

<b>TO:</b>	<b>CHAIR AND MEMBERS STRATEGIC PRIORITIES AND POLICY COMMITTEE MEETING ON JUNE 23, 2020</b>
<b>FROM:</b>	<b>LYNNE LIVINGSTONE CITY MANAGER</b>
<b>SUBJECT:</b>	<b>STRATEGIC PLAN: SEMI-ANNUAL PROGRESS REPORT</b>

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

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

<b>BACKGROUND</b>
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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 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 progress being made and how this work is having an impact in the community.

This report presents the May 2020 Semi Annual Progress Report for the 2019-2023 Strategic Plan, which will be available online at [www.london.ca/stratplan](http://www.london.ca/stratplan), on June 23, 2020.

### **Semi-Annual Progress Report**

The purpose of the Semi-Annual Progress Report 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 end 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. The four status indicators are:

- **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.

### **May 2020 Semi-Annual Progress Report**

The May 2020 Progress Report is attached Appendix A.

**As of May 2020, 88.0% of all actions are complete or on target.** The percentage of completed actions has increased by 5.7% since November 2019.

	November 2019	May 2020
<b>Complete</b>	20 (3.5%)	<b>54 (9.2%)</b>
<b>On Target</b>	559 (96.5%)	<b>462 (78.8%)</b>
<b>Caution</b>	0 (0.0%)	<b>46 (7.9%)</b>
<b>Below Plan</b>	0 (0.0%)	<b>0 (0.0%)</b>
<b>Not Defined*</b>	n/a	<b>24 (4.1%)</b>
<b>Total</b>	<b>579</b>	<b>586**</b>

\*The status 'Not Defined' has been added for this reporting period for those instances where the lead organization was unable to provide an update during this reporting period.

\*\*The total number of actions in the Implementation Plan has increased from 579 to 586. Two duplicates were removed and nine additional actions have been added.

Since the November 2019 Semi Annual Progress Report the number of actions marked as "caution" (actions behind by one quarter or three months or actions that are in progress or not yet started that are flagged as possibly not being completed by the target end date) has increased by 7.9%.

There are several instances where a "caution" status indicator is noted due to changing project scope and/or requirements as well as Multi-Year Budget decisions. However, the majority of actions with a "caution" status reflect the impacts of COVID-19. Factors include: delayed and/or impacted public consultations and engagement; changing priorities resulting from shift to minimal operations and essential services; field work restrictions and other provincial orders; delay and/or cancellation of planned activities and events.

The impacts of COVID-19 have also been noted throughout the report where actions remain 'on target'. These are annual activities where the planned actions for the reporting period are continuing, however, a variance has been noted to acknowledge adjustments that have been made to accommodate the impacts of COVID-19.

In response to the COVID-19 pandemic, the Middlesex-London Health Unit Health has initiated a comprehensive incident management (IMS) response and has redeployed a majority of staff to support COVID-19 related assignments. In addition, MLHU has continued to provide prioritized essential services to the community. As a result of this work the organization was unable to participate during this reporting period.

#### Additional Actions

In order to support the implementation of Council's 2019-2023 Strategic Plan, nine new actions have been added to the Semi-Annual Progress Report. Following is a summary of these actions.

<b>Building a Sustainable City</b>			
<b>New action</b>	<b>Link to Strategic Plan</b>	<b>Action Service Area</b>	<b>Page #</b>
Complete actions assigned to Conservation Authorities between 2020 and 2023.	<b>Outcome:</b> London's infrastructure is built, maintained, and operated to meet the long-term needs of our community. <b>Expected Result:</b> Build infrastructure to support future development and protect the environment. <b>Strategy:</b> Work with multi-sectors to finalize the Climate Change/Severe Weather Adaptation Strategy for London's built infrastructure.	Conservation Authorities	53
Continue to add new conservation areas or expand the use of existing conservation areas, as the city grows.	<b>Outcome:</b> London's infrastructure is built, maintained, and operated to meet the long-term needs of our community. <b>Expected Result:</b> Build infrastructure to support future development and protect the environment. <b>Strategy:</b> Renew, expand, and develop parks and recreation facilities, and conservation areas in appropriate locations to address existing gaps.	Conservation Authorities	54

Continue to invest in maintaining Conservation Authority assets.	<b>Outcome:</b> London's infrastructure is built, maintained, and operated to meet the long-term needs of our community. <b>Expected Result:</b> Manage the infrastructure gap for all assets. <b>Strategy:</b> Prioritize investment in assets to implement the Asset Management Plan.	Conservation Authorities	59
Complete Conservation Authority led low impact development (LID) projects, education and awareness initiatives.	<b>Outcome:</b> London's growth and development is well planned and sustainable over the long term. <b>Expected Result:</b> Improve London's resiliency to respond to potential future challenges. <b>Strategy:</b> Advance sustainability and resiliency strategies.	Conservation Authorities	60
Provide opportunities for public environmental education.	<b>Outcome:</b> London has a strong and healthy environment. <b>Expected Result:</b> Increase community knowledge and action to support the environment. <b>Strategies:</b> Increase community environmental outreach for the built environment through CityGreen.	Conservation Authorities	66
Undertake actions to conserve natural areas and features.	<b>Outcome:</b> London has a strong and healthy environment. <b>Expected Result:</b> Protect and enhance waterways, wetlands, and natural areas. <b>Strategy:</b> Implement strategies, policies, and programs to conserve natural areas and features.	Conservation Authorities	68
Share progress made towards implementing the next CEAP.	<b>Outcome:</b> London has a strong and healthy environment. <b>Expected Result:</b> Conserve energy and increase actions to respond to climate change and severe weather. <b>Strategies:</b> Work with multi-sectors to develop and implement the next Community Energy Action Plan (CEAP).	Conservation Authorities	72
Undertake annual flood forecast and warning system update.	<b>Outcome:</b> London has a strong and healthy environment. <b>Expected Result:</b> Conserve energy and increase actions to respond to climate change and severe weather. <b>Strategy:</b> Update flood forecast and warning system to address a changing climate.	Conservation Authorities	72
<b>Creating a Safe London for Women and Girls</b>			
Deliver enhanced Respectful Workplace training.	<b>Outcome:</b> London has enhanced the potential for women and girls to live safe lives. <b>Expected Result:</b> 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. <b>Strategy:</b> 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.	City Manager's Office (CMO)	98

<b>CONCLUSION</b>
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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 May 2020 Semi Annual Progress Report demonstrates that progress is being made and substantial work is occurring to advance Council's vision, mission and strategies areas of focus. It is an important tool that allows the community, Council and Administration to track progress and monitor implementation of Council's Strategic Plan.

<b>PREPARED AND SUBMITTED BY:</b>	<b>RECOMMENDED BY:</b>
<b>ROSANNA WILCOX DIRECTOR, SERVICE, INNOVATION AND PERFORMANCE</b>	<b>LYNNE LIVINGSTONE CITY MANAGER</b>

cc.           Senior Management Team  
              Strategic Thinkers Table

# Appendix "A"



## May 2020 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

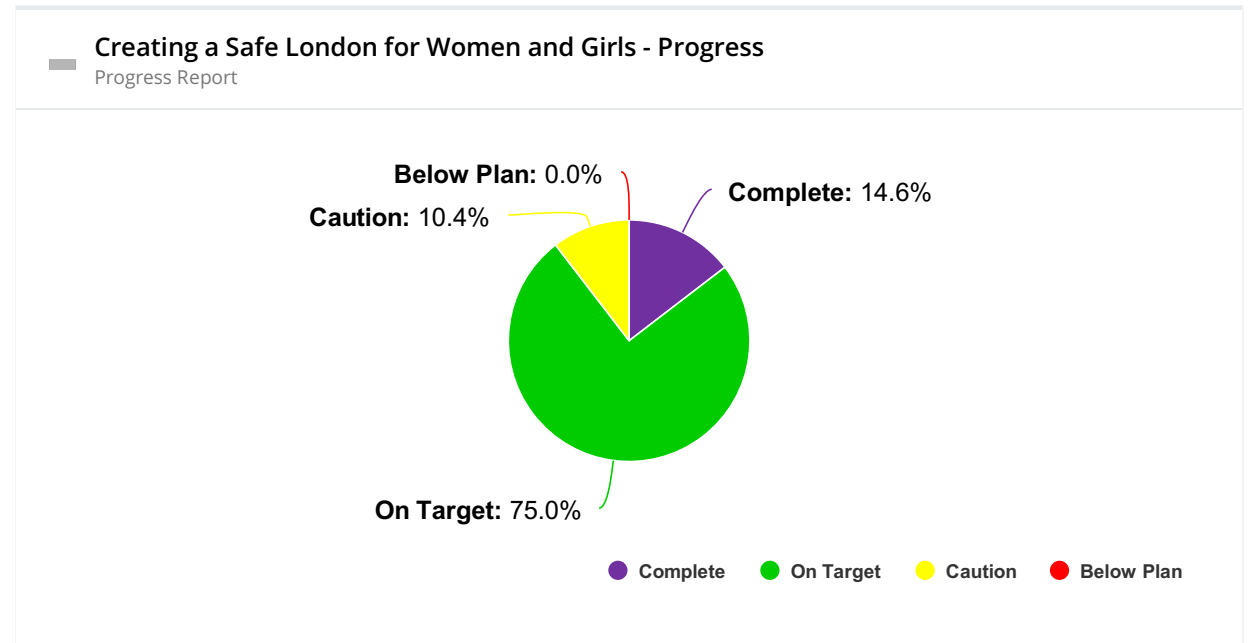
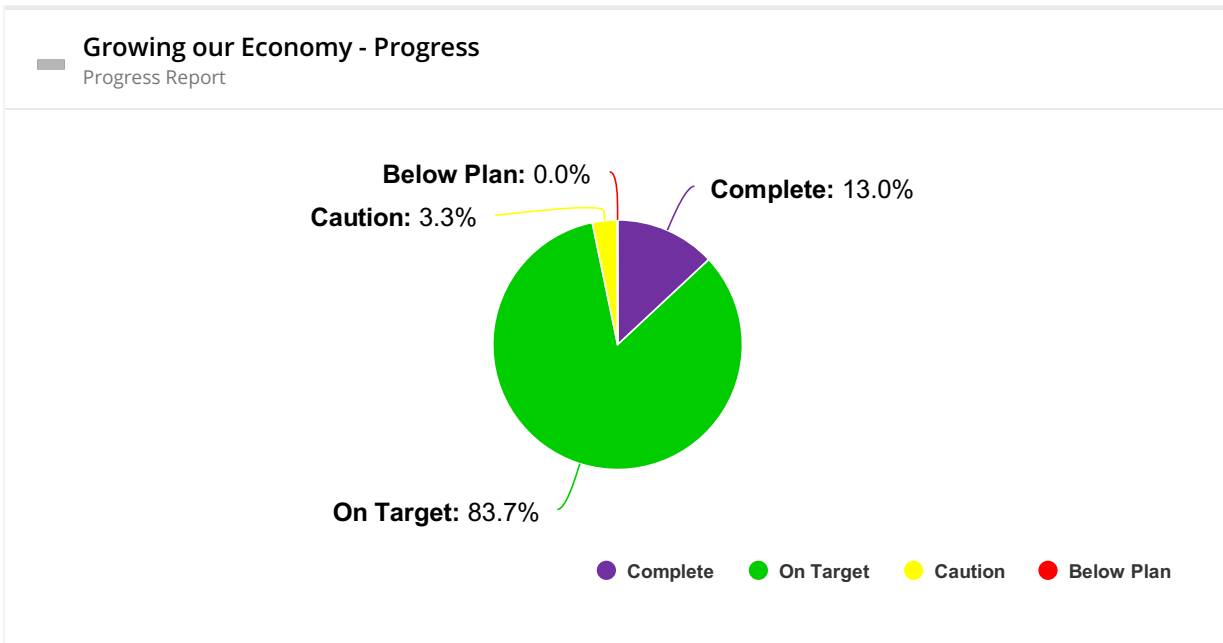
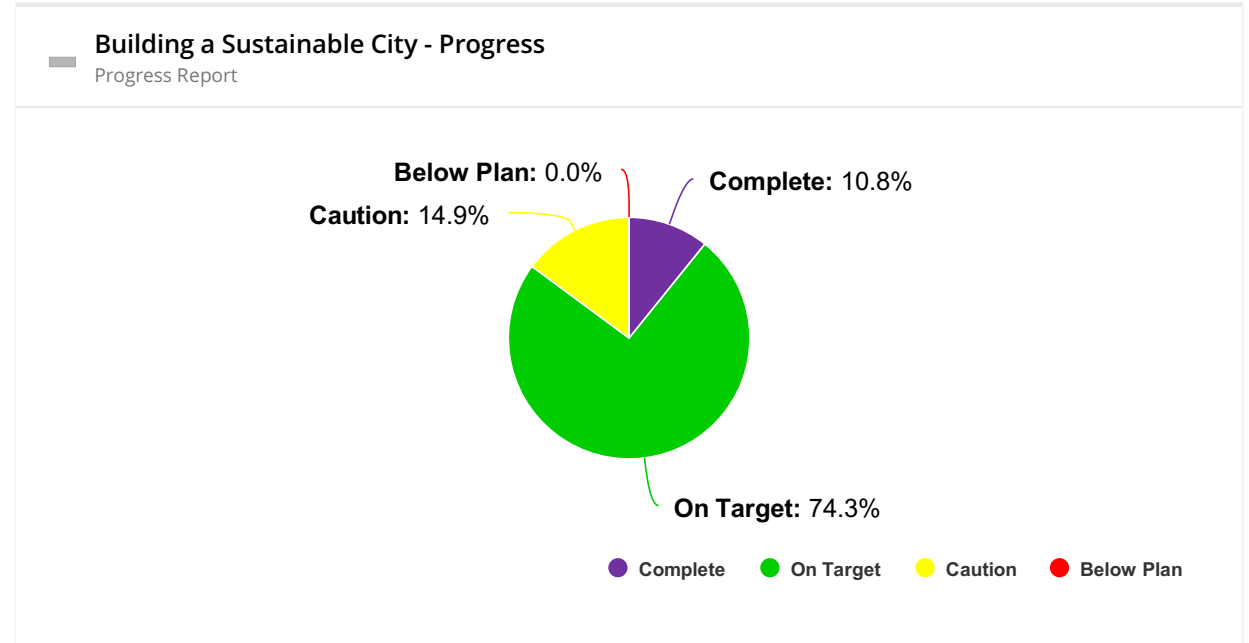
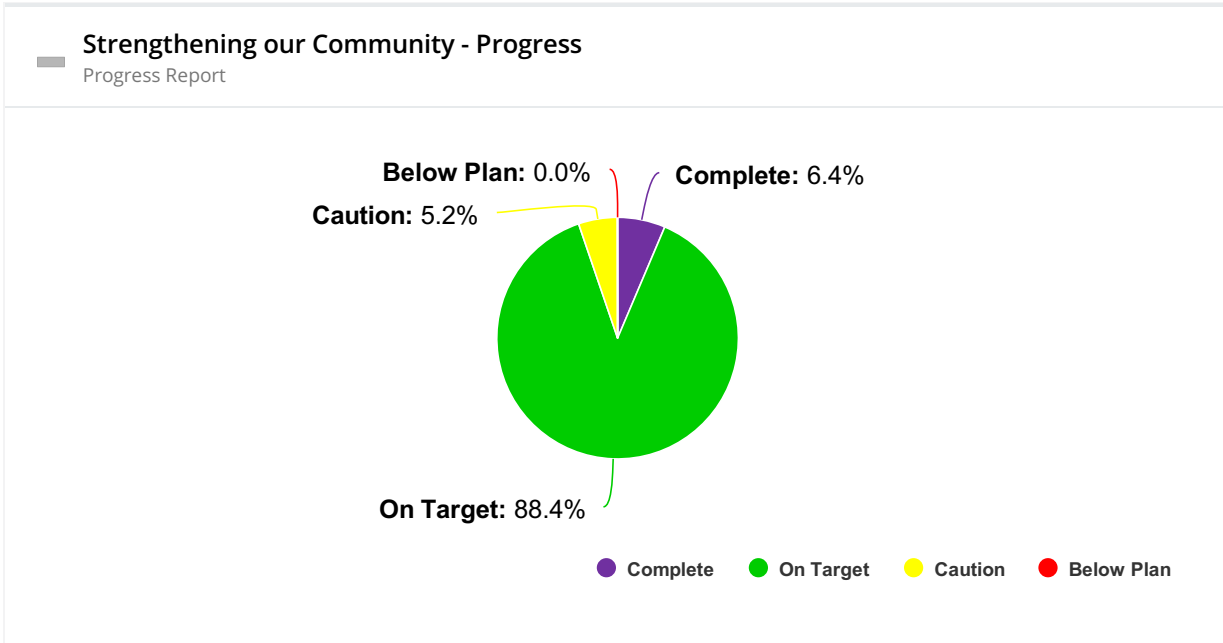
- **Variance:** in cases where actions have been delayed due to shifting priorities or emerging circumstances, an explanation is included.
- **Accomplishments:** high-level achievements such as key performance indicators from Business Plans, etc., have been included in this report.
- **Service Area:** 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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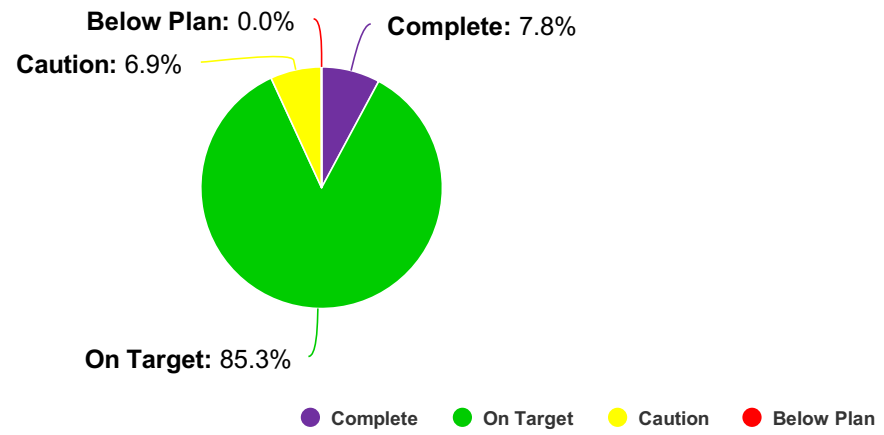
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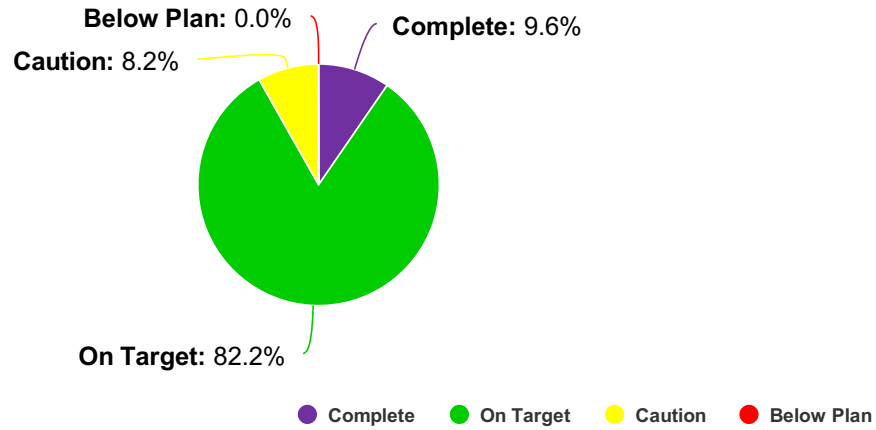


