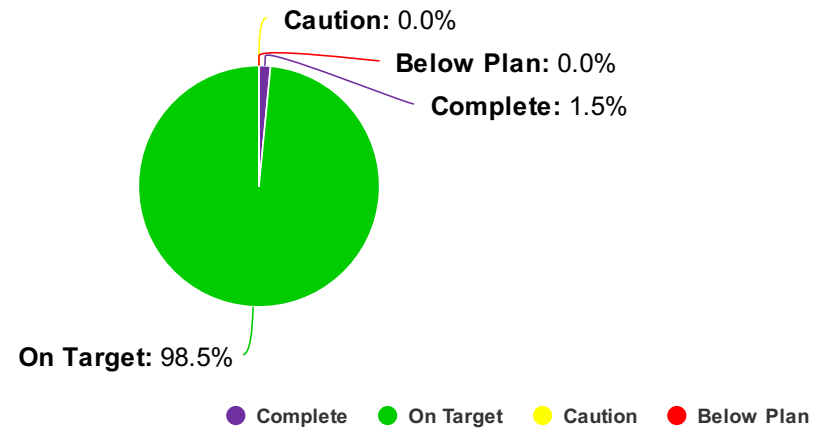
Service Areas & Acronyms

| | |
|--------------------------|--|
| BIAs | Business Improvement Areas |
| CMO | City Manager’s Office |
| City Planning | |
| Conservation Authorities | |
| Covent Garden Market | |
| DCS | Development and Compliance Services |
| EES | Environmental and Engineering Services |
| Eldon House | |
| F&CS | Finance and Corporate Services |
| HDC | Housing Development Corporation |
| HSSDH | Housing, Social Services and Dearness Home |
| L&CS | Legal and Corporate Services |
| LEDC | London Economic Development Corporation |
| LTC | London Transit Commission |
| LPL | London Public Library |
| LPS | London Police Service |
| LMCH | London Middlesex Community Housing |
| MLHU | Middlesex-London Health Unit |
| Museum London | |
| NCFS | Neighbourhood, Children and Fire Services |
| P&R | Parks and Recreation |
| RBC Place | Royal Bank of Canada Place |
| UTRCA | Upper Thames River Conservation Authority |

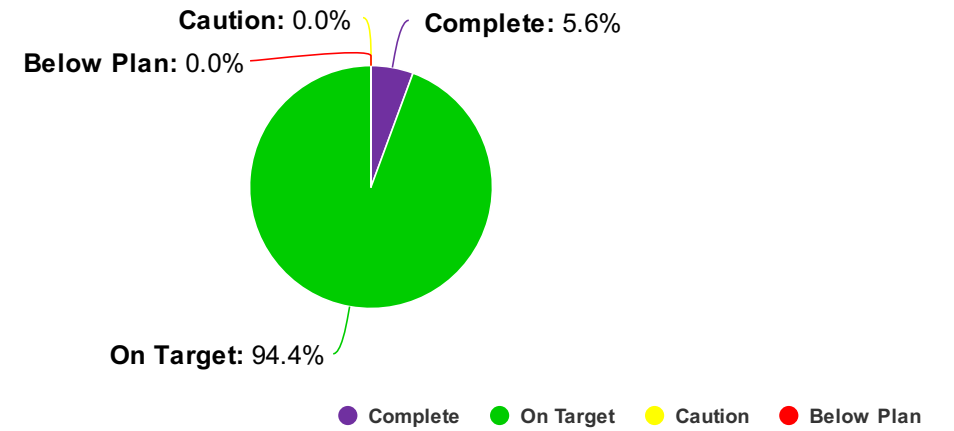
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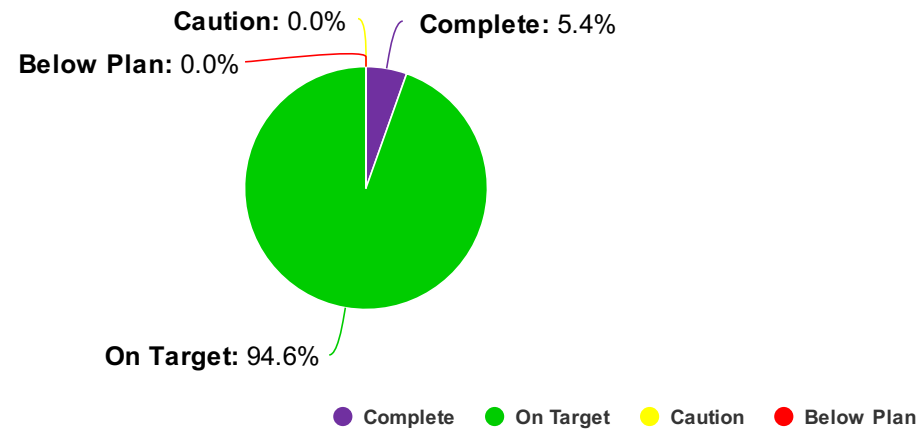
Strengthening our Community - Progress



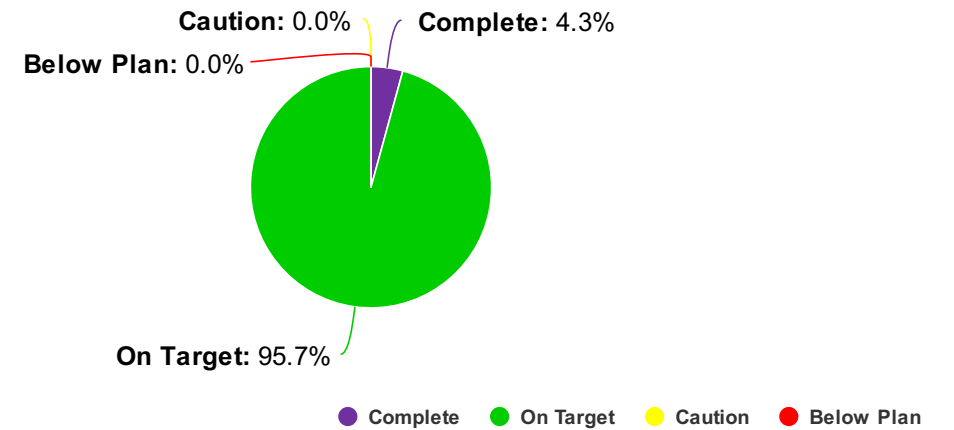
Building a Sustainable City - Progress



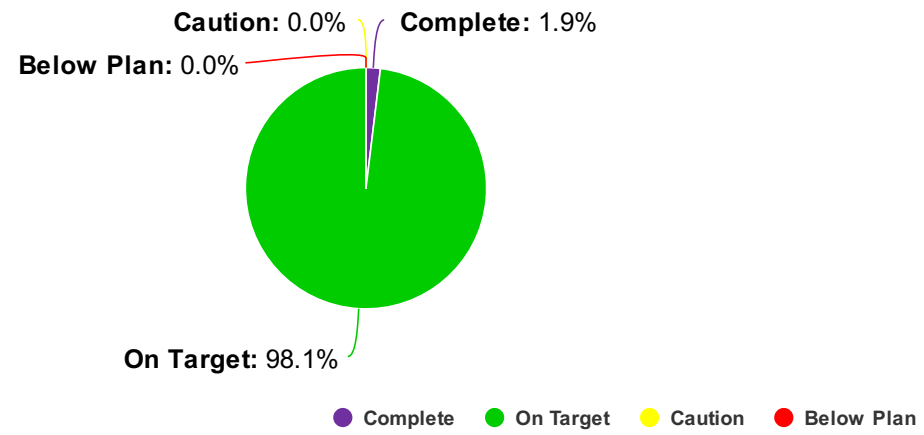
Growing our Economy - Progress



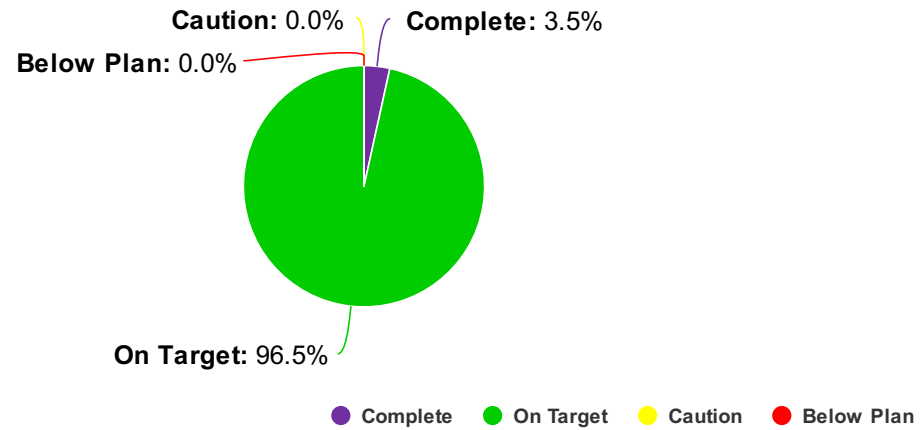
Creating a Safe London for Women and Girls - Progress



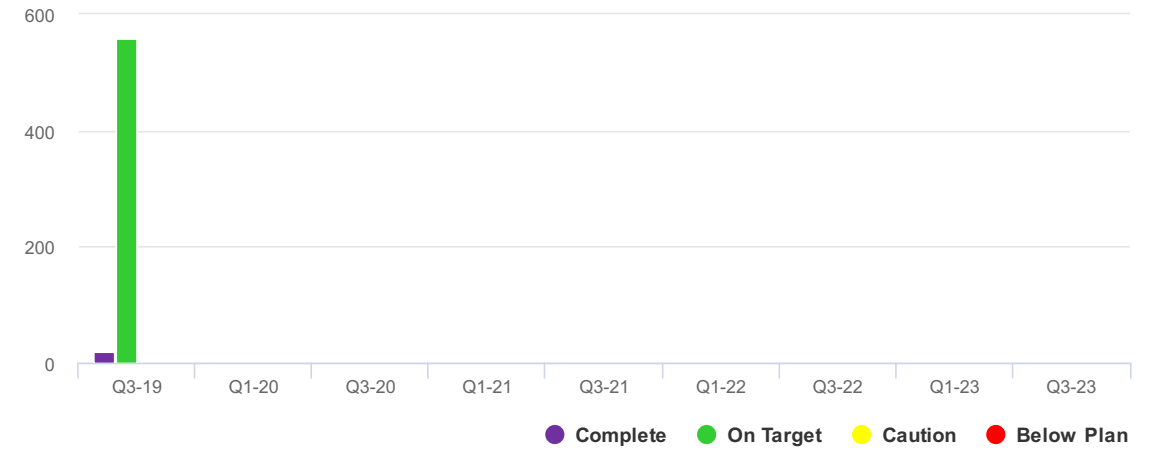
Leading in Public Service - Progress



Strategic Plan - Results



Progression over time



Metric Data

| Period | Status | Complete | On Target | Caution | Below Plan |
|--------|-------------|----------|-----------|---------|------------|
| Q3-19 | Not Defined | 20 | 559 | 0 | 0 |
| Q1-20 | Not Defined | 0 | 0 | 0 | 0 |
| Q3-20 | Not Defined | 0 | 0 | 0 | 0 |
| Q1-21 | Not Defined | 0 | 0 | 0 | 0 |
| Q3-21 | Not Defined | 0 | 0 | 0 | 0 |
| Q1-22 | Not Defined | 0 | 0 | 0 | 0 |
| Q3-22 | Not Defined | 0 | 0 | 0 | 0 |
| Q1-23 | Not Defined | 0 | 0 | 0 | 0 |
| Q3-23 | Not Defined | 0 | 0 | 0 | 0 |

Introduction

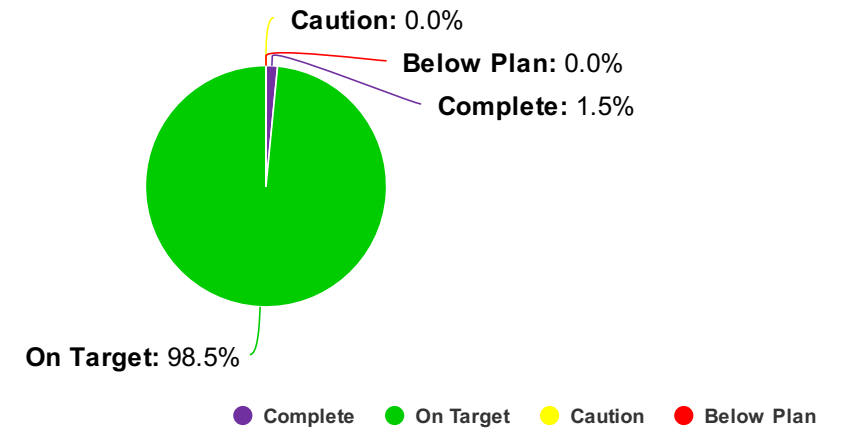
STRENGTHENING our Community

OUTCOMES:

- Londoners have access to the supports they need to be successful.
- Londoners are engaged and have a sense of belonging in their neighbourhoods and community.
- Londoners have access to the services and supports that promote well-being, health, and safety in their neighbourhoods and across the city.
- London's neighbourhoods have a strong character and sense of place.



Strengthening our Community - Progress



Status Definitions

- ✓ **Complete:** Action is done
- ↑ **On Target:**
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 - Action is in progress and is on target to be complete by target end date
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| Outcome | Expected Result | Strategy | Actions | Service Area | Target End Date | Accomplishments | Variance |
|---|--|--|--|--|-----------------|--|----------|
| Londoners have access to the supports they need to be successful. | <p>— Increase affordable and quality housing options</p> | <p>— Establish and revitalize community housing through a Regeneration Plan.</p> | <p>↑ Develop and implement LMCH's Community Development and Tenant Engagement Strategy</p> | <ul style="list-style-type: none"> LMCH | 12/31/23 | <ul style="list-style-type: none"> LMCH has drafted a Community Development and Tenant Engagement Strategy based on the Asset Based Community Development approach. The model asserts that physiological needs and safety need to be met in order for people to have the opportunity to fully engage and participate in the community. As a community housing provider, LMCH wants to ensure that they are anticipating meeting these needs and that their interactions with tenants engage them and are relationally motivated with a focus on identifying and building upon the assets of individuals as they join our communities. | |
| | | | <p>↑ Develop and implement LMCH's Regeneration Strategy</p> | <ul style="list-style-type: none"> LMCH | 12/31/23 | <ul style="list-style-type: none"> LMCH continues to work with HDC and Housing Services on regeneration with the goal to report back to Municipal Council in late 2019 or early 2020 to report on the defined priority sites for regeneration, as vetted by the LMCH Board, the Planning Table, and with input from Civic Administration experts to guide detailed site regeneration activities, conceptual options, and approaches to tenant engagement process. Council has approved the creation of a "Champions Table" to define the necessary municipal tools, resources, and provide multi-disciplinary expertise to support the working group to advance the next steps associated with the Regeneration Process. | |

| Outcome | Expected Result | Strategy | Actions | Service Area | Target End Date | Accomplishments | Variance |
|---------|-----------------|--|--|---|-----------------|---|----------|
| | | | <p>↑ Explore alternative corporate structures, including; Articles of Incorporation and Shareholder Declaration.</p> | <ul style="list-style-type: none"> LMCH | 6/30/20 | <ul style="list-style-type: none"> In the recent Housing Services Review, KPMG recommends no changes to LMCH's governing documents, including its articles of incorporation, shareholder declaration and operating framework be undertaken in light of the performance issues identified. At the present time, KPMG suggests that the City support LMCH to focus on effectively executing on its core business prior to undertaking any expansion in activities. This direction was supported by Council. | |
| | | <p>— Increase supportive and specialized housing options for households experiencing chronic homelessness.</p> | <p>↑ Develop Coordinated Access System for individuals and families experiencing homelessness prioritizing individuals and families with the highest need to the most intensive resources.</p> | <ul style="list-style-type: none"> HSSDH | 12/31/23 | <ul style="list-style-type: none"> Homeless Prevention (HP) is in the process of hiring a Manager to oversee the implementation of the coordinated access model. HP is participating in the Built for Zero initiative which will allow us to establish a quality By-Name List and allow the community of London to establish local priorities for housing individuals and families experiencing homelessness. Discussions with HSD are underway to determine what the coordinated access physical front door will look like and we will continue these discussions once a manager is in place. | |

| Outcome | Expected Result | Strategy | Actions | Service Area | Target End Date | Accomplishments | Variance |
|---------|-----------------|---|---|--|-----------------|--|----------|
| | | | <p>↑ Continue to fund service providers to administer Homeless Prevention Housing Allowances for individuals and families experiencing chronic homelessness to support moving from homelessness to housing stability.</p> | <ul style="list-style-type: none"> HSSDH | 12/31/23 | <ul style="list-style-type: none"> 6 contracts for housing supplement delivery have been signed and are in place. The 6 Housing allowance agencies are: <ul style="list-style-type: none"> Project Home allocated \$80,000 Street Level Women At Risk Program allocated \$125,000 Mission Services allocated \$100,000 London CARES allocated \$145,518 carried over from 17/18 YOU Youth Mobile Team allocated \$40,000 It is expected that all Housing allowance funding will be expended by December 31, 2019. | |
| | | | <p>↑ Partner strategically with key stakeholders to ensure that chronic homelessness is a priority for intake to supportive housing units.</p> | <ul style="list-style-type: none"> HSSDH HDC | 12/31/23 | <p>Discussions with HDC and Housing proponents have led to 43 units being identified for homeless prevention use.</p> <ul style="list-style-type: none"> 10 units for veterans experiencing homelessness. 33 units available for supportive housing for people on the Homeless Prevention's By-Name List. | |
| | | | <p>↑ Establish a regular cycle for specialized housing new unit development supporting one specialized build every two years.</p> | <ul style="list-style-type: none"> HDC | 12/31/23 | HDC continues to work on a pilot/proof of concept plan for business case funding in 2020. | |
| | | | <p>↑ Invest through an annual contribution to a capital reserve to leverage other funding supporting new bi-annual development.</p> | <ul style="list-style-type: none"> HDC | 12/31/23 | An initial project was able to be established in 2019 using an existing funded site at 356 Dundas St. | |
| | | <p>Strengthen the support for individuals and families in need of affordable housing.</p> | <p>↑ Develop and implement New Housing Supplement Program to support individuals and families.</p> | <ul style="list-style-type: none"> HSSDH | 12/31/23 | | |

| Outcome | Expected Result | Strategy | Actions | Service Area | Target End Date | Accomplishments | Variance |
|---------|-----------------|----------|---|--|-----------------|---|----------|
| | | | <ul style="list-style-type: none"> Develop and implement the Homeless Prevention and Housing Plan for London & Middlesex County. | <ul style="list-style-type: none"> HSSDH HDC | 12/31/23 | The Homeless Prevention and Housing 5 Year Strategic Plan update is scheduled to be completed by end of 2019 with implementation to begin in 2020. | |
| | | | <ul style="list-style-type: none"> Improve and implement LMCH's tenant survey. | <ul style="list-style-type: none"> LMCH | 3/31/20 | <ul style="list-style-type: none"> LMCH has been articulating the importance of involving their tenants and amplifying their voices in self advocacy, self-determination and collaborators in creating our communities through supported tenant engagement and community development activities. LMCH is piloting various community development projects and evaluating community partnerships, and most importantly of all, are listening to their tenants. In order to evaluate this work, LMCH has created and conducted a tenant survey in collaboration with the City of London Housing Services and Neighborhood Services. The results of the Tenant survey, including evaluating tenant experience from waitlist to being in LMCH is expected in October 2019. | |
| | | | <ul style="list-style-type: none"> Complete LMCH's 2017-2020 Strategic Plan | <ul style="list-style-type: none"> LMCH | 12/31/23 | <ul style="list-style-type: none"> LMCH's 2017-2020 strategic plan is an ambitious plan to advance the organization's new mission, vision and reflecting our core values in everything we do. Staff have embraced our new modus operandi and are demonstrating to our tenants and our community that We CARE. Despite challenges and changing priorities and environment, we are pleased to state that 86% of the strategic objectives have been completed or are on target to be completed by 2021. | |

| Outcome | Expected Result | Strategy | Actions | Service Area | Target End Date | Accomplishments | Variance |
|---------|-----------------|----------|---|--|-----------------|--|----------|
| | | | <p>↑ Envision and establish a new LMCH strategic plan.</p> | <ul style="list-style-type: none"> • LMCH | 12/31/20 | <p>The current strategic plan for LMCH covers the period from 2017 to 2020. A review of LMCH's strategic plan is outlined as a priority item in the City of London's Housing Services Review Action Plan.</p> | |
| | | | <p>↑ Regular maintenance of facility/housing inventories for correspondence, inspection work, health hazard investigations, community collaborations. PHIs provide public health interventions for clients living in substandard living conditions or individuals who are at increased risk to adverse health outcomes at facilities where they are exposed. Interventions also include providing education and awareness, inspection and investigation work and assistance through collaboration, community referrals.</p> | <ul style="list-style-type: none"> • MLHU | 12/31/23 | <p>Vulnerable occupancy response program - Health Unit is a partner agency in the support protocol. Part of the notification system for any incidents involving vulnerable occupancies and health hazards. Responded in timely fashion to all notifications this year.</p> | |

| Outcome | Expected Result | Strategy | Actions | Service Area | Target End Date | Accomplishments | Variance |
|---------|-----------------|---|--|--|-----------------|---|----------|
| | | Utilize innovative regulations and investment to facilitate affordable housing development. | <ul style="list-style-type: none"> ↑ Affordable housing Community Improvement Plan completed. | <ul style="list-style-type: none"> • City Planning • HDC | 12/31/21 | On target to complete within time frame. Latest update report to Council on June 25, 2019. | |
| | | | <ul style="list-style-type: none"> ↑ Establish CIP fund for advancing new affordable housing. | <ul style="list-style-type: none"> • City Planning • HDC | 3/31/21 | | |
| | | | <ul style="list-style-type: none"> ↑ Affordable Housing Development Toolkit completed. | <ul style="list-style-type: none"> • City Planning | 12/31/20 | On target to complete within time frame. Latest update report to Council on June 25, 2019. | |
| | | | <ul style="list-style-type: none"> ↑ Inclusionary Zoning By-law completed. | <ul style="list-style-type: none"> • City Planning | 9/30/21 | On target to complete within time frame. Detailed direction pending outcome of review of Bill 108 changes to the Planning Act. | |
| | | | <ul style="list-style-type: none"> ↑ Implement Closed School Strategy. | <ul style="list-style-type: none"> • City Planning • HDC | 12/31/23 | Four surplus school sites have been reviewed according to the Surplus School Site Evaluation and Acquisition Policy, with a response submitted by the Housing Development Corporation as Council's service manager for new affordable housing development at 1958 Duluth Crescent and 18 Elm Street. New housing that may include elements of affordability is also planned for 723 Lorne Avenue. | |
| | | | <ul style="list-style-type: none"> ↑ Analyze all available surplus school lands (and other similar government/strategic lands) for potential development, inclusive of affordable housing, in accordance with Council policy. | <ul style="list-style-type: none"> • HDC | 12/31/20 | | |
| | | | <ul style="list-style-type: none"> ↑ Advance land acquisition and development strategies where appropriate on all suitable surplus school (and similarly defined) lands. | <ul style="list-style-type: none"> • HDC | 12/31/20 | | |

| Outcome | Expected Result | Strategy | Actions | Service Area | Target End Date | Accomplishments | Variance |
|---------|---|---|---|---|-----------------|--|----------|
| | <ul style="list-style-type: none"> Reduce the number of individuals and families experiencing chronic homelessness or at risk of becoming homeless | <ul style="list-style-type: none"> Create more purpose-built, sustainable, affordable housing stock in London. | <ul style="list-style-type: none"> Increase affordable housing stock through the creation of new units in partnership with community partners and developers. | <ul style="list-style-type: none"> HDC | 12/31/20 | 2 affordable housing projects have started in 2019 with a 3rd project approaching final development. | |
| | | | <ul style="list-style-type: none"> Establish a secondary suite and other single unit conversions/development program (partnership between HDC and City). | <ul style="list-style-type: none"> HDC | 12/31/20 | | |
| | | <ul style="list-style-type: none"> Implement coordinated access to mental health and addictions services and supports. | <ul style="list-style-type: none"> Continue to implement and monitor approaches aimed at housing stability for individuals and families experiencing chronic homelessness. | <ul style="list-style-type: none"> HSSDH | 12/31/23 | <ul style="list-style-type: none"> Work has been undertaken by the 6 housing first agencies, the 3 shelters and the outreach program to complete VI-SPDAT assessments for all individuals on the By-Name list, individuals living in shelter and those living rough or urban camping. Completion of these assessments will give the Homeless system a starting point to understand individuals' housing needs and will allow the allocation of resources to achieve housing stability for those individuals experiencing homelessness. | |
| | | | <ul style="list-style-type: none"> Monitor emergency shelter use trends through London's Emergency Shelter Progress Report. | <ul style="list-style-type: none"> HSSDH | 12/31/23 | | |

| Outcome | Expected Result | Strategy | Actions | Service Area | Target End Date | Accomplishments | Variance |
|---------|--|---|--|---|-----------------|---|----------|
| | | | <ul style="list-style-type: none"> Implement a Coordinated Access System for individuals and families experiencing homelessness. | <ul style="list-style-type: none"> HSSDH | 12/31/23 | <ul style="list-style-type: none"> Homeless Prevention (HP) is in the process of hiring a Manager to oversee the implementation of the coordinated access model. HP is participating in the Built for Zero initiative which will allow us to establish a quality By-Name List and allow the community of London to establish local priorities for housing individuals and families experiencing homelessness. Discussions with HSD are underway to determine what the coordinated access physical front door will look like and we will continue these discussions once a manager is in place. | |
| | | <ul style="list-style-type: none"> Improve emergency shelter diversion and rapid re-housing practices. | <ul style="list-style-type: none"> Implement strategies aimed at reducing chronic emergency shelter use. Monitor emergency shelter use trends through London's Emergency Shelter Progress Report. | <ul style="list-style-type: none"> HSSDH | 12/31/23 | | |
| | | | <ul style="list-style-type: none"> Build upon and strengthen diversion and rapid re-housing practices. Monitor emergency shelter use trends through London's Emergency Shelter Progress Report. | <ul style="list-style-type: none"> HSSDH | 12/31/23 | | |
| | <ul style="list-style-type: none"> Support improved access to mental health and addictions services | <ul style="list-style-type: none"> Strengthen and support the mental health and addictions system. | <ul style="list-style-type: none"> Implement the Community Mental Health and Addictions Strategy for London. | <ul style="list-style-type: none"> HSSDH | 12/31/23 | | |

| Outcome | Expected Result | Strategy | Actions | Service Area | Target End Date | Accomplishments | Variance |
|---------|-----------------|----------|---|--|-----------------|--|----------|
| | | | <p>Support training opportunities for health and other professionals about addiction, harm reduction, and injection drug use.</p> | <ul style="list-style-type: none"> MLHU | 12/31/23 | Sexual Health Promotion staff are often asked to provide presentations to the community based on opioid crisis, naloxone, and the Consumption and Treatment Services (CTS) site. | |
| | | | <p>Provide opportunities for community members and organizations to learn about substance use, harm reduction, addictions and stigma around drug use.</p> | <ul style="list-style-type: none"> MLHU | 12/31/23 | <p>MLHU "You Need to Know" cannabis campaign to increase awareness of cannabis health risks, ways to reduce risk, and laws regarding cannabis.</p> <p>Providing education sessions to community partners who work with people who inject drugs (PWID). The objective is share project/research about the benefits of cooking drugs before injecting and the potential barriers that PWID may have to cooking their hydromorphone (hydro) wash.</p> | |
| | | | <p>Advocate for and support cultural safety and trauma-informed care training to agencies and organizations.</p> | <ul style="list-style-type: none"> MLHU | 12/31/23 | Advocate for cultural safety training at community tables, and engage in direct advocacy with select organizations. | |
| | | | <p>Increase public awareness of existing treatment information and pathways to treatment services in Middlesex-London.</p> | <ul style="list-style-type: none"> MLHU | 12/31/23 | | |
| | | | <p>Provide a supervised and hygienic space for people who use drugs (PWUD) to use their drugs.</p> | <ul style="list-style-type: none"> MLHU | 12/31/23 | CTS site opened Feb 2018. There have been 22,378 visits and 137 overdose reversals. | |