## Leading in Public Service - Progress

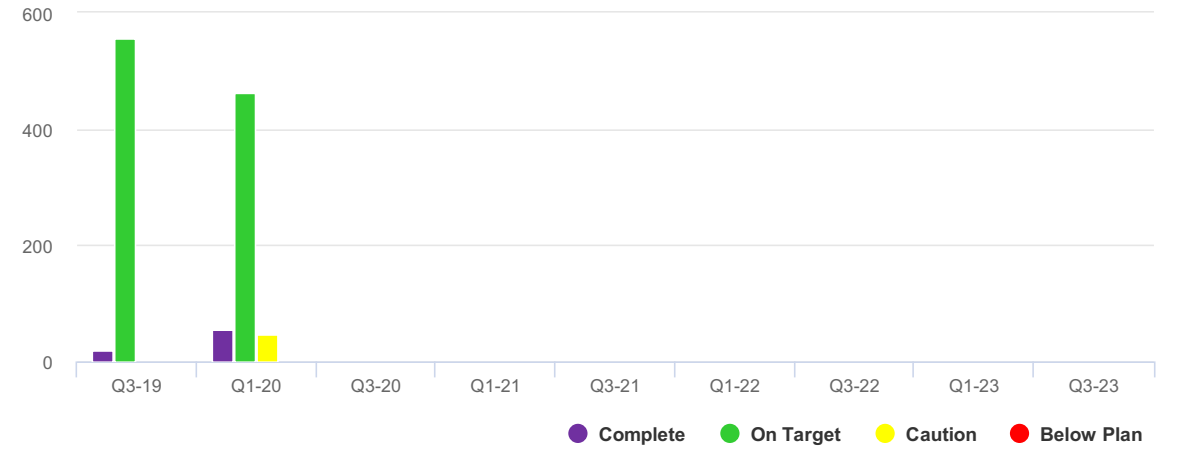
Progress Report



### Strategic Plan - Results



### Progression over time



### Metric Data

Last Calculated a few seconds ago

Period	Status	Complete	On Target	Caution	Below Plan
Q3-19	Not Defined	20	557	0	0
Q1-20	Not Defined	54	462	46	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

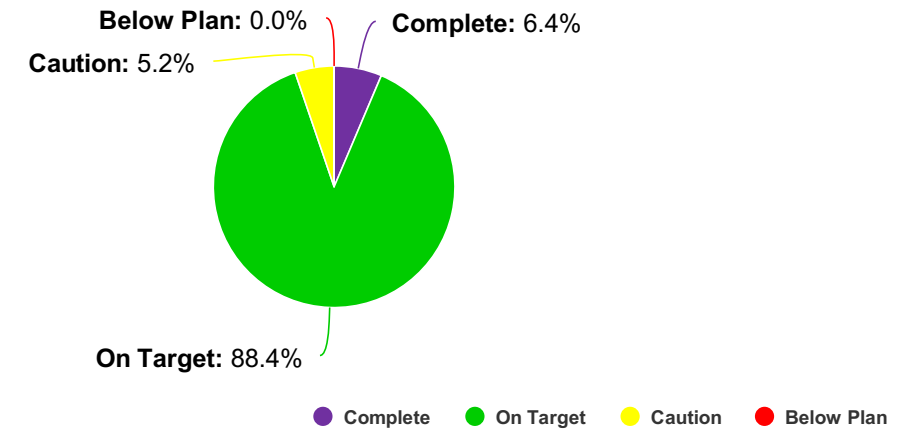
OUTCOMES:

- 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

Progress Report



### Status Definitions



**Complete:** Action is done



**On Target:**

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**Caution:**



- Action is delayed by 1 quarter
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**Below Plan:** Action is delayed by 2 quarters or more

Expected Results	Strategies	Actions	Action Service Area	Action Target End Date	Action Accomplishments	Action Variance
OUTCOMES						
Londoners have access to the supports they need to be successful.						
Increase affordable and quality housing options	Establish and revitalize community housing through a Regeneration Plan.	 Develop and implement LMCH's Community Development and Tenant Engagement Strategy.	<ul style="list-style-type: none"> <li>LMCH</li> </ul>	12/31/23	On target for 2020 with work being done through social regeneration approach.	
		 Develop and implement LMCH's Regeneration Strategy.	<ul style="list-style-type: none"> <li>LMCH</li> </ul>	12/31/23	On target for 2020, LMCH has achieved its additional revenue source. In 2019, LMCH partnered with CMHA, the City's Homeless Prevention and Housing Service areas to establish a Housing with Support program for individuals on the City's Coordinated Access List. This partnership has resulted in LMCH's first additional revenue source through rent supplements while providing homes for supportive housing.	
		 Explore alternative corporate structures, including; Articles of Incorporation and Shareholder Declaration.	<ul style="list-style-type: none"> <li>LMCH</li> </ul>	6/30/20	Strategic Metric will require revision based on more realistic measures and to align with the Multi-Year Budget discussion/funding, which anticipated 50 units by 2023. Future units will be increasing beyond 2023 timelines.	LMCH has experienced several significant challenges that have impacted this action; several changes in senior leadership positions, reconfiguration to interim Board appointments and the importance to focus on core business activities such as vacancy management. Suggested new target date of December 31, 2021.






Expected Results	Strategies	Actions	Action Service Area	Action Target End Date	Action Accomplishments	Action Variance
	<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"> <li>• HSSDH</li> </ul>	<p>12/31/23</p>	<p>Implementation of Coordinated Access System is on track. A Coordinated Access Manager has been hired. Implementation of the Homeless Prevention front counter pilot is ongoing with approximately 100 calls per week being received. Community work to establish a community coordinated access priority list is complete and implementation will happen in Q2.</p>	
		<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"> <li>• HSSDH</li> </ul>	<p>12/31/23</p>	<p>All Housing allowance dollars are allocated and being spent. This 2020 allocation for the program is expected to be fully expended by December.</p>	
		<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"> <li>• HSSDH</li> <li>• HDC</li> </ul>	<p>12/31/23</p>	<p>72 Unit supportive housing project approved in 2020. Construction and occupancy of units expected in 18-24 months. City has access to 36 units of this development. Individuals from the City's Coordinated Access List will be matched to these units.</p>	
		<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"> <li>• HDC</li> </ul>	<p>12/31/23</p>	<p>Action on new specialized units is progressing. The first units will be at Indwell project at 744 Dundas St.</p>	<p>Efforts will be made to integrate this action within broader housing development and support plans.</p>
		<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"> <li>• HDC</li> </ul>	<p>12/31/23</p>	<p>Work is progressing with new units approved in 2020. Two new projects have started construction of approximately 90 additional units based on current project approvals.</p>	








Expected Results	Strategies	Actions	Action Service Area	Action Target End Date	Action Accomplishments	Action Variance
	<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"> <li>• HSSDH</li> </ul>	<p>12/31/23</p>	<p>Housing Services completed the development of a local portable housing benefit named the Community Housing Bridge Program (CHBP) and began offering this opportunity in May 2020. This portable housing allowance is available to individuals and families that are currently on the social housing waitlist.</p> <p>The CHBP is a portable allowance paid directly to the participant, which allows participants greater choice in where they live while they remain active on the waitlist for social housing.</p> <p>The CHBP will provide financial support for up to three years until social housing is obtained or the participant is no longer in need of social housing.</p> <p>Regular updates of this initiative have been provided through the Housing Quarterly Report.</p>	
		<p> Develop and implement the Homeless Prevention and Housing Plan for London &amp; Middlesex County.</p>	<ul style="list-style-type: none"> <li>• HSSDH</li> <li>• HDC</li> </ul>	<p>12/31/23</p>	<p>Council approved Housing Stability Action Plan (December 2019) is guiding a municipal housing lead table (Housing Services, Homeless Prevention, HDC and LMCH), a Civic Administration Stakeholder table, and work done by and in partnership with community agencies and other sectors.</p> <p>Through the Housing Quarterly Reports (January 21, 2020 and April 28, 2020), an overview of initiatives and progress as it relates to the four strategic pillars of the Housing Stability Action Plan has been provided to Council.</p>	

Expected Results	Strategies	Actions	Action Service Area	Action Target End Date	Action Accomplishments	Action Variance
		 Improve and implement LMCH's tenant survey.	<ul style="list-style-type: none"> <li>LMCH</li> </ul>	3/31/20	LMCH partnered with the City in the City-led initiative with King's University College City Studio to measure resiliency through a tenant survey. 350 tenants responded to the survey and the data will be used by City's Housing Services to inform the development of a housing readiness assessment.	
		 Complete LMCH's 2017-2020 Strategic Plan	<ul style="list-style-type: none"> <li>LMCH</li> </ul>	12/31/23	Efforts to create a new strategic plan that builds off of the accomplishments from 2017-2020 are anticipated to begin in the Fall of 2020. Strategic Plan 2021-2024 will continue to examine how LMCH measures its goals and ensures that its corporate goals and outcomes are clearly articulated.	
		 Envision and establish a new LMCH strategic plan.	<ul style="list-style-type: none"> <li>LMCH</li> </ul>	12/31/20	With the development of LMCH's next strategic plan, one of the organization's goals will be to increase tenant satisfaction. The plan will continue to include metrics for customer service and tenant satisfaction.	
		 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.	<ul style="list-style-type: none"> <li>MLHU</li> </ul>	12/31/23		




Expected Results	Strategies	Actions	Action Service Area	Action Target End Date	Action Accomplishments	Action Variance
	Utilize innovative regulations and investment to facilitate affordable housing development.	 Affordable housing Community Improvement Plan completed.	<ul style="list-style-type: none"> <li>City Planning</li> <li>HDC</li> </ul>	12/31/21	The Affordable Housing Community Improvement Plan was adopted by Municipal Council in January 2020. This adoption included two loan programs to assist in the development of affordable housing: Affordable Housing Development Loan Program and Additional Residential Unit Loan Program.	
		 Establish CIP fund for advancing new affordable housing.	<ul style="list-style-type: none"> <li>City Planning</li> <li>HDC</li> </ul>	3/31/21	Approximately 3 million dollars was approved in the Multi-Year Budget to implement an Affordable Housing loan program.	
		 Affordable Housing Development Toolkit completed.	<ul style="list-style-type: none"> <li>City Planning</li> </ul>	12/31/20	Affordable Housing Toolkit on track for consideration by Planning and Environment Committee within target period.	
		 Inclusionary Zoning By-law completed.	<ul style="list-style-type: none"> <li>City Planning</li> </ul>	9/30/21	On track to bring Inclusionary Zoning by-law to Planning and Environment Committee within target period. Requires Council approval of Protected Major Transit Station Area amendment to the London Plan.	
		 Implement Closed School Strategy.	<ul style="list-style-type: none"> <li>City Planning</li> <li>HDC</li> </ul>	12/31/23	All closed schools sites have been reviewed since approval of the strategy. Two sites were selected as locations for affordable housing in June 2019.	
		 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"> <li>HDC</li> </ul>	12/31/20	Progressing with all available sites reviewed. Full land assessments specific to potential affordable housing were completed and resulted in offers of purchase and sale for two surplus schools at the end of 2019. Housing Development Corporation is working to investigate other government owned lands for similar development potential.	



Expected Results	Strategies	Actions	Action Service Area	Action Target End Date	Action Accomplishments	Action Variance
		 Advance land acquisition and development strategies where appropriate on all suitable surplus school (and similarly defined) lands.	<ul style="list-style-type: none"> <li>HDC</li> </ul>	12/31/20	3 new projects started including: Zerin (65 units), Youth Opportunities Unlimited (35 units) and Indwell (72 units counted in the Specialized housing).	
Reduce the number of individuals and families experiencing chronic homelessness or at risk of becoming homeless	Create more purpose-built, sustainable, affordable housing stock in London.	 Increase affordable housing stock through the creation of new units in partnership with community partners and developers.	<ul style="list-style-type: none"> <li>HDC</li> </ul>	12/31/20	Progressing with 2020 targets for new starts achieved.	Additional work related to alignment with priority populations and advancing specialized housing in lieu of a separately funded initiative.
		 Establish a secondary suite and other single unit conversions/development program (partnership between HDC and City).	<ul style="list-style-type: none"> <li>HDC</li> </ul>	12/31/20	Housing Development Corporation funds will be advanced in 2020 toward other projects and targets until the review of the City's new secondary dwelling program within the Community Improvement Plan program is operational and reviewed.	An affordable housing incentive program will be considered subject to the initial review of Planning's Community Improvement Plan program for affordable housing. Suggested new target date of December 31, 2021.
	Implement coordinated access to mental health and addictions services and supports.	 Continue to implement and monitor approaches aimed at housing stability for individuals and families experiencing chronic homelessness.	<ul style="list-style-type: none"> <li>HSSDH</li> </ul>	12/31/23	Core Area Action Plan stabilization spaces continue to move forward. Partnerships with London Health Science Centre and other community partners are in process.	
		 Monitor emergency shelter use trends through London's Emergency Shelter Progress Report.	<ul style="list-style-type: none"> <li>HSSDH</li> </ul>	12/31/23	Homeless Prevention staff continue to utilize the Homeless Individual and Family Information System to track shelter usage trends. Shelter usage is consistently at capacity.	