| Outcome | Expected Result | Strategy | Actions | Service Area | Target End Date | Accomplishments | Variance |
|---------|-----------------|----------|---|--|-----------------|---|----------|
| | | | <p>Provide a space for clients to connect with community services (e.g. housing supports, mental health, addiction services) and peer support services as requested.</p> <p>↑</p> | <ul style="list-style-type: none"> MLHU | 12/31/23 | CTS opened Feb 2018 and in-kind wrap-around supports from Addiction Services of Thames Valley, London InterCommunity Health Centre, MLHU Outreach, Southwest Ontario Aboriginal Health Access Centre, and peer support are provided in the aftercare space for clients to connect to community supports when they are ready. | |
| | | | <p>Provide referral to health and social services in the community as needed.</p> <p>↑</p> | <ul style="list-style-type: none"> MLHU | 12/31/23 | There have been 1,932 referrals to health and social services from the CTS Feb 2018-August 2019. There is also a caseload of approximately 120 clients attached to the MLHU Outreach Team which clients are linked with other outreach supports for regular engagement. | |
| | | | <p>Establish trusting relationships with clients.</p> <p>↑</p> | <ul style="list-style-type: none"> MLHU | 12/31/23 | Number of referrals from CTS to community supports/programs and number of clients the MLHU Outreach Team have engaged are due to trusting relationships with clients. | |
| | | | <p>Provide access to Naloxone.</p> <p>↑</p> | <ul style="list-style-type: none"> MLHU | 12/31/23 | There was an increased distribution seen in January to March of 2019 to 769 kits. The number of people reporting that they had administered a kit was 80 in that same quarter. There are 25 Community agencies, 4 police and fire depts. in Middlesex-London, and the London Health Sciences Centre who distribute and administer naloxone. | |
| | | | <p>Provision of harm reduction supplies, including, but not limited to needles, syringes and other safe drug use equipment.</p> <p>↑</p> | <ul style="list-style-type: none"> MLHU | 12/31/23 | Clients can access harm reduction supplies through multiple sites (4 pharmacies, 10 fixed sites and the mobile van) and this program continues to expand. | |

| Outcome | Expected Result | Strategy | Actions | Service Area | Target End Date | Accomplishments | Variance |
|---------|-----------------|----------|--|---|-----------------|--|----------|
| | | | <p>↑ Collaborate across service areas in the City of London and with community partners.</p> | <ul style="list-style-type: none"> HSSDH | 12/31/23 | <p>Collaborative opportunities across City services continues to improve and outcomes achieved.</p> <ul style="list-style-type: none"> Relationships to Realty Services have led to 4 temporary housing opportunities for families experiencing homelessness. Houses purchased as part of the BRT project have been rented to Rotholme, the City's Family Homeless shelter to allow for the transition of families from the shelter into a transitional housing option until permanent housing is found. Partnerships with the Housing Services Division, Social Services Homelessness team have been improved and the Homelessness Prevention's By-Name List is now regularly shared. This sharing has allowed us to identify shared participants that has resulted in several individuals experiencing homelessness becoming housed. | |
| | | | <p>↑ Maintain and strengthen collaborative efforts of Informed Response.</p> | <ul style="list-style-type: none"> HSSDH | 12/31/23 | | |
| | | | <p>↑ Strengthen partnership with Canadian Mental Health Association (CMHA).</p> | <ul style="list-style-type: none"> LPL | 12/31/23 | <p>CMHA Wellness Centres services have expanded to twice weekly at Central Library, and have been implemented at 4 branch locations. Discussions with CMHA to develop next steps in program are ongoing.</p> | |
| | | | <p>↑ Continue partnerships with post secondary institutions and community service providers (e.g. London CARES).</p> | <ul style="list-style-type: none"> LPL | 12/31/23 | <p>Collaborative meetings underway with community service providers and continued development of partnerships with post secondary institutions.</p> | |

| Outcome | Expected Result | Strategy | Actions | Service Area | Target End Date | Accomplishments | Variance |
|---------|---|---|---|---|-----------------|--|----------|
| | <p>Decrease the number of London residents experiencing poverty</p> | <p>Continue to support and develop collaborative approaches to end poverty.</p> | <p>Support programs and initiatives aimed at ending poverty such as London for All, London's Child and Youth Network, and Bridges Out of Poverty/Circles.</p> | <ul style="list-style-type: none"> HSSDH NCFS | 12/31/23 | <p>London's Child and Youth Network continues to meet regularly to implement projects relating to breaking the cycle, reducing the impact, changing mindsets, and system change.</p> <p>As of May 2019, <i>London for All</i> has completed 52 projects and another 60 are in progress. The second year of implementation included more than 38 individuals identifying with lived or living experience in poverty directly involved as decision makers in <i>London for All</i>. The expertise of these individuals adds strength and resiliency to poverty reduction work and the co-creation of innovative solutions. The Child and Youth Network and London For All collaborated on a number of innovative solutions including:</p> <ul style="list-style-type: none"> Scaling up of the London Good Food Box Program, which is a neighbourhood-based program that provides fruits and vegetables at an affordable price. Expanding local no-cost dental programs for Londoners living in poverty. The SOHAC dental clinic and the Dental Outreach Community Services at Western University are currently providing dental care for low income Londoners. Forming a Financial Empowerment Committee to work with community partners to scale up the Community Volunteer Income Tax Program. <p>The Circles program continues to be offered through four separate circles in the community, including Canada's first Youth focused Circle.</p> | |

| Outcome | Expected Result | Strategy | Actions | Service Area | Target End Date | Accomplishments | Variance |
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| | | | <ul style="list-style-type: none"> Report London's poverty rate annually. | <ul style="list-style-type: none"> HSSDH NCFS | 6/30/23 | London's poverty rate will be reported annually in the May 2019-2023 Strategic Plan Performance Report. | |
| | <ul style="list-style-type: none"> Increase opportunities for individuals and families | <ul style="list-style-type: none"> Enhance public trust and confidence by ensuring appropriate response to victims, the vulnerable, and racialized persons and groups. | <ul style="list-style-type: none"> Reviews of reported sexual assaults. | <ul style="list-style-type: none"> LPS | 12/31/23 | During 2019, the LPS has been meeting on a quarterly basis with 6 external partners/organizations to review reported sexual assaults. | |
| <ul style="list-style-type: none"> Develop protocol for response to specific communities under specific circumstances. | | | <ul style="list-style-type: none"> LPS | 12/31/21 | One of the steps towards the development of a protocol is a new process which was implemented in Sept. 2019. This new process makes it mandatory in certain circumstances for officers to complete an online form which is queried on a daily basis and referred to Victim Services of Middlesex London (VSML). VSML will then contact the victim and work with the appropriate community partner, if needed, to ensure specific concerns are met. | | |
| <ul style="list-style-type: none"> Deliver diversity and inclusion training to all members. | | | <ul style="list-style-type: none"> LPS | 12/31/19 | Diversity and Inclusion training is being rolled out to all members from July to December 2019. Training is focused on the Indigenous population and is being delivered by Atlohsa staff. | | |
| | | <ul style="list-style-type: none"> Fund and partner with the London Public Library to increase opportunities for people to access the services they need. | <ul style="list-style-type: none"> Increase targeted purchasing to reduce wait times for high demand materials. | <ul style="list-style-type: none"> LPL | 12/31/23 | Have reduced wait times (decrease in holds ratio) and increased circulation by 5.58% in the second quarter of 2019 when compared to the same quarter in 2018. | |

| Outcome | Expected Result | Strategy | Actions | Service Area | Target End Date | Accomplishments | Variance |
|---------|-----------------|----------|--|---|-----------------|---|----------|
| | | | <p>↑ Advocate in partnership with the Canadian Urban Libraries Council (CULC) for competitive market pricing on e-resources.</p> | <ul style="list-style-type: none"> LPL | 12/31/23 | On September 26, 2019 the London Public Library Board approved a recommendation for Library staff to seek support from all federal candidates as part of this nation-wide initiative. Letters have been sent and several discussions have been scheduled. Seeking Board recommendation to request a motion from London City Council in support of CULC's campaign. | |
| | | | <p>↑ Strengthen and expand partnerships with First Nations and Indigenous service partners.</p> | <ul style="list-style-type: none"> LPL | 12/31/23 | Programming with First Nations and Indigenous service partners is ongoing. Hosting a Truth & Reconciliation Speaker Series, aiming to strengthen relationships, deepen understanding and prompt action towards reconciliation and resolution of critical Indigenous and Canadian issues. Each presentation will include a speaker and a response to the speaker by local knowledge keepers, or a panel of speakers, refreshments, and the opportunity for continued dialogue. | |
| | | | <p>↑ Increase materials in the collection that reflect Indigenous knowledge and culture.</p> | <ul style="list-style-type: none"> LPL | 12/31/23 | Continued purchase of materials reflective of Indigenous knowledge and culture. Materials include decolonizing subject headings; spotlighting Indigenous titles, authors, and issues. | |
| | | | <p>↑ Continue to offer relevant programs in partnership with First Nations.</p> | <ul style="list-style-type: none"> LPL | 12/31/23 | <p>Ongoing programming with First Nations and Indigenous service partners. Highlights include:</p> <ul style="list-style-type: none"> Truth & Reconciliation Speaker Series Orange Shirt Day Indigenous History Month | |

| Outcome | Expected Result | Strategy | Actions | Service Area | Target End Date | Accomplishments | Variance |
|---------|-----------------|---|--|--|-----------------|--|----------|
| | | <p>Improve access to licensed child care and early years opportunities.</p> | <p>Implement the London-Middlesex Child Care and Early Years Service System Plan 2019 - 2023.</p> | <ul style="list-style-type: none"> NCFS | 12/31/23 | <p>The 2019-2023 London-Middlesex Child Care and Early Years Service System Plan was approved by City Council in June, 2019. The Plan was developed through extensive engagement with families, service providers and community partners and included feedback from 1,730 parents and caregivers. Implementation planning is underway and all 2019 actions included in the plan are on target to be completed.</p> <p>In 2019, a Recruitment and Retention of Registered Early Childhood Educators (RECEs) Campaign was launched by the Licensed Child Care Network to help address the demand for qualified RECEs within the community. In 2018 and 2019, a Community Connector Curriculum was designed and delivered to the Licensed Child Care Sector to help connect families to the services they need in a supportive way. Both of these initiatives were supported by funding from the Province of Ontario.</p> | |
| | | | <p>Share progress made towards implementing the London-Middlesex Child Care and Early Years Service System Plan 2019-2023 annually with Londoners.</p> | <ul style="list-style-type: none"> NCFS | 12/31/23 | <p>Annual progress towards implementing the 2019-2023 London-Middlesex Child Care and Early Years Service System Plan will be shared with Londoners in Q4 2020.</p> | |

| Outcome | Expected Result | Strategy | Actions | Service Area | Target End Date | Accomplishments | Variance |
|---------|-----------------|--|---|--|-----------------|---|----------|
| | | <p>Work collectively with community partners to improve outcomes and integrated responses for children, youth, families, and older adults.</p> | <p>↑ Implement London's Child and Youth Agenda 2017 - 2021.</p> | <ul style="list-style-type: none"> • NCFS | <p>12/31/21</p> | <p>All 2019 Child and Youth Agenda activities are on target for completion by the end of the year, with 2020 activity planning currently in progress. Highlights include:</p> <ul style="list-style-type: none"> • The Ending Poverty Priority continues to implement London's Good Food Box project, distributing approximately 350 boxes each month across 13 host sites in priority neighbourhoods. • The Literacy Priority continues to implement Baby's Book Bag across London, providing meaningful literacy-rich information and messages about the importance of literacy to approximately 1200 families in 2019. • The Healthy Eating Healthy Physical Activity Priority continues to implement the Grade 5 ACT-i-Pass program, with over 1700 students registered to access free recreational programming from eight service providers for the 2019/2020 school year. • The Family-Centred Service System (FCSS) Priority continues to work towards creating a high-performing service system for children, youth, and families; currently, the Governance table has divided into 6 subcommittees to update key documents that guide the local service system. Planning for the opening of an additional two Family Centres continues, with one Family Centre planned in the Carling Planning District and London's first Indigenous-led Family Centre planned in the Central Planning District. This will bring the total number of Family Centres in London to 9. | |

| Outcome | Expected Result | Strategy | Actions | Service Area | Target End Date | Accomplishments | Variance |
|---------|-----------------|----------|--|--|-----------------|--|----------|
| | | | <p>↑ Implement the Age Friendly London Action Plan 2017 - 2020.</p> | <ul style="list-style-type: none"> • NCFS | 12/31/20 | <p>The Age Friendly London Network completed Year 2 implementation in June 2019. Highlights of accomplishments include:</p> <ul style="list-style-type: none"> • 20 new benches installed in parks, based on group recommendations • Created "Ease into Leisure" kits of assistive devices for recreation, in partnership with London Public Library • Secured grant funding to implement the Age Friendly Leisure Buddy Program, which pairs vulnerable or isolated older adults with volunteer "Buddies" <p>In Year 2, the eight Working Groups held over 120 meetings and volunteered over 12,000 hours. The Network connected with approximately 1,000 older adults and service providers through over 20 presentations and seniors' events and shared information with 400 older adults and 50 organizations at the annual Age Friendly London Conference.</p> | |
| | | | <p>↑ Evaluate Child and Youth Agenda 2017 - 2021 and the Age Friendly London Action Plan 2017 - 2020.</p> | <ul style="list-style-type: none"> • NCFS | 12/31/21 | <p>Planning for the evaluation of the Child and Youth Agenda and Age Friendly London Action Plan is underway and on target to be completed in 2021.</p> | |
| | | | <p>↑ Develop strategies to support children, youth, family, and older adults and identify opportunities to integrate strategies to achieve outcomes.</p> | <ul style="list-style-type: none"> • NCFS | 12/31/22 | <p>Strategies to support children, youth, families and older adults will be identified in collaboration with partners and stakeholders after the evaluation is complete.</p> | |

| Outcome | Expected Result | Strategy | Actions | Service Area | Target End Date | Accomplishments | Variance |
|---------|-----------------|---|--|---|-----------------|---|----------|
| | | | <p>↑ Implement strategies to support children, youth, family, and older adults and identify opportunities to integrate strategies to achieve outcomes.</p> | <ul style="list-style-type: none"> • NCFS | 12/31/23 | Strategies to support children, youth, families and older adults will be identified and implemented in collaboration with partners and stakeholders after the evaluation is complete. | |
| | | | <p>↑ Continue participation in the Age Friendly Network and its initiatives.</p> | <ul style="list-style-type: none"> • LPL | 12/31/23 | Launch of "Ease into Leisure" program has been well received by the community. | |
| | | | <p>↑ Continue participation in Seniors satellite programs.</p> | <ul style="list-style-type: none"> • LPL | 12/31/23 | Ongoing efforts with the City to promote and increase attendance at Seniors satellite programs including promotion through the London Public Library's Access magazine. | |
| | | | <p>↑ Continue participation in the Child & Youth Network (CYN) and its initiatives.</p> | <ul style="list-style-type: none"> • LPL | 12/31/23 | LPL staff continue to lead the Literacy Priority and support and provide programming at Family Centres. | |
| | | | <p>↑ Expand STEM programming system wide.</p> | <ul style="list-style-type: none"> • LPL | 12/31/23 | Implementing 3D printing system wide which support school curriculum in the areas of science and technology. | |
| | | <p>— Increase programming and activities for residents and families at Dearness Home.</p> | <p>↑ Conduct enhancements to programming space.</p> | <ul style="list-style-type: none"> • HSSDH | 12/31/21 | The Dearness Home continues to focus on developing the necessary capital improvement plans to enhance programming space. | |
| | | | <p>↑ Deliver a multitude of programming and events to engage and mobilize residents and their families.</p> | <ul style="list-style-type: none"> • HSSDH | 12/31/23 | A variety of programming is offered to residents of Dearness that provides an inclusive and diverse way of maintaining recreational activity and social inclusion. | |

| Outcome | Expected Result | Strategy | Actions | Service Area | Target End Date | Accomplishments | Variance |
|---|--|---|--|---|---|---|----------|
| | Improve the health and well-being of Londoners | Continue to provide access to planned and managed pathway systems and nature trails within parks and open spaces. | <ul style="list-style-type: none"> Install additional and update existing equipment to count pathway users. | <ul style="list-style-type: none"> P&R | 12/31/23 | Current pathway use counters have been upgraded. | |
| <ul style="list-style-type: none"> Construct new pathways in new geographic areas and continue to maintain existing infrastructure. | | | <ul style="list-style-type: none"> P&R | 12/31/23 | Walking and cycling are the number 1 and 3 recreational activities of Londoners. As the city grows, new pathways are being constructed to service new residents - 5 km added in 2019. | | |
| <ul style="list-style-type: none"> Install new trails in new areas and continue to maintain existing infrastructure. Implement Conservation Master Plans for ESAs. | | | <ul style="list-style-type: none"> P&R City Planning | 12/31/23 | Hiking in natural areas is the number 2 recreational activity of Londoners. As the city grows, new trails are being installed to service new residents - 1.2km added in 2019. | | |
| <ul style="list-style-type: none"> Complete Byron Valley Trail. | | | <ul style="list-style-type: none"> City Planning | 12/31/21 | | | |
| <ul style="list-style-type: none"> Implement Conservation and Restoration Master Plans. | | | <ul style="list-style-type: none"> City Planning | 12/31/23 | To date the majority of recommendations have been implemented in seven conservation master plans across the City. | | |
| <ul style="list-style-type: none"> Complete construction of the North Branch Gap and complete the EA for the Main Branch link- Springbank to Riverbend. | | | <ul style="list-style-type: none"> P&R | 12/31/21 | Construction of the North Branch project began in July 2019. Construction completion anticipated fall 2020. | | |
| | | Create programs and exhibitions to foster health and well-being. | <ul style="list-style-type: none"> Continue to emphasize physical activity and physical literacy for residents of all ages and abilities through program opportunities. | <ul style="list-style-type: none"> NCFS | 12/31/23 | In 2019, physical literacy enhancements including decals, activity prompts, and book nook spaces (with bookshelves, seating areas and books) were added to the Kinsmen Recreation Centre and the Byron Optimist Community Centre. | |
| <ul style="list-style-type: none"> Expand staff training in regards to promoting recreation benefits and mental health. | | | <ul style="list-style-type: none"> NCFS | 12/31/23 | In 2019, training for the children's recreation program staff focused on the High Five Principles of Healthy Child Development. 250 staff were trained. | | |

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|---------|-----------------|--|---|--|-----------------|--|----------|
| | | | <ul style="list-style-type: none"> ↑ Introduce new recreation programs focused on connecting people to nature through implementing the Parks and Recreation Master Plan. | <ul style="list-style-type: none"> • NCFS | 12/31/23 | Five new nature programs were introduced in 2019 including: the Garden Planter Fall Arrangement Workshop, the Garden Planter Herb Workshop, Adult Hiking, Seniors Nature Walk, and Outdoor Yoga. | |
| | | <ul style="list-style-type: none"> — Deliver health protection and promotion programs guided by population health surveillance. | <ul style="list-style-type: none"> ↑ Surveillance, inspection, investigation, education, enforcement and reporting requirements with respect to infection prevention and control (IPAC). | <ul style="list-style-type: none"> • MLHU | 12/31/23 | Have completed 16 IPAC inspections/investigations to date which have resulted in 6 IPAC lapse disclosures and 8 Section 13 orders being issued to date. | |
| | | | <ul style="list-style-type: none"> ↑ Immunization clinics at MLHU offices and school based clinics. | <ul style="list-style-type: none"> • MLHU | 12/31/23 | <p>Two Immunization clinics offered weekly at 50 King Street and one clinic a month at the Strathroy location with a particular focus on individuals with no family doctor and children aged 0-18.</p> <p>All Grade seven students also have the opportunity to receive three types of immunizations in school for protection against Hepatitis B, Meningococcal ACYW-135, and Human Papillomavirus (HPV).</p> | |
| | | | <ul style="list-style-type: none"> ↑ • Surveillance • Awareness, Education and Training • Risk Assessment and Inspection of food premises • Complaint and outbreak investigation • Food Recall • DineSafe Disclosure • Enforcement | <ul style="list-style-type: none"> • MLHU | 12/31/23 | Risk assessments completed annually. | |

| Outcome | Expected Result | Strategy | Actions | Service Area | Target End Date | Accomplishments | Variance |
|--|--|---|--|--|-----------------|---|----------|
| | | | <p>↑ Inspections and enforcement of the Smoke-Free Ontario Act.</p> | <ul style="list-style-type: none"> MLHU | 12/31/23 | <p>Two rounds of Youth Access Inspections completed at 100% of tobacco retailers (285). Target is achieved.</p> <p>44% (target of 100%) of tobacco retailers have had annual inspection to review display, promotion and handling requirements.</p> <p>218 e-cigarette vendors have been inspected for a youth access check; efforts are underway to identify all vendors. The target is to complete two rounds of youth access inspections of each vendor by year-end.</p> <p>996 inspections conducted of workplaces/public places; 131 inspections conducted of bars, restaurants, patios and special events; resulting in 53 charges and 451 warnings for workplaces, public places, and vendor-related infractions.</p> <p>Current enforcement capacity is strained due to increased mandate under the Smoke Free Ontario Act (SFOA), 2017 (inclusion of vaping and cannabis use, increased inspection mandate for e-cigarette vendors).</p> | |
| | | | <p>↑ Home visiting for women in the prenatal through to school entry period.</p> | <ul style="list-style-type: none"> MLHU | 12/31/23 | | |
| Londoners are engaged and have a sense of belonging in their neighbourhoods and community. | <p>— Increase the number of residents who feel welcomed and included</p> | <p>— Create inclusive engagement opportunities for Londoners.</p> | <p>↑ Recruit volunteers to lead the CDIS implementation process.</p> | <ul style="list-style-type: none"> NCFS | 12/31/23 | Over 130 Londoners applied to be part of the Community Diversity and Inclusion Strategy (CDIS) implementation efforts. | |

| Outcome | Expected Result | Strategy | Actions | Service Area | Target End Date | Accomplishments | Variance |
|---------|-----------------|--|---|---|-----------------|---|----------|
| | | | <ul style="list-style-type: none"> Work with volunteers and community partners to implement the CDIS. | <ul style="list-style-type: none"> NCFS | 12/31/23 | Over 100 volunteers have participated in CDIS meetings this year. 2019 has been focused on building the foundation for the implementation of CDIS. 5 community chairs were elected by their peers to lead each of the priority working groups. Work plan development is underway. | |
| | | | <ul style="list-style-type: none"> Share progress made towards implementing the Community Diversity and Inclusion Strategy annually with Council and Londoners. | <ul style="list-style-type: none"> NCFS | 12/31/23 | | |
| | | | <ul style="list-style-type: none"> Host and promote events (in-person and online) that celebrate diversity and foster relationships between newcomers and the receiving community. | <ul style="list-style-type: none"> HSSDH | 12/31/23 | Hosted first annual Newcomer Day, October 10, 2019. | |
| | | | <ul style="list-style-type: none"> Report annually on the retention of newcomers to London. | <ul style="list-style-type: none"> HSSDH | 12/31/23 | | |
| | | Strengthen understanding of and ability to engage in practices that promote cultural safety. | <ul style="list-style-type: none"> Implementation of reconciliation plan. | <ul style="list-style-type: none"> MLHU | 12/31/23 | Reconciliation work group formed, currently addressing numerous recommendations from the plan that are at various levels of completion. | |
| | | | <ul style="list-style-type: none"> Health equity staff capacity building. | <ul style="list-style-type: none"> MLHU | 12/31/23 | Ongoing health equity, and cultural safety education for MLHU employees, 3 Indigenous wellness events, Orange Shirt Day, health considerations incorporated into development of Electronic Client Record (ECR). | |
| | | | <ul style="list-style-type: none"> Deliver training sessions - Intercultural Competency Program to City of London Employees. | <ul style="list-style-type: none"> CMO | 12/31/23 | 90% of managers have completed phase 1 of training. | |

| Outcome | Expected Result | Strategy | Actions | Service Area | Target End Date | Accomplishments | Variance |
|---------|--|---|--|--|-----------------|--|----------|
| | | | <ul style="list-style-type: none"> ↑ Liaise with ABCs to receive information regarding participants in training program. | <ul style="list-style-type: none"> • CMO | 12/31/23 | | |
| | <ul style="list-style-type: none"> — Increase the number of meaningful opportunities for residents to be connected in their neighbourhood and community | <ul style="list-style-type: none"> — Strengthen engagement opportunities for all Londoners to participate in their neighbourhoods. | <ul style="list-style-type: none"> ↑ Continue to develop and implement enhanced targeted engagement strategies for London residents to support the Neighbourhood Decision Making program. | <ul style="list-style-type: none"> • NCFS | 12/31/23 | <p>Mapped under-represented areas of participation and provided more pop ups, flyers and targeted promotion to these neighbourhoods.</p> <p>Hired 5 Cultural Connectors for targeted neighbourhood and cultural engagement. Cultural connectors engaged with residents and community groups at a number of different events including movie nights, community events, and through the Neighbourhood Decision Making events. In their first month, Cultural Connectors engaged 1300 Londoners and attended 25 events. Connectors supported social media messaging, worked with multi-cultural media outlets, helped interpret documents, and helped residents communicate their ideas to City staff. Currently the cultural connectors speak Arabic, Hindu, Spanish and Mandarin.</p> | |

| Outcome | Expected Result | Strategy | Actions | Service Area | Target End Date | Accomplishments | Variance |
|---------|-----------------|----------|---|--|-----------------|--|----------|
| | | | <p>↑ Continue to support the resident-led implementation of London Strengthening Neighbourhoods Strategy.</p> | <ul style="list-style-type: none"> • NCFS | 12/31/23 | <p>Continued to support resident leaders in the London Strengthening Neighbourhoods Strategy (LSNS) actions that are implemented annually. In 2019:</p> <ul style="list-style-type: none"> • Worked with a resident committee to host the "Place Matters" Conference for neighbourhood leaders with over 100 Londoners in attendance • Completed the Welcome Kit Tool • Held 35 movie nights in London parks with 3215 residents in attendance • Supported 2 new Neighbourhood Associations (University Heights and Huron Heights) | |
| | | | <p>↑ Continue to develop and implement enhanced targeted engagement strategies for London residents to support the Neighbourhood Decision Making program.</p> | <ul style="list-style-type: none"> • NCFS | 12/31/23 | <p>Targeted engagement strategies included:</p> <ul style="list-style-type: none"> • Developing engagement committees • Hiring Cultural Connectors • Translating promotional materials • Delivering pop up events in neighbourhoods with previously low participation • Circulating promotional information to Ontario Works participants • Posting ads on LTC busses | |

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| | | | <p>↑ Continue to support the resident-led implementation of London Strengthening Neighbourhoods Strategy.</p> | <ul style="list-style-type: none"> • NCFS | 12/31/23 | <p>Continued to support resident leaders in the London Strengthening Neighbourhoods Strategy (LSNS) actions that are implemented annually. In 2019:</p> <ul style="list-style-type: none"> • Worked with a resident committee to host the "Place Matters" Conference for neighbourhood leaders with over 100 Londoners in attendance • Completed the Welcome Kit Tool • Held 35 movie nights in London parks with 3215 residents in attendance • Supported 2 new Neighbourhood Associations (University Heights and Huron Heights) | |
| | | | <p>↑ Implement City Planning Education and Outreach Strategy.</p> | <ul style="list-style-type: none"> • City Planning | 12/31/23 | <p>City Planning has held 45 community engagement events to date in 2019 at a variety of locations throughout the city. Some unique venues have included neighbourhood movie nights, farmers markets, in Masonville Mall and in Victoria Park for summer festivals. Staff have used virtual reality to engage the public. The largest City Planning event this year was a panel discussion with Chief Planners from mid-sized Ontario cities that attracted approximately 250 people.</p> | |
| | | | <p>↑ Create an engagement framework to better serve residents living in new neighbourhoods.</p> | <ul style="list-style-type: none"> • DCS | 12/31/20 | <p>Pilot locations for engagement sessions for the remainder of 2019 have been identified and are being organized. Experience from these sessions will inform the engagement framework.</p> | |
| | | | <p>↑ Implement the engagement framework to better serve residents living in new neighbourhoods.</p> | <ul style="list-style-type: none"> • DCS | 12/31/23 | | |

| Outcome | Expected Result | Strategy | Actions | Service Area | Target End Date | Accomplishments | Variance |
|---------|-----------------|--|---|--|-----------------|--|----------|
| | | <p>Support neighbourhood festivals, cultural events, and activities across the city.</p> | <p>↑ Maintain support to activities with NeighbourGood resources.</p> | <ul style="list-style-type: none"> • NCFS | 12/31/23 | <p>Continued to provide support to residents to achieve more neighbourhood activities. Supported the development of a number of resources including:</p> <ul style="list-style-type: none"> • Welcome Kit for Neighbourhood Associations and Business Associations • How to Host a Neighbourhood Street Party Guide (currently being finalized) • A Guide to Celebrating your Neighbourhood Identity • The Inclusive Neighbourhoods Resource | |
| | | | <p>↑ Create opportunities for new neighbourhoods to participate.</p> | <ul style="list-style-type: none"> • NCFS | 12/31/23 | <p>Movie nights were promoted through the NeighbourGood newsletter, the Movie Night webpage and through the Neighbourhood Event Team visiting neighbourhood events. A number of movie night spots were reserved for groups who were new and may have learned about the movie night program after the regular application due date. Preference was given to groups overall who had never held a movie night. In 2019, 12 out of 35 movie nights were hosted in new sites/parks.</p> | |
| | | | <p>↑ Maintain support to events with NeighbourGood resources.</p> | <ul style="list-style-type: none"> • NCFS | 12/31/23 | <p>Expanded equipment and support available through the lending program including: 20 new outdoor games, and a new user friendly booking system that tracks and communicates with the borrower. Supported a total of 82 local neighbourhood events with equipment including chairs, tables, tents, and large outdoor games.</p> | |

| Outcome | Expected Result | Strategy | Actions | Service Area | Target End Date | Accomplishments | Variance |
|---------|-----------------|----------|---|--|-----------------|---|----------|
| | | | <p>Expand NeighbourGood with new tools that support Neighbourhood activities.</p> | <ul style="list-style-type: none"> • NCFS | 12/31/23 | <p>Continued to provide support to residents to achieve more neighbourhood activities. Supported the development of a number of resources including:</p> <ul style="list-style-type: none"> • Welcome Kit for Neighbourhood Associations and Business Associations • How to Host a Neighbourhood Street Party Guide (currently being finalized) • A Guide to Celebrating your Neighbourhood Identity • The Inclusive Neighbourhoods Resource | |
| | | | <p>Allocate municipal funding through programs such as the London Community Grants Program and the Neighbourhood Small Events Fund to advance priorities outlined in the Strategic Plan for the City of London.</p> | <ul style="list-style-type: none"> • NCFS | 12/31/23 | <p>In 2019, the London Community Grants Program received 71 applications to the 2020 - 2023 multi-year granting stream with requests totaling \$27.5M, and 26 applications to the innovation and capital granting stream with requests totaling \$4.3M.</p> <p>The total 2020-2023 multi-year allocation was \$9.3M, while the total innovation and capital allocation was \$496,000 for 2020.</p> <p>The Neighbourhood Small Event Fund of \$20,000 was expended by July 22, 2019, providing funding to 53 small events.</p> | |

| Outcome | Expected Result | Strategy | Actions | Service Area | Target End Date | Accomplishments | Variance |
|---------|-----------------|----------|---|--|-----------------|--|----------|
| | | | <p>↑ Continue to support the resident-led implementation of London Strengthening Neighbourhoods Strategy.</p> | <ul style="list-style-type: none"> • NCFS | 12/31/23 | <p>Continued to support resident leaders in the London Strengthening Neighbourhoods Strategy (LSNS) actions that are implemented annually. In 2019:</p> <ul style="list-style-type: none"> • Worked with a resident committee to host the "Place Matters" Conference for neighbourhood leaders with over 100 Londoners in attendance • Completed the Welcome Kit Tool • Held 35 movie nights in London parks with 3215 residents in attendance • Supported 2 new Neighbourhood Associations (University Heights and Huron Heights) | |
| | | | <p>↑ Work with special event operators to provide a safe and inclusive experience for Londoners.</p> | <ul style="list-style-type: none"> • P&R | 12/31/23 | <p>Worked with the Accessibility Advisory Committee in 2019 to make improvements to the Special Event Guide: "How to Plan Outdoor Accessible Events". Educated Special Event Operators on revised content and expectations.</p> | |
| | | | <p>↑ Continue the streamlining of processes and procedures for Special Event requests.</p> | <ul style="list-style-type: none"> • P&R | 6/30/21 | | |
| | | | <p>↑ Create relationships with festival coordinators to retain annual commitment of festivals.</p> | <ul style="list-style-type: none"> • Covent Garden Market | 12/31/23 | <p>Successful relationship building with festival coordinators resulted in 6 festivals being held at the Covent Garden Market in 2019.</p> | |
| | | | <p>↑ Continue to provide space and promote events that meet community needs.</p> | <ul style="list-style-type: none"> • Western Fair | 12/31/23 | | |

| Outcome | Expected Result | Strategy | Actions | Service Area | Target End Date | Accomplishments | Variance |
|---------|-----------------|---|---|--|-----------------|---|----------|
| | | | <ul style="list-style-type: none"> Establish the Business of Music Committee to coordinate events hosted and/or supported by the Culture Office. | <ul style="list-style-type: none"> P&R City Planning | 12/31/23 | The London Business of Music Committee assists with the oversight of the implementation of the London Music Strategy and is supportive of London's music community and focused on fostering new music related business opportunities. | |
| | | | <ul style="list-style-type: none"> Implement the Music, Entertainment, and Culture Districts Strategy. | <ul style="list-style-type: none"> City Planning | 12/31/23 | Implementation of the Culture Districts Strategy is on track for target end dates. | |
| | | <ul style="list-style-type: none"> Expand Social Services client feedback and participation in service delivery design in their community. | <ul style="list-style-type: none"> Track and incorporate participant feedback into service delivery design. | <ul style="list-style-type: none"> HSSDH | 12/31/23 | The Ontario Works team is gathering input directly from clients to help understand the effects of program changes as a result of the Province's Social Assistance reform plans. | |
| | | | <ul style="list-style-type: none"> Conduct site specific and demographic client focus groups. | <ul style="list-style-type: none"> HSSDH | 12/31/23 | Ontario Works clients are engaged to provide input on the ways in which services can be improved. | |
| | | <ul style="list-style-type: none"> Implement programs and services that respond to neighbourhood recreation needs. | <ul style="list-style-type: none"> Continue to expand program initiatives resulting from research and engagement at the neighbourhood-level. | <ul style="list-style-type: none"> NCFS | 12/31/23 | Increased program offerings primarily focused on physical activity and leadership in targeted neighbourhoods including Old East, Fox Hollow, and Cedar Hollow. | |
| | | | <ul style="list-style-type: none"> Increase resident awareness and marketing of recreation opportunities and information. | <ul style="list-style-type: none"> NCFS | 12/31/23 | Improved Recreation webpages by adding photos and amenity listings. | |
| | | <ul style="list-style-type: none"> Promote and invest in urban agriculture initiatives. | <ul style="list-style-type: none"> Implement Urban Agriculture Strategy. | <ul style="list-style-type: none"> City Planning | 12/31/23 | Zoning By-law amendment to permit farm gate sales in process. | |

| Outcome | Expected Result | Strategy | Actions | Service Area | Target End Date | Accomplishments | Variance |
|--|---|---|--|---|--|---|----------|
| | <p>Strengthen relationships with post-secondary institutions that promote positive, proactive and meaningful dialogue</p> | <p>Create opportunities for regular dialogue with post-secondary institutional partners.</p> | <p>Explore opportunities for increased dialogue with post-secondary institutional partners.</p> | <ul style="list-style-type: none"> • CMO | <p>9/30/20</p> | | |
| <p>Strengthen relationships with post-secondary institutional partners.</p> | | | <ul style="list-style-type: none"> • CMO | <p>12/31/23</p> | <p>Pilot training program - supported Fanshawe's bid to open a new pilot training program, which was announced September 13.</p> | | |
| <p>Identify shared strategic priorities and implement shared initiatives and advocacy.</p> | | | <ul style="list-style-type: none"> • CMO | <p>12/31/23</p> | <p>Pilot training program - supported Fanshawe's bid to open a new pilot training program, which was announced September 13.</p> | | |
| <p>Londoners have access to the services and supports that promote well-being, health, and safety in their neighbourhoods and across the city.</p> | <p>Continue to invest in culture</p> | <p>Provide inclusive and diverse community-focused art and history exhibitions and interpretive programming through the implementation of Museum London's Strategic Plan.</p> | <p>Maintain planning and executing art and material culture exhibitions with a focus on inclusivity and diversity regarding artist, content, and/or accompanying public programming.</p> | <ul style="list-style-type: none"> • Museum London | <p>12/31/23</p> | <p>1. Difficult Terrain: Let's Talk about Prejudice exhibition of selected objects from permanent collection was featured on TVO https://www.tv.org/current-af...</p> <p>2. Shame and Prejudice: A Story of Resilience blockbuster art and material culture exhibition by Cree artist Kent Monkman with sold-out public programming.</p> | |

| Outcome | Expected Result | Strategy | Actions | Service Area | Target End Date | Accomplishments | Variance |
|---------|-----------------|----------|--|---|-----------------|---|----------|
| | | | <p>↑ Develop exhibitions one to three years in advance, arrange selection or loans of art/material culture, gather oral histories or develop focus group, create responsive programming, and market via social media to engage new visitors and sustain stakeholder audiences.</p> | <ul style="list-style-type: none"> Museum London | 12/31/23 | March-May 2019 Facebook campaign engaged new audiences with 51K impressions; sustain stakeholder audiences by running social media contests, special offers to e-blast subscribers, and strive for daily posts on our social media networks which reached 9K on Facebook, 10.2K on Twitter, 3.8K on Instagram on Sept 18, 2019. | |
| | | | <p>↑ Plan and execute inclusive and diverse public programming including classes and curriculum-based educational programming.</p> | <ul style="list-style-type: none"> Museum London | 12/31/23 | <ol style="list-style-type: none"> London Community Foundation funded the Museum London Indigenous Legacy Project celebrating Indigenous culture programs such as birch bark beading workshop, Gi-bimosemin/Walk Together: Indigenous History Walk, and Heart-Berry Social: Indigenous Drumming and Dancing. Canada Life funded curriculum-based programming Making Art and Making Community led by Metis instructor for 159 students in "at risk" schools. | |
| | | | <p>↑ Create and conduct history walking tours of London, produce experiential tourism programs as a Tourism London partner and continue to preserve, grow, exhibit and interpret heritage and art collections to tell the stories of Londoners.</p> | <ul style="list-style-type: none"> Museum London | 12/31/23 | Two new London history summer walking tours offered in series of 14 sold out history walks. Permanent art exhibition of 19th - 21st century collection showcasing London and area artists installed; at planning stage for 2020 permanent material culture exhibition of artifacts from 13,000 BCE to 21st century showcasing London and area history. | |

| Outcome | Expected Result | Strategy | Actions | Service Area | Target End Date | Accomplishments | Variance |
|---------|-----------------|--|--|---|-----------------|---|----------|
| | | | <p>↑ Improve meaningful visitor experience of self-discovery at Museum London through external feedback via community focus groups and individual oral histories for exhibition and program content input; maintain ongoing on-site surveys for education and public programming, online annual volunteer survey; and create annual online visitor survey and conduct annual on-site visitor survey.</p> | <ul style="list-style-type: none"> Museum London | 12/31/23 | A visible minority focus group provided feedback for the exhibition Difficult Terrain: Let's Talk about Prejudice; two oral histories have been completed with potentially more for 2020 permanent material culture exhibition; September launch of e-mail and on-site visitor survey https://forms.gle/eYSK3ExQpEii... | |
| | | <p>— Engage Londoners in culture to increase community vibrancy and awareness.</p> | <p>↑ Continue to fund the Community Arts Investment Program (CAIP).</p> | <ul style="list-style-type: none"> P&R | 12/31/23 | 66 applications funded in 2019. | |
| | | | <p>↑ Continue to fund the Community Heritage Investment Program (CHIP).</p> | <ul style="list-style-type: none"> P&R | 12/31/23 | 9 applications funded in 2019 totaling \$76,300. | |
| | | <p>— Invest in Dundas Place.</p> | <p>↑ Work with partners to animate, activate and program Dundas Place.</p> | <ul style="list-style-type: none"> P&R | 12/31/23 | 7 events held on the first two sections of Dundas Place. A report to Council on next steps for Dundas Place activation will occur by Q1, 2020. | |
| | | | <p>↑ Market Dundas Place to attract dynamic events that engage Londoners.</p> | <ul style="list-style-type: none"> P&R | 12/31/23 | Continued to conduct marketing through social media channels. | |

| Outcome | Expected Result | Strategy | Actions | Service Area | Target End Date | Accomplishments | Variance |
|---------|--|--|--|---|-----------------|---|----------|
| | | <p>Maintain the heritage resources of Eldon House to foster an appreciation of London's community and cultural heritage.</p> | <p>↑ Protect and conserve the historical assets of Eldon House to ensure the longevity of the museum's unique resources.</p> | <ul style="list-style-type: none"> Eldon House | 12/31/23 | Artifact and Collection Management systems enhanced in 2019, annual preventative and professional conservation projects nearing completion and additional security measures put into place. | |
| | | | <p>↑ Create a year-round downtown oasis by diversifying public programming, outreach, and digital engagements with the public.</p> | <ul style="list-style-type: none"> Eldon House | 12/31/23 | 37 public programmes and special events have been hosted by Eldon House, gaining a diverse demographic of museum visitors. | |
| | | | <p>↑ Build the capabilities to deliver relevant and focused engagement with the community.</p> | <ul style="list-style-type: none"> Eldon House | 12/31/23 | Five external grants secured from provincial and federal sources specific to outreach and programming initiatives in 2019. Number of physical and online feedback surveys and community partnerships expanded. | |
| | <p>↑ Increase participation in recreation, sport, and leisure activities</p> | <p>Remove barriers to access recreation, sport, leisure, and leadership programs and services.</p> | <p>↑ Increase awareness of Londoners about the availability of financial assistance to participate in recreation, sport and leisure opportunities.</p> | <ul style="list-style-type: none"> P&R | 12/31/23 | Promoted the Play Your Way subsidy program at various community events (Age Friendly Conference, Neighbourhood Service Days, etc) and to various stakeholders (ODSP Caseworker group, OW Teams, Childcare Teams) so they are better able to educate their customers on the benefits of the program. | |
| | | | <p>↑ Expand the variety, frequency, location, and promotion of free and sponsored drop-in programs.</p> | <ul style="list-style-type: none"> P&R NCFS | 12/31/23 | Offered 30 sponsored swim and skates. Launched 4 new program sites in 2019 including Summer Playground programs at Riverbend Park, Sir Arthur Currie Public School, and Cedar Hollow Public School and a sports drop-in at Byron Community Centre. | |

| Outcome | Expected Result | Strategy | Actions | Service Area | Target End Date | Accomplishments | Variance |
|---------|-----------------|----------|--|---|-----------------|--|----------|
| | | | <ul style="list-style-type: none"> Continue to support affordable community garden plot options for low income Londoners. | <ul style="list-style-type: none"> NCFS | 12/31/23 | Garden plots continue to be rented on a geared-to-income basis, with rental fees ranging from \$15 - \$40 for a plot of approximately 200-400 square feet for the season. | |
| | | | <ul style="list-style-type: none"> Improve accessibility at gardens identified by the community. | <ul style="list-style-type: none"> NCFS | 12/31/23 | <p>Added a number of accessibility features to community gardens including:</p> <ul style="list-style-type: none"> Thames Park pathway and two accessible plots Accessible water taps at Thames and Proudfoot Accessible parking spaces at Carling Heights and Ann Street | |
| | | | <ul style="list-style-type: none"> Install fully accessible play area surfacing at district parks when structures are being replaced. | <ul style="list-style-type: none"> P&R | 12/31/23 | A new playground with accessible surfacing has been installed in East Lions Park. Other projects rely on Business Case funding. | |
| | | | <ul style="list-style-type: none"> Connect with Spanish, Arabic and other communities; recruit tour guides who are bilingual; source Spanish, Arabic, and as needed, other translators for public tours; maintain school tours and public tours in English and French; maintain ESL tour program. | <ul style="list-style-type: none"> Museum London | 12/31/23 | Education and public programming for non-English speakers continues to be developed due to personnel changes with retirement of bilingual tour guides and with recent hire of new Head of Collections, Exhibitions and Programs who manages education and public programming staff. | |

| Outcome | Expected Result | Strategy | Actions | Service Area | Target End Date | Accomplishments | Variance |
|---------|-----------------|---|---|---|-----------------|--|----------|
| | | <p>Increase the number of recreation, sport, and leisure opportunities.</p> | <p>↑ Continue to support Neighbourhood Hubs by ensuring community centres are safe and welcoming spaces where people can gather and connect, and used as access points for information.</p> | <ul style="list-style-type: none"> • NCFS | 12/31/23 | <p>In 2019:</p> <ul style="list-style-type: none"> • New literacy elements were added at Kinsmen Recreation Community Centre and Byron Optimist Community Centre contributing to welcoming spaces where people can gather and connect. • Free menstrual products are now available at all Community Centres. • A hearing loop, which is a sound system used by people with hearing impairments, was added in the Kinsmen Recreation Community Centre computer lab to assist with accessibility. • New opportunities for newcomers to gather and connect (cooking program, conversation group) were added at Hamilton Road Seniors Centre and Community Centre. | |
| | | | <p>↑ Increase resident awareness and marketing of parks, recreation, and sport opportunities and information.</p> | <ul style="list-style-type: none"> • NCFS | 12/31/23 | Improved City of London recreation webpages by adding photos and amenity listings. | |
| | | | <p>↑ Continue to construct new facilities as the city grows.</p> | <ul style="list-style-type: none"> • NCFS • P&R | 12/31/23 | Southeast Infrastructure application submitted to Community and Culture Recreation Grant Stream of the Investing in Canada Infrastructure Program. | |
| | | | <p>↑ Continue to leverage existing places and spaces to improve access to program delivery.</p> | <ul style="list-style-type: none"> • NCFS • P&R | 12/31/23 | <p>Increased the number of program sites that have multiple services including:</p> <ul style="list-style-type: none"> • maximizing space at Family Centres in order to offer both registered programs and drop-in programs; and, • adding sports drop-in programs at Byron Optimist Community Centre to complement existing registered programs. | |

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| | | | <p>↑ Increase resident awareness and marketing of parks, recreation, and sport opportunities and information.</p> | <ul style="list-style-type: none"> • NCFS • P&R | 12/31/23 | <p>Utilize the recreation program reminder emails as a marketing tool to update customers on important things happening or departmental changes (ie. upcoming registration dates, service disruptions, extended hour times and locations, new build updates and opportunities to participate in public feedback forums).</p> <p>Cycling marketing messaging at the bottom of receipts.</p> <p>Expanded use of the autocall system to keep customers up to date in real time about program changes, additions and modifications and to inform them of upcoming opportunities where permitted under provincial and federal legislation.</p> <p>Rebranding Spectrum Catalogue to Recreation Activity Guide to provide clarity for people searching for Recreation Programs.</p> | |
| | | | <p>↑ Expand the variety, frequency, location, and promotion of drop-in programs through the use of community centres, neighbourhood locations, and parks.</p> | <ul style="list-style-type: none"> • NCFS • P&R | 12/31/23 | <p>Added four new drop in programs in 2019 including: summer playground programs at Riverbend Park, Sir Arthur Currie Public School, and Cedar Hollow Public School as well as a sports drop in at Byron Community Centre.</p> | |
| | | | <p>↑ Expand the senior satellite service model in consultation with stakeholders, with a view toward coordinated service delivery at the neighbourhood level.</p> | <ul style="list-style-type: none"> • NCFS | 12/31/23 | <p>Applied for funding through the Ontario Seniors Community Grant Program to expand senior satellite locations in Medway.</p> | |

| Outcome | Expected Result | Strategy | Actions | Service Area | Target End Date | Accomplishments | Variance |
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| | | | <ul style="list-style-type: none"> Continue to implement the London Community Gardens Program Strategic Plan. | <ul style="list-style-type: none"> NCFS P&R | 12/31/23 | <p>Continued to implement the London Community Gardens Program Strategic Plan. Highlights in 2019 include:</p> <ul style="list-style-type: none"> Adding 5 bulletin boards with shelving and veggie boxes so gardeners can take or leave a veggie or tool Offering 2 Gardening 101 courses Offering 5 Gardening workshops Hosting 1 Garden tour | |
| | | | <ul style="list-style-type: none"> Work with sport organizations to obtain and monitor the number of volunteers and the hours contributed to support the sport system. | <ul style="list-style-type: none"> P&R | 12/31/23 | <p>A process is being developed that would have sport organizations report out on number of volunteers and volunteer hours annually as part of the allocation process.</p> | |
| | | | <ul style="list-style-type: none"> Continue to monitor participant numbers in all sports to ensure facility provision meets demand. | <ul style="list-style-type: none"> P&R | 12/31/23 | | |
| | | <ul style="list-style-type: none"> Work with community partners to create a leading sustainable sport development model. | <ul style="list-style-type: none"> Continue to increase access to sporting amenities on lands not owned by the City of London. | <ul style="list-style-type: none"> P&R | 12/31/23 | <p>Work with community partners such as school boards, Fanshawe College, and Western University to access existing and new recreation amenities for the community.</p> | |
| | | | <ul style="list-style-type: none"> Increase the number of formal agreements to provide further clarity on expectations for all parties involved in supporting positive sporting experiences. | <ul style="list-style-type: none"> P&R | 12/31/23 | <p>5 new agreements were created in 2019 that did not previously exist.</p> | |
| | <ul style="list-style-type: none"> Increase resident use of community gathering spaces | <ul style="list-style-type: none"> Invest in community building projects. | <ul style="list-style-type: none"> Construct new seating areas in parks. | <ul style="list-style-type: none"> P&R | 12/31/23 | <p>Formal seating areas have been implemented in Sherwood Forest Park, Mitches Park, Piccadilly Park, Victoria on the River Park, Vanderlinder Parkette in 2019.</p> | |

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| | | | <ul style="list-style-type: none"> Implement Neighbourhood CIPs. | <ul style="list-style-type: none"> City Planning | 12/31/23 | Have issued 18 loans and 26 grants to date in 2019 through CIP incentive programs. | |
| | | | <ul style="list-style-type: none"> Implement Hamilton Road Tree Trunk Program. | <ul style="list-style-type: none"> BIAs | 12/31/23 | In time for the Junos, the Hamilton Road BIA added the 'Tree Trunk Trio' to the collection of carvings in their Tree Trunk tour. | |
| | | | <ul style="list-style-type: none"> Implement Closed School Strategy. | <ul style="list-style-type: none"> City Planning | 12/31/23 | Four surplus school sites have been reviewed according to the Surplus School Site Evaluation and Acquisition Policy. Through this process new community gathering spaces will be created at 1958 Duluth Crescent, 18 Elm Street, 723 Lorne Avenue, and 7 Annadale Drive. | |
| | | | <ul style="list-style-type: none"> Continue to implement the London Community Gardens Program Strategic Plan. | <ul style="list-style-type: none"> NCFS | 12/31/23 | Continued to implement the London Community Gardens Program Strategic Plan. Highlights in 2019 include: <ul style="list-style-type: none"> Adding 5 bulletin boards with shelving and veggie boxes so gardeners can take or leave a veggie or tool Offering 2 Gardening 101 courses Offering 5 Gardening workshops Hosting 1 Garden tour | |
| | | | <ul style="list-style-type: none"> Implement the Parks and Recreation Master Plan by taking steps to introduce a new mid-size multi-use community centre, with a focus on geographic gap areas. | <ul style="list-style-type: none"> P&R NCFS | 12/31/23 | In 2019, Parks and Recreation submitted infrastructure applications to the Community, Culture and Recreation stream of the Investing in Canada Infrastructure Program to support a new Community Centre in the South East section of the city. | |

| Outcome | Expected Result | Strategy | Actions | Service Area | Target End Date | Accomplishments | Variance |
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| | | <p>Provide public Wi-Fi in recreation facilities, particularly in areas where there is customer need and existing appropriate network connectivity.</p> | <p>Review opportunities, and bring forward an associated business case as part of the Multi-year Budget Process, to provide public Wi-Fi in recreation facilities where there is a business and/or customer need and appropriate network connectivity is available or can be reasonably achieved.</p> | <ul style="list-style-type: none"> NCFS P&R | 12/31/23 | Business Case has been submitted. | |
| | <p>Increase neighbourhood safety</p> | <p>Develop and implement a Community Safety and Well-Being Plan.</p> | <p>Establish a Multi-Sectoral Advisory Committee.</p> | <ul style="list-style-type: none"> CMO | 3/31/19 | The Community Safety and Well Being Advisory committee is established and has been meeting monthly since May 2019. Representatives from education, health care, social services, law enforcement and the City of London sit on the committee. | |
| <p>Develop and finalize Community Safety and Well-Being Plan and Metrics.</p> | | | <ul style="list-style-type: none"> CMO | 12/31/20 | Consultation with community stakeholders is underway and public consultation will occur in the 2020. | | |
| <p>Publish and implement Community Safety and Well-Being Plan.</p> | | | <ul style="list-style-type: none"> CMO | 12/31/23 | | | |
| <p>Develop and implement an enhanced Public Awareness Program to educate the public on their roles and responsibilities during emergency situations.</p> | | <ul style="list-style-type: none"> CMO | 12/31/19 | A plan is in the final stages of development and funding for this program is included in the 2020-2023 budget submission. | | | |

| Outcome | Expected Result | Strategy | Actions | Service Area | Target End Date | Accomplishments | Variance |
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| | | | <ul style="list-style-type: none"> ↑ Deliver Training on the Program. | <ul style="list-style-type: none"> • CMO | 12/31/23 | | |
| | | <ul style="list-style-type: none"> — Promote and support fire safety through increased public education and prevention, utilizing all the resources of the London Fire Department. | <ul style="list-style-type: none"> ↑ Enhance efficiency through deployment model improvements and latest technology. | <ul style="list-style-type: none"> • NCFS | 12/31/23 | The new records management software (ICO) went live with inspectors on October 1, 2019. The Deployment model is working well. | |
| | | | <ul style="list-style-type: none"> ↑ Create and improve public education strategies for targeted populations. | <ul style="list-style-type: none"> • NCFS | 12/31/23 | Continuing with focused messaging on buses, billboards and arenas as well as working with community partners. The 2019 recruit class all received the Public Educator National Fire Protection Association (NFPA) 1035 certification. Training of current staff will continue through 2023. | |
| | | <ul style="list-style-type: none"> — Reduce collision-related injuries and fatalities through public education and enhanced traffic enforcement. | <ul style="list-style-type: none"> ↑ Develop and implement traffic campaigns with emphasis on distracted, aggressive and impaired driving and lack of seatbelt use. | <ul style="list-style-type: none"> • LPS | 12/31/19 | 2019 Traffic Management Unit Plan developed which included the following traffic initiatives that have been implemented: <ul style="list-style-type: none"> • April 19 to 22, 2019 Spring Seatbelt Campaign • May 14 to 20, 2019 National Road Safety Week • Oct. 11 to 14, 2019 Operation Impact | |
| | | | <ul style="list-style-type: none"> ↑ Train Drug Recognition Experts. | <ul style="list-style-type: none"> • LPS | 12/31/19 | 7 additional officers are scheduled to be trained as Drug Recognition Experts before end of 2019. 2 have been trained in Sept. 2019. | |
| | | | <ul style="list-style-type: none"> ↑ Train officers in Standardized Field Sobriety Testing. | <ul style="list-style-type: none"> • LPS | 12/31/19 | 13 additional officers are scheduled to be trained in Standardized Field Sobriety Testing before end of 2019. 7 trained in Sept. 2019. | |
| | | | <ul style="list-style-type: none"> ↑ Enhance and expand Commercial Motor Vehicle enforcement through joint-agency inspections and media plan. | <ul style="list-style-type: none"> • LPS | 12/31/21 | Meeting held in May 2019 re: Joint CMV inspection dates both inside and outside London to be released shortly. Media awareness (post/during event) discussed. Joint agency CMV event planned for Oct. 2019. | |


| Outcome | Expected Result | Strategy | Actions | Service Area | Target End Date | Accomplishments | Variance |
|---------|-----------------|--|---|---|-----------------|---|----------|
| | | <p>Reduce crime through increased visibility of community patrols and partnership with other agencies to address multi-jurisdictional criminal activity.</p> | <p>↑ Implement contemporary policing model.</p> | <ul style="list-style-type: none"> LPS | 12/31/21 | | |
| | | | <p>↑ Deploy patrols based on analysis of calls for service, crime trends, criminal intelligence and community concerns.</p> | <ul style="list-style-type: none"> LPS | 12/31/21 | | |
| | | | <p>↑ Monitor regional crime trends to determine need to create Joint Forces Operations to address trends.</p> | <ul style="list-style-type: none"> LPS | 12/31/19 | | |
| | | <p>Reduce victimization/revictimization through public education, promotion and encouragement of public engagement in crime prevention strategies.</p> | <p>↑ Develop and launch human trafficking awareness initiative/campaign.</p> | <ul style="list-style-type: none"> LPS | 3/31/20 | Human Trafficking grant funding applied for through the Ministry of Attorney General (MAG) in September 2019. Awaiting MAG's review of funding application. | |
| | | | <p>↑ Develop and Implement Internet child exploitation education awareness campaign.</p> | <ul style="list-style-type: none"> LPS | 12/31/20 | | |
| | | | <p>↑ Develop and Implement presentations in high schools addressing Human Trafficking/Extremism.</p> | <ul style="list-style-type: none"> LPS | 9/30/20 | The LPS continues to work with the school boards, and hope to have Human Trafficking programming in high schools for the 20-21 academic year. | |