Expected Results	Strategies	Actions	Action Service Area	Action Target End Date	Action Accomplishments	Action Variance
		 Implement a Coordinated Access System for individuals and families experiencing homelessness.	<ul style="list-style-type: none"> <li>HSSDH</li> </ul>	12/31/23	A Coordinated Access System is on track. Significant work has been completed to move people from the City's By-Name List to Coordinated Access List and on to the Community Priority list.	
	Improve emergency shelter diversion and rapid re-housing practices.	 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"> <li>HSSDH</li> </ul>	12/31/23	A Housing with Supports program was approved by Council in April 2020. These three additional programs will compliment the City's Housing First model to actively house community priorities, including those who are chronically homeless.	
		 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"> <li>HSSDH</li> </ul>	12/31/23	Shelter diversion rates have improved significantly (20%-30% increase) since the City implemented a shelter diversion pilot program in January 2020.	
Support improved access to mental health and addictions services	Strengthen and support the mental health and addictions system.	 Implement the Community Mental Health and Addictions Strategy for London.	<ul style="list-style-type: none"> <li>HSSDH</li> </ul>	12/31/23	Formation of a governing body: the Strategic Direction Council. The City's work is now complete and community stakeholders are working to continue to implement the Strategy's recommendations.	
		 Support training opportunities for health and other professionals about addiction, harm reduction, and injection drug use.	<ul style="list-style-type: none"> <li>MLHU</li> </ul>	12/31/23		
		 Provide opportunities for community members and organizations to learn about substance use, harm reduction, addictions and stigma around drug use.	<ul style="list-style-type: none"> <li>MLHU</li> </ul>	12/31/23		
		 Advocate for and support cultural safety and trauma-informed care training to agencies and organizations.	<ul style="list-style-type: none"> <li>MLHU</li> </ul>	12/31/23		





Expected Results	Strategies	Actions	Action Service Area	Action Target End Date	Action Accomplishments	Action Variance
		<ul style="list-style-type: none"> <li>■ Increase public awareness of existing treatment information and pathways to treatment services in Middlesex-London.</li> </ul>	<ul style="list-style-type: none"> <li>• MLHU</li> </ul>	12/31/23		
		<ul style="list-style-type: none"> <li>■ Provide a supervised and hygienic space for people who use drugs (PWUD) to use their drugs.</li> </ul>	<ul style="list-style-type: none"> <li>• MLHU</li> </ul>	12/31/23		
		<ul style="list-style-type: none"> <li>■ Provide a space for clients to connect with community services (e.g. housing supports, mental health, addiction services) and peer support services as requested.</li> </ul>	<ul style="list-style-type: none"> <li>• MLHU</li> </ul>	12/31/23		
		<ul style="list-style-type: none"> <li>■ Provide referral to health and social services in the community as needed.</li> </ul>	<ul style="list-style-type: none"> <li>• MLHU</li> </ul>	12/31/23		
		<ul style="list-style-type: none"> <li>■ Establish trusting relationships with clients.</li> </ul>	<ul style="list-style-type: none"> <li>• MLHU</li> </ul>	12/31/23		
		<ul style="list-style-type: none"> <li>■ Provide access to Naloxone.</li> </ul>	<ul style="list-style-type: none"> <li>• MLHU</li> </ul>	12/31/23		
		<ul style="list-style-type: none"> <li>■ Provision of harm reduction supplies, including, but not limited to needles, syringes and other safe drug use equipment.</li> </ul>	<ul style="list-style-type: none"> <li>• MLHU</li> </ul>	12/31/23		
		<ul style="list-style-type: none"> <li>▲ Collaborate across service areas in the City of London and with community partners.</li> </ul>	<ul style="list-style-type: none"> <li>• HSSDH</li> </ul>	12/31/23	Partnerships with City services through the Coordinated Informed Response program continue to link individuals to mental health and addiction supports as needed and available.	

Expected Results	Strategies	Actions	Action Service Area	Action Target End Date	Action Accomplishments	Action Variance
		 Maintain and strengthen collaborative efforts of Informed Response.	<ul style="list-style-type: none"> <li>• HSSDH</li> </ul>	12/31/23	<p>With Multi-Year Budget investment, Coordinated Informed Response program has been able to continue to assist those who are living unsheltered.</p> <p>The overall number of known unique individuals living unsheltered as of April 2020 is approximately 135 people.</p>	
		 Strengthen partnership with Canadian Mental Health Association (CMHA).	<ul style="list-style-type: none"> <li>• LPL</li> </ul>	12/31/23	<p>CMHA Wellness Centres services had expanded to twice weekly at Central Library, and had been implemented at 4 branch locations. Discussions with CMHA to develop next steps in program were ongoing.</p>	<p>The closure of libraries during the Pandemic has paused this service. Upon re-opening, the continuation of this partnership will be vital.</p>
		 Continue partnerships with post secondary institutions and community service providers (e.g. London CARES).	<ul style="list-style-type: none"> <li>• LPL</li> </ul>	12/31/23	<p>Collaborative meetings were underway with community service providers and post-secondary institutions.</p>	<p>The closure of libraries during the Pandemic has paused this service. Upon re-opening, the continuation of this partnership will be vital.</p>


Expected Results	Strategies	Actions	Action Service Area	Action Target End Date	Action Accomplishments	Action 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"> <li>• HSSDH</li> <li>• NCFS</li> </ul>	<p>12/31/23</p>	<p>London for All accomplishments include:</p> <ul style="list-style-type: none"> <li>• As of May 2020, London for All has completed 105 projects and another four are in progress. The third year of implementation included more than 60 stakeholder organizations coming together to ignite change.</li> <li>• Working with the London Poverty Research Centre to develop a set of local indicators based on the Sustainable Development Goals. This localization is intended to review supports and services to access collaborations, gaps, duplications, and needs to move the community forward towards systemic change.</li> </ul> <p>Child and Youth Network Ending Poverty priority accomplishments include:</p> <ul style="list-style-type: none"> <li>• Scaling up of the Child and Youth Network's London Good Food Box Program, with 14 sites and over 350 boxes a month. Over 82% of surveyed residents reported that this neighbourhood-based program saves them money on their monthly grocery budget.</li> <li>• Working with community partners to scale up the Targeted Leadership Program, with at least four young people securing employment directly related to the leadership skills taught through this program.</li> </ul>	


Expected Results	Strategies	Actions	Action Service Area	Action Target End Date	Action Accomplishments	Action Variance
		<ul style="list-style-type: none"> <li>Report London's poverty rate annually.</li> </ul>	<ul style="list-style-type: none"> <li>HSSDH</li> <li>NCFS</li> </ul>	6/30/23	<p>Civic Administration has collected the Low Income Measure poverty rate using the most recent data available for the 'London Census Metropolitan Area', which includes London and surrounding communities:</p> <p>Low Income Measure (2017): 17% (Ontario 16.9%)</p> <p>Low Income Cutoff After Tax (2015): 11.6% (Ontario 9.8%)</p>	
<p>Increase opportunities for individuals and families</p>	<p>Enhance public trust and confidence by ensuring appropriate response to victims, the vulnerable, and racialized persons and groups.</p>	<ul style="list-style-type: none"> <li>Reviews of reported sexual assaults.</li> </ul>	<ul style="list-style-type: none"> <li>LPS</li> </ul>	12/31/23	<p>A Violence Against Women Advocate Case Review Committee was implemented for reviewing sexual assault investigations falling within certain criteria. This is a collaborative review process that allows outside experts to review sexual assault files to ensure the investigation was thorough and properly classified.</p> <p>The Case Review group met twice in 2019 and completed a review of cases that fell within its mandate.</p>	
		<ul style="list-style-type: none"> <li>Develop protocol for response to specific communities under specific circumstances.</li> </ul>	<ul style="list-style-type: none"> <li>LPS</li> </ul>	12/31/21	<p>In order to ensure vulnerable and racialized victims within the community receive appropriate support, the LPS developed a victim referral process/template during 2019. A directive was issued making this template mandatory in certain occurrences.</p> <p>Also during 2019, there were various training sessions held re: LPS Crisis Intervention and Victim Support Unit:</p> <ul style="list-style-type: none"> <li>12 training initiatives held for community Partners</li> <li>34 internal training presentations</li> </ul>	





Expected Results	Strategies	Actions	Action Service Area	Action Target End Date	Action Accomplishments	Action Variance
		 Deliver diversity and inclusion training to all members.	<ul style="list-style-type: none"> <li>LPS</li> </ul>	12/31/19	During the Fall 2019, all LPS members (sworn and civilians) were scheduled to attend an In-service Indigenous training session hosted by Atlohsa representatives.	
	Fund and partner with the London Public Library to increase opportunities for people to access the services they need.	 Increase targeted purchasing to reduce wait times for high demand materials.	<ul style="list-style-type: none"> <li>LPL</li> </ul>	12/31/23	LPL had a 5.8% increase in circulation and 6.5% increase in holds in 2019 compared to 2018. LPL has achieved a 5:1 hold ratio on print materials, and has an average wait time of 32 days on digital items such as e-books and e-audiobooks. These trends continued into 2020, with a 2.3% increase in circulation and a 4.4% increase in holds in January 2020 over the previous year. Additionally, a survey of Canadian Urban Libraries Council libraries showed that LPL's wait times for digital materials are among some of the lowest in the country.	The closure of libraries during the Pandemic has pushed focus toward supporting use of high-demand materials in our digital collections. Use of our eBook and eAudiobook collections have increased by 40%.
		 Advocate in partnership with the Canadian Urban Libraries Council (CULC) for competitive market pricing on e-resources.	<ul style="list-style-type: none"> <li>LPL</li> </ul>	12/31/23	On January 10, 2020, Mayor Holder joined mayors across North America in supporting the CULC/Urban Libraries Council (ULC) Statement on Equitable Public Access to E-Books. To date, 45 mayors from Canada and 92 from the US have signed the document.	Understandably, the advocacy has slowed, but with eBooks now the primary source of library reading materials for the foreseeable future, advocacy must continue when appropriate.




Expected Results	Strategies	Actions	Action Service Area	Action Target End Date	Action Accomplishments	Action Variance
		<p> Strengthen and expand partnerships with First Nations and Indigenous service partners.</p>	<ul style="list-style-type: none"> <li>LPL</li> </ul>	12/31/23	<p>Programming with First Nations and Indigenous service partners was ongoing. We hosted a Truth &amp; Reconciliation Speaker Series, aiming to strengthen relationships, deepen understanding and prompt action towards reconciliation and resolution of critical Indigenous and Canadian issues. Each presentation included 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>	<p>Programs at the library have been cancelled through Labour Day. We will reassess at that time.</p>
		<p> Increase materials in the collection that reflect Indigenous knowledge and culture.</p>	<ul style="list-style-type: none"> <li>LPL</li> </ul>	12/31/23	<p>Continued purchase of materials reflective of Indigenous knowledge and culture. Materials include decolonizing subject headings, spotlighting Indigenous titles, authors, and issues.</p>	<p>Some materials may not be available in digital formats.</p>
		<p> Continue to offer relevant programs in partnership with First Nations.</p>	<ul style="list-style-type: none"> <li>LPL</li> </ul>	12/31/23	<p>Ongoing programming with First Nations and Indigenous service partners had been continuing.</p>	<p>Programs at the library have been cancelled through Labour Day. We are exploring the possibility of expanding virtual programs.</p>
	<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"> <li>NCFS</li> </ul>	12/31/23	<p>Implementation on track. Highlights to date include:</p> <ul style="list-style-type: none"> <li>Completed design of a local Indigenous-led Child and Family Centre; the centre is currently under construction.</li> <li>Developed a marketing campaign to promote Family Centre - EarlyON Child and Family Centres to families with children.</li> </ul>	



Expected Results	Strategies	Actions	Action Service Area	Action Target End Date	Action Accomplishments	Action Variance
		<p>  <a href="#">Share progress made towards implementing the London-Middlesex Child Care and Early Years Service System Plan 2019-2023 annually with Londoners.</a> </p>	<ul style="list-style-type: none"> <li>• NCFS</li> </ul>	12/31/23	<p>Highlights to date include:</p> <ul style="list-style-type: none"> <li>• Beginning in 2019, a Recruitment and Retention of Early Childhood Educators advertising campaign was launched by the Licensed Child Care Network to help recruit and retain quality RECE's for the Child Care and Early Years Sector.</li> <li>• Finalized new NCFS Master Funding Agreement to streamline administrative burden, create efficiencies, and modernize the funding and reporting relationship between agencies and NCFS.</li> </ul>	

Expected Results	Strategies	Actions	Action Service Area	Action Target End Date	Action Accomplishments	Action 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"> <li>• NCFS</li> </ul>	<p>12/31/21</p>	<p>Highlights to date include:</p> <ul style="list-style-type: none"> <li>• The Ending Poverty Priority continues to scale up the 'All About Food' asset map to 5 neighbourhoods. This initiative promotes low to no cost neighbourhood food assets such as emergency food cupboards, community gardens, and community meal locations.</li> <li>• The Literacy Priority continues to promote the <i>Literacy...right from the start!</i> video which supports the London community's efforts to reach more families across the city with literacy related information. To date, this video has over 2,200 views by partners and residents.</li> <li>• The Healthy Eating Healthy Physical Activity Priority created an updated menu maker resource to help families plan and prepare healthy meals together according to the new Canada's Food Guide. The new resource is being delivered to families through emergency food cupboards and neighbourhood breakfast programs for youth.</li> <li>• The Family-Centred Service System (FCSS) is working with partners to open London's first Indigenous-led Child Care and Family Centre.</li> </ul>	

Expected Results	Strategies	Actions	Action Service Area	Action Target End Date	Action Accomplishments	Action Variance
		 <b>Implement the Age Friendly London Action Plan 2017 - 2020.</b>	<ul style="list-style-type: none"> <li>• NCFS</li> </ul>	12/31/20	<p>Key highlights to date:</p> <ul style="list-style-type: none"> <li>• Launched Leisure Buddies Program, which pairs vulnerable older adults with volunteer 'Buddies' that encourage social participation. Since November 2019, there have been 57 older adults involved in the program.</li> <li>• Created intergenerational (IG) programs in partnership with the Child &amp; Youth Network and London Children's Connection. A total of 179 children/youth and 134 older adults participated in IG activities in 2019-2020.</li> </ul>	<p>Due to COVID-19, some activities planned for 2020 have been delayed or postponed. It is recommended that the target end date be changed to 12/31/21. This revised end date also provides an opportunity to align the Age Friendly London evaluation with upcoming evaluations for other community plans.</p>
		 <b>Evaluate Child and Youth Agenda 2017 - 2021 and the Age Friendly London Action Plan 2017 - 2020.</b>	<ul style="list-style-type: none"> <li>• NCFS</li> </ul>	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>	
		 <b>Develop strategies to support children, youth, family, and older adults and identify opportunities to integrate strategies to achieve outcomes.</b>	<ul style="list-style-type: none"> <li>• NCFS</li> </ul>	12/31/22		
		 <b>Implement strategies to support children, youth, family, and older adults and identify opportunities to integrate strategies to achieve outcomes.</b>	<ul style="list-style-type: none"> <li>• NCFS</li> </ul>	12/31/23		

Expected Results	Strategies	Actions	Action Service Area	Action Target End Date	Action Accomplishments	Action Variance
		 Continue participation in the Age Friendly Network and its initiatives.	<ul style="list-style-type: none"> <li>LPL</li> </ul>	12/31/23	The launch of "Ease into Leisure" program and other initiatives had been well received by the community.	Programs at the library have been cancelled through Labour Day. We are exploring the possibility of expanding virtual programs. Depending on the status of the pandemic, services to vulnerable populations may need to be altered.
		 Continue participation in Seniors satellite programs.	<ul style="list-style-type: none"> <li>LPL</li> </ul>	12/31/23	Ongoing efforts with the City to promote and increase attendance at Seniors satellite programs were underway including promotion through the Library's Access magazine.	The Pandemic has ceased publication of our Access Magazine until further notice and seniors satellite programs have been cancelled. Depending on the status of the pandemic, services to vulnerable populations may need to be altered.
		 Continue participation in the Child & Youth Network (CYN) and its initiatives.	<ul style="list-style-type: none"> <li>LPL</li> </ul>	12/31/23	LPL staff lead the Literacy Priority and support and provide programming at Family Centres.	Programs at the library have been cancelled through Labour Day. LPL staff will continue to support CYN and develop initiatives that focus on literacy development through virtual programming.

Expected Results	Strategies	Actions	Action Service Area	Action Target End Date	Action Accomplishments	Action Variance
		<ul style="list-style-type: none"> <li>Expand STEM programming system wide.</li> </ul>	<ul style="list-style-type: none"> <li>LPL</li> </ul>	12/31/23	LPL was in the process of implementing 3D printing system wide, which support school curriculum in the areas of science and technology.	The Library's closure coupled with school closures has paused these efforts. 3D printers are being used to create PPE for organizations in need and staff.
	Increase programming and activities for residents and families at Dearness Home.	<ul style="list-style-type: none"> <li>Conduct enhancements to programming space.</li> </ul>	<ul style="list-style-type: none"> <li>HSSDH</li> </ul>	12/31/21	Worked with Facilities Division and established a timeline for preparation and construction when budgeted funds become available in 2021.	
		<ul style="list-style-type: none"> <li>Deliver a multitude of programming and events to engage and mobilize residents and their families.</li> </ul>	<ul style="list-style-type: none"> <li>HSSDH</li> </ul>	12/31/23		Some programming has been paused and only essential visitors are permitted into the home during the COVID-19 response.
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"> <li>Install additional and update existing equipment to count pathway users.</li> </ul>	<ul style="list-style-type: none"> <li>P&amp;R</li> </ul>	12/31/23	Existing Eco-counter devices have undergone a maintenance upgrade and a new "Lumina" technology counting system has been installed in two locations as a trial.	
		<ul style="list-style-type: none"> <li>Construct new pathways in new geographic areas and continue to maintain existing infrastructure.</li> </ul>	<ul style="list-style-type: none"> <li>P&amp;R</li> </ul>	12/31/23	<p>A number of important projects were completed Fall 2019 (including some bridge replacements) and the high priority TVP North Branch Connection between Adelaide and Richmond Street is currently under construction.</p> <p>By the end of 2019, the City had constructed and is managing 177 kms of recreational pathways.</p>	
		<ul style="list-style-type: none"> <li>Install new trails in new areas and continue to maintain existing infrastructure. Implement Conservation Master Plans for ESAs.</li> </ul>	<ul style="list-style-type: none"> <li>P&amp;R</li> <li>City Planning</li> </ul>	12/31/23	At end of 2019, the City has constructed and is managing 64 kms of hiking trails.	





Expected Results	Strategies	Actions	Action Service Area	Action Target End Date	Action Accomplishments	Action Variance
		<ul style="list-style-type: none"> <li>↑ Complete Byron Valley Trail.</li> </ul>	<ul style="list-style-type: none"> <li>• City Planning</li> </ul>	12/31/21	Species at Risk screening report complete in partnership with UTRCA approval.	
		<ul style="list-style-type: none"> <li>↑ Implement Conservation and Restoration Master Plans.</li> </ul>	<ul style="list-style-type: none"> <li>• City Planning</li> </ul>	12/31/23	Meadowlily Woods Environmental Significant Area Master Plan Phase 1 complete.	
		<ul style="list-style-type: none"> <li>↑ Complete construction of the North Branch Gap and complete the EA for the Main Branch link- Springbank to Riverbend.</li> </ul>	<ul style="list-style-type: none"> <li>• P&amp;R</li> </ul>	12/31/21	The TVP North branch project began Fall 2019.	
	Create programs and exhibitions to foster health and well-being.	<ul style="list-style-type: none"> <li>↑ Continue to emphasize physical activity and physical literacy for residents of all ages and abilities through program opportunities.</li> </ul>	<ul style="list-style-type: none"> <li>• NCFS</li> </ul>	12/31/23	<ul style="list-style-type: none"> <li>• Offered new physical activity programs for the 2019-2020 school year (hiking, new Seniors Satellite fitness programs, expanded martial arts offerings).</li> <li>• New partnership with Special Olympics Ontario is in development; training focus for summer 2019 was on physical activity through outdoor play.</li> </ul>	
		<ul style="list-style-type: none"> <li>↑ Expand staff training in regards to promoting recreation benefits and mental health.</li> </ul>	<ul style="list-style-type: none"> <li>• NCFS</li> </ul>	12/31/23	Staff training on benefits of recreating in nature, time management/stress management, and improving mental health through self care offered through 2019-2020.	
		<ul style="list-style-type: none"> <li>↑ Introduce new recreation programs focused on connecting people to nature through implementing the Parks and Recreation Master Plan.</li> </ul>	<ul style="list-style-type: none"> <li>• NCFS</li> </ul>	12/31/23	5 new nature programs offered in 2019 and 2 more in 2020 (Garden Planters, Nature Walk, Art From The Outdoors); new Nature Camp in development.	
	Deliver health protection and promotion programs guided by population health surveillance.	<ul style="list-style-type: none"> <li>▬ Surveillance, inspection, investigation, education, enforcement and reporting requirements with respect to infection prevention and control (IPAC).</li> </ul>	<ul style="list-style-type: none"> <li>• MLHU</li> </ul>	12/31/23		
		<ul style="list-style-type: none"> <li>▬ Immunization clinics at MLHU offices and school based clinics.</li> </ul>	<ul style="list-style-type: none"> <li>• MLHU</li> </ul>	12/31/23		

Expected Results	Strategies	Actions	Action Service Area	Action Target End Date	Action Accomplishments	Action Variance
		<ul style="list-style-type: none"> <li>Surveillance • Awareness, Education and Training • Risk Assessment and Inspection of food premises • Complaint and outbreak investigation • Food Recall • DineSafe Disclosure • Enforcement</li> </ul>	• MLHU	12/31/23		
		<ul style="list-style-type: none"> <li>Inspections and enforcement of the Smoke-Free Ontario Act.</li> </ul>	• MLHU	12/31/23		
		<ul style="list-style-type: none"> <li>Home visiting for women in the prenatal through to school entry period.</li> </ul>	• MLHU	12/31/23		

OUTCOMES

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

Increase the number of residents who feel welcomed and included	Create inclusive engagement opportunities for Londoners.	<ul style="list-style-type: none"> <li>Recruit volunteers to lead the CDIS implementation process.</li> </ul>	• NCFS	12/31/23	The first round of volunteer recruitment has been completed and the CDIS implementation body has been established. Currently, the implementation body is comprised of 106 volunteers who have committed to a two year term (2019-2021). Volunteer applications are accepted on an ongoing basis.	
		<ul style="list-style-type: none"> <li>Work with volunteers and community partners to implement the CDIS.</li> </ul>	• NCFS	12/31/23	Since May 2019, volunteers and community partners have participated in six working group meetings and four leadership table meetings. The groups were also involved in two City Studio student projects. Currently, all five working groups are in the process of developing their 2020 work plans.	
		<ul style="list-style-type: none"> <li>Share progress made towards implementing the Community Diversity and Inclusion Strategy annually with Council and Londoners.</li> </ul>	• NCFS	12/31/23		



Expected Results	Strategies	Actions	Action Service Area	Action Target End Date	Action Accomplishments	Action Variance
		 Host and promote events (in-person and online) that celebrate diversity and foster relationships between newcomers and the receiving community.	• HSSDH	12/31/23	London & Middlesex Local Immigration Partnership and its partners held third annual All are Welcome Here event to combat racism and discrimination.	
		 Report annually on the retention of newcomers to London.	• HSSDH	12/31/23	Annual net retention rate for 2017 was 78% of total gross annual flow. Note: latest available source data are from 2017.	
		 Implementation of reconciliation plan.	• MLHU	12/31/23		
		 Health equity staff capacity building.	• MLHU	12/31/23		
	Strengthen understanding of and ability to engage in practices that promote cultural safety.	 Deliver training sessions - Intercultural Competency Program to City of London Employees.	• CMO	12/31/23		
		 Liaise with ABCs to receive information regarding participants in training program.	• CMO	12/31/23		
Increase the number of meaningful opportunities for residents to be connected in their neighbourhood and community	Strengthen engagement opportunities for all Londoners to participate in their neighbourhoods.	 Continue to develop and implement enhanced targeted engagement strategies for London residents to support the Neighbourhood Decision Making program.	• NCFS	12/31/23	Three year evaluation completed. Highlights include over 44,000 votes, 51 projects funded, 22 winning ideas in 22 planning districts and participation in 38 planning districts; results helped us to identify targeted neighbourhoods and strategies to increase engagement in Neighbourhood Decision Making program.	
		 Continue to support the resident-led implementation of London Strengthening Neighbourhoods Strategy.	• NCFS	12/31/23	Engaged 62 residents in community event 'Good Neighbourhoods Talk' on March 7, 2020 to build community capacity and interest in contributing to LSNS actions for the current year.	






Expected Results	Strategies	Actions	Action Service Area	Action Target End Date	Action Accomplishments	Action Variance
		<ul style="list-style-type: none"> <li>Implement City Planning Education and Outreach Strategy.</li> </ul>	<ul style="list-style-type: none"> <li>City Planning</li> </ul>	12/31/23	Best practices research has begun, and a number of conversations with stakeholders and staff have occurred. This strategy will aim to provide education on planning and development concepts, and create a toolkit for planners to better engage with the public in both digital and traditional ways.	
		<ul style="list-style-type: none"> <li>Create an engagement framework to better serve residents living in new neighbourhoods.</li> </ul>	<ul style="list-style-type: none"> <li>DCS</li> </ul>	12/31/20	The draft engagement framework includes community events, promotional materials at community centres, social media interactions, and informational videos.	
		<ul style="list-style-type: none"> <li>Implement the engagement framework to better serve residents living in new neighbourhoods.</li> </ul>	<ul style="list-style-type: none"> <li>DCS</li> </ul>	12/31/23		
	Support neighbourhood festivals, cultural events, and activities across the city.	<ul style="list-style-type: none"> <li>Maintain support to activities with NeighbourGood resources.</li> </ul>	<ul style="list-style-type: none"> <li>NCFS</li> </ul>	12/31/23		Resources continue to be available on NeighbourGood website; however, no events supported due to COVID-19.
		<ul style="list-style-type: none"> <li>Create opportunities for new neighbourhoods to participate.</li> </ul>	<ul style="list-style-type: none"> <li>NCFS</li> </ul>	12/31/23		Resources continue to be available on NeighbourGood website; however, no events supported due to COVID-19.
		<ul style="list-style-type: none"> <li>Maintain support to events with NeighbourGood resources.</li> </ul>	<ul style="list-style-type: none"> <li>NCFS</li> </ul>	12/31/23		Resources continue to be available on NeighbourGood website; however, no events supported due to COVID-19.

Expected Results	Strategies	Actions	Action Service Area	Action Target End Date	Action Accomplishments	Action Variance
		 Expand NeighbourGood with new tools that support Neighbourhood activities.	<ul style="list-style-type: none"> <li>• NCFS</li> </ul>	12/31/23	Completed tools to help residents engage in community building which include Commemorative Street Signs, Ask an Expert, Neighbourhood Identity Building, Events for All and Neighbourhood Street Party Guide.	
		 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.	<ul style="list-style-type: none"> <li>• NCFS</li> </ul>	12/31/23	First grant installments allocated from \$2.3M Multi-Year and \$495K Innovation & Capital annual investments to 49 local organizations providing services aligning with each Strategic Area of Focus; 21 organizations are new funding recipients.	2020 Neighbourhood Small Events Fund on hold due to COVID-19.
		 Continue to support the resident-led implementation of London Strengthening Neighbourhoods Strategy.	<ul style="list-style-type: none"> <li>• NCFS</li> </ul>	12/31/23	Engaged 62 residents in community event 'Good Neighbourhoods Talk' on March 7, 2020 to build community capacity and interest in contributing to LSNS actions for the current year.	
		 Work with special event operators to provide a safe and inclusive experience for Londoners.	<ul style="list-style-type: none"> <li>• P&amp;R</li> </ul>	12/31/23	Worked with our Corporate Security / Emergency Management team and special event operators to develop/update an emergency plan document that will assist organizers, their staff and volunteers when responding to potential emergencies that could impact the event.	
		 Continue the streamlining of processes and procedures for Special Event requests.	<ul style="list-style-type: none"> <li>• P&amp;R</li> </ul>	6/30/21	Online special event application process created for 2020 season.	



Expected Results	Strategies	Actions	Action Service Area	Action Target End Date	Action Accomplishments	Action Variance
		<p>↑ Create relationships with festival coordinators to retain annual commitment of festivals.</p>	<ul style="list-style-type: none"> <li>Covent Garden Market</li> </ul>	12/31/23		Festivals have been cancelled for the near future due to COVID-19 restrictions, limiting any accomplishment on this action in 2020. Achieving this action in 2021 will be dependent on when festivals will be allowed to resume.
		<p>↑ Continue to provide space and promote events that meet community needs.</p>	<ul style="list-style-type: none"> <li>Western Fair</li> </ul>	12/31/23	In response to the COVID-19 pandemic, a field hospital was created at the Western Fair District Agriplex.	
		<p>↑ Establish the Business of Music Committee to coordinate events hosted and/or supported by the Culture Office.</p>	<ul style="list-style-type: none"> <li>P&amp;R</li> <li>City Planning</li> </ul>	12/31/23	There have been 4 Business of Music Committee meetings held since December 2019.	
		<p>↑ Implement the Music, Entertainment, and Culture Districts Strategy.</p>	<ul style="list-style-type: none"> <li>City Planning</li> </ul>	12/31/23	Staff continue to review processes, improve communications and implement initiatives to support London's culture districts as opportunities arise. The Core Area Action Plan will further aim to reduce red tape to create a thriving core area.	
	<p>Expand Social Services client feedback and participation in service delivery design in their community.</p>	<p>↑ Track and incorporate participant feedback into service delivery design.</p>	<ul style="list-style-type: none"> <li>HSSDH</li> </ul>	12/31/23	Each of the five Social Services sites have been equipped with computer tablets to gather customer experience feedback.	Delayed due to COVID-19, but able to meet target end date.
		<p>↑ Conduct site specific and demographic client focus groups.</p>	<ul style="list-style-type: none"> <li>HSSDH</li> </ul>	12/31/23		Delayed due to COVID-19, but able to meet target end date.

Expected Results	Strategies	Actions	Action Service Area	Action Target End Date	Action Accomplishments	Action Variance
	Implement programs and services that respond to neighbourhood recreation needs.	 Continue to expand program initiatives resulting from research and engagement at the neighbourhood-level.	<ul style="list-style-type: none"> <li>• NCFS</li> </ul>	12/31/23	<p>Additional outreach in East London planning district in 2019 including increasing program opportunities at Boyle Community Centre.</p> <p>Seniors Satellite programming changes seasonally based on member engagement in each neighbourhood.</p>	
		 Increase resident awareness and marketing of recreation opportunities and information.	<ul style="list-style-type: none"> <li>• NCFS</li> </ul>	12/31/23	<p>Information about parks, recreation and sport opportunities included on screens/bulletin boards at Community Centres; new nature-based Facebook campaign December 2019 to February 2020 around outdoor-based winter recreation opportunities, engaging over 900 families.</p>	
	Promote and invest in urban agriculture initiatives.	 Implement Urban Agriculture Strategy.	<ul style="list-style-type: none"> <li>• City Planning</li> </ul>	12/31/23	<p>Continuing to support the Urban Agriculture Steering Committee. Amendment to the Zoning By-law to permit sale of produce grown on site to be considered in 2020.</p>	








Expected Results	Strategies	Actions	Action Service Area	Action Target End Date	Action Accomplishments	Action Variance
Strengthen relationships with post-secondary institutions that promote positive, proactive and meaningful dialogue	Create opportunities for regular dialogue with post-secondary institutional partners.	 Explore opportunities for increased dialogue with post-secondary institutional partners.	• CMO	9/30/20	Regular meetings have taken place between Communications and the University Students' Council Vice-President of Communications. Collaborative work to address the issue of non-sanctioned street gatherings continues.	Progress on this strategy has been delayed by the impacts of COVID-19. New expected date of completion is 12/31/2020.
		 Strengthen relationships with post-secondary institutional partners.	• CMO	12/31/23		
		 Identify shared strategic priorities and implement shared initiatives and advocacy.	• CMO	12/31/23		

OUTCOMES

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





Continue to invest in culture	Provide inclusive and diverse community-focused art and history exhibitions and interpretive programming through the implementation of Museum London's Strategic Plan.	 Maintain planning and executing art and material culture exhibitions with a focus on inclusivity and diversity regarding artist, content, and/or accompanying public programming.	• Museum London	12/31/23	Increased website and social media activity to engage Londoners of all ages.	
		 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.	• Museum London	12/31/23	Began virtual exhibition tours.	

Expected Results	Strategies	Actions	Action Service Area	Action Target End Date	Action Accomplishments	Action Variance
		<p>↑ Plan and execute inclusive and diverse public programming including classes and curriculum-based educational programming.</p>	<ul style="list-style-type: none"> <li>Museum London</li> </ul>	12/31/23	Ongoing planning for future exhibitions and programs.	Due to the pandemic Museum London has now switched to virtual education and pandemic programming.
		<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"> <li>Museum London</li> </ul>	12/31/23	Two new historic walks created.	
		<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"> <li>Museum London</li> </ul>	12/31/23	Two in-person oral histories conducted for permanent London artifact exhibition conducted. Launched online surveys.	
	Engage Londoners in culture to increase community vibrancy and awareness.	<p>↑ Continue to fund the Community Arts Investment Program (CAIP).</p>	<ul style="list-style-type: none"> <li>P&amp;R</li> </ul>	12/31/23	Funds were distributed in 2020.	
		<p>↑ Continue to fund the Community Heritage Investment Program (CHIP).</p>	<ul style="list-style-type: none"> <li>P&amp;R</li> </ul>	12/31/23	Funds were distributed in 2020.	
	Invest in Dundas Place.	<p>↑ Work with partners to animate, activate and program Dundas Place.</p>	<ul style="list-style-type: none"> <li>P&amp;R</li> </ul>	12/31/23	Working with community and business partners for 2020 season. Dundas Place Fieldhouse construction began and is currently scheduled to be open in July to support Dundas Place events.	COVID-19 will impact participation.