| Outcome | Expected Result | Strategy | Actions | Service Area | Target End Date | Accomplishments | Variance |
|---------|-----------------|--|---|--|-----------------|--|----------|
| | | | <p>Expand the use/adoption of Crime Prevention Through Environmental Design (CPTED) principles through education and on-site visits to community members and the business community.</p> | <ul style="list-style-type: none"> LPS | 12/31/21 | | |
| | | | <p>Conduct safety audits in student housing neighbourhoods.</p> | <ul style="list-style-type: none"> LPS | 12/31/21 | A Crime Prevention project with LPS Constables and Auxiliary members is expected to be implemented and completed during Nov. to Dec. 2019. This will include safety audits at student addresses. | |
| | | <p>Improve emergency response through the development and implementation of the Fire Master Plan and new technology.</p> | <p>Develop and finalize Community Risk Assessment and Fire Master Plan.</p> | <ul style="list-style-type: none"> NCFS | 12/31/20 | | |
| | | | <p>Implement Community Risk Assessment and Fire Master Plan.</p> | <ul style="list-style-type: none"> NCFS | 12/31/23 | | |
| | | <p>Promote pedestrian safety and active transportation.</p> | <p>Active and Safe Routes to School (ASRTS) Committee, to promote active and safe school travel. As part of ASRTS partnership, support the wayfinding sign projects and bike rack installation projects. Continue to foster new partnerships that promote active school travel e.g. Canadian Cancer Society to pilot and evaluation Walking School Bus program.</p> | <ul style="list-style-type: none"> MLHU | 12/31/23 | Bike Rack installation project complete. Wayfinding signs in progress. | |

| Outcome | Expected Result | Strategy | Actions | Service Area | Target End Date | Accomplishments | Variance |
|---|---|---|---|--|-----------------|---|----------|
| | | | <p>Review, provide recommendations to various land development applications/initiatives regarding healthy community design – Official Plans, Area Plans, Secondary Plans, Master Plans, EAs. Advocate for continued support for infrastructure that supports physical activity & active transportation in the City of London, Middlesex County and its municipalities. Increase awareness, support and implementation of healthy community design with planners/developers & public including school communities.</p> | <ul style="list-style-type: none"> MLHU | 12/31/23 | Ongoing receipt and review of land development applications and input as appropriate. MLHU input into Parks and Recreation Master Plan. | |
| London's neighbourhoods have a strong character and sense of place. | <p>Ensure that new development fits within and enhances its surrounding community</p> | <p>Prepare and implement urban design guidelines.</p> | <p>Implement Official Plan policies and urban design guidelines in the review of development proposals.</p> | <ul style="list-style-type: none"> DCS | 12/31/23 | Development applications are being reviewed using The London Plan, '89 Official Plan and Placemaking Guidelines policies. | |

| Outcome | Expected Result | Strategy | Actions | Service Area | Target End Date | Accomplishments | Variance |
|---------|--|---|---|---|-----------------|---|----------|
| | | | <ul style="list-style-type: none"> ↑ Complete City-wide Urban Design Guidelines. | <ul style="list-style-type: none"> City Planning | 6/30/20 | The draft of the City-wide Urban Design Guidelines has been developed in consultation with development stakeholders and internal City service areas. The draft guidelines will be out for public consultation by the end of 2019. | |
| | | | <ul style="list-style-type: none"> ↑ Complete Infill and Intensification Urban Design Guidelines. | <ul style="list-style-type: none"> City Planning | 12/31/21 | Infill and Intensification Guidelines are on track to be completed in 2021. | |
| | | | <ul style="list-style-type: none"> ↑ Complete Tall Building Urban Design Guidelines. | <ul style="list-style-type: none"> City Planning | 12/31/23 | Tall Building Guidelines are on track to be completed in 2023. | |
| | <ul style="list-style-type: none"> Continue to conserve London's heritage properties and archaeological resources | <ul style="list-style-type: none"> Conserve London's heritage through regulation and investment. | <ul style="list-style-type: none"> ✓ Complete Heritage Places 2.0. | <ul style="list-style-type: none"> City Planning | 12/31/20 | Heritage Places 2.0 was approved by City Council on August 27, 2019. | |
| | | | <ul style="list-style-type: none"> ↑ Complete Municipally owned heritage buildings conservation master plan. | <ul style="list-style-type: none"> City Planning | 12/31/20 | On track, update report scheduled for Council in 2019. | |
| | | | <ul style="list-style-type: none"> ↑ Implement Municipally owned heritage buildings conservation master plan. | <ul style="list-style-type: none"> City Planning | 12/31/23 | To be implemented upon completion of Plan. | |
| | | | <ul style="list-style-type: none"> ↑ Implement Official Plan policies, heritage conservation district plans and guidelines in the review of development proposals. | <ul style="list-style-type: none"> City Planning | 12/31/23 | Implementation is on track for prescribed target dates. | |
| | | | <ul style="list-style-type: none"> ↑ Review alterations to heritage properties. | <ul style="list-style-type: none"> City Planning | 12/31/23 | 77 Heritage Alteration Permits reviewed to date in 2019. | |
| | | | <ul style="list-style-type: none"> ↑ Complete Great Talbot HCD. | <ul style="list-style-type: none"> City Planning | 12/31/23 | | |

| Outcome | Expected Result | Strategy | Actions | Service Area | Target End Date | Accomplishments | Variance |
|---------|---|--|--|--|-----------------|--|----------|
| | | | <ul style="list-style-type: none"> ↑ Complete Gibbons Park HCD. | <ul style="list-style-type: none"> • City Planning | 12/31/23 | | |
| | | | <ul style="list-style-type: none"> ✓ Update Municipal Register of Heritage Resources. | <ul style="list-style-type: none"> • City Planning | 12/31/24 | Updated register presented to Council on July 30, 2019. | |
| | | | <ul style="list-style-type: none"> ↑ Conserve heritage properties through heritage designation. | <ul style="list-style-type: none"> • City Planning | 12/31/23 | Two designating By-laws approved to date in 2019. | |
| | | | <ul style="list-style-type: none"> ↑ Identify & conserve archeological resources through assessment. | <ul style="list-style-type: none"> • City Planning | 12/31/23 | To date in 2019 archaeological assessments have been included in approximately 150 planning and development applications. | |
| | | | <ul style="list-style-type: none"> ↑ Update Archeological Mapping. | <ul style="list-style-type: none"> • City Planning | 12/31/23 | Archeological mapping is up to date. | |
| | <ul style="list-style-type: none"> ■ Increase the number of community gathering spaces in neighbourhoods | <ul style="list-style-type: none"> ■ Invest in community building projects. | <ul style="list-style-type: none"> ↑ Implement Closed School Strategy. | <ul style="list-style-type: none"> • P&R • City Planning | 12/31/23 | Four surplus school sites have been reviewed according to the Surplus School Site Evaluation and Acquisition Policy. Through this process new community gathering spaces will be created at 1958 Duluth Crescent, 18 Elm Street, 723 Lorne Avenue, and 7 Annadale Drive. | |
| | | | <ul style="list-style-type: none"> ↑ Continue to implement the London Community Gardens Program Strategic Plan. | <ul style="list-style-type: none"> • NCFS | 12/31/23 | Continued to implement the London Community Gardens Program Strategic Plan. Highlights in 2019 include: <ul style="list-style-type: none"> • Adding 5 bulletin boards with shelving and veggie boxes so gardeners can take or leave a veggie or tool • Offering 2 Gardening 101 courses • Offering 5 Gardening workshops • Hosting 1 Garden tour | |

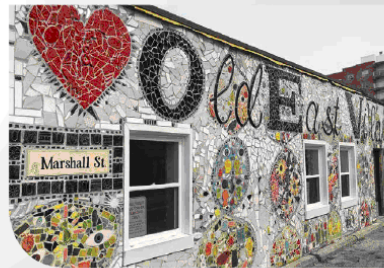
| Outcome | Expected Result | Strategy | Actions | Service Area | Target End Date | Accomplishments | Variance |
|---------|-----------------|----------|---|---|-----------------|---|----------|
| | | | <p>Implement the Parks and Recreation Master Plan by taking steps to introduce a new mid-size multi-use community centre, with a focus on geographic gap areas.</p>  | <ul style="list-style-type: none"> • P&R • NCFS | 12/31/23 | <p>In 2019, Parks and Recreation submitted infrastructure applications to the Community, Culture and Recreation stream of the Investing in Canada Infrastructure Program to support a new Community Centre in the South East section of the city.</p> | |

Introduction

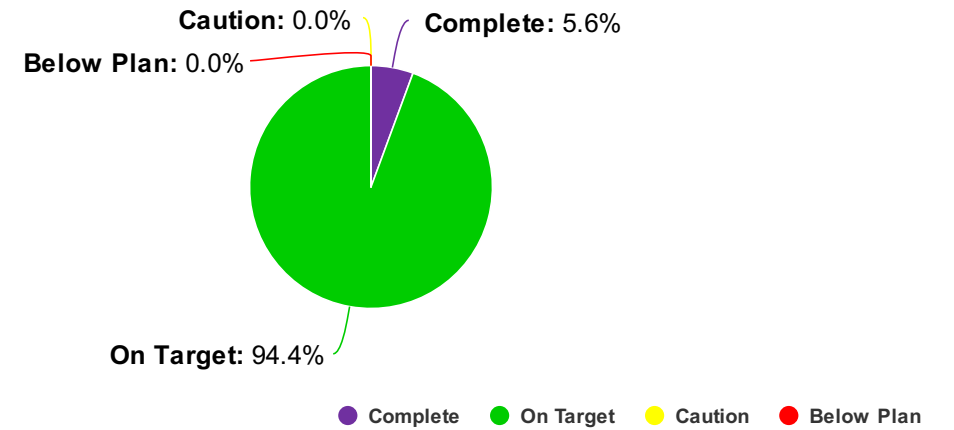
BUILDING a Sustainable City

OUTCOMES:

- London's infrastructure is built, maintained, and operated to meet the long-term needs of our community.
- London's growth and development is well planned and sustainable over the long term.
- London has a strong and healthy environment.
- Londoners can move around the city safely and easily in a manner that meets their needs.



Building a Sustainable City - Progress



Status Definitions



Complete: Action is done



On Target:

- Action is ongoing or is completed annually
- Action is in progress and is on target to be complete by target end date
- Action is not yet started but is on target to be complete by target end date



Caution:

- Action is delayed by 1 quarter
- Action is in progress or not yet started, and is flagged as possibly not being completed by target end date












Below Plan: Action is delayed by 2 quarters or more

| Outcome | Expected Results | Strategy | Actions | Service Area | Target End Date | Accomplishments | Variance |
|--|--|---|--|--|-----------------|--|----------|
| London's infrastructure is built, maintained, and operated to meet the long-term needs of our community. | <ul style="list-style-type: none"> Maintain or increase current levels of service | <ul style="list-style-type: none"> Continue to develop the City's Public Art/Monument program. | <ul style="list-style-type: none"> Maintain and restore public art and monuments. | <ul style="list-style-type: none"> P&R | 12/31/23 | 15 public art projects including Bostwick almost complete, 6 catchbasins, 8 traffic signal wrap boxes. | |
| | | | <ul style="list-style-type: none"> Create and acquire public art and monuments. | <ul style="list-style-type: none"> P&R | 12/31/23 | 10 public art and monuments maintained and 3 condition assessments completed. | |
| | | <ul style="list-style-type: none"> Develop and document current levels of service and identify proposed level of services. | <ul style="list-style-type: none"> Inform Council on the current levels of service through the 2019 Asset Management Plan. | <ul style="list-style-type: none"> F&CS | 9/30/19 | Municipal Council approved the 2019 Corporate Asset Management Plan which included current levels of service on August 27, 2019. | |
| | | | <ul style="list-style-type: none"> Monitor the Corporate Asset Management Plan implementation. | <ul style="list-style-type: none"> F&CS | 9/30/23 | Approval of the 2019 Corporate Asset Management Plan was the first step to commence with regard to the monitoring of the plan. | |
| | | | <ul style="list-style-type: none"> Inform Council on the proposed levels of service through the 2023 Asset Management Plan. | <ul style="list-style-type: none"> F&CS | 9/30/23 | Next step in asset management planning in accordance with Provincial legislated time frames. | |

| Outcome | Expected Results | Strategy | Actions | Service Area | Target End Date | Accomplishments | Variance |
|---------|--|---|--|--|-----------------|---|----------|
| | | <ul style="list-style-type: none"> Regenerate and revitalize LMCH/Community Housing sites. | <ul style="list-style-type: none"> Develop London & Middlesex Housing Corporation's (LMHC) Asset Management Plan. | <ul style="list-style-type: none"> LMCH | 12/31/19 | <ul style="list-style-type: none"> LMCH has a completed final draft of its first Asset Management Plan (AMP) which includes recommendations related to a 10-year plan for LMCH's property assets and financial strategy. The AMP outlines the state of LMCH's portfolio, the desired level of service (LOS) and indicates potential funding mechanisms. LMCH will meet with Civic Administration to review. | |
| | | | <ul style="list-style-type: none"> Manage the delivery of Social Housing Apartment Improvement Program (SHAIP). | <ul style="list-style-type: none"> LMCH | 3/31/20 | <ul style="list-style-type: none"> LMCH has completed project engineering and tendering by the end of the 2nd quarter of 2019 and the majority of the projects are awarded at this time. Mobilization and construction has started on two projects consisting of over-cladding, solar walls and new roof top Make-up air units. Remaining work will include retrofitting of common area lighting for six high rise apartments. SHAIP projects are expected to be completed by Dec 31, 2019. | |
| | <ul style="list-style-type: none"> Build infrastructure to support future development and protect the environment | <ul style="list-style-type: none"> Complete Waste Disposal Strategy (including the Environmental Assessment for the expansion of the W12A Landfill). | <ul style="list-style-type: none"> Implement the Provincial approved Terms of Reference (technical studies) along with a community engagement strategy. | <ul style="list-style-type: none"> EES | 3/31/22 | The Minister of the Environment, Conservation & Parks approved the Terms of Reference on July 30, 2019. The Minister did not recommend any changes to the submission. | |
| | | | <ul style="list-style-type: none"> Submit and receive Provincial Environmental Assessment approval. | <ul style="list-style-type: none"> EES | 12/31/22 | | |

| Outcome | Expected Results | Strategy | Actions | Service Area | Target End Date | Accomplishments | Variance |
|---------|------------------|---|--|---|-----------------|--|----------|
| | | | <ul style="list-style-type: none"> ↑ Undertake community engagement and finalize the long Term Waste Disposal Strategy coupled with the Resource Recovery Strategy. | <ul style="list-style-type: none"> • EES | 3/31/21 | | |
| | | | <ul style="list-style-type: none"> ↑ Submit and receive Provincial Environmental Protection Act approvals. | <ul style="list-style-type: none"> • EES | 6/30/23 | | |
| | | <ul style="list-style-type: none"> — Work with multi-sectors to finalize the Climate Change/Severe Weather Adaptation Strategy for London's built infrastructure. | <ul style="list-style-type: none"> ↑ Undertake multi-sector engagement on built environment challenges, opportunities, priorities and implementation plans. | <ul style="list-style-type: none"> • EES | 12/31/20 | <p>Internal discussions under way.</p> <p>London has recently been selected as one of several "showcase cities" in Canada by the Federation of Canadian Municipalities and the Global Covenant of Mayors for Climate and Energy (GCoM). This is a city knowledge exchange initiative designed to enhance climate change adaptation initiatives in London and Canada.</p> | |
| | | | <ul style="list-style-type: none"> ↑ Share progress made towards implementing Climate Change/Severe Weather Adaptation Strategy for London's built infrastructure. | <ul style="list-style-type: none"> • EES | 12/31/23 | Phase 5 and 6 of the West London Dyke replacement project was completed in 2019 including 350 meters of enhanced flooding protection. | |
| | | <ul style="list-style-type: none"> — Renew, expand, and develop parks and recreation facilities, and conservation areas in appropriate locations to address existing gaps. | <ul style="list-style-type: none"> ↑ Implement the Parks and Recreation Master Plan by introducing a new mid-size multi-use community centre. | <ul style="list-style-type: none"> • P&R • NCFS | 12/31/23 | In 2019, Parks and Recreation submitted infrastructure applications to the Community, Culture and Recreation stream of the Investing in Canada Infrastructure Program to support a new Community Centre in the South East section of the city. | |
| | | | <ul style="list-style-type: none"> ↑ Continue to add new parks as the city grows. | <ul style="list-style-type: none"> • P&R | 12/31/23 | 7 new parks established. | |

| Outcome | Expected Results | Strategy | Actions | Service Area | Target End Date | Accomplishments | Variance |
|---------|------------------|---|---|---|-----------------|--|----------|
| | | | <ul style="list-style-type: none"> ↑ Implement the Parks and Recreation Master Plan recommendations. | <ul style="list-style-type: none"> • P&R • NCFS | 12/31/23 | <p>Work is currently ongoing on 78 of the 119 recommendations within the Master Plan. A yearly report on Master Plan accomplishments will be presented to Council.</p> <p>Applied to Investing in Canada Infrastructure Program - Community, Culture and Recreation Stream for \$40 million to support 7 projects (New Southeast Community Centre, Silverwood Park and Arena Redevelopment, Carling Heights Optimist Community Centre upgrades, Thames Valley Golf Club Accessibility Upgrades and conversion to Community Centre, Foxfield Park Upgrades (turf field, spray pad etc.), Labatt Park Accessibility Upgrades, Thames Park and Poolhouse Upgrades (outdoor showers, tennis court replacement, Universal change room).</p> | |
| | | <ul style="list-style-type: none"> — Continue annual reviews of growth infrastructure plans to balance development needs with available funding. | <ul style="list-style-type: none"> ↑ Administer the annual Growth Management Implementation Strategy Update. | <ul style="list-style-type: none"> • DCS | 12/31/23 | | |
| | | | <ul style="list-style-type: none"> ↑ Expand the annual Growth Management Implementation Strategy Update to include built area works. | <ul style="list-style-type: none"> • DCS | 6/30/21 | | |
| | | | <ul style="list-style-type: none"> ↑ Develop opportunities to receive stakeholder feedback on the annual Growth Management Implementation Strategy Update. | <ul style="list-style-type: none"> • DCS | 12/31/20 | | |

| Outcome | Expected Results | Strategy | Actions | Service Area | Target End Date | Accomplishments | Variance |
|--|--|---|---|--|--|---|----------|
| | | |  Implement opportunities to receive stakeholder feedback on the annual Growth Management Implementation Strategy Update. | <ul style="list-style-type: none"> DCS | 12/31/23 | | |
| |  Manage the infrastructure gap for all assets |  Prioritize investment in assets to implement the Asset Management Plan. |  Adopt a Council Strategic Asset Management Policy to guide the management of city infrastructure. | <ul style="list-style-type: none"> F&CS | 6/30/19 | Municipal Council approved the Corporate Asset Management Policy on April 24, 2019. | |
|  Inform Council on the state of the infrastructure through the development of the 2019 Corporate Asset Management Plan. | | | <ul style="list-style-type: none"> F&CS | 9/30/19 | Municipal Council approved the 2019 Corporate Asset Management Plan which included the State of Infrastructure on August 27, 2019. | | |
|  Monitor the Corporate Asset Management Plan implementation. | | | <ul style="list-style-type: none"> F&CS | 9/30/23 | London's Infrastructure Renewal program replaces old and deteriorated water, sewer, and road infrastructure. The 2019 program replaced 7.2km of watermains, 5.4 km of storm sewers, and 4.4 km of sanitary sewers. These projects provide a major neighbourhood enhancement which included rebuilding the roads, constructing new curbs, and in many cases provided new sidewalks. | | |
|  Approval of Capital Budget through the 2020 to 2023 Multi-Year Budget process. | | | <ul style="list-style-type: none"> F&CS | 3/31/20 | | | |
|  Adjustments to capital budget made through the Annual Budget update process. | | | <ul style="list-style-type: none"> F&CS | 12/31/23 | | | |
|  Develop Asset Management Plan (AMP), including priorities, project milestones and timelines. | | | <ul style="list-style-type: none"> LPL | 12/31/20 | Target end date for completion of the Asset Management Plan is Q4 2020. | | |

| Outcome | Expected Results | Strategy | Actions | Service Area | Target End Date | Accomplishments | Variance |
|---------|------------------|---|--|---|-----------------|---|----------|
| | | | <ul style="list-style-type: none"> ↑ Implement AMP. | <ul style="list-style-type: none"> LPL | 12/31/23 | Submitted 2020-2023 Business Case requesting additional funds to successfully implement AMP. | |
| | | | <ul style="list-style-type: none"> ↑ Explore potential partnerships. | <ul style="list-style-type: none"> LPL | 12/31/23 | Ongoing discussions with community partners in hopes of creating a multi-use facility (similar to Bostwick and Stoney Creek). | |
| | | | <ul style="list-style-type: none"> ↑ Develop functional plan and undertake construction of new Southeast branch. | <ul style="list-style-type: none"> LPL | 12/31/20 | Target end date for completion of the Asset Management Plan is Q4 2020. | |
| | | | <ul style="list-style-type: none"> ↑ Develop functional plan and undertake construction of new Northwest branch. | <ul style="list-style-type: none"> LPL | 12/31/21 | Target end date for completion of the Asset Management Plan is Q4 2020. | |
| | | | <ul style="list-style-type: none"> ↑ Interior/Exterior LCR Renovations - Refurbish Lower Washrooms - Retrofit Electrical System - Renovation to Storage Vaults - Retrofit HVAC System | <ul style="list-style-type: none"> Museum London | 12/31/23 | Completion of HVAC retrofit and two new lower level accessible washrooms. Refurbishing additional lower level washroom in progress as second phase of sanitation project and nearing completion of new exterior/interior security camera project. | |
| | | | <ul style="list-style-type: none"> ↑ Develop master site plan. | <ul style="list-style-type: none"> Western Fair | 6/30/23 | | |
| | | <ul style="list-style-type: none"> Monitor the infrastructure gap to inform the management of City assets. | <ul style="list-style-type: none"> ↑ Monitor the progress of the Asset Management Plan, reporting out to Council. | <ul style="list-style-type: none"> F&CS | 9/30/23 | | |
| | | | <ul style="list-style-type: none"> ✓ Inform Council on the state of the infrastructure through the development of 2019 Corporate Asset Management Plan. | <ul style="list-style-type: none"> F&CS | 9/30/19 | Municipal Council approved the 2019 Corporate Asset Management Plan which included the State of Infrastructure on August 27, 2019 which identified an overall 'good' condition however there is a current infrastructure gap of \$167.9 million. | |



| Outcome | Expected Results | Strategy | Actions | Service Area | Target End Date | Accomplishments | Variance |
|---|---|--|--|---|---|--|---|
| | | | <ul style="list-style-type: none"> Adjustments to capital budget made through the Annual Budget update process. | <ul style="list-style-type: none"> F&CS | 12/31/23 | | |
| | | <ul style="list-style-type: none"> Communicate the consequences of the infrastructure gap. | <ul style="list-style-type: none"> Explore opportunities to increase community awareness of the state of the City's infrastructure. | <ul style="list-style-type: none"> F&CS | 9/30/23 | As part of the release of the 2019 Corporate Asset Management Plan, the Asset Management Office published a corporate asset management pamphlet, update to City of London web page, and released a video on London Asset Management Planning, pushing the video out through social media channels. | |
| London's growth and development is well planned and sustainable over the long term. | <ul style="list-style-type: none"> Improve London's resiliency to respond to potential future challenges | <ul style="list-style-type: none"> Advance sustainability and resiliency strategies. | <ul style="list-style-type: none"> Complete Green City Strategy. | <ul style="list-style-type: none"> City Planning | 12/31/20 | | |
| | | | <ul style="list-style-type: none"> Implement Green City Strategy. | <ul style="list-style-type: none"> City Planning | 12/31/23 | | |
| | | | <ul style="list-style-type: none"> Complete Resiliency Strategy. | <ul style="list-style-type: none"> City Planning | 3/31/22 | | |
| | | | <ul style="list-style-type: none"> Implement Resiliency Strategy. | <ul style="list-style-type: none"> City Planning | 12/31/23 | | |
| | | <ul style="list-style-type: none"> Direct growth and intensification to strategic locations | <ul style="list-style-type: none"> Advance the growth and development policies of the London Plan through enhanced implementations tools and investments in infrastructure. | <ul style="list-style-type: none"> Complete Phase 1 of ReThink Zoning work plan. | <ul style="list-style-type: none"> City Planning | 12/31/20 | Terms of Reference approved by Council. Request for Proposals closed on October 25, 2019. |

| Outcome | Expected Results | Strategy | Actions | Service Area | Target End Date | Accomplishments | Variance |
|---------|------------------|----------|---|---|-----------------|---|----------|
| | | | <ul style="list-style-type: none"> Complete Phase 2 of ReThink Zoning work plan. | <ul style="list-style-type: none"> City Planning | 12/31/23 | | |
| | | | <ul style="list-style-type: none"> Complete appeal process for the London Plan. | <ul style="list-style-type: none"> City Planning | 12/31/22 | Process ongoing, latest motion hearing held on August 15, 2019. Next pre-hearing conference scheduled for November 25, 2019. | |
| | | | <ul style="list-style-type: none"> Implement London Plan farmland policies. | <ul style="list-style-type: none"> City Planning | 12/31/23 | Urban forms of development restricted to areas with the Urban Growth Boundary established in the London Plan. | |
| | | | <ul style="list-style-type: none"> Complete review of Urban Growth Boundary. | <ul style="list-style-type: none"> City Planning | 12/31/23 | Review will commence following settlement of London Plan appeals. | |
| | | | <ul style="list-style-type: none"> Implement London Plan growth framework. | <ul style="list-style-type: none"> City Planning | 12/31/23 | Continuing to apply growth policies when reviewing all development proposals. | |
| | | | <ul style="list-style-type: none"> Implement Environmental Policies of the London Plan. | <ul style="list-style-type: none"> City Planning | 12/31/23 | All identified Provincially Significant Wetlands, Areas of Natural and Scientific Interest, and Environmentally Significant Areas have been protected. 8 Environmental Assessments reviewed to date in 2019 for ecological impacts. | |
| | | | <ul style="list-style-type: none"> Update Environmental Management Guidelines. | <ul style="list-style-type: none"> City Planning | 12/31/20 | Terms of Reference released in November, 2019. | |
| | | | <ul style="list-style-type: none"> Complete Meadowlily CMP - Ph 1. | <ul style="list-style-type: none"> City Planning | 12/31/20 | | |
| | | | <ul style="list-style-type: none"> Complete Meadowlily CMP - Ph 2. | <ul style="list-style-type: none"> City Planning | 12/31/21 | | |
| | | | <ul style="list-style-type: none"> Complete Medway Valley CMP. | <ul style="list-style-type: none"> City Planning | 12/31/22 | Task force established with City of London, UTRCA, EEPAC, and AAC, to review trail policies and implementation within Medway Valley. | |
| | | | <ul style="list-style-type: none"> Establish performance measures for permit ready lots and on the market units. | <ul style="list-style-type: none"> DCS | 12/31/19 | Council received an update on permit ready lots and draft metrics on June 25, 2019. | |

| Outcome | Expected Results | Strategy | Actions | Service Area | Target End Date | Accomplishments | Variance |
|---------|------------------|---|---|---|-----------------|---|----------|
| | | | <ul style="list-style-type: none"> ↑ Create and implement a framework for the Annual Development Report. | <ul style="list-style-type: none"> • DCS | 12/31/23 | Council provided direction for the creation of an Annual Development Report on June 25, 2019. | |
| | | <ul style="list-style-type: none"> — Prepare detailed plans for strategic locations. | <ul style="list-style-type: none"> ✓ Complete OEV Secondary Plan. | <ul style="list-style-type: none"> • City Planning | 9/30/19 | The Old East Village Dundas Corridor Secondary Plan was adopted by Council. The Plan received 1 appeal. | |
| | | | <ul style="list-style-type: none"> ↑ Complete Victoria Park Secondary Plan. | <ul style="list-style-type: none"> • City Planning | 12/31/20 | The draft of the Victoria Park Secondary Plan was presented to Council in 2019. Staff continue to consult on the project with stakeholders and the public. The Secondary Plan is on track to be completed in 2020. | |
| | | | <ul style="list-style-type: none"> ↑ Complete Byron Pits Secondary Plan. | <ul style="list-style-type: none"> • City Planning | 6/30/22 | In consultation with stakeholders and the public, staff have been developing the Byron Pits Secondary Plan. The Secondary Plan is on track to be completed in 2022. | |
| | | | <ul style="list-style-type: none"> ↑ Complete Masonville Transit Village Secondary Plan. | <ul style="list-style-type: none"> • City Planning | 12/31/21 | In consultation with stakeholders and the public, staff have been developing the Masonville Transit Village Secondary Plan. An information report was presented to Council with the draft Principles. The Secondary Plan is on track to be completed in 2021. | |
| | | | <ul style="list-style-type: none"> ↑ Complete White Oak Dingman Secondary Plan. | <ul style="list-style-type: none"> • City Planning | 12/31/23 | In consultation with the public and stakeholders, staff have been developing the White Oaks Dingman Secondary Plan. There is an on-going review of the floodplain in the area that will need to be completed prior to the adoption of the Secondary Plan. The Plan is on track to be completed in 2023. | |