Expected Results	Strategies	Actions	Action Service Area	Action Target End Date	Action Accomplishments	Action Variance
	Maintain the heritage resources of Eldon House to foster an appreciation of London's community and cultural heritage.	 Market Dundas Place to attract dynamic events that engage Londoners.	<ul style="list-style-type: none"> <li>P&amp;R</li> </ul>	12/31/23	Working with partners to market Dundas Place.	
		 Protect and conserve the historical assets of Eldon House to ensure the longevity of the museum's unique resources.	<ul style="list-style-type: none"> <li>Eldon House</li> </ul>	12/31/23	Additional security cameras have been installed as well as enhanced siren technology.	
		 Create a year-round downtown oasis by diversifying public programming, outreach, and digital engagements with the public.	<ul style="list-style-type: none"> <li>Eldon House</li> </ul>	12/31/23	Website has been updated and enhanced with greater flexibility and usability in mind. Social Media platforms have been utilized in fresh ways due to the COVID-19 pandemic, where community engagement has been the focus for the creation and launch of new video, interactive educational activities, contests and exhibitions.	
		 Build the capabilities to deliver relevant and focused engagement with the community.	<ul style="list-style-type: none"> <li>Eldon House</li> </ul>	12/31/23		
Increase participation in recreation, sport, and leisure activities	Remove barriers to access recreation, sport, leisure, and leadership programs and services.	 Increase awareness of Londoners about the availability of financial assistance to participate in recreation, sport and leisure opportunities.	<ul style="list-style-type: none"> <li>P&amp;R</li> </ul>	12/31/23	Continue to promote the Play Your Way assistance program within our facilities, to our community partners, and with the teams in Social Services.	
		 Expand the variety, frequency, location, and promotion of free and sponsored drop-in programs.	<ul style="list-style-type: none"> <li>P&amp;R</li> <li>NCFS</li> </ul>	12/31/23	Partnered with two additional businesses to expand sponsored drop-in programs. Added 2 new free programming sites from November to December 2019, offering "try it" dance and sports opportunities in addition to the 4 launched early in 2019.	
		 Continue to support affordable community garden plot options for low income Londoners.	<ul style="list-style-type: none"> <li>NCFS</li> </ul>	12/31/23	London's 18 community gardens opened in May 2020.	





Expected Results	Strategies	Actions	Action Service Area	Action Target End Date	Action Accomplishments	Action Variance
		<p>↑ Improve accessibility at gardens identified by the community.</p>	<ul style="list-style-type: none"> <li>• NCFS</li> </ul>	12/31/23		Halt on construction of Reservoir Garden due to COVID-19 has delayed implementing accessible features of this garden.
		<p>↑ Install fully accessible play area surfacing at district parks when structures are being replaced.</p>	<ul style="list-style-type: none"> <li>• P&amp;R</li> </ul>	12/31/23		
		<p>↑ 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.</p>	<ul style="list-style-type: none"> <li>• Museum London</li> </ul>	12/31/23	Promotion of onsite tours in other languages when museum reopens to the public.	
		<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"> <li>• NCFS</li> </ul>	12/31/23	<p>Key highlights include:</p> <ul style="list-style-type: none"> <li>• Made improvements to welcoming spaces including the main atrium at Carling Heights Optimist Community Centre.</li> <li>• Increased security at several locations.</li> <li>• Broadened the number of ways information is communicated to Londoners including screens, bulletin boards, marketing material and information about community centres on the new Play Your Way online system.</li> <li>• Connected with colleagues from other service areas to better promote their programs and services at community centres.</li> </ul>	



Expected Results	Strategies	Actions	Action Service Area	Action Target End Date	Action Accomplishments	Action Variance
		 Increase resident awareness and marketing of parks, recreation, and sport opportunities and information.	<ul style="list-style-type: none"> <li>• NCFS</li> </ul>	12/31/23	<p>Information about parks, recreation and sport opportunities included on screens/bulletin boards at community centres.</p> <p>New nature-based Facebook campaign December 2019 to February 2020 around outdoor-based winter recreation opportunities, engaging over 900 families.</p>	
		 Continue to construct new parks and open spaces as the city grows.	<ul style="list-style-type: none"> <li>• NCFS</li> <li>• P&amp;R</li> </ul>	12/31/23	<p>The City continues to develop new park land as growth areas expand in the City. At the end of 2019, there was a total of 479 parks.</p>	<p>The wording of the action has been amended from 'continue to construct new facilities as the city grows' to 'continue to construct new parks and open spaces as the city grows'.</p>
		 Continue to leverage existing places and spaces to improve access to program delivery.	<ul style="list-style-type: none"> <li>• NCFS</li> <li>• P&amp;R</li> </ul>	12/31/23	<p>Continued to add new program locations and increase number of program sites that have multiple offerings, including: adding a new Seniors Satellite location to Medway Community Centre in Nov 2019, with 60 members; adding three new Recreation Guide program sites for Fall/Winter 2019-2020 sessions (W Sherwood Fox Public School, Hillcrest Public School, and Westminster Ponds ESA) with over 260 registrants.</p>	
		 Increase resident awareness and marketing of parks, recreation, and sport opportunities and information.	<ul style="list-style-type: none"> <li>• NCFS</li> <li>• P&amp;R</li> </ul>	12/31/23	<p>Information about parks, recreation and sport opportunities included on screens/bulletin boards at community centres; new nature-based Facebook campaign December 2019 to February 2020 around outdoor-based winter recreation opportunities, engaging over 900 families.</p>	



Expected Results	Strategies	Actions	Action Service Area	Action Target End Date	Action Accomplishments	Action Variance
		<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"> <li>• NCFS</li> <li>• P&amp;R</li> </ul>	12/31/23	<p>5 new drop-in programs offered at Community Centres, the new programs started in January/February 2020; launched a new drop-in program webpage to promote drop-in program opportunities throughout the City.</p> <p>Started Seniors Centres Without Walls, a recreation-based program offered to members of Kiwanis and Hamilton Road Seniors Community Centres and the Seniors Satellites in April 2020. The program which operates through a phone-based teleconferencing platform reduces social isolation for seniors by providing members with an opportunity to connect with City of London staff, service providers and other members while staying safe at home.</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"> <li>• NCFS</li> </ul>	12/31/23	<p>8th Seniors Satellite location opened at Medway Arena November 2019 with 60 new members, running three programs per week (Line Dancing, Walk Fit, Mat Yoga).</p>	
		<p>↑ Continue to implement the London Community Gardens Program Strategic Plan.</p>	<ul style="list-style-type: none"> <li>• NCFS</li> <li>• P&amp;R</li> </ul>	12/31/23	<p>The new community garden in West Lions Park was opened in Spring 2020 for a total of 18 gardens on public land.</p>	
		<p>↑ Work with sport organizations to obtain and monitor the number of volunteers and the hours contributed to support the sport system.</p>	<ul style="list-style-type: none"> <li>• P&amp;R</li> </ul>	12/31/23	<p>This information will start to be collected as part of the 2021 annual allocation process for outdoor sports.</p>	
		<p>↑ Continue to monitor participant numbers in all sports to ensure facility provision meets demand.</p>	<ul style="list-style-type: none"> <li>• P&amp;R</li> </ul>	12/31/23	<p>Continue to collect this information as part of the annual allocation process.</p>	

Expected Results	Strategies	Actions	Action Service Area	Action Target End Date	Action Accomplishments	Action Variance
	Work with community partners to create a leading sustainable sport development model.	 Continue to increase access to sporting amenities on lands not owned by the City of London.	<ul style="list-style-type: none"> <li>P&amp;R</li> </ul>	12/31/23	Continue to work with partners such as Western University and Fanshawe College.	
		 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"> <li>P&amp;R</li> </ul>	12/31/23	Continue to work with local associations to formalize agreements. Nine agreements are in place and three in progress.	
Increase resident use of community gathering spaces	Invest in community building projects.	 Construct new seating areas in parks.	<ul style="list-style-type: none"> <li>P&amp;R</li> </ul>	12/31/23	New urban park in Talbot Village.	
		 Implement Neighbourhood CIPs.	<ul style="list-style-type: none"> <li>City Planning</li> </ul>	12/31/23	Funding was approved in the Multi-Year Budget for Community Improvement Plans, including a fund for small-scale activation projects in London's commercial districts, and a reserve fund to buy property if opportunities arise.	
		 Implement Hamilton Road Tree Trunk Program.	<ul style="list-style-type: none"> <li>BIAs</li> </ul>	12/31/23	The Hamilton Road BIA continues to expand their tree trunk tour in partnership with local businesses. In 2020, they plan to take the tour online.	
		 Implement Closed School Strategy.	<ul style="list-style-type: none"> <li>City Planning</li> </ul>	12/31/23	All closed schools sites have been reviewed since approval of the strategy. To date four sites have been identified for park space.	
		 Continue to implement the London Community Gardens Program Strategic Plan.	<ul style="list-style-type: none"> <li>NCFS</li> </ul>	12/31/23	The new community garden in West Lions Park was opened in Spring 2020 for a total of 18 gardens on public land.	
		 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"> <li>P&amp;R</li> <li>NCFS</li> </ul>	12/31/23	Awaiting Investment in Canada Infrastructure Program (ICIP) funding decision by the Provincial and Federal Governments in 2020.	

Expected Results	Strategies	Actions	Action Service Area	Action Target End Date	Action Accomplishments	Action Variance
	Provide public Wi-Fi in recreation facilities, particularly in areas where there is customer need and existing appropriate network connectivity.	 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.	<ul style="list-style-type: none"> <li>P&amp;R</li> <li>CMO</li> </ul>	12/31/23	The Wi-Fi Business Case was approved as part of the Multi-Year Budget and a Recreation Facility Wi-Fi Summary has been completed.	
Increase neighbourhood safety	Develop and implement a Community Safety and Well-Being Plan.	 Establish a Multi-Sectoral Advisory Committee.	<ul style="list-style-type: none"> <li>NCFS</li> </ul>	3/31/19		
		 Develop and finalize Community Safety and Well-Being Plan and Metrics.	<ul style="list-style-type: none"> <li>NCFS</li> </ul>	12/31/20	Completed community consultation and developed report, which included a total of 1,096 responses and/or feedback collected through participation tools. The data will inform subsequent development of the plan and metrics.	Due to COVID-19, the Province of Ontario has extended the deadline for municipalities to develop a Community Safety and Well-Being Plan; therefore, it is recommended that the target end date be changed to 12/31/21.
		 Publish and implement Community Safety and Well-Being Plan.	<ul style="list-style-type: none"> <li>NCFS</li> </ul>	12/31/23		
	Develop and implement an enhanced Public Awareness Program to educate the public on their roles and responsibilities during emergency situations.	 Develop Enhanced Public Awareness Program.	<ul style="list-style-type: none"> <li>CMO</li> </ul>	12/31/19		
		 Deliver Training on the Program.	<ul style="list-style-type: none"> <li>CMO</li> </ul>	12/31/23		Current COVID-19 response may impact implementation of public education programs in schools.





Expected Results	Strategies	Actions	Action Service Area	Action Target End Date	Action Accomplishments	Action Variance
	<p>Promote and support fire safety through increased public education and prevention, utilizing all the resources of the London Fire Department.</p>	<p>↑ Enhance efficiency through deployment model improvements and latest technology.</p>	<ul style="list-style-type: none"> <li>• NCFS</li> </ul>	<p>12/31/23</p>	<p>Implemented new Fire Prevention module in digital records management system, assisting with data-driven decision making and streamlining reporting processes.</p>	
		<p>↑ Create and improve public education strategies for targeted populations.</p>	<ul style="list-style-type: none"> <li>• NCFS</li> </ul>	<p>12/31/23</p>	<p>Participated in "Build a Dream" event for girls who are interested in trades / emergency services, with over 1,000 attending.</p> <p>Held "Coffee with a Firefighter" events to provide members of the public an opportunity to speak with members of London Fire.</p> <p>Participated in community events at fairs, markets, shows, and events throughout the community as requested.</p>	




Expected Results	Strategies	Actions	Action Service Area	Action Target End Date	Action Accomplishments	Action Variance
	<p>Reduce collision-related injuries and fatalities through public education and enhanced traffic enforcement.</p>	<p>✓ Develop and implement traffic campaigns with emphasis on distracted, aggressive and impaired driving and lack of seatbelt use.</p>	<ul style="list-style-type: none"> <li>LPS</li> </ul>	<p>12/31/19</p>	<p>During 2019, the LPS Traffic Management Unit implemented several traffic campaigns:</p> <ul style="list-style-type: none"> <li>Traffic Enforcement Initiative (Spring Seatbelt Campaign - 19-22 April 2019)</li> <li>Traffic Initiative (National Road Safety Week (14-20 May 2019)</li> <li>Motorist/Cyclist and Pedestrian Safety Campaign (16-20 Sept 2019)</li> <li>Operation Impact (11-14 Oct. 2019)</li> </ul> <p>These campaigns and regular traffic enforcement continued to focus on the "Big 4 Killers" on our roadways:</p> <ol style="list-style-type: none"> <li>Aggressive Driving - 2,018 speeding offences and 833 traffic light and stop light violations were issued;</li> <li>Impaired Driving - 497 charges for impaired-driving related offences were laid;</li> <li>Lack of Seatbelt Use - 250 offences were issued for failing to wear a seatbelt. Historically this has been a leading cause of injury and death on Ontario roads however compliance with this law is very high. It is now widely considered as one of the leading ways to prevent serious injury and death on our roadways;</li> <li>Distracted Driving - 418 offences were issued for violating the handheld device legislation. Distracted driving is the leading cause of collisions on our roadways.</li> </ol>	
		<p>✓ Train Drug Recognition Experts.</p>	<ul style="list-style-type: none"> <li>LPS</li> </ul>	<p>12/31/19</p>	<p>In 2019, 13 officers were trained as Drug Recognition Experts (DRE). As of January 2020, the LPS had a total of 14 DRE officers.</p>	

Expected Results	Strategies	Actions	Action Service Area	Action Target End Date	Action Accomplishments	Action Variance
		 Train officers in Standardized Field Sobriety Testing.	<ul style="list-style-type: none"> <li>LPS</li> </ul>	12/31/19	In 2019, 13 officers were trained in Standardized Field Sobriety (SFST). As of January 2020, the LPS had a total of 64 trained SFST officers.	
		 Enhance and expand Commercial Motor Vehicle enforcement through joint-agency inspections and media plan.	<ul style="list-style-type: none"> <li>LPS</li> </ul>	12/31/21	<p>The LPS continues to work with our enforcement partners to conduct both announced and unannounced inspections of Commercial Motor Vehicles, in an effort to make the City of London and Ontario roadways the safest in the world.</p> <p>During Oct. 9-10, 2019, the LPS Traffic Management Unit, with the assistance of members of the OPP, conducted inspections on Commercial Motor Vehicles throughout the City of London. The results of the inspection campaign are as follows:</p> <ul style="list-style-type: none"> <li>In total, 19 Commercial Motor Vehicles were inspected. Of those inspected, eight of them were taken out of service as a result of a number of offences including major defects on braking, wheel systems, and insecure loads;</li> <li>32 Provincial Offence Notices were issued;</li> <li>Six warnings were issued;</li> <li>Three licence plates were seized.</li> </ul>	

Expected Results	Strategies	Actions	Action Service Area	Action Target End Date	Action Accomplishments	Action 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"> <li>LPS</li> </ul>	<p>12/31/21</p>	<p>A new Sector Based Deployment Model was implemented in 2019 which replaced the previous Beat Patrol Deployment Model. In addition to providing more effective and efficient front-line response, this strategy includes the integration of problem-oriented policing initiatives and tracking tools to measure effectiveness.</p> <p>Also during 2019, an Enhanced Services Unit (ESU) pilot project was implemented with the goal to utilize accommodated officers to complete additional calls for service by phones and emails. The pilot project was successful and became permanent July, 2019. The ESU reduced response times to non-urgent calls and reduced the call holding queue when ESU members were scheduled on shift. This has assisted Patrol officers to assist in the Sector Based Strategic Deployment Strategy.</p>	
		<p>↑ Deploy patrols based on analysis of calls for service, crime trends, criminal intelligence and community concerns.</p>	<ul style="list-style-type: none"> <li>LPS</li> </ul>	<p>12/31/21</p>	<p>Patrol modernization initiatives are underway to respond to the unique needs of different communities. By promoting intelligence-led policing and utilizing the Crime Analysis Unit to identify issues of concern to specific communities, front-line officers are enabled to take a team approach to proactively address these issues.</p>	
		<p>↑ Monitor regional crime trends to determine need to create Joint Forces Operations to address trends.</p>	<ul style="list-style-type: none"> <li>LPS</li> </ul>	<p>12/31/21</p>	<p>There is an ongoing assessment of the need for Joint Forces Operations (JFOs) response to Tactical Analysis and Problem Solving files. There were ten JFOs in 2019.</p>	<p>This is an ongoing, annual activity. The end date has been adjusted to 12/31/21 to reflect this and is aligned with the current LPS 3 Year Business Plan.</p>