| Outcome | Expected Results | Strategy | Actions | Service Area | Target End Date | Accomplishments | Variance |
|---------|------------------|--|--|---|-----------------|---|----------|
| | | | <ul style="list-style-type: none"> ↑ Update London Psychiatric Hospital Secondary Plan. | <ul style="list-style-type: none"> • City Planning | 12/31/23 | The London Psychiatric Hospital lands were purchased by a local developer, with plans to develop the lands largely in-line with the existing Secondary Plan. Staff will continue to monitor the need to amend the Secondary Plan. The remaining lands within the Transit Village are on track to be incorporated into the Secondary Plan in 2023. | |
| | | | <ul style="list-style-type: none"> ↑ Initiate Oxford and Wonderland Transit Village Secondary Plan. | <ul style="list-style-type: none"> • City Planning | 12/31/23 | The Oxford Wonderland Transit Village Secondary Plan is on track to commence before 2023. | |
| | | | <ul style="list-style-type: none"> ✓ Complete the Lambeth Area CIP. | <ul style="list-style-type: none"> • City Planning | 12/31/19 | The Lambeth Community Improvement Plan (CIP) was adopted by Council in 2019. The implementation of the CIP has commenced, including the availability of financial incentives to local business and property owners. | |
| | | <ul style="list-style-type: none"> Revitalize London's downtown and urban areas. | <ul style="list-style-type: none"> ↑ Implement Downtown CIP. | <ul style="list-style-type: none"> • City Planning | 12/31/23 | Have issued 18 loans or grants to date in 2019 within the Downtown CIP area. | |
| | | | <ul style="list-style-type: none"> ↑ Implement OEV CIP. | <ul style="list-style-type: none"> • City Planning | 12/31/23 | Have issued 17 loans or grants to date in 2019 within the Old East Village CIP area. | |
| | | | <ul style="list-style-type: none"> ↑ Implement SoHo CIP. | <ul style="list-style-type: none"> • City Planning | 12/31/23 | Have issued one Loan to date in 2019 within the SoHo CIP area. | |
| | | <ul style="list-style-type: none"> Monitor city building outcomes with the London Plan. | <ul style="list-style-type: none"> ↑ Develop London Plan Monitoring Program. | <ul style="list-style-type: none"> • City Planning | 12/31/20 | | |
| | | | <ul style="list-style-type: none"> ↑ Complete annual London Plan monitoring. | <ul style="list-style-type: none"> • City Planning | 12/31/23 | | |

| Outcome | Expected Results | Strategy | Actions | Service Area | Target End Date | Accomplishments | Variance |
|--|--|---|--|---|-----------------|--|----------|
| | | Replace surface parking with efficient, convenient, and cost-effective public parking resources to support business, personal, and social activity in the Downtown (Downtown Parking Strategy). | <ul style="list-style-type: none"> Develop financial options to consider the construction of a standalone parking structure or partnerships with developments involving parking accommodations. | <ul style="list-style-type: none"> DCS | 12/31/22 | | |
| London has a strong and healthy environment. | <ul style="list-style-type: none"> Increase waste reduction, diversion, and resource recovery | <ul style="list-style-type: none"> Work with residents and organizations to implement the 60% Waste Diversion Action Plan. | <ul style="list-style-type: none"> Engage groups and organizations and share progress towards Targets. | <ul style="list-style-type: none"> EES | 12/31/21 | London was selected to be the first city in Canada to implement a pilot project to recover hard-to-recycle plastics items (e.g., flexible plastic packaging) called the Hefty® EnergyBag™ to create valuable recyclable resources and energy rather than placing them in the garbage. 20,000 households will eventually be participating in the pilot project. | |
| | | | <ul style="list-style-type: none"> Prepare background methodology and an approach to reporting data. Share progress towards Targets. | <ul style="list-style-type: none"> EES | 3/31/20 | | |
| | | | <ul style="list-style-type: none"> Share progress towards Targets (Residential waste diverted from landfill). | <ul style="list-style-type: none"> EES | 12/31/23 | | |
| | | | <ul style="list-style-type: none"> Share progress towards Targets (Reduction in per capita waste generation). | <ul style="list-style-type: none"> EES | 12/31/23 | | |
| | | | <ul style="list-style-type: none"> Share progress towards Targets (Households participating in the Green Bin Program). | <ul style="list-style-type: none"> EES | 12/31/23 | | |

| Outcome | Expected Results | Strategy | Actions | Service Area | Target End Date | Accomplishments | Variance |
|---|--|---|---|---|-----------------|---|----------|
| | | |  Share progress towards Targets (Industrial, commercial and institutional waste diverted from landfill). | <ul style="list-style-type: none"> EES | 12/31/23 | | |
| |  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. |  Engage businesses/institutions and share progress towards Targets. | <ul style="list-style-type: none"> EES | 12/31/23 | The City helped to establish and is a founding partner of Green Economy London (GEL). GEL was launched in May 2019 by the London Environmental Network. As of October 1, GEL has over 20 business members surpassing the first year target. | |
|  Engage community groups, establish collaborative projects and share progress towards Targets. | | | <ul style="list-style-type: none"> EES | 12/31/23 | | | |
|  Share progress towards Targets (CityGreen activities hosted). | | <ul style="list-style-type: none"> EES | 12/31/23 | | | | |
| |  Protect and enhance waterways, wetlands, and natural areas |  Implement strategies, policies, and programs to conserve natural areas and features. |  Complete Byron Valley Trail. | <ul style="list-style-type: none"> City Planning | 12/31/21 | | |
|  Complete Meadowlily CMP - Ph 1. | | | <ul style="list-style-type: none"> City Planning | 12/31/20 | | | |
|  Complete Meadowlily CMP - Ph 2. | | | <ul style="list-style-type: none"> City Planning | 12/31/21 | | | |








| Outcome | Expected Results | Strategy | Actions | Service Area | Target End Date | Accomplishments | Variance |
|---------|------------------|--|--|--|-----------------|---|----------|
| | | | <ul style="list-style-type: none"> ↑ Complete Medway Valley CMP. | <ul style="list-style-type: none"> • City Planning | 12/31/22 | Task force established with City of London, UTRCA, EEPAC, and AAC, to review trail policies and implementation within Medway Valley. | |
| | | | <ul style="list-style-type: none"> ↑ Complete Killaly Ecological Restoration Plan. | <ul style="list-style-type: none"> • City Planning | 12/31/20 | | |
| | | | <ul style="list-style-type: none"> ↑ Implement the Invasive Plant Management Strategy. | <ul style="list-style-type: none"> • City Planning • P&R | 12/31/23 | Implementation of strategy has received commendation from the Invasive Species Centre. | |
| | | | <ul style="list-style-type: none"> ↑ Implement Environmental Policies of the London Plan. | <ul style="list-style-type: none"> • City Planning | 12/31/23 | 100% of Provincially Significant Wetlands, Areas of Natural or Scientific Interest, and Environmentally Significant Areas have been retained. | |
| | | | <ul style="list-style-type: none"> ↑ Update Environmental Management Guidelines. | <ul style="list-style-type: none"> • City Planning | 12/31/20 | Terms of Reference released in November, 2019. | |
| | | | <ul style="list-style-type: none"> ↑ Implement Official Plan policies and environmental management guidelines in the review of development proposals. | <ul style="list-style-type: none"> • DCS | 12/31/23 | | |
| | | | <ul style="list-style-type: none"> ↑ Improve Environmental Impact Study monitoring compliance for applicable developments. | <ul style="list-style-type: none"> • DCS | 12/31/20 | | |
| | | | <ul style="list-style-type: none"> ↑ Strengthen post-development environmental monitoring through a City-led consulting contract and annual reviews. | <ul style="list-style-type: none"> • DCS | 12/31/22 | The 2019 Development Charges Background Study approved by Council on May 21, 2019 included an identified DC-funded project for post-development monitoring. | |
| | | <ul style="list-style-type: none"> — Improve water quality in the Thames River. | <ul style="list-style-type: none"> ↑ Take the targeted number of Thames River water quality samples. | <ul style="list-style-type: none"> • EES | 12/31/23 | London is actively taking water quality samples in the Thames River on an ongoing basis. This ongoing samplings adds to the City's long-term database of water quality in the Thames River. | |

| Outcome | Expected Results | Strategy | Actions | Service Area | Target End Date | Accomplishments | Variance |
|---------|------------------|----------|--|---|-----------------|--|----------|
| | | | <ul style="list-style-type: none"> ↑ Work with homeowners and process homeowner grant applications. | <ul style="list-style-type: none"> • EES | 12/31/23 | London continues to offer a Basement Flooding grant program for residential homes. Council recently approved changes to the program, including updates to align the grant program bylaw with the Ontario Building Code and increases in the program's maximum grant limits to reflect inflation. There have been a total of 1,820 homeowners that have taken part in the program to date, since it was initiated in the mid-1980s. | |
| | | | <ul style="list-style-type: none"> ↑ Construct new sewers through the Infrastructure Renewal Program. | <ul style="list-style-type: none"> • EES | 12/31/23 | London's Infrastructure Renewal program replaces old and deteriorated water, sewer, and road infrastructure. The 2019 program replaced 7.2km of watermains, 5.4 km of storm sewers, and 4.4 km of sanitary sewers. These projects provide a major neighbourhood enhancement which included rebuilding the roads, constructing new curbs, and in many cases provided new sidewalks. | |
| | | | <ul style="list-style-type: none"> ↑ Operate the wastewater treatment plants in a way to reduce sewage released to the Thames River. | <ul style="list-style-type: none"> • EES | 12/31/23 | London has recently initiated a Wastewater Treatment Master Plan environmental assessment. This comprehensive plan will define a long-term strategy to provide treatment capacity and reduce sewage released to the Thames River. | |
| | | | <ul style="list-style-type: none"> ↑ Improve capacity in the wastewater treatment plants to reduce sewage released to the Thames River. | <ul style="list-style-type: none"> • EES | 12/31/23 | London has recently initiated a Wastewater Treatment Master Plan environmental assessment. This comprehensive plan will define a long-term strategy to provide treatment capacity and reduce sewage released to the Thames River. | |

| Outcome | Expected Results | Strategy | Actions | Service Area | Target End Date | Accomplishments | Variance |
|---------|--|---|--|--|-----------------|---|----------|
| | | Bring Londoners 'Back to the River' by revitalizing the Thames River radiating from the Forks. |  Complete the detailed design and construction of the inaugural project. | <ul style="list-style-type: none"> EES City Planning | 12/31/21 | In 2019, the Environmental Assessment for the Back to the River Forks project was completed. Detailed design and construction of the inaugural project at the Forks is on track, subject to Council approval through the Multi-Year Budget process. | |
| | | |  Complete the SoHo Back to the River Environmental Assessment process. | <ul style="list-style-type: none"> EES City Planning | 9/30/22 | The Environmental Assessment for the SoHo Back to the River project is on track, subject to Council approval through the Multi-Year Budget process. | |
| | | |  Complete the detailed design and construction of the SoHo inaugural project. | <ul style="list-style-type: none"> EES City Planning | 12/31/23 | The detailed design and construction for the SoHo Back to the River project will follow the completion of the Environmental Assessment, subject to Council approval through the Multi-Year Budget process. | |
| | | Implement recommendations associated with the River Management Plan and One River Environmental Assessment. |  Implement projects identified in the One River Management Plan component of the One River Environmental Assessment. | <ul style="list-style-type: none"> P&R | 12/31/23 | | |
| | 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. |  Undertake multi-division engagement on energy management challenges, opportunities, priorities and implementation plans. | <ul style="list-style-type: none"> EES | 12/31/19 | The proposed 2019 - 2023 Corporate Energy Management Program and Conservation Demand Management (CDM) Plan has reached its final stages and will be submitted to Civic Works Committee in Q4 2019. | |

| Outcome | Expected Results | Strategy | Actions | Service Area | Target End Date | Accomplishments | Variance |
|---------|------------------|--|---|---|-----------------|---|----------|
| | | | <ul style="list-style-type: none"> Share progress made towards implementing the next Corporate Energy Management CDM Strategy. | <ul style="list-style-type: none"> EES | 12/31/23 | The Greenway Organic Rankine Cycle initiative is a renewable energy project recovering heat at the City's largest wastewater treatment plant. The new equipment will contribute 12.5% (3.75 million ekWh/year) towards the Corporate Energy Conservation and Demand Management Plan's overall energy reduction target and will supply 20% of the treatment plants energy generating an annual savings of \$600,000. | |
| | | | <ul style="list-style-type: none"> Undertake multi-division engagement on green fleet management challenges, opportunities, priorities and implementation plans. | <ul style="list-style-type: none"> EES | 12/31/19 | | |
| | | | <ul style="list-style-type: none"> Undertake actions to reduce energy use on a per person basis. | <ul style="list-style-type: none"> EES | 12/31/23 | | |
| | | | <ul style="list-style-type: none"> Undertake actions to reduce greenhouse gas generation from 2007 levels. | <ul style="list-style-type: none"> EES | 12/31/23 | | |
| | | <ul style="list-style-type: none"> Work with multi-sectors to develop and implement the next Community Energy Action Plan (CEAP). | <ul style="list-style-type: none"> Undertake community engagement and finalize the next CEAP. | <ul style="list-style-type: none"> EES | 12/31/20 | The community engagement process to develop to the 2019 to 2023 Community Energy Action Plan (CEAP) will be launched in November and focus on the City's Climate Emergency Declaration. | |
| | | | <ul style="list-style-type: none"> Share progress made towards implementing the next CEAP. | <ul style="list-style-type: none"> EES | 12/31/23 | | |
| | | | <ul style="list-style-type: none"> Undertake actions to reduce greenhouse gas generation on per person basis. | <ul style="list-style-type: none"> EES | 12/31/23 | | |
| | | | <ul style="list-style-type: none"> Undertake actions to reduce energy use from 1990 levels. | <ul style="list-style-type: none"> EES | 12/31/23 | | |
| | | | <ul style="list-style-type: none"> Engage stakeholder organizations, groups or businesses in CEAP. | <ul style="list-style-type: none"> EES | 12/31/23 | | |

| Outcome | Expected Results | Strategy | Actions | Service Area | Target End Date | Accomplishments | Variance |
|---------|------------------|---|---|--|-----------------|--|----------|
| | | | <ul style="list-style-type: none"> ↑ Undertake actions to reduce greenhouse gas generation. | <ul style="list-style-type: none"> • EES | 12/31/23 | | |
| | | <ul style="list-style-type: none"> ■ Update flood forecast and warning system to address a changing climate. | | | | | |
| | | <ul style="list-style-type: none"> ■ Assess health vulnerability to climate change. | <p>Reducing exposures to health hazards & promoting development of healthy built and natural environments. MLHU communicates extreme weather events (cold weather alerts & heat warnings) to facilitate community action for cooling/warming centres, increasing hrs for recreational water facilities & shelters. MLHU advocates for public health strategies to be incorporated into muni. policy, as it relates to matters under municipal jurisdiction, land use planning, & the built environment.</p> <ul style="list-style-type: none"> ↑ | <ul style="list-style-type: none"> • MLHU | 12/31/23 | | |
| | | | <ul style="list-style-type: none"> ↑ Comprised of larval mosquito surveillance and identification, larviciding, adult mosquito trapping and viral testing, human surveillance, source reduction, public education, responding to public inquiries, and passive and active tick surveillance. | <ul style="list-style-type: none"> • MLHU | 12/31/23 | Comprehensive surveillance, treatment, and education program conducted throughout the year. Mosquito larviciding program concludes at the end of September while active and passive tick surveillance continues throughout the fall. | |

| Outcome | Expected Results | Strategy | Actions | Service Area | Target End Date | Accomplishments | Variance |
|--|---|---|---|--------------|-----------------|--|----------|
| Londoners can move around the city safely and easily in a manner that meets their needs. | Increase access to transportation options | Build more infrastructure for walking and bicycling. |  Implement capital contract to construct new sidewalks. | • EES | 12/31/23 | Sidewalk construction underway in Byron Southwood and Florence Street. | |
| | | |  Implement capital contracts to construct new bike lanes as guided by the Cycling Master Plan. | • EES | 12/31/23 | Construction underway at locations such as Wharnccliffe Road North, Egerton Street and Wilton Grove Road. | |
| | | |  Implement capital contracts to construct new protected bike lanes as guided by the Cycling Master Plan. | • EES | 12/31/23 | King Street bike lane constructed. Design for the east-west bikeway on Dundas Street initiated. | |
| | | Continue to expand options and programs to increase mobility. |  Undertake background details and community engagement on bike parking challenges, opportunities, priorities and implementation plans. | • EES | 12/31/20 | | |
| | | |  Prepare background methodology, an approach to monitoring and implement. | • EES | 12/31/19 | | |
| | | |  Undertake background details, business community engagement and implementation strategies for a Transportation Management Association(s). | • EES | 6/30/20 | Feasibility study has been launched. | |
| | | |  Undertake background details, community engagement, potential stakeholder engagement and develop Business Case for Bike Share. | • EES | 12/31/19 | In August 2019, Council received background details on bike share systems and approved the development of a Request for Proposals (RFP) for a bike share system to obtain pricing information and operational details to finalize the Business Case. | |
| | | | | | | | |

| Outcome | Expected Results | Strategy | Actions | Service Area | Target End Date | Accomplishments | Variance |
|---------|------------------|---|---|---|-----------------|---|----------|
| | | | <ul style="list-style-type: none"> Share progress made towards implementing the transportation demand management actions. | <ul style="list-style-type: none"> EES | 12/31/23 | | |
| | | <ul style="list-style-type: none"> Develop a strategic plan for a future with connected and autonomous vehicles. | <ul style="list-style-type: none"> Develop and Finalize Strategy. | <ul style="list-style-type: none"> EES | 12/31/20 | <p>Project charter has been approved and the team of internal and external resources was engaged.</p> <p>Strategy creation was kicked off by hosting an expert panel.</p> | |
| | | <ul style="list-style-type: none"> Support Londoners to access affordable public transit where they live and work. | <ul style="list-style-type: none"> Evaluate the income-related subsidized transit program. | <ul style="list-style-type: none"> NCFS LTC | 12/31/19 | <p>An evaluation of the Income-Related Subsidized Transit Program was completed in the Spring of 2019. As part of the evaluation, feedback was sought from a number of key stakeholders including: program participants, City staff, LTC staff and community organizations. 191 residents completed a survey, in which the majority of respondents reported that the program had benefited them greatly, the bus pass was affordable, and participation in the program allowed them to ride the bus more often. Evaluation results were reported to the Community and Protective Services Committee on October 8, 2019.</p> | |
| | | | <ul style="list-style-type: none"> Develop a sustainable business plan with LTC to support affordable transit programs for Londoners and submit through the Multi-Year Budget process. | <ul style="list-style-type: none"> NCFS LTC | 3/31/20 | <p>A Business Case to support Londoners to access affordable public transit where they live and work will be brought forward through the 2020-2023 Multi-Year Budget process.</p> | |
| | | | <ul style="list-style-type: none"> Implement a sustainable business plan with LTC to support affordable transit programs for Londoners. | <ul style="list-style-type: none"> NCFS LTC | 12/31/23 | | |
| | | | <ul style="list-style-type: none"> Allocate funding to continue to support these programs. | <ul style="list-style-type: none"> NCFS | 12/31/23 | | |

| Outcome | Expected Results | Strategy | Actions | Service Area | Target End Date | Accomplishments | Variance |
|---------|------------------------------------|---|---|--------------|-----------------|--|----------|
| | | Implement the London Transit Commission (LTC) 5 year Specialized Service Plan. | ↑ Approve associated budgets to allow for implementation of the 5 year plan. | • LTC | 12/31/23 | Budget preparation in progress. | |
| | | Implement the LTC Ridership Growth Strategy. | ↑ Approve associated budgets to allow for implementation of the targeted Ridership Growth Strategy initiatives. | • LTC | 12/31/23 | Budget preparation in progress. | |
| | | Implement a rapid transit system to improve the reliability and capacity of existing transit service and support London Plan city building. | ↑ Construct Rapid Transit Corridors in accordance with the approved RT Initiative Environmental Assessment. | • EES | 12/31/23 | TPAP environmental assessment completed. Procurement of design services for the Downtown Loop is underway. | |
| | | | ↑ Implement Bus Rapid Transit System along constructed Rapid Transit Corridors. | • EES | 12/31/28 | Provincial and federal funding announced. Corridor design and implementation underway. | |
| | | Implement the LTC 5 year Conventional Service Plan. | ↑ Approve associated budgets to allow for implementation of the 5 year plan. | • LTC | 12/31/23 | Budget preparation in progress. | |
| | Manage congestion and travel times | Continue to improve the traffic signal system for the benefit of all road users. | ↑ Operationalize Transportation Management Centre. | • EES | 9/30/21 | Adjustments to the facility have been started. Procurement of the video wall is underway. | |
| | | | ↑ Implement a new Advanced Traffic Management System. | • EES | 12/31/22 | RFP for a commercial off-the-shelf ATMS solution closed. Recommendation for Council award is underway. | |

| Outcome | Expected Results | Strategy | Actions | Service Area | Target End Date | Accomplishments | Variance |
|---------|---|---|---|---|---|---|--|
| | | <p>Implement the strategic program of road improvements identified in the Smart Moves Transportation Master Plan.</p> | <p>↑ Construct Bradley Avenue Extension, Jalna to Wharnccliffe.</p> | <ul style="list-style-type: none"> EES | 9/30/23 | The early stages of design and property coordination is underway. | |
| | | | <p>↑ Construct Southdale Road West Improvements.</p> | <ul style="list-style-type: none"> EES | 9/30/23 | Environmental Assessment is complete. | |
| | | | <p>↑ Construct Adelaide / CPR Grade Separation.</p> | <ul style="list-style-type: none"> EES | 6/30/23 | Environmental assessment completed. Design and property acquisition underway. Federal and provincial funding for active transportation components announced in August 2019. | |
| | | | <p>↑ Construct Wharnccliffe / CN Grade Separation.</p> | <ul style="list-style-type: none"> EES | 12/31/23 | Design and property acquisition underway. | |
| | <p>Improve safety for all modes of transportation</p> | <p>Implement infrastructure improvements and programs to improve road safety.</p> | <p>↑ Implement Vision Zero London Road Safety Strategy Actions.</p> | <ul style="list-style-type: none"> EES | 12/31/23 | Recent road safety initiatives are the: <ul style="list-style-type: none"> implementation of student silhouettes "make eye contact" awareness campaign a recommendation for contract award for automated speed enforcement in school zones Positive declines in numbers of serious collisions continue to be measured. | |
| | | | | <p>↑ Update the Vision Zero Road Safety Strategy.</p> | <ul style="list-style-type: none"> EES | 3/31/21 | Initial discussions with the partners on the London Middlesex Road Safety Committee are beginning. |

| Outcome | Expected Results | Strategy | Actions | Service Area | Target End Date | Accomplishments | Variance |
|---------|---|--|--|---|-----------------|---|----------|
| | <ul style="list-style-type: none"> Improve the quality of pedestrian environments to support healthy and active lifestyles | <ul style="list-style-type: none"> Plant more trees to increase the city's tree canopy cover. | <ul style="list-style-type: none"> Implement annual tree planting program. | <ul style="list-style-type: none"> EES | 12/31/23 | Planting program underway. Complimented by successful Big Tree Giveaway on Sept 25, 2019. | |
| | | <ul style="list-style-type: none"> Respond to changing participation patterns and emerging activities by adapting public spaces and programs. | <ul style="list-style-type: none"> Install new benches within parks to support expanded passive use. | <ul style="list-style-type: none"> P&R | 12/31/23 | 91 new benches were added to parks in 2019. | |
| | | | <ul style="list-style-type: none"> Install new light systems in parks to support extended use. | <ul style="list-style-type: none"> P&R | 12/31/23 | New lighting systems have been installed in White Oaks Park, North London Athletic Fields, Evergreen Park and York/Wellington Civic Space. | |
| | | | <ul style="list-style-type: none"> Reconstruct sections of pathway to improve surfacing and/or width to accommodate new/more users. | <ul style="list-style-type: none"> P&R | 12/31/23 | Approximately 2.2km of existing recreational pathway was re-constructed in City Parks in 2019. | |
| | | <ul style="list-style-type: none"> Increase pedestrian amenities on streets. | <ul style="list-style-type: none"> Implement the Mobility policies of The London Plan. | <ul style="list-style-type: none"> City Planning | 12/31/23 | In 2018, Council adopted a Complete Streets Design Manual to assist in implementing the Mobility policies of The London Plan. In 2019, staff implemented these policies on a large number of streets projects. Some notable projects include the transformation of Dundas Place into a flex-street, and the redesign of Talbot Street and York Street in downtown to improve the pedestrian quality including the addition of trees and the narrowing of Talbot Street. | |
| | | | <ul style="list-style-type: none"> Implement annual tree planting program. | <ul style="list-style-type: none"> EES | 12/31/23 | Boulevard tree planting underway. | |

| Outcome | Expected Results | Strategy | Actions | Service Area | Target End Date | Accomplishments | Variance |
|---------|------------------|----------|--|---|-----------------|--|----------|
| | | |  Respond to neighbourhood street lighting projects as requested by Londoners. | <ul style="list-style-type: none"> EES | 12/31/23 | Business case prepared for budget consideration. | |

Introduction

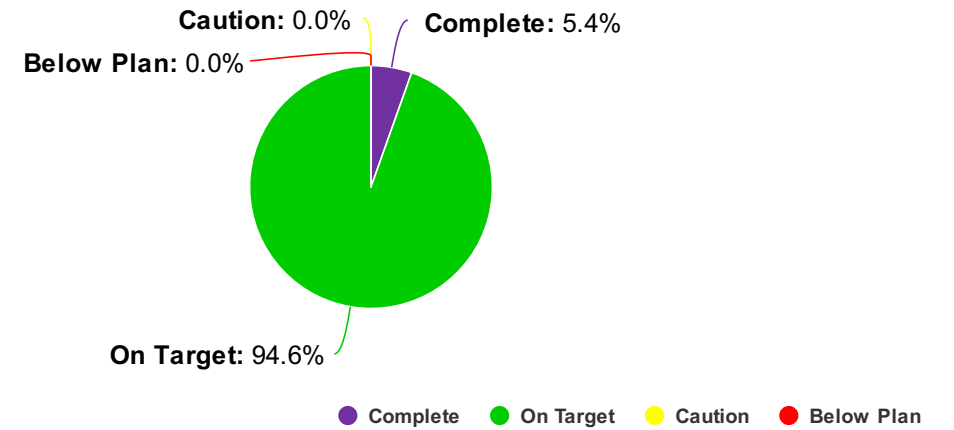
GROWING our Economy

OUTCOMES:

- London will develop a top quality workforce.
- London is a leader in Ontario for attracting new jobs and investments.
- London creates a supportive environment where entrepreneurs, businesses, and talent can thrive.