Expected Results	Strategies	Actions	Action Service Area	Action Target End Date	Action Accomplishments	Action Variance
	<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"> <li>LPS</li> </ul>	<p>3/31/20</p>	<p>A Civil Remedies Grant Application was submitted in 2019 to provide funding for a Human Trafficking Education and Awareness Campaign. The grant was approved for \$98,000 during 2020/2021.</p>	<p>Following approval of the grant, additional time is required to develop and launch the initiative/campaign. Suggested new end date: 12/31/21.</p>
		<p> Develop and Implement Internet child exploitation education awareness campaign.</p>	<ul style="list-style-type: none"> <li>LPS</li> </ul>	<p>12/31/20</p>	<p>An Internet child exploitation education awareness campaign is in the process of development.</p>	
		<p> Develop and Implement presentations in high schools addressing Human Trafficking/Extremism.</p>	<ul style="list-style-type: none"> <li>LPS</li> </ul>	<p>9/30/20</p>	<p>Human Trafficking (HT) programming has been approved for the elementary schools for the 19-20 academic year. The LPS continues to work with the school boards, and hopes to have HT programming in high schools for the 20-21 academic year.</p>	
		<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"> <li>LPS</li> </ul>	<p>12/31/21</p>	<p>There are plans for the Crime Prevention Officers to reach out to all city Business Improvement Associations in 2020. The plan is to collaboratively work with each of them moving forward.</p>	

Expected Results	Strategies	Actions	Action Service Area	Action Target End Date	Action Accomplishments	Action Variance
		<p> <b>Conduct safety audits in student housing neighbourhoods.</b></p>	<ul style="list-style-type: none"> <li>LPS</li> </ul>	12/31/21	<p>A Problem Oriented Policing Project was conducted from November to December 2019 and involved the LPS Crime Prevention Unit and Auxiliary Section working with Western University Administration, Campus Police and the University Student Council.</p> <p>The project focused on off-campus student housing to educate students to better protect themselves and prevent potential break and enters from occurring during the Christmas break when many residences are vacant. Crime Alert pamphlets were distributed during a door-to-door campaign at approximately 1,100 residences. Close to 450 of the students also received in-person advice.</p> <p>A social media information blitz accompanied the campaign to heighten students' awareness. The project was considered successful not only in terms of crime prevention, but also with regards to the positive interactions between police and students.</p>	
	<p><b>Improve emergency response through the development and implementation of the Fire Master Plan and new technology.</b></p>	<p> <b>Develop and finalize Community Risk Assessment and Fire Master Plan.</b></p>	<ul style="list-style-type: none"> <li>NCFS</li> </ul>	12/31/20	<p>Completed draft Community Risk Assessment in consultation with key stakeholders across the City of London; assessment data will inform the development of an updated Master Fire Plan.</p>	<p>Community risk assessment will be completed 12/31/20; however, due to COVID-19 the end date to complete the Fire Master Plan is recommended to be changed to 6/30/21.</p>
		<p> <b>Implement Community Risk Assessment and Fire Master Plan.</b></p>	<ul style="list-style-type: none"> <li>NCFS</li> </ul>	12/31/23		

Expected Results	Strategies	Actions	Action Service Area	Action Target End Date	Action Accomplishments	Action Variance
	Promote pedestrian safety and active transportation.	<ul style="list-style-type: none"> <li>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.</li> </ul>	• MLHU	12/31/23		
		<ul style="list-style-type: none"> <li>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 &amp; active transportation in the City of London, Middlesex County and its municipalities. Increase awareness, support and implementation of healthy community design with planners/developers &amp; public including school communities.</li> </ul>	• MLHU	12/31/23		

OUTCOMES

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

Ensure that new development fits within and enhances its surrounding community	Prepare and implement urban design guidelines.	<ul style="list-style-type: none"> <li>Implement Official Plan policies and urban design guidelines in the review of development proposals.</li> </ul>	• DCS	12/31/23	Re-zoning, site plan, subdivision, condominium and minor variance applications continue to be improved through urban design changes using Official Plan policies and guidelines.	
		<ul style="list-style-type: none"> <li>Complete City-wide Urban Design Guidelines.</li> </ul>	• City Planning	6/30/20	Draft City-wide Urban Design Guidelines have been circulated for comment. Staff continue to work with stakeholders on refinements to the draft.	Additional stakeholder engagement is required. New target end date: Q1 2021.
		<ul style="list-style-type: none"> <li>Complete Infill and Intensification Urban Design Guidelines.</li> </ul>	• City Planning	12/31/21	This project is on track to begin in Q1 2021.	

Expected Results	Strategies	Actions	Action Service Area	Action Target End Date	Action Accomplishments	Action Variance
		<ul style="list-style-type: none"> <li>↑ Complete Tall Building Urban Design Guidelines.</li> </ul>	<ul style="list-style-type: none"> <li>City Planning</li> </ul>	12/31/23	This project is on track to begin in 2022.	
Continue to conserve London's heritage properties and archaeological resources	Conserve London's heritage through regulation and investment.	<ul style="list-style-type: none"> <li>✓ Complete Heritage Places 2.0.</li> </ul>	<ul style="list-style-type: none"> <li>City Planning</li> </ul>	12/31/20	Heritage Places 2.0 was completed at the end of 2019. This plan outlines priorities for future heritage district studies.	
		<ul style="list-style-type: none"> <li>■ Complete Municipally owned heritage buildings conservation master plan.</li> </ul>	<ul style="list-style-type: none"> <li>City Planning</li> </ul>	12/31/20	A consultant has been retained to complete the study.	The inability to do field work has delayed the project start. New target - Q4 2021.
		<ul style="list-style-type: none"> <li>↑ Implement Municipally owned heritage buildings conservation master plan.</li> </ul>	<ul style="list-style-type: none"> <li>City Planning</li> </ul>	12/31/23	Implementation of the municipally-owned heritage building conservation master plan will begin once the plan is approved.	
		<ul style="list-style-type: none"> <li>↑ Implement Official Plan policies, heritage conservation district plans and guidelines in the review of development proposals.</li> </ul>	<ul style="list-style-type: none"> <li>City Planning</li> </ul>	12/31/23	Staff continue to implement heritage conservation policies through the review of development applications, planning studies and municipal projects.	
		<ul style="list-style-type: none"> <li>↑ Review alterations to heritage properties.</li> </ul>	<ul style="list-style-type: none"> <li>City Planning</li> </ul>	12/31/23	Staff continue to review heritage alteration permits for changes and improvements to London's extensive stock of heritage buildings. In 2019, 127 HAPs were reviewed. In 2020, to-date, 35 HAPs have been received.	
		<ul style="list-style-type: none"> <li>↑ Complete Great Talbot HCD.</li> </ul>	<ul style="list-style-type: none"> <li>City Planning</li> </ul>	12/31/23	Background work on the Great Talbot Heritage Conservation District has begun.	
		<ul style="list-style-type: none"> <li>↑ Complete Gibbons Park HCD.</li> </ul>	<ul style="list-style-type: none"> <li>City Planning</li> </ul>	12/31/23	The Gibbons Park Heritage Conservation District plan is on track to begin in 2022.	

Expected Results	Strategies	Actions	Action Service Area	Action Target End Date	Action Accomplishments	Action Variance
		<ul style="list-style-type: none"> <li>Update Municipal Register of Heritage Resources.</li> </ul>	<ul style="list-style-type: none"> <li>City Planning</li> </ul>	12/31/24	Staff continue to update the register of heritage resources regularly. In 2019, 96 properties were added.	
		<ul style="list-style-type: none"> <li>Conserve heritage properties through heritage designation.</li> </ul>	<ul style="list-style-type: none"> <li>City Planning</li> </ul>	12/31/23	In 2019, 3 new properties were designated under Part IV of the Ontario Heritage Act.	
		<ul style="list-style-type: none"> <li>Identify &amp; conserve archeological resources through assessment.</li> </ul>	<ul style="list-style-type: none"> <li>City Planning</li> </ul>	12/31/23	Staff continue to review archaeological potential through development applications, planning studies and municipal projects.	
		<ul style="list-style-type: none"> <li>Update Archeological Mapping.</li> </ul>	<ul style="list-style-type: none"> <li>City Planning</li> </ul>	12/31/23	A large backlog of historical archaeological assessment reports have been digitized and added to the City's GIS mapping. This has improved the efficiency of staff reviewing archaeological potential.	
Increase the number of community gathering spaces in neighbourhoods	Invest in community building projects.	<ul style="list-style-type: none"> <li>Implement Closed School Strategy.</li> </ul>	<ul style="list-style-type: none"> <li>P&amp;R</li> <li>City Planning</li> </ul>	12/31/23	All closed schools sites have been reviewed since approval of the strategy. To date four sites have been identified for park space.	
		<ul style="list-style-type: none"> <li>Continue to implement the London Community Gardens Program Strategic Plan.</li> </ul>	<ul style="list-style-type: none"> <li>NCFS</li> </ul>	12/31/23	The new community garden in West Lions Park was opened in spring 2020 for a total of 18 gardens on public land.	
		<ul style="list-style-type: none"> <li>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.</li> </ul>	<ul style="list-style-type: none"> <li>P&amp;R</li> <li>NCFS</li> </ul>	12/31/23	Awaiting Investment in Canada Infrastructure Program (ICIP) funding decision by the Provincial and Federal Governments in 2020.	

Introduction

# BUILDING a Sustainable City

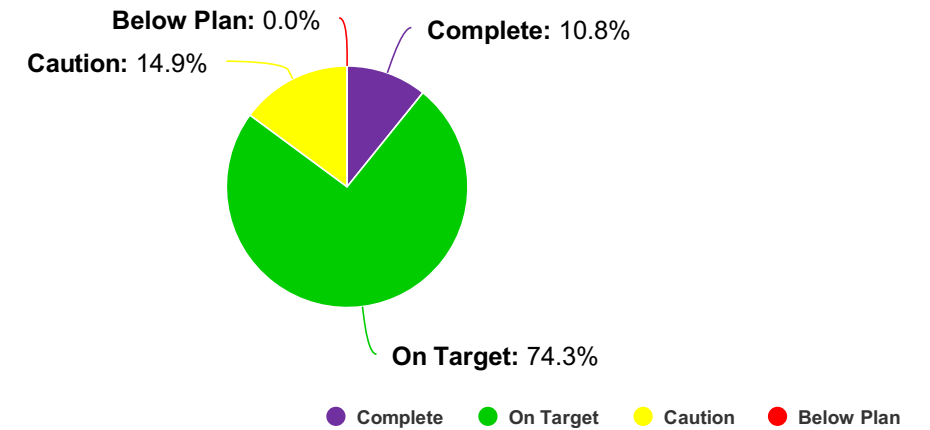
OUTCOMES:

- 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

Progress Report



### 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

Expected Results	Strategies	Actions	Action Service Area	Action Target End Date	Action Accomplishments	Action Variance
OUTCOMES						
London's infrastructure is built, maintained, and operated to meet the long-term needs of our community.						
<ul style="list-style-type: none"> <li>— Maintain or increase current levels of service</li> </ul>	<ul style="list-style-type: none"> <li>— Continue to develop the City's Public Art/Monument program.</li> </ul>	<ul style="list-style-type: none"> <li>↑ Maintain and restore public art and monuments.</li> </ul>	<ul style="list-style-type: none"> <li>• P&amp;R</li> </ul>	12/31/23	Three pieces of public art being restored. A new piece of public art has been installed at the Bostwick Community Centre, YMCA, and Library.	
		<ul style="list-style-type: none"> <li>↑ Create and acquire public art and monuments.</li> </ul>	<ul style="list-style-type: none"> <li>• P&amp;R</li> </ul>	12/31/23		
	<ul style="list-style-type: none"> <li>— Develop and document current levels of service and identify proposed level of services.</li> </ul>	<ul style="list-style-type: none"> <li>✓ Inform Council on the current levels of service through the 2019 Asset Management Plan.</li> </ul>	<ul style="list-style-type: none"> <li>• F&amp;CS</li> </ul>	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"> <li>↑ Monitor the Corporate Asset Management Plan implementation.</li> </ul>	<ul style="list-style-type: none"> <li>• F&amp;CS</li> </ul>	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"> <li>↑ Inform Council on the proposed levels of service through the 2023 Asset Management Plan.</li> </ul>	<ul style="list-style-type: none"> <li>• F&amp;CS</li> </ul>	9/30/23	Next step in asset management planning in accordance with Provincial legislated time frames.	

Expected Results	Strategies	Actions	Action Service Area	Action Target End Date	Action Accomplishments	Action Variance
	<ul style="list-style-type: none"> <li>Regenerate and revitalize LMCH/Community Housing sites.</li> </ul>	<ul style="list-style-type: none"> <li>Develop London &amp; Middlesex Housing Corporation's (LMHC) Asset Management Plan.</li> </ul>	<ul style="list-style-type: none"> <li>LMCH</li> </ul>	12/31/19	LMCH anticipates completing their Asset Management Plan by Q2 2020.	<p>The delay in completing LMCH's Asset Management Plan is attributed to a significant revised scope of work to include the full range of all tangible capital assets, more in depth risk assessment, evaluation, and incorporate a greater coordination with City finance support.</p> <p>Suggested new target date of June 2020.</p>
		<ul style="list-style-type: none"> <li>Manage the delivery of Social Housing Apartment Improvement Program (SHAIP).</li> </ul>	<ul style="list-style-type: none"> <li>LMCH</li> </ul>	3/31/20	A total of 6 high-rise multi residential buildings were impacted through the delivery of Social Housing Apartment Improvement Program (SHAIP). This equates to a total of 1,315 (more than 1/3 of LMCH units) benefiting from the retrofitting done at each of these 6 buildings.	<p>2 LMCH building SHAIP projects have extended beyond the March 31, 2020 time period and are expected to be completed by June 2020.</p> <p>Suggested new target date of June 2020</p>
<ul style="list-style-type: none"> <li>Build infrastructure to support future development and protect the environment</li> </ul>	<ul style="list-style-type: none"> <li>Complete Waste Disposal Strategy (including the Environmental Assessment for the expansion of the W12A Landfill).</li> </ul>	<ul style="list-style-type: none"> <li>Implement the Provincial approved Terms of Reference (technical studies) along with a community engagement strategy.</li> </ul>	<ul style="list-style-type: none"> <li>EES</li> </ul>	3/31/22		
		<ul style="list-style-type: none"> <li>Submit and receive Provincial Environmental Assessment approval.</li> </ul>	<ul style="list-style-type: none"> <li>EES</li> </ul>	12/31/22		









Expected Results	Strategies	Actions	Action Service Area	Action Target End Date	Action Accomplishments	Action Variance
		<ul style="list-style-type: none"> <li>↑ Undertake community engagement and finalize the long Term Waste Disposal Strategy coupled with the Resource Recovery Strategy.</li> </ul>	<ul style="list-style-type: none"> <li>• EES</li> </ul>	3/31/21	Multi-approach Community Engagement Program is reaching the intended audiences.	
		<ul style="list-style-type: none"> <li>↑ Submit and receive Provincial Environmental Protection Act approvals.</li> </ul>	<ul style="list-style-type: none"> <li>• EES</li> </ul>	6/30/23		
	<ul style="list-style-type: none"> <li>— Work with multi-sectors to finalize the Climate Change/Severe Weather Adaptation Strategy for London's built infrastructure.</li> </ul>	<ul style="list-style-type: none"> <li>▢ Undertake multi-sector engagement on built environment challenges, opportunities, priorities and implementation plans.</li> </ul>	<ul style="list-style-type: none"> <li>• EES</li> </ul>	12/31/20		Due to COVID-19 and the difficulties being experienced with engagement (now and the next few months), this project will not likely meet the Target End Date. Proposed new Target End Date is 9/30/21.
		<ul style="list-style-type: none"> <li>↑ Share progress made towards implementing Climate Change/Severe Weather Adaptation Strategy for London's built infrastructure.</li> </ul>	<ul style="list-style-type: none"> <li>• EES</li> </ul>	12/31/23		
		<ul style="list-style-type: none"> <li>↑ Complete actions assigned to Conservation Authorities between 2020 and 2023.</li> </ul>	<ul style="list-style-type: none"> <li>• Conservation Authorities</li> </ul>	12/31/23		This is a new action that has been added to the Implementation Plan.
		<ul style="list-style-type: none"> <li>— Renew, expand, and develop parks and recreation facilities, and conservation areas in appropriate locations to address existing gaps.</li> </ul>	<ul style="list-style-type: none"> <li>↑ Implement the Parks and Recreation Master Plan by introducing a new mid-size multi-use community centre.</li> </ul>	<ul style="list-style-type: none"> <li>• P&amp;R</li> <li>• NCFS</li> </ul>	12/31/23	Awaiting Investment in Canada Infrastructure Program (ICIP) funding decision by the Provincial and Federal Governments in 2020.

Expected Results	Strategies	Actions	Action Service Area	Action Target End Date	Action Accomplishments	Action Variance
		<p>↑ Continue to add new parks as the city grows.</p>	<ul style="list-style-type: none"> <li>P&amp;R</li> </ul>	12/31/23	<p>Approximately 35 hectares of new park land was assumed Fall 2019. This includes 18 separate parcels of land. Within these assumptions, there were 3 new neighbourhood parks, 2-significant woodlands and a number of open space corridors which supports London's recreational pathway network and the protection of existing natural heritage features.</p>	
		<p>↑ Implement the Parks and Recreation Master Plan recommendations.</p>	<ul style="list-style-type: none"> <li>P&amp;R</li> <li>NCFS</li> </ul>	12/31/23	<p>Continue to implement the 119 recommendations of this Council approved plan including regular reporting of progress and an annual update to the community.</p>	
		<p>↑ Continue to add new conservation areas or expand the use of existing conservation areas, as the city grows.</p>	<ul style="list-style-type: none"> <li>Conservation Authorities</li> </ul>	12/31/23		<p>COVID-19 has caused impacts by delaying park openings and reducing revenues geared towards reinvestment into Areas.</p> <p>This is a new action that has been added to the Implementation Plan.</p>
	<p>— Continue annual reviews of growth infrastructure plans to balance development needs with available funding.</p>	<p>↑ Administer the annual Growth Management Implementation Strategy Update.</p>	<ul style="list-style-type: none"> <li>DCS</li> </ul>	12/31/23	<p>The 2021 GMIS was merged with the 2021 Development Charges Background Study Update. GMIS stormwater management infrastructure projects in the southwest area of the city have been revised to reflect the recently completed Dingman Environmental Assessment.</p>	

Expected Results	Strategies	Actions	Action Service Area	Action Target End Date	Action Accomplishments	Action Variance
		<ul style="list-style-type: none"> <li>Expand the annual Growth Management Implementation Strategy Update to include built area works.</li> </ul>	<ul style="list-style-type: none"> <li>DCS</li> </ul>	6/30/21		
		<ul style="list-style-type: none"> <li>Develop opportunities to receive stakeholder feedback on the annual Growth Management Implementation Strategy Update.</li> </ul>	<ul style="list-style-type: none"> <li>DCS</li> </ul>	12/31/20	Options for stakeholder feedback are presently being examined by staff.	
		<ul style="list-style-type: none"> <li>Implement opportunities to receive stakeholder feedback on the annual Growth Management Implementation Strategy Update.</li> </ul>	<ul style="list-style-type: none"> <li>DCS</li> </ul>	12/31/23		
<ul style="list-style-type: none"> <li>Manage the infrastructure gap for all assets</li> </ul>	<ul style="list-style-type: none"> <li>Prioritize investment in assets to implement the Asset Management Plan.</li> </ul>	<ul style="list-style-type: none"> <li>Adopt a Council Strategic Asset Management Policy to guide the management of city infrastructure.</li> </ul>	<ul style="list-style-type: none"> <li>F&amp;CS</li> </ul>	6/30/19	Municipal Council approved the Corporate Asset Management Policy on April 24, 2019.	
		<ul style="list-style-type: none"> <li>Inform Council on the state of the infrastructure through the development of the 2019 Corporate Asset Management Plan.</li> </ul>	<ul style="list-style-type: none"> <li>F&amp;CS</li> </ul>	9/30/19	Municipal Council approved the 2019 Corporate Asset Management Plan which included the State of Infrastructure on August 27, 2019.	
		<ul style="list-style-type: none"> <li>Monitor the Corporate Asset Management Plan implementation.</li> </ul>	<ul style="list-style-type: none"> <li>F&amp;CS</li> </ul>	9/30/23	With the approval of the Corporate Asset Management Plan (April 2019) and the approval of the 2020-2023 Multi Year Budget (March 2020), Civic Administration is working on the 2020 annual update report which will be reported out to Council in the summer of 2020.	
		<ul style="list-style-type: none"> <li>Approval of Capital Budget through the 2020 to 2023 Multi-Year Budget process.</li> </ul>	<ul style="list-style-type: none"> <li>F&amp;CS</li> </ul>	3/31/20	Municipal Council approved the 2020-2023 Multi-Year Capital Budget on March 2, 2020. Council approved a total additional investment of \$10.5 million to reduce the City's infrastructure gap.	
		<ul style="list-style-type: none"> <li>Adjustments to capital budget made through the Annual Budget update process.</li> </ul>	<ul style="list-style-type: none"> <li>F&amp;CS</li> </ul>	12/31/23	The Annual Budget Update process will occur for 2021, 2022 and 2023. The 2021 Budget Update is scheduled to be brought forward in the Fall of 2020.	

Expected Results	Strategies	Actions	Action Service Area	Action Target End Date	Action Accomplishments	Action Variance
		<ul style="list-style-type: none"> <li data-bbox="747 256 1257 326"> <span style="color: blue;">■</span> Develop Asset Management Plan (AMP), including priorities, project milestones and timelines.         </li> </ul>	<ul style="list-style-type: none"> <li data-bbox="1292 245 1373 269">• LPL</li> </ul>	12/31/20	Ongoing consultations with City's CAM and Facilities teams are underway to discuss best practices and next steps.	The closure of libraries during the Pandemic has paused the development of the AMP. Once the library reopens, the continuation of the AMP will be crucial (in order to comply with legislative timelines). However, internal resources will be immediately focused on re-opening, so the end date has been extended to Q4 2021.

Expected Results	Strategies	Actions	Action Service Area	Action Target End Date	Action Accomplishments	Action Variance
		<p> <b>Implement AMP.</b></p>	<ul style="list-style-type: none"> <li>LPL</li> </ul>	12/31/23	<p>Submitted 2020-2023 Business Case requesting additional funds to successfully implement AMP. The 2020-2023 Business Case for additional capital financing to implement the AMP was withdrawn in 2020 due to the infancy of the AMP. The intention was to bring it back in early 2021; this timeline will likely need to be extended, possibly to 2022 due to the closure.</p>	<p>Due to the library closure, the development and implementation of an AMP has been delayed. The intention is to complete the development of the AMP by Q2 2021 and fully implement the AMP by the start of 2022. Additional capital financing will be required to implement the AMP, which may be considered by Council through a future Annual Budget Update process when appropriate.</p>
		<p> <b>Explore potential partnerships.</b></p>	<ul style="list-style-type: none"> <li>LPL</li> </ul>	12/31/23	<p>Ongoing discussions with community partners in hopes of creating a multi-use facility (similar to Bostwick and Stoney Creek). Discussions with the City are still ongoing. But we anticipate delays in planning and construction due to COVID-19.</p>	<p>Delays in planning process due to COVID-19. This will ultimately impact the construction timelines as well.</p>

Expected Results	Strategies	Actions	Action Service Area	Action Target End Date	Action Accomplishments	Action Variance
		 Develop functional plan and undertake construction of new Southeast branch.	<ul style="list-style-type: none"> <li>LPL</li> </ul>	12/31/20		Item has been placed on hold until further progress with the City on a possible multi-purpose facility has been explored. Target end date has been extended to the end of Q4 2022.
		 Develop functional plan and undertake construction of new Northwest branch.	<ul style="list-style-type: none"> <li>LPL</li> </ul>	12/31/21		Item has been placed on hold until further progress with the City on a possible multi-purpose facility has been explored. Target end date has been extended to the end of Q4 2022.
		 Interior/Exterior LCR Renovations - Refurbish Lower Washrooms - Retrofit Electrical System - Renovation to Storage Vaults - Retrofit HVAC System	<ul style="list-style-type: none"> <li>Museum London</li> </ul>	12/31/23	New accessible and refurbished washrooms, and sanitation final phase completed.	
		 Develop master site plan.	<ul style="list-style-type: none"> <li>Western Fair</li> </ul>	6/30/23		The strategic planning session to kick off this plan was postponed due to COVID-19. To be rescheduled when appropriate; still able to meet target end date.








Expected Results	Strategies	Actions	Action Service Area	Action Target End Date	Action Accomplishments	Action Variance
		<p>↑ Continue to invest in maintaining Conservation Authority assets.</p>	<ul style="list-style-type: none"> <li>Conservation Authorities</li> </ul>	12/31/23		<p>COVID-19 has caused impacts by delaying park openings and reducing revenues geared towards reinvestment into Areas.</p> <p>This is a new action that has been added to the Implementation Plan.</p>
	<p>— Monitor the infrastructure gap to inform the management of City assets.</p>	<p>↑ Monitor the progress of the Asset Management Plan, reporting out to Council.</p>	<ul style="list-style-type: none"> <li>F&amp;CS</li> </ul>	9/30/23	Civic Administration is looking to report out on the progress of Asset Management Plan in the summer of 2020 given the approval of the 2020-2023 Multi-Year Budget.	
		<p>✓ Inform Council on the state of the infrastructure through the development of 2019 Corporate Asset Management Plan.</p>	<ul style="list-style-type: none"> <li>F&amp;CS</li> </ul>	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.	
		<p>↑ Adjustments to capital budget made through the Annual Budget update process.</p>	<ul style="list-style-type: none"> <li>F&amp;CS</li> </ul>	12/31/23	The Annual Budget Update process will occur for 2021, 2022 and 2023. The 2021 Budget Update is scheduled to be brought forward in Fall 2020.	
	<p>— Communicate the consequences of the infrastructure gap.</p>	<p>↑ Explore opportunities to increase community awareness of the state of the City's infrastructure.</p>	<ul style="list-style-type: none"> <li>F&amp;CS</li> </ul>	9/30/23	Working with Asset Management Ontario and other municipalities to produce approximately 8 Asset Management videos, noting that this is funded from the Federation of Canadian Municipalities.	

Expected Results	Strategies	Actions	Action Service Area	Action Target End Date	Action Accomplishments	Action Variance
OUTCOMES						
London's growth and development is well planned and sustainable over the long term.						
<p>— Improve London's resiliency to respond to potential future challenges</p>	<p>— Advance sustainability and resiliency strategies.</p>	<p>■ Complete Green City Strategy.</p>	<ul style="list-style-type: none"> <li>City Planning</li> </ul>	12/31/20	<p>Draft Climate Emergency Action Plan (CEAP) is in progress, although requires public consultation to move forward.</p> <p>Progress on related items from Council's resolution regarding the Climate Emergency Update report from Nov. 2019 include:</p> <ul style="list-style-type: none"> <li>- Draft Climate Emergency Evaluation Tool complete</li> <li>- Climate Emergency Action Team including representatives from all service areas is working on corporate climate action goals</li> </ul>	<p>The Green City Strategy is taking the form of our Climate Emergency Action Plan, however the limited ability to engage with the public due to COVID-19 may push this timeline.</p>
		<p>↑ Implement Green City Strategy.</p>	<ul style="list-style-type: none"> <li>City Planning</li> </ul>	12/31/23	<p>Green City Strategy will be a component of the Climate Emergency Action Plan, which is targeted for approval in 2020.</p>	
		<p>↑ Complete Resiliency Strategy.</p>	<ul style="list-style-type: none"> <li>City Planning</li> </ul>	3/31/22	<p>Planning to initiate in 2021.</p>	
		<p>↑ Implement Resiliency Strategy.</p>	<ul style="list-style-type: none"> <li>City Planning</li> </ul>	12/31/23	<p>Implementation will begin following approval of the Resiliency Strategy.</p>	
		<p>↑ Complete Conservation Authority led low impact development (LID) projects, education and awareness initiatives.</p>	<ul style="list-style-type: none"> <li>Conservation Authorities</li> </ul>	12/31/23	<p>This action is led by UTRCA who has completed several training sessions for practitioners.</p>	<p>This is a new action that has been added to the Implementation Plan.</p>



Expected Results	Strategies	Actions	Action Service Area	Action Target End Date	Action Accomplishments	Action Variance
<p>Direct growth and intensification to strategic locations</p>	<p>Advance the growth and development policies of the London Plan through enhanced implementations tools and investments in infrastructure.</p>	<p>↑ Complete Phase 1 of ReThink Zoning work plan.</p>	<ul style="list-style-type: none"> <li>City Planning</li> </ul>	12/31/20	First discussion paper to be received by Planning and Environment Committee on June 22, 2020, coinciding with the launch of a public engagement program.	
		<p>↑ Complete Phase 2 of ReThink Zoning work plan.</p>	<ul style="list-style-type: none"> <li>City Planning</li> </ul>	12/31/23	Phase 2 to be initiated upon completion of Phase 1.	
		<p>↑ Complete appeal process for the London Plan.</p>	<ul style="list-style-type: none"> <li>City Planning</li> </ul>	12/31/22	Next hearing scheduled for September 2020.	April 2020 hearing block adjourned, September 2020 hearing still expected to go ahead, with future hearings still to be scheduled by the LPAT.
		<p>↑ Implement London Plan farmland policies.</p>	<ul style="list-style-type: none"> <li>City Planning</li> </ul>	12/31/23	London Plan policies being applied where possible given scheduling of London Plan Appeals process.	
		<p>↑ Complete review of Urban Growth Boundary.</p>	<ul style="list-style-type: none"> <li>City Planning</li> </ul>	12/31/23	London Plan policies being applied where possible given scheduling of London Plan appeals process.	
		<p>↑ Implement London Plan growth framework.</p>	<ul style="list-style-type: none"> <li>City Planning</li> </ul>	12/31/23	London Plan policies being applied where possible given scheduling of London Plan appeals process.	
		<p>↑ Implement Environmental Policies of the London Plan.</p>	<ul style="list-style-type: none"> <li>City Planning</li> </ul>	12/31/23	London Plan policies being applied where possible given scheduling of London Plan appeals process.	
		<p>↑ Update Environmental Management Guidelines.</p>	<ul style="list-style-type: none"> <li>City Planning</li> </ul>	12/31/20	First draft completed with additional external resource groups engagement underway.	

Expected Results	Strategies	Actions	Action Service Area	Action Target End Date	Action Accomplishments	Action Variance
		<ul style="list-style-type: none"> <li>✓ Complete Meadowlily CMP - Ph 1.</li> </ul>	<ul style="list-style-type: none"> <li>• City Planning</li> </ul>	12/31/20	Phase 1 complete with report coming in 2020.	
		<ul style="list-style-type: none"> <li>↑ Complete Meadowlily CMP - Ph 2.</li> </ul>	<ul style="list-style-type: none"> <li>• City Planning</li> </ul>	12/31/21	Phase 2 of Meadowlily CMP awaiting acquisition of land.	
		<ul style="list-style-type: none"> <li>↑ Complete Medway Valley CMP.</li> </ul>	<ul style="list-style-type: none"> <li>• City Planning</li> </ul>	12/31/22	Draft CMP review and additional consultation is underway.	
		<ul style="list-style-type: none"> <li>■ Establish performance measures for permit ready lots and on the market units.</li> </ul>	<ul style="list-style-type: none"> <li>• DCS</li> </ul>	12/31/19		Delayed to permit additional stakeholder consultation and review of metrics. Action target date changed to 12/31/20.
		<ul style="list-style-type: none"> <li>✓ Create and implement a framework for the Annual Development Report.</li> </ul>	<ul style="list-style-type: none"> <li>• DCS</li> </ul>	12/31/23	The 2019 Annual Development Report providing building permit activity, development application activity, and a summary of Development Services continuous improvement initiatives was received by Council on February 11, 2020.	
	<ul style="list-style-type: none"> <li>■ Prepare detailed plans for strategic locations.</li> </ul>	<ul style="list-style-type: none"> <li>✓ Complete OEV Secondary Plan.</li> </ul>	<ul style="list-style-type: none"> <li>• City Planning</li> </ul>	9/30/19	The Old East Village Dundas Street Secondary Plan was approved at the end of 2019. This plan sets the framework for compatible intensification in the area, as well as improvements to the public realm to help plan for rapid transit, a dedicated cycle track and better connectivity within the commercial district overall.	
		<ul style="list-style-type: none"> <li>↑ Complete Victoria Park Secondary Plan.</li> </ul>	<ul style="list-style-type: none"> <li>• City Planning</li> </ul>	12/31/20	Significant public and stakeholder engagement has occurred for the Victoria Park Secondary Plan. Additional consultation will occur in Summer 2020 with hopes for a final approved Plan by the end of 2020.	
		<ul style="list-style-type: none"> <li>↑ Complete Byron Pits Secondary Plan.</li> </ul>	<ul style="list-style-type: none"> <li>• City Planning</li> </ul>	6/30/22	Ongoing discussions with consultants to determine development options.	