— Growing our Economy - Progress



Status Definitions

- ✓ **Complete:** Action is done
- ↑ **On Target:**
 - Action is ongoing or is completed annually
 - Action is in progress and is on target to be complete by target end date
 - Action is not yet started but is on target to be complete by target end date
- **Caution:**
 - Action is delayed by 1 quarter
 - Action is in progress or not yet started, and is flagged as possibly not being completed by target end date
- ↓ **Below Plan:** Action is delayed by 2 quarters or more

| Outcome | Expected Results | Strategy | Actions | Service Area | Target End Date | Accomplishments | Variance | | |
|--|---|---|---|---|--|--|----------|---|--|
| London will develop a top quality workforce. | <ul style="list-style-type: none"> Increase access employers have to the talent they require | <ul style="list-style-type: none"> Increase employers' access to resources to help achieve best practices in talent recruitment and retention. | <ul style="list-style-type: none"> Strengthen existing industry clusters and identify new emerging areas. | <ul style="list-style-type: none"> LEDC HSSDH | 12/31/23 | Organized several industry networking and building events, such as Manufacturing Matters Conference, and LEDC Networking Night at Forest City Film Festival. | | | |
| | | | <ul style="list-style-type: none"> Facilitate effective labour matching for employers through the Business Momentum Series and other programs. | <ul style="list-style-type: none"> LEDC HSSDH | 12/31/23 | Partnered with Fanshawe's Corporate Training Services to hold Business Momentum series. | | | |
| | | | <ul style="list-style-type: none"> Match employers needs to candidate pools and employment support agencies and educational providers. | <ul style="list-style-type: none"> LEDC HSSDH | 12/31/23 | Various employment programs with social services, there has been a 20% increase in employment preparation, job placement, skills training, and job search referrals. | | | |
| | | | | <ul style="list-style-type: none"> Increase Ontario Works client participation within employment activities. | <ul style="list-style-type: none"> Develop and implement the annual Ontario Works Service Plan. | <ul style="list-style-type: none"> HSSDH | 9/30/19 | The 2019-2020 Ontario Works Service Plan was created and successfully negotiated with the Ministry of Children, Community, and Social Services. | |
| | | | | | <ul style="list-style-type: none"> Report annual employment outcomes and performance metrics to the Ministry of Children, Community, and Social Services. | <ul style="list-style-type: none"> HSSDH | 3/31/20 | The City of London Social Services is striving to achieve a mandated 3% increase on all employment outcome targets. | |
| | | | | | <ul style="list-style-type: none"> Monitor and Report to Council on caseload trends as part of the Ontario Works Participant Profile. | <ul style="list-style-type: none"> HSSDH | 6/30/20 | | |
| | | | | | | | | | |

| Outcome | Expected Results | Strategy | Actions | Service Area | Target End Date | Accomplishments | Variance |
|---------|--|---|--|--|-----------------|--|----------|
| | | <p>— Increase the employment rate for Londoners who are not currently participating in the workforce.</p> | <p>↑ Continue to support the London Job's Now initiative.</p> | <ul style="list-style-type: none"> • HSSDH • City Planning | 12/31/23 | Two successful London and Area Works Job Fairs were held in April and September of 2019. A new Jobs Now Hub was launched in partnership with labour market partners to assist job seekers in effectively and efficiently finding employment opportunities. | |
| | | | <p>↑ Monitor and evaluate London's employment trends.</p> | <ul style="list-style-type: none"> • HSSDH • City Planning | 12/31/23 | | |
| | <p>— Increase opportunities between potential employers, post-secondary institutions, and other employment and training agencies</p> | <p>— Increase the number of local internship opportunities for post-secondary students.</p> | <p>↑ Implement Internship Program.</p> | <ul style="list-style-type: none"> • CMO | 12/31/23 | | |
| | | | <p>↑ Engage Western University and Fanshawe College as partners with the Corporation's internship programs for international students.</p> | <ul style="list-style-type: none"> • CMO | 12/31/23 | | |

| Outcome | Expected Results | Strategy | Actions | Service Area | Target End Date | Accomplishments | Variance |
|---------|------------------|--|--|---|-----------------|---|----------|
| | | <p>— Increase the number of connections between employers, post-secondary students, newcomers, and other employment and training agencies.</p> | <p>↑ Facilitate effective labour matching for employers.</p> | <ul style="list-style-type: none"> • LEDC | 12/31/23 | Organized semi-annual London & Area Works job fairs, attracting dozens of area employers and thousands of job seekers. | |
| | | | <p>↑ Match employers needs to candidate pools and employment support agencies and educational providers.</p> | <ul style="list-style-type: none"> • LEDC | 12/31/23 | Worked with Western University, Fanshawe College and support agencies to integrate LondonTechJobs and LondonMfgJobs portals. | |
| | | | <p>↑ Continue to foster on-site training of Museum London staff, university and community college museology student interns; continue to exhibit heritage and local, regional, national and international artists' work; continue to support writers, musicians, digital experts through public programming initiatives.</p> | <ul style="list-style-type: none"> • Museum London | 12/31/23 | Australian and Canadian Indigenous art exhibition Ways of Being: Yhonnie Scarce and Michael Belmore; to date, six staff have attended museum workshops/courses/conferences; four Western University interns each completing 100 hours for credit; in progress prep for 6th annual Words Festival partnership with Western University for writers; music series with Magisterra chamber music and Wood Shed Jazz N Soul concerts; two education digital projects developed locally to enhance student learning and funded by Canada Council for the Arts' Digital Strategy Fund. | |
| | | <p>— Attract, retain, and integrate international students, and newcomer skilled workers, and entrepreneurs.</p> | <p>↑ Promote London to potential newcomers.</p> | <ul style="list-style-type: none"> • HSSDH | 12/31/23 | | |

| Outcome | Expected Results | Strategy | Actions | Service Area | Target End Date | Accomplishments | Variance |
|---|--|--|---|---|--|---|---|
| | | | <ul style="list-style-type: none"> ↑ Host and support events to encourage integration and retention. ↑ Report annually on the retention of newcomers to London. | <ul style="list-style-type: none"> • HSSDH • HSSDH | <ul style="list-style-type: none"> 12/31/23 12/31/23 | <ul style="list-style-type: none"> Launched international student graduate internship program. Participated in LEDC's 2019 Immigration Update for local employers. | |
| London is a leader in Ontario for attracting new jobs and investments . | <ul style="list-style-type: none"> ▬ Increase partnerships that promote collaboration, innovation, and investment | <ul style="list-style-type: none"> ▬ Expand opportunities and activities through the London Waste to Resources Innovation Centre. | <ul style="list-style-type: none"> ↑ Engage companies, implement pilot projects and share progress towards Targets. | <ul style="list-style-type: none"> • EES | 12/31/19 | In April 2019, executed the Industrial Research Agreement (in Thermochemical Conversion of Biomass and Waste to Bioindustrial Resources) with the University of Western Ontario as part of the London Waste to Resources Innovation Centre. 12 organizations are part of the Agreement. | |
| | | | <ul style="list-style-type: none"> ↑ Engage companies, establish collaborative projects and share progress towards Targets. | <ul style="list-style-type: none"> • EES | 12/31/19 | As of October 1, 2019, the following new organizations and companies have committed to project work as part of the London Waste to Resources Innovation Centre: Dow Chemical Canada, Nestles Canada, Reynolds Consumer Products, Continuous Improvement Fund, PACNext. | |
| | | | <ul style="list-style-type: none"> ↑ Engage companies, establish collaborative ideas and projects, and sign an MoU. | <ul style="list-style-type: none"> • EES | 12/31/19 | In April 2019, Council approved a Memorandum of Understanding with Green Shields Energy to share knowledge and potentially establish a demonstration waste conversion technology. | |
| | | | <ul style="list-style-type: none"> ▬ Implement the Smart City Strategy. | <ul style="list-style-type: none"> ↑ Complete a Smart City Strategy. | <ul style="list-style-type: none"> • City Planning | 12/31/20 | A draft strategy has been created and will be reviewed and finalized in 2020. |
| | | <ul style="list-style-type: none"> ↑ Complete a Smart City Implementation Plan. | <ul style="list-style-type: none"> • City Planning | 12/31/21 | The development of an implementation plan is underway. | | |
| | | <ul style="list-style-type: none"> ↑ Implement the Smart City Strategy. | <ul style="list-style-type: none"> • City Planning | 12/31/23 | Implementation to commence following development of the Smart City Strategy. | | |
| | | <ul style="list-style-type: none"> ↑ Create a Smart City Steering Committee. | <ul style="list-style-type: none"> • City Planning | 12/31/20 | An internal committee has been created to provide leadership to the Smart City Strategy. | | |

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|---------|------------------|--|---|--|-----------------|--|----------|
| | | <ul style="list-style-type: none"> Seek out and develop new partnerships and opportunities for collaboration. | <ul style="list-style-type: none"> ↑ Participate in City Studio. | <ul style="list-style-type: none"> City Planning | 12/31/23 | Partnerships with Fanshawe College, Brescia University, Huron University, King's University College, and Western University, have created 25 City Studio projects with students and faculty. The partnerships are facilitated through Pillar Nonprofit Network, which coordinates City of London projects with various post-secondary courses. | |
| | | <ul style="list-style-type: none"> Plan for High Speed Rail. | <ul style="list-style-type: none"> ↑ Monitor provincial activity for opportunities to initiate local action. | <ul style="list-style-type: none"> City Planning EES | 12/31/23 | Provincial transportation planning continues to be monitored. | |
| | | <ul style="list-style-type: none"> Collaborate with regional partners on international missions for new investment attraction. | <ul style="list-style-type: none"> ↑ Identify new emerging areas that can leverage London's core competencies and unique value proposition. | <ul style="list-style-type: none"> LEDC | 12/31/23 | Ongoing projects and initiatives with economic development partners such as TechAlliance, Small Business Centre, and the Workforce Development Board to continue to identify emerging areas. | |
| | | | <ul style="list-style-type: none"> ↑ Participate on regional alliances such as the Ontario Food Cluster, and Ontario Manufacturing Communities Alliance and the Southwestern Ontario Marketing Alliance. | <ul style="list-style-type: none"> LEDC | 12/31/23 | Participated in several promotional missions with regional partners. | |
| | | | <ul style="list-style-type: none"> ↑ Raise visibility for job creation opportunities. | <ul style="list-style-type: none"> LEDC | 12/31/23 | Provided marketing support to expanding companies looking to raise visibility for recruitment. | |
| | | <ul style="list-style-type: none"> Undertake regional planning partnerships with neighbouring municipalities and promote regional connectivity. | <ul style="list-style-type: none"> ↑ Engage in regional planning discussions with area municipalities. | <ul style="list-style-type: none"> City Planning | 12/31/23 | Staff have begun to reach out to other municipalities in southwestern Ontario. Some municipalities that have been included in discussions include Windsor, Hamilton, St. Catherine's, Kitchener-Waterloo and the County of Middlesex. | |

| Outcome | Expected Results | Strategy | Actions | Service Area | Target End Date | Accomplishments | Variance |
|---------|------------------|--|--|--|-----------------|--|----------|
| | | <p>Grow tourism revenues through initiatives that build awareness and interest in London.</p> | <p>↑ Ongoing SEO, Content Marketing, Digital, Radio and Social sector and attraction specific campaigns to bolster tourism – demographic specific with the Millennial Tourist being the primary demographic.</p> | <ul style="list-style-type: none"> • P&R | 12/31/23 | Targeted and collaborative creative marketing initiatives, specifically marketing programs through contesting on social media. | |
| | | <p>Support tourism by facilitating local, provincial, and national stakeholders to encourage community economic development, business partnerships, product development and legacy development for London.</p> | <p>↑ Ongoing communication and collaborative partnerships with large organizations with common objectives to leverage resources such as with Downtown London or major venues, festivals or attractions.</p> | <ul style="list-style-type: none"> • P&R | 12/31/23 | Support the hosting of events such as the 2020 Ontario Summer Games. | |
| | | <p>Support the development of agricultural industry and promote its value to the urban community through the establishment of an Agricultural Centre of Excellence.</p> | <p>↑ Work with industry participants to produce meaningful annual tradeshows.</p> | <ul style="list-style-type: none"> • Western Fair | 12/31/23 | Agreement signed with the Poultry Industry Council to produce the National Poultry Show for the next 6 years. | |
| | | | <p>↑ Partner with investors to leverage WFA capital commitments.</p> | <ul style="list-style-type: none"> • Western Fair | 6/30/23 | | |
| | | | <p>↑ Attract agri-entrepreneurs that align with WFA mandate and objectives.</p> | <ul style="list-style-type: none"> • Western Fair | 12/31/23 | | |

| Outcome | Expected Results | Strategy | Actions | Service Area | Target End Date | Accomplishments | Variance |
|---------|--|---|---|--|-----------------|---|----------|
| | | | <ul style="list-style-type: none"> Develop programming with ACoE partners that fulfil needs of the community. | <ul style="list-style-type: none"> Western Fair | 12/31/23 | | |
| | | <ul style="list-style-type: none"> Work with multi-sector stakeholders to develop a Screen-Based Industry Strategy. | <ul style="list-style-type: none"> Continue to work with the Screen Industry Partner Committee and sector stakeholders on the development of an action plan in-line with municipal best practices. | <ul style="list-style-type: none"> P&R | 12/31/23 | City Council directed Civic Administration to submit a business case as part of the Multi-Year Budget to support action plan/strategy development for and with the film industry. | |
| | <ul style="list-style-type: none"> Maintain viability in key global markets | <ul style="list-style-type: none"> Continue to engage the community to attract conventions, conferences, and multi-day events to London contributing to the community's economic prosperity. | <ul style="list-style-type: none"> Leverage the new RBC Place London brand with a successful execution of the annual marketing plan working with key partners of Tourism London, Downtown London, Western University and Fanshawe College. | <ul style="list-style-type: none"> RBC Place | 12/31/20 | Building on the announcement of the new 10 year naming partnership during June 2019, RBC Place London continues to work with its key partners to execute its annual marketing strategy, while being on pace to achieve 2019 total revenue budget of \$6.1 million and generate \$20 million in economic impact to London. | |
| | | | <ul style="list-style-type: none"> Finalize plan to enhance the space and experience of RBC Place London creating a future gathering place for everyone. | <ul style="list-style-type: none"> RBC Place | 12/31/21 | Finalization of the medium and longer term space plan is underway and on target for completion. | |
| | | | <ul style="list-style-type: none"> Continue to enhance the guest experience by executing on the RBC Place London Guest (GX) and Associate (AX) Experience strategies. | <ul style="list-style-type: none"> RBC Place | 12/31/20 | RBC Place London has achieved its 2019 goals for experience enhancements, and it is anticipated that the completion of the 2nd floor refresh will positively impact Guest Experience (GX) and Associate Experience (AX) in the fall of 2019 and into 2020. | |
| | | <ul style="list-style-type: none"> Create a vibrant entertainment district in the City of London. | <ul style="list-style-type: none"> Continue to provide space and promote events that meet community needs. | <ul style="list-style-type: none"> Western Fair | 12/31/23 | A review of the strategic direction of the Western Fair District will occur in 2020. | |
| | | | <ul style="list-style-type: none"> Monitor the number of licensed outdoor patios with amplified sound. | <ul style="list-style-type: none"> P&R | 12/31/23 | 6 outdoor patios have registered for a permit. | |

| Outcome | Expected Results | Strategy | Actions | Service Area | Target End Date | Accomplishments | Variance |
|---------|---|---|--|--|-----------------|--|----------|
| | | | <ul style="list-style-type: none"> ↑ Monitor the number of private music venues in the City of London. | <ul style="list-style-type: none"> • P&R | 12/31/23 | 54 private music venues in London. | |
| | <ul style="list-style-type: none"> — Increase public and private investment in strategic locations | <ul style="list-style-type: none"> — Revitalize London's downtown and urban areas. | <ul style="list-style-type: none"> ↑ Develop Metrics and Targets to monitor the performance of CIPs. | <ul style="list-style-type: none"> • City Planning | 12/31/20 | In 2019, staff presented a report to Council including some preliminary metrics and targets for assessing the success of Community Improvement Plan (CIP) incentives. Staff will be working with students and faculty throughout the fall of 2019 through City Studio to research and evaluate the project. The inclusion of targets and metrics in the City's various CIPs is on track to be completed in 2020. | |
| | | | <ul style="list-style-type: none"> ↑ Implement CIP incentive programs. | <ul style="list-style-type: none"> • City Planning | 12/31/23 | Have issued 18 loans and 26 grants to date in 2019 through CIP incentive programs. | |
| | | | <ul style="list-style-type: none"> ↑ Report on the State of the Downtown bi-annually. | <ul style="list-style-type: none"> • City Planning | 12/31/23 | Data collection has begun for the 2018-2019 State of the Downtown Report. The Report is on track to be completed in 2020. The 2020-2021 State of the Downtown Report will follow this in 2022. | |
| | | | <ul style="list-style-type: none"> ↑ Contribute to a fund for property acquisition within Community Improvement Plan areas. | <ul style="list-style-type: none"> • City Planning | 12/31/23 | Contributions to a fund for property acquisition within CIP areas is subject to Council approval through the Multi-Year Budget process. | |
| | | | <ul style="list-style-type: none"> ↑ Increase target marketing where appropriate to increase traffic in market. | <ul style="list-style-type: none"> • Covent Garden Market | 12/31/23 | During 2019 Covent Garden Market pushed marketing with Spotify and GoogleAds to increase traffic in market. | |
| | | | <ul style="list-style-type: none"> ↑ Maintain level of tenant satisfaction to lower turnover. | <ul style="list-style-type: none"> • Covent Garden Market | 12/31/23 | Covent Garden Market has maintained level of tenant satisfaction, which has resulted in no vacancies at Covent Garden Market. | |
| | | | <ul style="list-style-type: none"> ↑ Fill vacancies with the right tenants for long lasting success. | <ul style="list-style-type: none"> • Covent Garden Market | 12/31/23 | Currently, there are no vacancies to fill at Covent Garden Market. | |

| Outcome | Expected Results | Strategy | Actions | Service Area | Target End Date | Accomplishments | Variance |
|---------|---|--|--|---|-----------------|---|----------|
| | <p>Increase public and private investment in amenities that attract visitors, a talented workforce and investment</p> | <p>Invest in city building projects.</p> | <p>↑ Implement Our Move Forward: London's Downtown Plan.</p> | <ul style="list-style-type: none"> City Planning | 12/31/23 | <p>The implementation of the Downtown Plan is ongoing. Phase 1 of Dundas Place is completed and the second phase is under construction. The Environmental Assessment for Back to the River is completed. Both of these are Transformational Projects in the Downtown Plan. In 2019, staff also developed an incentive program to encourage property owners to up-light the architectural features of their buildings.</p> | |
| | | | <p>↑ Continue the procurement process for the Old Victoria Hospital Lands.</p> | <ul style="list-style-type: none"> City Planning | 12/31/23 | <p>The development approvals process is underway for the first phase of the Old Victoria Hospital redevelopment. The demolition of other properties, and the conservation of the London Health Sciences building and the War Memorial Children's Hospital are underway. The procurement process for Phase 2 of the redevelopment is on track to begin in 2019.</p> | |
| | | <p>Increase partnership funding, sponsorships, and donations to recreation services and amenities.</p> | <p>↑ Continue to implement the Council approved policies related to sponsorship and advertising.</p> | <ul style="list-style-type: none"> P&R NCFS | 12/31/23 | <p>The sponsorship and advertising program has generated total sales of \$380,000 since its inception in August 2018. For 2019 YTD it has generated \$210,000 in sponsorship and advertising revenue.</p> | |
| | | | <p>↑ Continue to implement the Adopt a Park program.</p> | <ul style="list-style-type: none"> NCFS | 12/31/23 | <p>In 2019, 8 new parks and 1 pond were adopted.</p> | |

| Outcome | Expected Results | Strategy | Actions | Service Area | Target End Date | Accomplishments | Variance |
|---|---|---|--|---|-----------------|---|----------|
| | <ul style="list-style-type: none"> Maintain foreign investment attraction, local retention, and growth and entrepreneurship support programs | <ul style="list-style-type: none"> Ensure job growth through attraction of new capital from a diverse range of markets and industries. | <ul style="list-style-type: none"> Identify new emerging areas that can leverage London's core competencies and unique value proposition. | <ul style="list-style-type: none"> LEDC | 12/31/23 | Ongoing projects and initiatives with economic development partners such as TechAlliance, Small Business Centre, and the Workforce Development Board to continue to identify emerging areas. | |
| | | | <ul style="list-style-type: none"> Invest and develop job creation opportunities in target markets best suited to match London's key sectors. | <ul style="list-style-type: none"> LEDC | 12/31/23 | Ongoing projects and initiatives with economic development partners such as TechAlliance, Small Business Centre, and the Workforce Development Board to continue to identify emerging areas. | |
| London creates a supportive environment where entrepreneurs, businesses, and talent can thrive. | <ul style="list-style-type: none"> Increase access to supports for entrepreneurs and small businesses, and community economic development | <ul style="list-style-type: none"> Revitalize London's Downtown and urban areas. | <ul style="list-style-type: none"> Support Business Improvement Areas. | <ul style="list-style-type: none"> City Planning | 12/31/23 | In 2019, staff began to hold quarterly meetings with all of London's Business Improvement Areas (BIAs). This has proven a very effective way for BIAs to collaborate and learn from each other, as well as for City staff to share important information about procedures, finances and municipal resources. In 2019, the BIAs applied for, and were awarded, a Digital Mainstreet grant to assist in creating a stronger online and social media presence. | |

| Outcome | Expected Results | Strategy | Actions | Service Area | Target End Date | Accomplishments | Variance |
|---------|------------------|----------|---|-----------------|-----------------|---|----------|
| | | | ✓ Review Regeneration Tools for Hyde Park area. | • City Planning | 12/31/20 | In 2019, staff reviewed the community profile and development activities in the Hyde Park area in order to evaluate which Planning Act tools may assist in the regeneration of the community. It was found that the Hyde Park area is rapidly developing, in line with the existing Community Plan, and exhibits signs of a healthy mainstreet environment. Staff will continue to implement the recommendations coming out of the regeneration report. | |
| | | | ↑ Implement CIP Incentive Programs. | • City Planning | 12/31/23 | Have issued 18 loans and 26 grants to date in 2019 through CIP incentive programs. | |
| | | | ✓ Complete the Lambeth Area CIP. | • City Planning | 12/31/19 | The Lambeth Community Improvement Plan (CIP) was adopted by Council in 2019. The implementation on the CIP has commenced, including the availability of financial incentives to local business and property owners. | |
| | | | ↑ Develop Metrics and Targets to monitor the performance of CIPs. | • BIAs | 12/31/20 | In 2019, Staff presented a report to Council including some preliminary metrics and targets for assessing the success of Community Improvement Plan (CIP) incentives. Staff will be working with students and faculty throughout the fall of 2019 through City Studio to research and evaluate the project. The inclusion of targets and metrics in the City's various CIPs is on track to be completed in 2020. | |
| | | | ↑ Report on the State of the Downtown bi-annually. | • BIAs | 12/31/23 | Data collection has begun for the 2018-2019 State of the Downtown Report. The Report is on track to be completed in 2020. The 2020-2021 State of the Downtown Report will follow this in 2022. | |
| | | | ↑ Invest in BIA's in the multi-year budget. | • BIAs | 3/31/20 | | |

| Outcome | Expected Results | Strategy | Actions | Service Area | Target End Date | Accomplishments | Variance |
|---------|---|--|---|---|---|--|---|
| | | <ul style="list-style-type: none"> Support entrepreneurs, start-up, and scale-up companies. | <ul style="list-style-type: none"> ↑ Create a business friendly municipal environment. | <ul style="list-style-type: none"> • LEDC | 12/31/23 | Coordinated work with Service London Business and Director of Business Liaison underway to create a business friendly environment. | |
| | | | <ul style="list-style-type: none"> ↑ Foster scale-up activity with existing business and support long-term growth. | <ul style="list-style-type: none"> • LEDC | 12/31/23 | Created a new program called 100in5 initiative to foster scale-up activity. | |
| | | | <ul style="list-style-type: none"> ↑ Connect entrepreneurs to share best practices and experiences through programs such as the Founders' Network. | <ul style="list-style-type: none"> • LEDC | 12/31/23 | Regular programming to connect entrepreneurs with relevant resources. | |
| | | | <ul style="list-style-type: none"> ↑ Implement the London Music Strategy by providing artist entrepreneurs with performance opportunities. | <ul style="list-style-type: none"> • P&R | 12/31/23 | 63 showcase opportunities which includes JUNOS and lunch hour programs that featured 85 artists. | |
| | | | <ul style="list-style-type: none"> ↑ Implement the London Music Strategy by hosting workshops and networking opportunities for artist entrepreneurs. | <ul style="list-style-type: none"> • P&R | 12/31/23 | 17 workshops which included JUNOS. | |
| | <ul style="list-style-type: none"> ↑ Increase efficiency and consistency for administrative and regulatory processes | <ul style="list-style-type: none"> ↑ Improve administrative and regulatory processes and by-law requirements to enhance London's competitiveness. | <ul style="list-style-type: none"> ↑ Prepare BIA creation/expansion manual. | <ul style="list-style-type: none"> • City Planning | 12/31/21 | Staff are currently developing a procedure manual for the creation and expansion of Business Improvement Areas (BIAs). Part of this manual will be directed to BIAs and the public including important information on finances, procedures, incentives, key contacts and frequently asked questions. The BIA manual is on track to be completed in 2021. | |
| | | | | <ul style="list-style-type: none"> ↑ Update Incentive Marketing Materials. | <ul style="list-style-type: none"> • City Planning | 12/31/20 | Staff have begun to redesign and improve the legibility of a number of financial incentive materials. Staff have also developed a strategy for increasing awareness of financial incentive programs. The updating of all incentive marketing materials is on track to be completed in 2020. |

| Outcome | Expected Results | Strategy | Actions | Service Area | Target End Date | Accomplishments | Variance |
|---------|------------------|----------|--|---|-----------------|---|----------|
| | | | <p>↑ Update the Sidewalk Patio Manual for Dundas Place.</p> | <ul style="list-style-type: none"> City Planning | 12/31/20 | Staff are currently working with the Dundas Place Manager to assess the most appropriate approach to delivering sidewalk patios on Dundas Place. In 2019, the design of patios will be monitored and evaluated. The Sidewalk Patio Standards Manual is on track to be updated to reflect the preferred standards in 2020. | |
| | | | <p>↑ Implement a review of existing by-laws with a risk-based protocol focussing on municipal purposes.</p> | <ul style="list-style-type: none"> DCS | 12/31/23 | The Sound/Noise By-law was amended in Q1 of 2019, Public Nuisance By-law was amended in Q3 of 2019. The Property Standards By-law, and Swimming Pool Fence By-law draft amendments are to be reported on by year end of 2019. | |
| | | | <p>↑ Conduct focused reviews of all major building processes.</p> | <ul style="list-style-type: none"> DCS | 12/31/23 | Will be implementing enhancements to the Building portal. Established a working group with LHBA to improve plan review and inspection processes. | |
| | | | <p>↑ Implement continuous improvement initiatives for all major building review processes.</p> | <ul style="list-style-type: none"> DCS | 12/31/23 | Will be implementing enhancements to the Building portal. Will allow tracking of review process by applicants. Currently reviewing methods to track revisions received post permit issuance. | |
| | | | <p>↑ Enhance current permit processing methods by implementing electronic media for multiple and concurrent reviews of building permit applications.</p> | <ul style="list-style-type: none"> DCS | 12/31/21 | Purchased software (Bluebeam) to allow for the concurrent electronic plans review. Currently used by selected staff; will be utilized by all staff by early 2020. Enhancements to Permit portal in progress as well. | |
| | | | <p>↑ Improve capacity to engage the community and perform regulatory role in the review of development applications.</p> | <ul style="list-style-type: none"> DCS | 12/31/23 | | |

| Outcome | Expected Results | Strategy | Actions | Service Area | Target End Date | Accomplishments | Variance |
|---------|------------------|--|--|---|-----------------|--|----------|
| | | | <ul style="list-style-type: none"> ↑ Conduct focused reviews of all major development review processes. | <ul style="list-style-type: none"> DCS | 12/31/23 | Lean Six Sigma Plans resulted in established review targets (30 days for standard applications: 15 days for administrative applications) and have reduced resubmissions by nearly half. | |
| | | | <ul style="list-style-type: none"> ↑ Implement continuous improvement initiatives for all major development review processes. | <ul style="list-style-type: none"> DCS | 12/31/23 | Site Plans has shifted from a focused Lean Six Sigma review to continuous improvement. | |
| | | | <ul style="list-style-type: none"> ↑ Rezone the Hamilton Road Corridor to streamline approval processes. | <ul style="list-style-type: none"> City Planning | 12/31/19 | The rezoning of the Hamilton Road corridor is underway. Staff are amending the zoning to allow for greater flexibility to attract more businesses to vacant buildings, as well as to make it easier to redevelop larger blocks. The rezoning of the Hamilton Road corridor was a recommendation of the Hamilton Road Area Community Improvement Plan. The project is on track to be completed in 2019. | |
| | | | <ul style="list-style-type: none"> ↑ Rezone the Lambeth Main Street Corridor to streamline approval processes. | <ul style="list-style-type: none"> City Planning | 12/31/21 | The rezoning of the Lambeth Main Street corridor was a recommendation of the Lambeth Community Improvement Plan. The rezoning project is on track to be completed in 2021. | |
| | | | <ul style="list-style-type: none"> ✓ Remove Priority Listings from the Heritage Register. | <ul style="list-style-type: none"> City Planning | 3/31/19 | Updated register presented to Council on July 30, 2019. | |
| | | | <ul style="list-style-type: none"> ↑ Heritage Alteration Permit Process Review. | <ul style="list-style-type: none"> City Planning | 12/31/20 | | |
| | | | <ul style="list-style-type: none"> ✓ Revise the Archaeological holding provision in the Zoning Bylaw. | <ul style="list-style-type: none"> City Planning | 6/30/20 | Amendment approved by City Council on September 17, 2019. | |
| | | <ul style="list-style-type: none"> Improve access and navigation of City services and supports through Service London Business. | <ul style="list-style-type: none"> ↑ Continue to collaborate with external partners in regulatory workshops. | <ul style="list-style-type: none"> DCS | 12/31/23 | | |

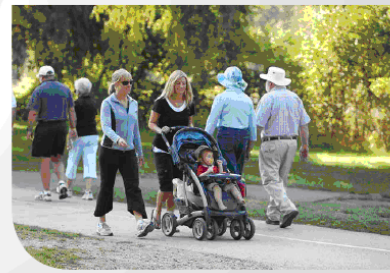
| Outcome | Expected Results | Strategy | Actions | Service Area | Target End Date | Accomplishments | Variance |
|--|---|--|--|---|---|-----------------|----------|
| | | | <ul style="list-style-type: none"> Engage internal stakeholders to identify and complete customer journeys. | <ul style="list-style-type: none"> DCS | 12/31/23 | | |
| | | | <ul style="list-style-type: none"> Create awareness of the Service London Business Hub. | <ul style="list-style-type: none"> DCS | 12/31/23 | | |
| | | | <ul style="list-style-type: none"> Communicate business success stories to Londoners. | <ul style="list-style-type: none"> DCS | 12/31/23 | | |
| | | | <ul style="list-style-type: none"> Create awareness of online resources for businesses. | <ul style="list-style-type: none"> DCS | 12/31/23 | | |
| | <ul style="list-style-type: none"> Increase the availability of serviced land in strategic locations | <ul style="list-style-type: none"> Continue to invest in land acquisition and servicing to recruit and retain new industrial employees. | <ul style="list-style-type: none"> Update the Industrial Land Development Strategy. | <ul style="list-style-type: none"> City Planning | 12/31/20 | | |
| <ul style="list-style-type: none"> Continue to develop, market and sell industrial land. | | | <ul style="list-style-type: none"> DCS | 12/31/23 | The City currently has 230 acres of serviced land available. Approximately 49 acres have been sold or are under contract in 2019 (to date). Engineering/planning studies are underway for approximately 300 additional acres. | | |
| <ul style="list-style-type: none"> Support existing and potential industrial clients to create and sustain jobs. | | | <ul style="list-style-type: none"> DCS | 12/31/23 | Service areas continue to process development applications and building permits for industrial clients. ILDS team will continue to work with LEDC to recruit/retain industrial companies. | | |
| <ul style="list-style-type: none"> Help existing and potential industrial clients to grow the tax base. | | | <ul style="list-style-type: none"> DCS | 12/31/23 | City staff and LEDC work with a wide variety of industrial clients to grow their business which leads to increased tax base. | | |
| <ul style="list-style-type: none"> Invest in the maintenance and acquisition of industrial land in strategic locations. | | | <ul style="list-style-type: none"> DCS | 12/31/23 | ILDS team will continue to maintain industrial assets as well as continue due diligence on future industrial lands. | | |

Introduction

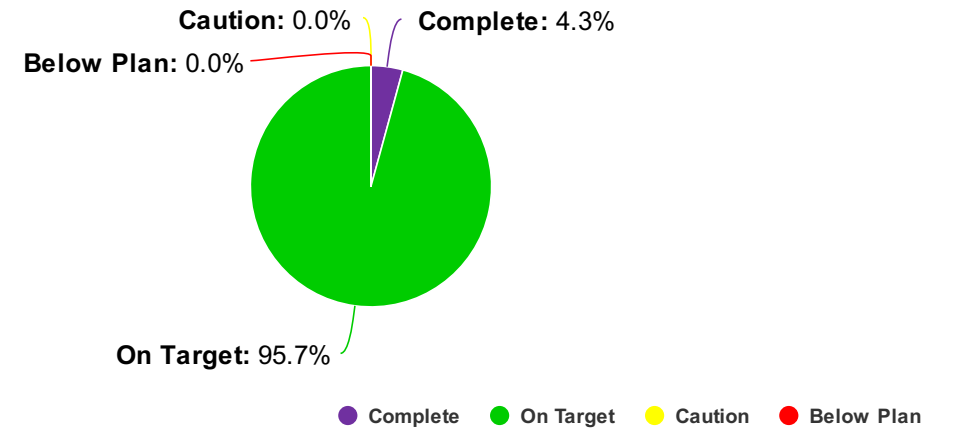
CREATING a Safe London for Women and Girls

OUTCOMES:

- London has enhanced the potential for women and girls to live safe lives.



Creating a Safe London for Women and Girls - Progress



Status Definitions



Complete: Action is done



On Target:

- Action is ongoing or is completed annually
- Action is in progress and is on target to be complete by target end date
- Action is not yet started but is on target to be complete by target end date






Caution:

- Action is delayed by 1 quarter
- Action is in progress or not yet started, and is flagged as possibly not being completed by target end date



Below Plan: Action is delayed by 2 quarters or more

| Outcome | Expected Results | Strategy | Actions | Service Area | Target End Date | Accomplishments | Variance |
|---|---|---|--|---|-----------------|-----------------|----------|
| London has enhanced the potential for women and girls to live safe lives. | Decrease male violence against women and girls who are subjected to abuse, assault and non-state torture in their intimate relationships; sex trafficking; sexual assault; and workplace harassment | Apply a three pillared framework (legislation, public awareness, and funded services) in policy and by-law development. |  Develop a three pillared framework (legislation, public awareness, and funded services) through research, consultation and engagement. | <ul style="list-style-type: none"> CMO | 9/30/20 | | |
| | | |  Present draft three pillared framework to Council. | <ul style="list-style-type: none"> CMO | 12/31/20 | | |
| | | |  Implement three pillared framework for public awareness. | <ul style="list-style-type: none"> CMO | 12/31/21 | | |

| Outcome | Expected Results | Strategy | Actions | Service Area | Target End Date | Accomplishments | Variance |
|---------|------------------|---|---|---|-----------------|-----------------|----------|
| | | <p>Ensure women and girls with lived experience, including but not exclusive to Indigenous and newcomer women and girls, are included in the development of policies, by-laws, and programs that affect them.</p> | <p>Through consultation develop action plan to ensure women and girls with lived experience, including but not exclusive to Indigenous and newcomer women and girls, are included in the development of policies, by-laws, and programs that affect them.</p> | <ul style="list-style-type: none"> • CMO | <p>9/30/20</p> | | |
| | | | <p>↑ Implement action plan.</p> | <ul style="list-style-type: none"> • CMO | <p>12/31/20</p> | | |

| Outcome | Expected Results | Strategy | Actions | Service Area | Target End Date | Accomplishments | Variance |
|---------|------------------|--|--|---|-----------------|-----------------|----------|
| | | <p>Develop policies, by-laws and programs that make the safety of women and girls a priority, including policies and procedures that ensure workplace harassment is addressed appropriately with sanctions against harassers and supports for victims.</p> | <p>↑ Finalize Respectful Workplace Policy and Complaint and Resolution Procedures.</p> | <ul style="list-style-type: none"> • CMO | <p>12/31/19</p> | | |
| | | | <p>↑ Implement Respectful Workplace Policy.</p> | <ul style="list-style-type: none"> • CMO | <p>12/31/23</p> | | |
| | | | <p>↑ Update Template for Annual Report to City Council and update metrics.</p> | <ul style="list-style-type: none"> • CMO | <p>12/31/19</p> | | |
| | | | <p>↑ Annual Report to City Council.</p> | <ul style="list-style-type: none"> • CMO | <p>12/31/23</p> | | |

| Outcome | Expected Results | Strategy | Actions | Service Area | Target End Date | Accomplishments | Variance |
|---------|------------------|---|---|---|-----------------|--|----------|
| | | <p>Implement mandatory comprehensive training on male violence against women and girls in their intimate relationships; sex trafficking, workplace and sexual harassment; non-state torture; and sexual violence for all City employees and encourage all London's agencies, boards and commissions to also implement the training.</p> | <p>Review current "I Step Forward" and "It Starts with Me" training to update the intimate partner violence and sexual violence sections and include sex trafficking and non-state torture.</p> | <ul style="list-style-type: none"> CMO | <p>3/31/20</p> | <p>Met with community partners to consult regarding updates and improvements to the training programs.</p> | |
| | | | <p>Deliver updated "I Step Forward" and "It Starts with Me" training.</p> | <ul style="list-style-type: none"> CMO | <p>3/31/20</p> | | |

| Outcome | Expected Results | Strategy | Actions | Service Area | Target End Date | Accomplishments | Variance |
|---------|------------------|---|---|---|-----------------|--|----------|
| | | | <ul style="list-style-type: none"> ↑ Develop Respectful Workplace training which will include training on the updated Respectful Workplace Policy and Workplace Culture. | <ul style="list-style-type: none"> • CMO | 3/31/20 | Introductory training for managers developed. | |
| | | | <ul style="list-style-type: none"> ↑ Deliver Respectful Workplace training. | <ul style="list-style-type: none"> • CMO | 3/31/20 | Introductory training for managers completed in October. | |
| | | <ul style="list-style-type: none"> ▬ Increase the number of women in senior management positions and other positions of power. | <ul style="list-style-type: none"> ↑ Develop a Mentorship Program for women. | <ul style="list-style-type: none"> • CMO | 3/31/21 | | |
| | | | <ul style="list-style-type: none"> ↑ Implement Mentorship Program. | <ul style="list-style-type: none"> • CMO | 12/31/23 | | |
| | | | <ul style="list-style-type: none"> ↑ Review and update current Succession Plan with gender equity lens. | <ul style="list-style-type: none"> • CMO | 9/30/20 | | |
| | | | <ul style="list-style-type: none"> ↑ Implement Updated Succession Plan. | <ul style="list-style-type: none"> • CMO | 12/31/23 | | |
| | | <ul style="list-style-type: none"> ▬ Work with the London Transit Commission to enhance the safety of women and girls on public transit, for example longer hours of bus service and free service to low-income women. | <ul style="list-style-type: none"> ↑ Install bus stop amenities. | <ul style="list-style-type: none"> • LTC | 12/31/23 | The recent ICIP funding announcement by the Federal Government included a bus stop amenities program that will see the installation of 60 additional bus shelters (which include solar lighting). Additionally 150 stop locations will be upgraded to include lighting (solar powered) to support safer locations. These two projects will be rolled out over 2020/2021. The LTC has participated on the Safe Cities for Women Working Group over the past 18 months. In addition the LTC utilizes public feedback in determining where to place shelters and uses customer contact information with respect to stops that people feel would benefit from additional lighting. | |

| Outcome | Expected Results | Strategy | Actions | Service Area | Target End Date | Accomplishments | Variance |
|---------|------------------|--|--|---|-----------------|--|----------|
| | | | <p>✓ Develop a sustainable business plan with LTC to support affordable transit programs for Londoners and submit through the Multi-Year Budget process.</p> | <ul style="list-style-type: none"> • LTC • NCFS | 3/31/20 | A Business Case to support Londoners to access affordable public transit where they live and work will be brought forward through the 2020-2023 Multi-Year Budget process. | |
| | | | <p>↑ Implement a sustainable business plan with LTC to support affordable transit programs for Londoners.</p> | <ul style="list-style-type: none"> • LTC • NCFS | 12/31/23 | A Business Case to support Londoners to access affordable public transit will be implemented pending Council approval of the 2020 - 2023 Multi-Year Budget | |
| | | <p>Work together with City of London Housing Services, Housing Development Corporation, London-Middlesex Housing Corporation to build more accessible and safer housing options for women and girls.</p> | <p>↑ Through consultation and enhanced partnership with local VAW agencies, discuss current discrimination that impacts women and girls from accessing affordable housing.</p> | <ul style="list-style-type: none"> • HSSDH | 12/31/23 | | |
| | | | <p>↑ Develop an action plan to address the current discrimination faced by women and girls trying to access affordable housing.</p> | <ul style="list-style-type: none"> • HSSDH | 12/31/23 | | |
| | | | <p>↑ Connect with the VAW agencies annually to update action plan as needed.</p> | <ul style="list-style-type: none"> • HSSDH | 12/31/23 | | |

| Outcome | Expected Results | Strategy | Actions | Service Area | Target End Date | Accomplishments | Variance |
|---------|------------------|---|--|---|-----------------|--|----------|
| | | <p>Maintain or increase the number of shelter beds available to abused women and their children, and to homeless women and girls. Full implementation of Housing First policy to be contingent on availability of immediate access to safe, affordable housing.</p> | <p>Enhance partnerships with local VAW programs and shelters to support a housing first philosophy for rapidly re-housing abused women and children.</p> | <ul style="list-style-type: none"> HSSDH | <p>12/31/23</p> | <ul style="list-style-type: none"> Homeless Prevention staff have met with local VAW programs twice and have started conversations on the process to support a Housing first/rapid re-housing support model for abused women and children. This will include realignment of resources to provide housing finder, housing stability workers and supplements to VAW shelter participants to promote their housing stability. | |
| | | <p>Work with landlords and developers to end discrimination and bias against abused, sex trafficked and/or sexually assaulted women and girls attempting to access affordable housing.</p> | <p>Through consultation and enhanced partnership with local VAW agencies, discuss current discrimination that impacts women and girls from accessing affordable housing.</p> | <ul style="list-style-type: none"> HSSDH | <p>12/31/23</p> | | |
| | | | <p>Develop an action plan to address the current discrimination faced by women and girls trying to access affordable housing.</p> | <ul style="list-style-type: none"> HSSDH | <p>12/31/23</p> | | |

| Outcome | Expected Results | Strategy | Actions | Service Area | Target End Date | Accomplishments | Variance |
|---------|------------------|---|--|---|-----------------|--|----------|
| | | | <p>↑ Connect with the VAW agencies annually to update action plan as needed.</p> | <ul style="list-style-type: none"> HSSDH | 12/31/23 | | |
| | | <p>Recognize London as a sex trafficking hub and take action to work collaboratively towards solutions.</p> | <p>↑ Assess outcomes of LPS involvement in Street Level Women at Risk (SLWAR) community plan.</p> | <ul style="list-style-type: none"> LPS | 6/30/20 | | |
| | | | <p>↑ Refer Persons at Risk (history/risk of survival sex work/trafficking) to Street Level Women at Risk (SLWAR) when intake is available.</p> | <ul style="list-style-type: none"> LPS | 12/31/19 | | |
| | | | <p>↑ Collaboratively work with local agencies to work towards solutions for Persons at Risk (history/risk of survival sex work/trafficking).</p> | <ul style="list-style-type: none"> LPS | 12/31/19 | | |
| | | | <p>↑ Collaboratively work with local agencies to assist trafficked women to exit their situation and to prosecute those responsible.</p> | <ul style="list-style-type: none"> LPS | 12/31/19 | Members from the LPS Human Trafficking Unit meet consistently with external community partners to assist trafficked women to exit their situation. | |
| | | | <p>↑ Work with neighbouring police services to combat Human Trafficking across jurisdictions.</p> | <ul style="list-style-type: none"> LPS | 12/31/19 | A significant multi-jurisdictional Human Trafficking investigation was conducted in July 2019. The LPS is also continuing to assist the OPP with an ongoing Human Trafficking investigation. | |
| | | | | | | | |

| Outcome | Expected Results | Strategy | Actions | Service Area | Target End Date | Accomplishments | Variance |
|---------|------------------|---|---|---|-----------------|-----------------|----------|
| | | <p>Investigate signing the Global Every Woman Treaty and encourage AMO, FCM, other provincial associations, the governments of each province and the federal government to do the same.</p> | <p>↑ Investigate Global Every Woman Treaty.</p> | <ul style="list-style-type: none"> • CMO | 6/30/20 | | |
| | | | <p>↑ Develop advocacy strategies regarding Global Every Woman Treaty.</p> | <ul style="list-style-type: none"> • CMO | 12/31/20 | | |
| | | | <p>↑ Support advocacy regarding the Global Every Woman Treaty with AMO, FCM and other provincial associations, the governments of each province and the federal government.</p> | <ul style="list-style-type: none"> • CMO | 6/30/23 | | |
| | | <p>Include male violence against women and girls in discussions and decisions made at the Town and Gown Committee.</p> | <p>↑ Include male violence against women and girls as a standing item on the Town and Gown Committee agenda.</p> | <ul style="list-style-type: none"> • CMO | 12/31/23 | | |
| | | | <p>↑ Update the Town and Gown Committee on community initiatives, such as UN Safe Cities Initiative, addressing male violence against women and girls.</p> | <ul style="list-style-type: none"> • CMO | 12/31/23 | | |

| Outcome | Expected Results | Strategy | Actions | Service Area | Target End Date | Accomplishments | Variance |
|---------|------------------|--|--|--|-----------------|--|----------|
| | | | <p>↑ Recognize the safety of women and girls in preparing operational plans involving near-campus issues.</p> | <ul style="list-style-type: none"> DCS | 12/31/23 | | |
| | | <p>Support community-based initiatives and organizations committed to ending male violence against women including but not limited to Anova (UN Safe Cities); Atlohsa Family Healing Services; the London Abused Women's Centre/Youth Opportunities Unlimited/Salvation Army Correctional and Justice Services (Phoenix and Choices programs); and London Police Services (DV Unit and HT Unit).</p> | <p>✓ Update London Community Grants Program Policy to align with Council's Strategic Plan Strategic Areas of Focus.</p> | <ul style="list-style-type: none"> NCFS | 6/30/19 | <p>Council approved an updated London Community Grants Program (LCGP) Policy on April 23, 2019 that aligned to Council's 2019 - 2023 Strategic Plan.</p> <p>The LCGP Community Review Panel includes up to three community members who are subject matter experts in Council's Strategic Areas of Focus. One of the panel members is a subject matter expert in Creating a Safe Space for Women and Girls.</p> | |
| | | | <p>↑ Support organizations to apply for the London Community Grants Program and other municipal funding opportunities.</p> | <ul style="list-style-type: none"> NCFS | 12/31/23 | <p>As part of the LCGP process, City Staff met with interested organizations to support them in the application process. If successful, staff continue to support organizations throughout the duration of the grant.</p> | |
| | | | <p>↑ Support Anova to complete UN Safe Cities Interim Report.</p> | <ul style="list-style-type: none"> CMO | 3/31/20 | <p>The City of London and Anova are working collaboratively with a community steering committee to develop an interim UN Safe Cities Report to Council.</p> | |

| Outcome | Expected Results | Strategy | Actions | Service Area | Target End Date | Accomplishments | Variance |
|---------|------------------|---|---|---|-----------------|-----------------|----------|
| | | | <ul style="list-style-type: none"> Support Anova in completion of final draft scoping study and next steps to Council for consideration. | <ul style="list-style-type: none"> CMO | 6/30/20 | | |
| | | | <ul style="list-style-type: none"> Support Anova in the implementation of next steps as outlined in UN Safe Cities Interim Report. | <ul style="list-style-type: none"> CMO | 12/31/23 | | |
| | | | <ul style="list-style-type: none"> Pending Council direction, support implementation of UN Safe Cities Initiative. | <ul style="list-style-type: none"> CMO | 12/31/23 | | |
| | | <ul style="list-style-type: none"> Commit to applying a trauma and violence-informed lens to strategic plan for the City of London, ensuring that an intersectional approach is applied to address violence against women and girls in our community | <ul style="list-style-type: none"> Develop Trauma and Violence Lens. | <ul style="list-style-type: none"> CMO | 12/31/20 | | |
| | | | <ul style="list-style-type: none"> Deliver Trauma and Violence Lens training to employees involved in the review and development of policies and procedures. | <ul style="list-style-type: none"> CMO | 6/30/23 | | |
| | | | <ul style="list-style-type: none"> Apply Trauma and Violence Lens to implementation of Council's 2019-2023 Strategic Plan. | <ul style="list-style-type: none"> CMO | 12/31/23 | | |

Introduction

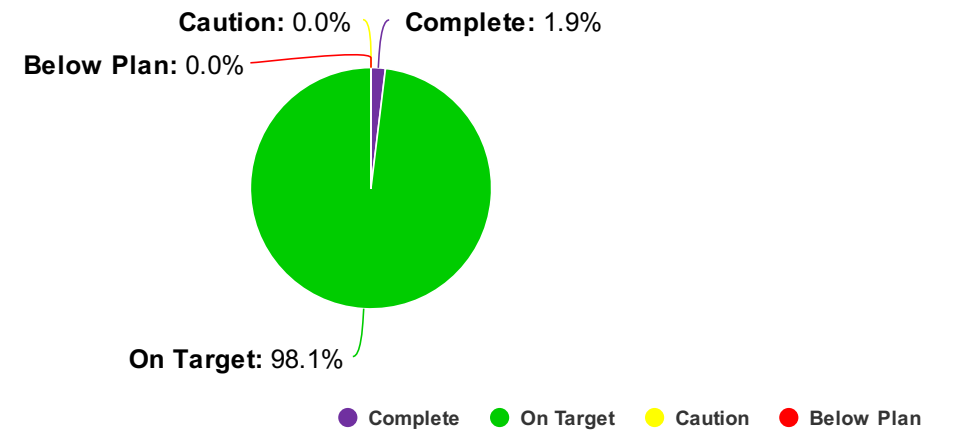
LEADING in Public Service

OUTCOMES:

- The City of London is trusted, open, and accountable in service of our community.
- Londoners experience exceptional and valued customer service.
- The City of London is a leader in public service as an employer, a steward of public funds, and an innovator of service.



Leading in Public Service - Progress



Status Definitions



Complete: Action is done



On Target:

- Action is ongoing or is completed annually
- Action is in progress and is on target to be complete by target end date
- Action is not yet started but is on target to be complete by target end date









Caution:

- Action is delayed by 1 quarter
- Action is in progress or not yet started, and is flagged as possibly not being completed by target end date



Below Plan: Action is delayed by 2 quarters or more

| Outcome | Expected Results | Strategy | Actions | Service Area | Target End Date | Accomplishments | Variance |
|---|---|--|---|---|-----------------|---|----------|
| The City of London is trusted, open, and accountable in service of our community. | 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. |  Develop a comprehensive Corporate Communications Strategy through research, consultation, and engagement. | <ul style="list-style-type: none"> CMO | 12/31/20 | The Communications Team has developed an initial framework for the overall plan. Draft strategies have been completed for Social Media and Media Relations. | |
| | | |  Implement the Corporate Communications Strategy. | <ul style="list-style-type: none"> CMO | 12/31/23 | | |
| | | |  Develop and deliver a media relations training module. | <ul style="list-style-type: none"> CMO | 12/31/23 | A pilot training session has been developed and will be launched before the end of 2019. | |
| | | |  Establish and facilitate an internal public engagement forum. | <ul style="list-style-type: none"> CMO | 12/31/23 | An internal forum was created, bringing together people who have responsibility for public engagement initiatives. Three sessions will be held by the end of 2019. | |
| | | |  Create a standardized survey to measure resident satisfaction with public engagement. | <ul style="list-style-type: none"> CMO | 12/31/23 | | |
| | | |  Complete a City Planning Outreach and Education Strategy. | <ul style="list-style-type: none"> City Planning | 12/31/21 | Staff are currently doing best practice research and conducting a variety of engagement activities for the City Planning Education and Outreach Strategy. The Strategy is on track to be completed in 2021. | |

| Outcome | Expected Results | Strategy | Actions | Service Area | Target End Date | Accomplishments | Variance |
|---------|------------------|----------|--|---|-----------------|---|----------|
| | | | <p>↑ Implement the City Planning Outreach and Education Strategy.</p> | <ul style="list-style-type: none"> City Planning | 12/31/23 | Staff are currently doing best practice research and conducting a variety of engagement activities for the City Planning Education and Outreach Strategy. In 2019, staff have undergone a variety of education and outreach activities including working with school groups, organizing workshops and panel discussions and investigating the use of different digital engagement tools. The Strategy is on track to be completed by 2021 and the implementation will follow. | |
| | | | <p>↑ Continue to develop and implement enhanced or targeted engagement strategies for London residents to support the Neighbourhood Decision Making Program.</p> | <ul style="list-style-type: none"> NCFS | 12/31/23 | <p>Targeted engagement strategies included:</p> <ul style="list-style-type: none"> Developing engagement committees Hiring Cultural Connectors Translating promotional materials Delivering pop up events in neighbourhoods with previously low participation Circulating promotional information to Ontario Works participants Posting ads on LTC buses | |
| | | | <p>↑ Develop and implement a comprehensive engagement strategy for the Multi-Year Budget and annual updates.</p> | <ul style="list-style-type: none"> F&CS | 12/31/23 | A comprehensive engagement strategy has been developed and is currently being implemented, with more than half a dozen communications channels available for the public to provide feedback on the Multi-Year Budget. | |
| | | | <p>↑ Partner with community organizations for enhanced engagement through the Multi-Year Budget process.</p> | <ul style="list-style-type: none"> F&CS | 12/31/23 | Civic Administration continues to actively partner with community organizations to promote and obtain feedback on the Multi-Year Budget, contributing to more than 1,000 resident interactions for the 2019 Budget Update. | |

| Outcome | Expected Results | Strategy | Actions | Service Area | Target End Date | Accomplishments | Variance |
|--|--|---|---|---|---|---|----------|
| | <p>Improve public accountability and transparency in decision making</p> | <p>Measure and publicly report on corporate performance.</p> | <p>↑ Compile and submit data for defined measures.</p> | <ul style="list-style-type: none"> • CMO | 12/31/23 | <p>The 2018 MBNCanada performance report was released on November 1, 2019 and can be accessed at: http://mbncanada.ca/. On the whole, London performed on par with national partners in the 36 service areas reported.</p> | |
| <p>↑ Update actions and metrics identified in Council's Strategic Plan.</p> | | | <ul style="list-style-type: none"> • CMO | 12/31/23 | <p>The first Strategic Plan progress report goes to the Strategic Priorities and Policy Committee on November 25, 2019.</p> | | |
| <p>↑ Communicate annual citizen perceptions of service delivery, and municipal accomplishments, to the public.</p> | | | <ul style="list-style-type: none"> • CMO | 12/31/23 | <p>In the 2019 Citizen Satisfaction Survey:</p> <ul style="list-style-type: none"> • 38% of respondents mentioned transportation as the most important issue • 93% of respondents believe that quality of life is good • 90% of respondents believe London is welcoming • 89% of respondents satisfied with City services | | |
| | | <p>Increase access to information to support community decision making.</p> | <p>↑ Conduct review of City's Open Data initiative.</p> | <ul style="list-style-type: none"> • CMO | 12/31/19 | <p>In 2019, the Open Data Working Group was reconvened and has taken steps towards releasing a new Open Data Portal by the end of 2019.</p> | |
| <p>↑ Launch City data in a visual and user friendly format.</p> | | | <ul style="list-style-type: none"> • CMO | 12/31/19 | | | |
| <p>↑ Identify and approve new datasets for release.</p> | | | <ul style="list-style-type: none"> • CMO | 12/31/23 | | | |
| <p>↑ Survey community to prioritize datasets for release.</p> | | | <ul style="list-style-type: none"> • CMO | 12/31/23 | | | |

| Outcome | Expected Results | Strategy | Actions | Service Area | Target End Date | Accomplishments | Variance |
|---|---|--|---|---|---|---|----------|
| | <ul style="list-style-type: none"> Build relationships with Indigenous peoples that are respectful, transparent, responsive, and accountable | <ul style="list-style-type: none"> This strategy must be developed in partnership with Indigenous peoples, including local First Nations. | <ul style="list-style-type: none"> ↑ Deliver training sessions - Intercultural Competency Program to City of London Employees. | <ul style="list-style-type: none"> • CMO | 12/31/23 | 90% of managers have completed phase 1 of training. | |
| <ul style="list-style-type: none"> ↑ Actions to be developed in partnership with Indigenous peoples, including local First Nations. | | | <ul style="list-style-type: none"> • CMO | 12/31/23 | | | |
| <ul style="list-style-type: none"> ↑ Implementation of reconciliation plan. | | | <ul style="list-style-type: none"> • MLHU | 12/31/23 | Hosting an Indigenous master's student placement from Oneida, working on data-sharing agreements with First Nations, will be setting up a joint Healthy Babies Healthy Children (HBHC) group that brings together MLHU nurses and nurses from the HBHC programs in the 3 First Nations. Contribute to development of Truth and Reconciliation 2-day workshop for community leaders. | | |
| <ul style="list-style-type: none"> ↑ Health equity staff capacity building. | | | <ul style="list-style-type: none"> • MLHU | 12/31/23 | Having an elder come in to put on 3 Indigenous spiritual wellness days, ICS and Bystander to ally training also ongoing. | | |
| <ul style="list-style-type: none"> ↑ Hire an Indigenous Relations position. | | | <ul style="list-style-type: none"> • CMO | 6/30/20 | | | |
| <ul style="list-style-type: none"> ↑ Develop an internal mechanism to identify and track City-led initiatives supporting reconciliation. | | | <ul style="list-style-type: none"> • CMO | 12/31/20 | | | |

| Outcome | Expected Results | Strategy | Actions | Service Area | Target End Date | Accomplishments | Variance |
|--|---|---|---|---|-----------------|---|----------|
| | <p>Increase the effectiveness of London's strategic advocacy</p> | <p>Promote London's intergovernmental priorities through Municipal Associations.</p> | <p>Support London's representatives on the boards of various municipal associations.</p> | <ul style="list-style-type: none"> CMO | 12/31/23 | Supporting Councillor Hopkins (AMO Board, Chair of Large Urban Caucus) and Councillor Morgan (FCM Board), and Mayor Holder (BCMC, LUMCO). | |
| | | <p>Increase the awareness of, and support of, Council's strategic advocacy priorities.</p> | <p>Develop 2019-2023 Strategic Advocacy Framework.</p> | <ul style="list-style-type: none"> CMO | 6/30/20 | | |
| | | | <p>Implement 2019-2023 Strategic Advocacy Framework.</p> | <ul style="list-style-type: none"> CMO | 12/31/23 | | |
| <p>Londoners experience exceptional and valued customer service.</p> | <p>Increase community and resident satisfaction of their service experience with the City</p> | <p>Create new and/or enhance opportunities for residents and neighbourhood groups to engage on program and service needs.</p> | <p>Continue to support Neighbourhood Hubs by ensuring community centres are safe and welcoming spaces where people can gather and connect, and used as access points for information.</p> | <ul style="list-style-type: none"> NCFS P&R | 12/31/21 | <p>In 2019:</p> <ul style="list-style-type: none"> New literacy elements were added at Kinsmen Recreation Community Centre and Byron Optimist Community Centre contributing to welcoming spaces where people can gather and connect. Free menstrual products are now available at all Community Centres. A hearing loop, which is a sound system for people that are hearing impaired, was added in the Kinsmen Recreation Community Centre computer lab to assist with accessibility. New opportunities for newcomers to gather and connect (cooking program, conversation group) were added at Hamilton Road Seniors Centre and Community Centre. | |
| | | | <p>Continue research and engagement to identify new and emerging program trends.</p> | <ul style="list-style-type: none"> NCFS P&R | 12/31/23 | <p>A number of trends were identified including: increased demand for unstructured programming, increased demand for seniors physical activity programs, and increased demand for youth leadership opportunities.</p> | |








| Outcome | Expected Results | Strategy | Actions | Service Area | Target End Date | Accomplishments | Variance |
|--|---|---|---|---|--|---|----------|
| | | | <p>↑ Increase resident awareness and marketing of parks, recreation, and sport opportunities and information.</p> | <ul style="list-style-type: none"> • NCFS • P&R | 12/31/23 | <p>Utilize the recreation program reminder emails as a marketing tool to update customers on important things happening or departmental changes (i.e. upcoming registration dates, service disruptions, extended hour times and locations, new build updates and opportunities to participate in public feedback forums).</p> <p>Cycling marketing messaging at the bottom of receipts.</p> <p>Expanded use of the autocall system to keep customers up to date in real time about program changes, additions and modifications and to inform them of upcoming opportunities where permitted under provincial and federal legislation.</p> <p>Rebranding Spectrum Catalogue to Recreation Activity Guide to provide clarity for people searching for Recreation Programs.</p> | |
| | <p>▬ Increase responsiveness to our customers</p> | <p>▬ Research and respond to emerging planning trends and issues.</p> | <p>↑ Report on and respond to legislative changes.</p> | <ul style="list-style-type: none"> • City Planning | 12/31/23 | <p>All planning legislation changes affecting planning in London have been reported to City Council, including the More Homes, More Choice Act (Bill 108) and draft changes to the Provincial Policy Statement.</p> | |
| <p>↑ Report on and recommend action for emergent planning issues.</p> | | | <ul style="list-style-type: none"> • City Planning | 12/31/23 | <p>Issues are reviewed and reported on as they arise. Actions will be taken to continue to adapt to changing legislation and policy.</p> | | |
| <p>↑ Continue to develop customer service training initiatives.</p> | | <p>▬ Streamline customer intake and follow-up across the corporation.</p> | <ul style="list-style-type: none"> • CMO | 12/31/23 | | | |
| <p>↑ Develop survey strategy for relevant customer service counters.</p> | | | <ul style="list-style-type: none"> • CMO | 12/31/23 | | | |

| Outcome | Expected Results | Strategy | Actions | Service Area | Target End Date | Accomplishments | Variance |
|---|---|---|--|--|---|--|----------|
| | | | <ul style="list-style-type: none"> Track service request planned completion data in Dynamics CRM. | <ul style="list-style-type: none"> CMO | 12/31/23 | | |
| | | | <ul style="list-style-type: none"> Monitor and Report outcome measures to the Ministry of Children, Community, and Social Services. | <ul style="list-style-type: none"> HSSDH | 6/30/20 | | |
| | | | <ul style="list-style-type: none"> Monitor and update Ontario Works service delivery model. | <ul style="list-style-type: none"> HSSDH | 12/31/23 | The City of London Social Services continues to reorganize resources in order to deliver the best possible service to clients while being responsive to the priorities of the Ministry of Children, Community, and Social Services. | |
| | | | <ul style="list-style-type: none"> Implement continuous improvement initiatives for all major development and building permit review processes. | <ul style="list-style-type: none"> DCS | 12/31/23 | Permit applications now classified based on scope of work. Working towards exclusive electronic permitting process where concurrent reviews can take place, reducing the overall review process timeframes. | |
| | <ul style="list-style-type: none"> Increase efficiency and effectiveness of service delivery | <ul style="list-style-type: none"> Implement customer service standards. | <ul style="list-style-type: none"> Monitor and track Service Request Records. | <ul style="list-style-type: none"> CMO | 12/31/23 | | |
| <ul style="list-style-type: none"> Increase awareness of customer service information and standards. | | | <ul style="list-style-type: none"> CMO | 12/31/23 | | | |
| | | <ul style="list-style-type: none"> Conduct targeted service reviews. | <ul style="list-style-type: none"> Conduct targeted zero-based budget reviews annually. | <ul style="list-style-type: none"> F&CS | 9/30/23 | At least 8 zero-based reviews were completed in 2019, 6 of which resulted in savings of more than \$680,000 to contribute to the Corporation's service review target, with savings from the others being reallocated to address other emerging budget needs. | |
| <ul style="list-style-type: none"> Conduct targeted additional reviews annually. | | | <ul style="list-style-type: none"> F&CS | 12/31/23 | 2 additional reviews were completed that identified \$350,000 to be contributed to the Corporation's service review target. | | |

| Outcome | Expected Results | Strategy | Actions | Service Area | Target End Date | Accomplishments | Variance |
|---------|------------------|---|---|--|-----------------|---|----------|
| | | | <p>↑ Update Council on the service review program through the annual Service Review Update report.</p> | <ul style="list-style-type: none"> F&CS | 12/31/23 | The 2019 Service Review Initiatives Update report was presented to the Strategic Priorities and Policy Committee on September 30, 2019, which provided an overview of the initiatives that were undertaken during the year that resulted in the Corporation exceeding its \$1 million service review target for 2019. | |
| | | <p>— Promote and strengthen continuous improvement practices.</p> | <p>↑ Implement Continuous Improvement Framework.</p> | <ul style="list-style-type: none"> CMO | 12/31/23 | Development Services has made significant success in implementing the Continuous Improvement framework, which has translated to increased efficiency in site plan consultation and applications. | |
| | | | <p>↑ Provide City of London staff with knowledge, tools and resources to build and support a culture of continuous improvement.</p> | <ul style="list-style-type: none"> CMO | 12/31/23 | 227 Employees have received formal Lean training. Standard work, visual management and team huddles have been implemented in some Service Areas giving employees the tools to improve service delivery. The City has worked collaboratively to include ABCs in order to increase their Lean capacity supporting a culture of Continuous Improvement. | |
| | | | <p>↑ Improve corporate processes through Continuous Improvement practices such as rapid improvement events, team huddles and green belt projects.</p> | <ul style="list-style-type: none"> CMO | 12/31/23 | Team Huddles and rapid improvement events are two methods through which teams identify and implement improvements. To date Team Huddles have been implemented in 3 Service Areas and 8 rapid improvements are in progress or have been completed across the Corporation. 80 Employees have been engaged in rapid improvements within their Service Areas. | |
| | | | <p>↑ Review existing processes within Finance that may be informed by annual reporting and annual financial system upgrades.</p> | <ul style="list-style-type: none"> F&CS | 9/30/23 | Multiple processes have been reviewed which include locations for Ontario Works re-payments, process for on-boarding new staff, file transfer protocol between the City and Scotiabank, and the signing authority process. | |

| Outcome | Expected Results | Strategy | Actions | Service Area | Target End Date | Accomplishments | Variance |
|---------|------------------|--|--|--|-----------------|--|----------|
| | | | <ul style="list-style-type: none"> Update and operationalize process improvements. | <ul style="list-style-type: none"> F&CS | 12/31/23 | Multiple process improvements have been implemented to date in 2019, primarily aimed at improving customer experience and modernization for Finance's internal and external clients, which include the introduction of additional locations for Ontario Works re-payments, streamlining documentation required to support new staffing positions, change to file transfer protocol (Scotia Connect), and digitizing signing authority process. | |
| | | | <ul style="list-style-type: none"> Support internal and external customers to complete continuous improvement projects. | <ul style="list-style-type: none"> CMO | 12/31/23 | 72 Improvements have been implemented throughout the Corporation. Improvements can be generated at team huddles or rapid improvement events involving Leadership and staff. | |
| | | <ul style="list-style-type: none"> Demonstrate leadership and accountability in the management and provision of quality programs, and services. | <ul style="list-style-type: none"> Report the results of satisfaction with City services to Council annually. | <ul style="list-style-type: none"> CMO | 9/30/23 | The 2019 Citizen Satisfaction Survey indicates 89% satisfaction with City services. This was reported to the Strategic Priorities and Policy Committee on August 26, 2019. | |
| | | | <ul style="list-style-type: none"> Participate in national benchmarking initiative. | <ul style="list-style-type: none"> CMO | 12/31/23 | The City participates in the Municipal Benchmarking Network of Canada, a partnership between Canadian municipalities who believe in the power of measurement to inspire continuous improvement in the delivery of services to our communities. | |
| | | | <ul style="list-style-type: none"> Include "customer service objective" as a component of individual performance plans. | <ul style="list-style-type: none"> CMO | 12/31/23 | | |

| Outcome | Expected Results | Strategy | Actions | Service Area | Target End Date | Accomplishments | Variance |
|---------|------------------|---|---|--|-----------------|---|----------|
| | | | <ul style="list-style-type: none"> ↑ Train employees on Continuous Improvement practices. | <ul style="list-style-type: none"> • CMO | 12/31/23 | Varying degrees of Lean training have been developed and made available to all employees and Leaders within the Corporation. Leader Orientation, White and Yellow Belt training are offered through i-Learn. Our continuous improvement website now features a method that employees can use to suggest opportunities for improvement and solutions to be implemented. Leader standard work, team huddles and audits have been implemented to support sustainability of improvements. | |
| | | <ul style="list-style-type: none"> — Accommodate long-term space needs for the City of London and optimize service delivery locations. | <ul style="list-style-type: none"> ↑ Develop Business Case for the consolidation of Civic Administrative Space for inclusion in the 2020-2023 Multi-year Budget. | <ul style="list-style-type: none"> • F&CS | 12/31/19 | A business case to develop new administrative space and consolidate occupancy through the implementation of a master accommodation plan will be included in the 2020-2023 Multi-Year Budget for Council's consideration. | |
| | | <ul style="list-style-type: none"> — Improve animal welfare by encouraging more animal adoption. | <ul style="list-style-type: none"> ↑ Foster partnerships with individuals and community groups to enhance adoption opportunities for companion animals. | <ul style="list-style-type: none"> • DCS | 12/31/23 | Partnered with 2 additional animal rescues in 2019. Now at a total of 25 Approved Fostering Organizations that engage in City of London Animal Welfare programs. Additionally the City has involvement in three adoption locations. Two operated by LACC 1) 121 PineValley Blvd., 2) 756 Windermere Rd. (Catty Shack), 3) Space at Oxbury Mall - operated by Art 4 Animals. | |
| | | <ul style="list-style-type: none"> — Improve residents' satisfaction with winter road and sidewalk maintenance. | <ul style="list-style-type: none"> ↑ Execute winter maintenance level of service. | <ul style="list-style-type: none"> • EES | 6/30/23 | Budget business case prepared for greater winter maintenance support. | |
| | | | <ul style="list-style-type: none"> ↑ Implement communications and education related to service levels. | <ul style="list-style-type: none"> • EES | 6/30/22 | Preparation of communications strategies for the upcoming season is underway. | |

| Outcome | Expected Results | Strategy | Actions | Service Area | Target End Date | Accomplishments | Variance |
|---|---|---|--|--------------|---|--------------------------------------|----------|
| | Reduce barriers to access city services and information | Enhance collaboration between Service Areas and community stakeholders to assist residents to access services and supports. |  Develop and implement processes for better information sharing across Service Areas; including tracking cross functional teams, and tools for collaboration. | • CMO | 12/31/23 | | |
|  Track and update Social Services / Housing training tracking report. | | | • HSSDH | 12/31/23 | Through the partnership with Homeless Prevention, Housing division staff attended training focused on Trauma Informed Approach, Healing Centered Engagement and Self Care and Motivational Interviewing. | | |
|  Participate in annual inter-departmental initiatives to enhance customer service. | | | • HSSDH | 12/31/19 | <p>New connectivity and collaboration between Housing, Homeless Prevention, and Social Services has resulted in the opportunity to identify and support some of the community's most vulnerable in more effective ways.</p> <p>Through an innovative partnership between Social Services and Finance and Corporate Services, those on Social Assistance have benefited from an expanded Cheque Encashment program that increased protections against fraudulent activity and provided alternatives for clients to cash their cheques other than a pay day loan establishment.</p> | | |
| | Implement the 2018 to 2021 Multi Year Accessibility Plan. | |  Annual Status Updates. | • CMO | 12/31/19 | 2018 annual status report completed. | |
|  Accessibility Compliance Report. | | | • CMO | 12/31/23 | 2018 annual compliance report completed. | | |
|  Develop 2022 - 2025 Multi Year Accessibility Plan. | | | • CMO | 12/31/21 | | | |
|  Implement 2022 - 2025 Multi Year Accessibility Plan. | | | • CMO | 12/31/23 | | | |

| Outcome | Expected Results | Strategy | Actions | Service Area | Target End Date | Accomplishments | Variance |
|---------|--|--|--|--|-----------------|--|----------|
| | | <ul style="list-style-type: none"> Implement ways to improve access to services and information. | <ul style="list-style-type: none"> Collaborate with departments and divisions in bringing additional services to customer service counters. | <ul style="list-style-type: none"> P&R CMO | 12/31/23 | <p>Introduced acceptance of payments for Parks Planning Commemorative Program at 7 customer service counters.</p> <p>Introduced acceptance of payments for Forestry Tree Permits at 7 customer service counters.</p> <p>Expanded Ontario Works/Discretionary Benefits repayments from Citi Plaza to 2 other customer service locations (South London Community Pool and North London Optimist Community Centre).</p> | |
| | | | <ul style="list-style-type: none"> Engage internal stakeholders in translating tools and resources. | <ul style="list-style-type: none"> CMO | 12/31/23 | | |
| | | | <ul style="list-style-type: none"> Continue to implement Service London initiatives. | <ul style="list-style-type: none"> CMO | 12/31/23 | CRM / Portal Enhancements 2.0 Complete; CRM Phase 5 targeting Q4, 2019 Completion. | |
| | | | <ul style="list-style-type: none"> Increase education about and awareness and use of service channels to make sure that people are getting the service they need when they need it. | <ul style="list-style-type: none"> CMO | 12/31/23 | | |
| | | | <ul style="list-style-type: none"> Develop a policy for use of digital billboards and promote their availability. | <ul style="list-style-type: none"> CMO | 12/31/23 | A policy guiding the use of digital billboards has been created. | |
| | <ul style="list-style-type: none"> Increase the use of technology to improve service delivery | <ul style="list-style-type: none"> Continue to maintain, build, and enhance a high-performing and secure computing environment. | <ul style="list-style-type: none"> Review, investigate and successfully resolve technical service requests and incidents. | <ul style="list-style-type: none"> CMO | 12/31/19 | Information technology services (ITS) successfully resolved 15,869 service requests and 5,635 incidents ensuring the delivery of a high performing and secure computing environment. | |
| | | | <ul style="list-style-type: none"> Perform tens of thousands of tasks annually resulting in the successful delivery of a managed computing environment. | <ul style="list-style-type: none"> CMO | 12/31/19 | ITS delivered 35,585 technological tasks resulting in the 99.97% availability of our core computing environment. | |

| Outcome | Expected Results | Strategy | Actions | Service Area | Target End Date | Accomplishments | Variance |
|--|---|---|--|--------------|-----------------|--|----------|
| | | | <p>After each customer interaction through the incident and service request processes, ITS requests qualitative feedback on service performance. ITS receives over 2000 responses per year that are reviewed and analyzed to support service improvement.</p> <p>↑</p> | • CMO | 12/31/19 | ITS achieved a 97.7% customer satisfaction rating based on 3,493 survey responses. | |
| The City of London is a leader in public service as an employer, a steward of public funds, and an innovator of service. | <p>— Increase the diversity of the city's workforce</p> | <p>— Update and implement an Equity and Inclusion Plan.</p> | <p>Update to City Council - metrics and activities associated with workforce diversity/demographics and the implementation of the Workplace Diversity and Inclusion Plan.</p> <p>↑</p> | • CMO | 3/31/23 | Update reports to City Council completed. | |
| | | | <p>↑ Develop and Finalize updated 2021 to 2026 Equity and Inclusion Plan .</p> | • CMO | 12/31/20 | | |
| | | | <p>↑ Implement updated 2021 to 2026 Equity and Inclusion Plan.</p> | • CMO | 12/31/26 | | |
| | <p>— Attract and retain a talented workforce</p> | <p>— Develop and implement a People Plan.</p> | <p>↑ Develop and Finalize People Plan and Metrics.</p> | • CMO | 3/31/20 | People Plan employee input survey, focus groups and data collection completed. | |
| | | | <p>↑ Implement People Plan.</p> | • CMO | 12/31/23 | | |
| | <p>— Maintain a safe and healthy workplace</p> | <p>— Develop and implement a People Plan.</p> | <p>↑ Develop and Finalize People Plan and Metrics.</p> | • CMO | 3/31/20 | | |

| Outcome | Expected Results | Strategy | Actions | Service Area | Target End Date | Accomplishments | Variance |
|---|--|--|--|--|--|--|----------|
| | | | <ul style="list-style-type: none"> Implement People Plan. | <ul style="list-style-type: none"> CMO | 3/31/20 | | |
| | <ul style="list-style-type: none"> Maintain London's finances in a transparent and well-planned manner to balance equity and affordability over the long term | <ul style="list-style-type: none"> Plan, conduct, and support annual internal and external audits. | <ul style="list-style-type: none"> Support external auditors through the financial statement audit process. | <ul style="list-style-type: none"> F&CS | 6/30/23 | 2018 year end audit completed and signed off June 26, 2019 by the City's external auditor, with 2019 year end planning already underway with the external auditor. | |
| <ul style="list-style-type: none"> Support internal auditors in executing the internal audit plan. | | | <ul style="list-style-type: none"> F&CS | 12/31/23 | 6 internal audits are underway by Deloitte as outlined in the approved 2019 internal audit plan. | | |
| | | <ul style="list-style-type: none"> Continue to ensure the strength and sustainability of London's finances. | <ul style="list-style-type: none"> Complete annual review process by Moody's Investor Services. | <ul style="list-style-type: none"> F&CS | 12/31/23 | The 2019 Moody's review has been completed, with the City of London retaining the Aaa credit rating for the 43rd consecutive year. | |
| <ul style="list-style-type: none"> Develop and approve the 2020-2023 Multi-Year Budget and annual updates. | | | <ul style="list-style-type: none"> F&CS | 3/31/23 | Development of the 2020-2023 Multi-Year Budget is currently well underway, with tabling of the budget expected at the Strategic Priorities and Policy meeting on December 9, 2019. | | |
| <ul style="list-style-type: none"> Implement the Corporation's approved financial policies. | | | <ul style="list-style-type: none"> F&CS | 12/31/23 | The Corporation's financial policies continue to be reviewed annually, and adherence with those policies is monitored on an ongoing basis. | | |
| | | | | | | | |

| Outcome | Expected Results | Strategy | Actions | Service Area | Target End Date | Accomplishments | Variance |
|---------|------------------|---|--|--|-----------------|--|----------|
| | | <ul style="list-style-type: none"> Establish and monitor targets for reserves and reserve funds. | <ul style="list-style-type: none"> Report to Council on the establishment and monitoring of reserve and reserve fund targets. | <ul style="list-style-type: none"> F&CS | 12/31/23 | Targets have been established for the Corporation's reserves where appropriate, while targets for the Capital Asset Renewal and Replacement category of reserve funds will be brought forward for Council's consideration in 2020. | |
| | | <ul style="list-style-type: none"> Maximize investment returns, adhering to the City's investment policy. | <ul style="list-style-type: none"> Implement and monitor the City's investment strategy. | <ul style="list-style-type: none"> F&CS | 12/31/23 | A comprehensive investment strategy has been developed and is in the process of being implemented with the aim of enhancing investment returns while still maintaining liquidity and security of the capital invested. | |
| | | | <ul style="list-style-type: none"> Update Council on investment performance through the annual Investment Report. | <ul style="list-style-type: none"> F&CS | 9/30/23 | The 2018 Investment Report was received by Council on July 30, 2019. | |
| | | <ul style="list-style-type: none"> Review and update the City's financial strategic planning, principles, and policies. | <ul style="list-style-type: none"> Review the Corporation's financial policies annually. | <ul style="list-style-type: none"> F&CS | 6/30/23 | The Corporation's financial policies continue to be reviewed annually, and adherence with those policies is monitored on an ongoing basis. | |
| | | | <ul style="list-style-type: none"> Update the Corporation's Strategic Financial Plan. | <ul style="list-style-type: none"> F&CS | 12/31/21 | Preliminary work has commenced on the update to the Corporation's Strategic Financial Plan. | |
| | | <ul style="list-style-type: none"> Develop and monitor the Multi-Year Budget to align financial resources with Council's Strategic Plan. | <ul style="list-style-type: none"> Develop and approve the 2020-2023 Multi-Year Budget and annual updates. | <ul style="list-style-type: none"> F&CS | 3/31/23 | Development of the 2020-2023 Multi-Year Budget is currently well underway, with tabling of the budget expected at the Strategic Priorities and Policy meeting on December 9, 2019. | |

| Outcome | Expected Results | Strategy | Actions | Service Area | Target End Date | Accomplishments | Variance |
|---------|------------------|--|---|--|-----------------|--|----------|
| | | | <ul style="list-style-type: none"> Regularly monitor budget performance through the semi-annual Operating and Capital Budget Monitoring Reports. | <ul style="list-style-type: none"> F&CS | 12/31/23 | Semi-annual operating and capital budget monitoring reports completed, with the 2019 Mid Year Operating and Capital Monitoring reports presented to the Corporate Services Committee on September 24, 2019. | |
| | | <ul style="list-style-type: none"> Adhere to City of London limit on authorized debt (internal debt cap). | <ul style="list-style-type: none"> Review the City's internal debt cap annually. | <ul style="list-style-type: none"> F&CS | 12/31/23 | The Corporation continues to adhere to its current internal property tax supported debt cap of \$26 million/year on average. | |
| | | | <ul style="list-style-type: none"> Develop and approve the 2020-2023 Multi-Year Budget and annual updates. | <ul style="list-style-type: none"> F&CS | 3/31/23 | Development of the 2020-2023 Multi-Year Budget is currently well underway, with tabling of the budget expected at the Strategic Priorities and Policy meeting on December 9, 2019. | |
| | | <ul style="list-style-type: none"> Develop tax policy to align with Council priorities of the Strategic Plan. | <ul style="list-style-type: none"> Report out to Council on the impact of tax policy on property classes. | <ul style="list-style-type: none"> F&CS | 6/30/19 | 2019 Tax Policy approved by Municipal Council on May 7, 2019. | |
| | | | <ul style="list-style-type: none"> Develop future tax policy objectives. | <ul style="list-style-type: none"> F&CS | 6/30/20 | Civic Administration brought forward a report to the Corporate Services Committee on October 22, 2019, which addressed a number of items that may impact tax policy such as ratio setting for the farm property class, parking and vacant land, and subclass reductions. | |
| | | | <ul style="list-style-type: none"> Implement tax policy through the setting of property class tax ratios. | <ul style="list-style-type: none"> F&CS | 6/30/23 | 2019 Tax Policy approved by Municipal Council on May 7, 2019 which set tax ratios for 2019. | |

| Outcome | Expected Results | Strategy | Actions | Service Area | Target End Date | Accomplishments | Variance |
|--|---|---|---|---|--|--|----------|
| | <p>Enhance the ability to respond to new and emerging technologies and best practices</p> | <p>Deliver and maintain innovative digital solutions to increase efficiency and effectiveness across the Corporation.</p> | <p>Digital solutions are reviewed and ranked by the Corporate IT steering committee through an established criteria and process. Digital solutions are then managed and updated through the ITS project management methodology across the project lifecycle: Initiation, Planning, Execution, Monitoring and Closing.</p> | <ul style="list-style-type: none"> CMO | 12/31/19 | ITS has delivered 33 digital solutions in 2019 improving corporate efficiency and effectiveness. | |
| <p>As part of the ITS project management methodology, all ITS projects require the completion of a lessons learned review for the purpose of enhancing project management.</p> | | | <ul style="list-style-type: none"> CMO | 12/31/19 | Through a Deloitte audit, ITS has been identified as a Corporate leader in Project Management. ITS has delivered 33 lessons learned reviews in 2019. | | |
| <p>As part of the ITS project management methodology, all ITS application projects undergo a success review to address the connection of project scope to delivered solutions through an Efficiency and Effectiveness lens.</p> | | | <ul style="list-style-type: none"> CMO | 12/31/19 | A monthly report highlighting the completed application projects is presented Information Technology Steering Committee (ITSC). | | |
| <p>All ITS resources are expected to account for labour on an hourly basis. This process allows for a labour focus aggregation and review from which management then makes allocation decisions to maximize project labour without impacting operations.</p> | | | <ul style="list-style-type: none"> CMO | 12/31/19 | ITS line managers, Business System Analysts and Hardware Service Technicians must account for their time on an hourly basis based on task assignment. This insight into labour allocation allows for focused follow-up should time waste be occurring while also providing aggregated information to support business planning, scheduling and strategic pivots. | | |

| Outcome | Expected Results | Strategy | Actions | Service Area | Target End Date | Accomplishments | Variance |
|---------|------------------|----------|---|--|-----------------|---|----------|
| | | | <p>↑ Work in partnership and collaboration with our internal and external enforcement agencies to reduce physical records (Paperless trials).</p> | <ul style="list-style-type: none"> • L&CS | 12/31/19 | | |
| | | | <p>↑ Work in partnership and collaboration with our internal and external enforcement agencies to reduce physical records (Disclosure requests available electronically).</p> | <ul style="list-style-type: none"> • L&CS | 12/31/19 | | |
| | | | <p>↑ Develop foundational requirements for converting to digital application tracking from manual processes.</p> | <ul style="list-style-type: none"> • DCS | 3/31/20 | RFP completed and consultant retained to establish foundational requirements to move to digital tracking. | |
| | | | <p>↑ Complete foundational requirements for converting to digital application tracking from manual processes.</p> | <ul style="list-style-type: none"> • DCS | 12/31/20 | RFP completed and consultant retained to establish foundational requirements to move to digital tracking. | |
| | | | <p>↑ Implement preferred software solution for digital application tracking.</p> | <ul style="list-style-type: none"> • DCS | 6/30/23 | Work with vendor to identify a solution once existing processes and business requirements document completed. | |