Expected Results	Strategies	Actions	Action Service Area	Action Target End Date	Action Accomplishments	Action Variance
		 Complete Masonville Transit Village Secondary Plan.	<ul style="list-style-type: none"> <li>City Planning</li> </ul>	12/31/21	Work has begun on the Masonville Secondary Plan, including technical studies and significant innovative community consultation throughout 2019. The plan is on track to be completed in 2021.	
		 Complete White Oak Dingman Secondary Plan.	<ul style="list-style-type: none"> <li>City Planning</li> </ul>	12/31/23	Secondary Plan delayed to determine impact of updated flood modelling. On track to be resumed and completed before target end date.	
		 Update London Psychiatric Hospital Secondary Plan.	<ul style="list-style-type: none"> <li>City Planning</li> </ul>	12/31/23	A developer has been selected for the London Psychiatric Hospital Lands, and the Secondary Plan will be reviewed and updated as part of a future development application to better align with the policies of The London Plan.	
		 Initiate Oxford and Wonderland Transit Village Secondary Plan.	<ul style="list-style-type: none"> <li>City Planning</li> </ul>	12/31/23	This project in on track to be initiated by 2023.	
		 Complete the Lambeth Area CIP.	<ul style="list-style-type: none"> <li>City Planning</li> </ul>	12/31/19	The Lambeth Community Improvement Plan was approved in 2019. The Plan encourages better connectivity throughout the area, an improved main street commercial district and financial incentives are now available to support local businesses in improving facade and signage.	
	 Revitalize London's downtown and urban areas.	 Implement Downtown CIP.	<ul style="list-style-type: none"> <li>City Planning</li> </ul>	12/31/23	The City continues to work with the BIA to implement the Community Improvement Plan, including providing financial incentives and developing new programs. A sidewalk patio program was finalized and a 2-year Uplighting grant pilot project has been established. The Core Area Action Plan will help further implement the vision of the CIP.	

Expected Results	Strategies	Actions	Action Service Area	Action Target End Date	Action Accomplishments	Action Variance
		<ul style="list-style-type: none"> <li>↑ Implement OEV CIP.</li> </ul>	<ul style="list-style-type: none"> <li>• City Planning</li> </ul>	12/31/23	The City continues to work with the BIA to implement the Community Improvement Plan, including providing financial incentives and developing new programs. The Core Area Action Plan will help further implement the vision of the CIP.	
		<ul style="list-style-type: none"> <li>↑ Implement SoHo CIP.</li> </ul>	<ul style="list-style-type: none"> <li>• City Planning</li> </ul>	12/31/23	Staff continue to implement the vision of the Community Improvement Plan, including providing incentives. The introduction of rapid transit to the area and the redevelopment of the Old Victoria Hospital Lands have attracted development interest.	
	<ul style="list-style-type: none"> <li>▬ Monitor city building outcomes with the London Plan.</li> </ul>	<ul style="list-style-type: none"> <li>↑ Develop London Plan Monitoring Program.</li> </ul>	<ul style="list-style-type: none"> <li>• City Planning</li> </ul>	12/31/20	Developing metrics to monitor the London Plan implementation. On track to report out in 2020.	
		<ul style="list-style-type: none"> <li>↑ Complete annual London Plan monitoring.</li> </ul>	<ul style="list-style-type: none"> <li>• City Planning</li> </ul>	12/31/23	To be implemented on an annual basis following the initial report to determine metrics.	
	<ul style="list-style-type: none"> <li>▬ 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).</li> </ul>	<ul style="list-style-type: none"> <li>✓ Develop financial options to consider the construction of a standalone parking structure or partnerships with developments involving parking accommodations.</li> </ul>	<ul style="list-style-type: none"> <li>• DCS</li> </ul>	12/31/22	RFP presented to Council in Q2 2020 and no action taken.	








OUTCOMES

London has a strong and healthy environment.

<ul style="list-style-type: none"> <li>▬ Increase waste reduction, diversion, and resource recovery</li> </ul>	<ul style="list-style-type: none"> <li>▬ Work with residents and organizations to implement the 60% Waste Diversion Action Plan.</li> </ul>	<ul style="list-style-type: none"> <li>↑ Engage groups and organizations and share progress towards Targets.</li> </ul>	<ul style="list-style-type: none"> <li>• EES</li> </ul>	12/31/21		
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Expected Results	Strategies	Actions	Action Service Area	Action Target End Date	Action Accomplishments	Action Variance
		 Prepare background methodology and an approach to reporting data. Share progress towards Targets.	<ul style="list-style-type: none"> <li>EES</li> </ul>	3/31/20		<p>The actions and budget required for the 60% Waste Diversion Action Plan was approved by Council on March 2, 2020 as part of the multi-year budget. The background methodology and approach was in progress but activity slowed in mid-March 2020. Work has not progressed and is in a holding pattern. Revised Target End Date is 12/31/2020.</p>
		 Share progress towards Targets (Residential waste diverted from landfill).	<ul style="list-style-type: none"> <li>EES</li> </ul>	12/31/23		
		 Share progress towards Targets (Reduction in per capita waste generation).	<ul style="list-style-type: none"> <li>EES</li> </ul>	12/31/23		
		 Share progress towards Targets (Households participating in the Green Bin Program).	<ul style="list-style-type: none"> <li>EES</li> </ul>	12/31/23		
		 Share progress towards Targets (Industrial, commercial and institutional waste diverted from landfill).	<ul style="list-style-type: none"> <li>EES</li> </ul>	12/31/23		




Expected Results	Strategies	Actions	Action Service Area	Action Target End Date	Action Accomplishments	Action Variance
<p>— Increase community knowledge and action to support the environment</p>	<p>— Collaborate on environmental actions with community groups through the London Environmental Network (LEN) and businesses as part of Green Economy London.</p>	<p>↑ Engage businesses/institutions and share progress towards Targets.</p>	<ul style="list-style-type: none"> <li>EES</li> </ul>	12/31/23	Both the London Environmental Network and Green Economy London have increased their business outreach and awareness which often highlight projects involving the City (directly or indirectly).	
		<p>↑ Engage community groups, establish collaborative projects and share progress towards Targets.</p>	<ul style="list-style-type: none"> <li>EES</li> </ul>	12/31/23	Both the London Environmental Network and Green Economy London have increased their community outreach and awareness which often highlight projects involving the City (directly or indirectly).	
	<p>— Increase community environmental outreach for the built environment through CityGreen.</p>	<p>↑ Share progress towards Targets (CityGreen activities hosted).</p>	<ul style="list-style-type: none"> <li>EES</li> </ul>	12/31/23		
		<p>↑ Provide opportunities for public environmental education.</p>	<ul style="list-style-type: none"> <li>Conservation Authorities</li> </ul>	12/31/23		<p>COVID-19 has created impacts due to school closings and cancellation of major education events.</p> <p>This is a new action that has been added to the Implementation Plan.</p>
<p>— Protect and enhance waterways, wetlands, and natural areas</p>	<p>— Implement strategies, policies, and programs to conserve natural areas and features.</p>	<p>↑ Complete Byron Valley Trail.</p>	<ul style="list-style-type: none"> <li>City Planning</li> </ul>	12/31/21	Species at Risk screening report complete with UTRCA endorsement.	
		<p>✓ Complete Meadowlily CMP - Ph 1.</p>	<ul style="list-style-type: none"> <li>City Planning</li> </ul>	12/31/20	Phase 1 complete with report coming to Council in 2020.	
		<p>↑ Complete Meadowlily CMP - Ph 2.</p>	<ul style="list-style-type: none"> <li>City Planning</li> </ul>	12/31/21	Phase 2 of Meadowlily CMP awaiting acquisition of land.	
		<p>↑ Complete Medway Valley CMP.</p>	<ul style="list-style-type: none"> <li>City Planning</li> </ul>	12/31/22	Draft CMP review and additional consultation is underway.	

Expected Results	Strategies	Actions	Action Service Area	Action Target End Date	Action Accomplishments	Action Variance
		 Complete Killaly Ecological Restoration Plan.	<ul style="list-style-type: none"> <li>City Planning</li> </ul>	12/31/20	Plan is complete and implementation continues with high level of community support.	
		 Implement the Invasive Plant Management Strategy.	<ul style="list-style-type: none"> <li>City Planning</li> <li>P&amp;R</li> </ul>	12/31/23	<p>Implementation continues with Phragmites, dog-strangling vine and other invasive species targeted in ESAs.</p> <p>Staff received letter of commendation from the National Invasive Species Centre for efforts in Killaly Meadows ESA.</p>	
		 Implement Environmental Policies of the London Plan.	<ul style="list-style-type: none"> <li>City Planning</li> </ul>	12/31/23	Staff continue to implement the policies through development application reviews and through larger planning exercises.	
		 Update Environmental Management Guidelines.	<ul style="list-style-type: none"> <li>City Planning</li> </ul>	12/31/20	First draft completed with additional external resource groups engagement underway.	
		 Implement Official Plan policies and environmental management guidelines in the review of development proposals.	<ul style="list-style-type: none"> <li>DCS</li> </ul>	12/31/23		
		 Improve Environmental Impact Study monitoring compliance for applicable developments.	<ul style="list-style-type: none"> <li>DCS</li> </ul>	12/31/20		Delayed due to COVID-19 and move to minimal operations. Suggested new end date: Q2 2021.
		 Strengthen post-development environmental monitoring through a City-led consulting contract and annual reviews.	<ul style="list-style-type: none"> <li>DCS</li> </ul>	12/31/22		

Expected Results	Strategies	Actions	Action Service Area	Action Target End Date	Action Accomplishments	Action Variance
		<ul style="list-style-type: none"> <li>↑ Undertake actions to conserve natural areas and features.</li> </ul>	<ul style="list-style-type: none"> <li>• Conservation Authorities</li> </ul>	12/31/23		<p>COVID-19 has reduced tree numbers due to restrictions to programs and suppliers.</p> <p>This is a new action that has been added to the Implementation Plan.</p>
	<ul style="list-style-type: none"> <li>■ Improve water quality in the Thames River.</li> </ul>	<ul style="list-style-type: none"> <li>↑ Take the targeted number of Thames River water quality samples.</li> </ul>	<ul style="list-style-type: none"> <li>• EES</li> </ul>	12/31/23	Sampling programs continue at full pace with 4,600 as of May 2020. Majority of sampling occurs during the summer months.	
		<ul style="list-style-type: none"> <li>↑ Work with homeowners and process homeowner grant applications.</li> </ul>	<ul style="list-style-type: none"> <li>• EES</li> </ul>	12/31/23	Applications being submitted, processed, and reviewed. 21 basement flooding grant applications approved as of May 2020.	
		<ul style="list-style-type: none"> <li>↑ Construct new sewers through the Infrastructure Renewal Program.</li> </ul>	<ul style="list-style-type: none"> <li>• EES</li> </ul>	12/31/23	Contract awarded for Richmond Street sewer separation project. This project includes all of 2020's targeted combined sewer replacement works.	
		<ul style="list-style-type: none"> <li>↑ Operate the wastewater treatment plants in a way to reduce sewage released to the Thames River.</li> </ul>	<ul style="list-style-type: none"> <li>• EES</li> </ul>	12/31/23	Thanks to enhanced treatment and storage capability at the Greenway Wastewater Treatment Plant, 131 million litres of raw sewage was treated instead of being directly bypassed to the Thames River during large rain storms between the period of January 2020 and May 2020.	
		<ul style="list-style-type: none"> <li>↑ Improve capacity in the wastewater treatment plants to reduce sewage released to the Thames River.</li> </ul>	<ul style="list-style-type: none"> <li>• EES</li> </ul>	12/31/23	The consultant assignment for the first treatment plant capacity upgrade project was approved in May 2020. The first project is located at the Adelaide Wastewater Treatment Plant and is scheduled for completion by Q4 2021.	



Expected Results	Strategies	Actions	Action Service Area	Action Target End Date	Action Accomplishments	Action Variance
	<p>Bring Londoners 'Back to the River' by revitalizing the Thames River radiating from the Forks.</p>	<p>Complete the detailed design and construction of the inaugural project.</p>	<ul style="list-style-type: none"> <li>EES</li> <li>City Planning</li> </ul>	12/31/21		<p>Project has been deferred and will be considered as part of a future update of the 2020-2023 Multi-Year Budget following discussion of opportunities for coordination with planned developments. Suggested new end date: 12/31/23.</p>
		<p>Complete the SoHo Back to the River Environmental Assessment process.</p>	<ul style="list-style-type: none"> <li>EES</li> <li>City Planning</li> </ul>	9/30/22		<p>The funding of \$500,000 for the Environmental Assessment has been moved to 2023 as part of the Multi-Year Budget process. The Environmental Assessment will take approximately 2 years to complete and as such, will be completed during the next multi-year budget period. Suggested new end date: 12/31/24.</p>

Expected Results	Strategies	Actions	Action Service Area	Action Target End Date	Action Accomplishments	Action Variance
		 Complete the detailed design and construction of the SoHo inaugural project.	<ul style="list-style-type: none"> <li>• EES</li> <li>• City Planning</li> </ul>	12/31/23		As a result of Council's direction during the 2019-2023 Multi-Year Budget process, the detailed design and construction for the SoHo inaugural project will be rescheduled during the next 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"> <li>• P&amp;R</li> </ul>	12/31/23	Scope of work is being developed.	

Expected Results	Strategies	Actions	Action Service Area	Action Target End Date	Action Accomplishments	Action Variance
<p>— Conserve energy and increase actions to respond to climate change and severe weather</p>	<p>— Develop and implement the next Corporate Energy Management Conservation &amp; Demand Management (CDM) Strategy.</p>	<p>✓ Undertake multi-division engagement on energy management challenges, opportunities, priorities and implementation plans.</p>	<ul style="list-style-type: none"> <li>EES</li> </ul>	<p>12/31/19</p>	<p>Council approved the 2019-2023 Corporate Energy Conservation and Demand Management (CDM) Plan in October 2019. The CDM Plan included results from the 2014-2018 CDM Plan and a revised forecast of future energy use and updated targets by establishing baselines for past and current energy management activities and creating a strategy for energy reduction targets towards the five year CDM Plan.</p>	
		<p>↑ Share progress made towards implementing the next Corporate Energy Management CDM Strategy.</p>	<ul style="list-style-type: none"> <li>EES</li> </ul>	<p>12/31/23</p>		
		<p>✓ Undertake multi-division engagement on green fleet management challenges, opportunities, priorities and implementation plans.</p>	<ul style="list-style-type: none"> <li>EES</li> </ul>	<p>12/31/19</p>	<p>Council approved the 2019-2023 Corporate Energy Conservation and Demand Management (CDM) Plan in October 2019. The CDM Plan included results from the 2014-2018 CDM Plan and a revised forecast of future energy use and updated targets by establishing baselines for past and current energy management activities and creating a strategy for energy reduction targets towards the five year CDM Plan.</p>	
		<p>↑ Undertake actions to reduce energy use on a per person basis.</p>	<ul style="list-style-type: none"> <li>EES</li> </ul>	<p>12/31/23</p>		
		<p>↑ Undertake actions to reduce greenhouse gas generation from 2007 levels.</p>	<ul style="list-style-type: none"> <li>EES</li> </ul>	<p>12/31/23</p>		

Expected Results	Strategies	Actions	Action Service Area	Action Target End Date	Action Accomplishments	Action Variance
	<p>Work with multi-sectors to develop and implement the next Community Energy Action Plan (CEAP).</p>	<p>Undertake community engagement and finalize the next CEAP.</p>	<ul style="list-style-type: none"> <li>EES</li> </ul>	<p>12/31/20</p>	<p>In December 2019, Council approved a revised direction for the Community Energy Action Plan by merging into the development of a more comprehensive Climate Emergency Action Plan. This included the submission of a comprehensive background report and direction to areas that need to be examined including seeking community and business input and feedback.</p>	<p>In progress, however it has been delayed due to COVID-19. Revised Target End Date is 9/30/2021.</p>
		<p>Share progress made towards implementing the next CEAP.</p>	<ul style="list-style-type: none"> <li>EES</li> </ul>	<p>12/31/23</p>		
		<p>Undertake actions to reduce greenhouse gas generation on per person basis.</p>	<ul style="list-style-type: none"> <li>EES</li> </ul>	<p>12/31/23</p>		
		<p>Undertake actions to reduce energy use from 1990 levels.</p>	<ul style="list-style-type: none"> <li>EES</li> </ul>	<p>12/31/23</p>		
		<p>Engage stakeholder organizations, groups or businesses in CEAP.</p>	<ul style="list-style-type: none"> <li>EES</li> </ul>	<p>12/31/23</p>		
		<p>Undertake actions to reduce greenhouse gas generation.</p>	<ul style="list-style-type: none"> <li>EES</li> </ul>	<p>12/31/23</p>		
		<p>Share progress made towards implementing the next CEAP.</p>	<ul style="list-style-type: none"> <li>Conservation Authorities</li> </ul>	<p>12/31/23</p>		
	<p>Update flood forecast and warning system to address a changing climate.</p>	<p>Undertake annual flood forecast and warning system update</p>	<ul style="list-style-type: none"> <li>Conservation Authorities</li> </ul>	<p>12/31/23</p>		




Expected Results	Strategies	Actions	Action Service Area	Action Target End Date	Action Accomplishments	Action Variance
	<ul style="list-style-type: none"> <li>Assess health vulnerability to climate change.</li> </ul>	<ul style="list-style-type: none"> <li>Reducing exposures to health hazards &amp; promoting development of healthy built and natural environments. MLHU communicates extreme weather events (cold weather alerts &amp; heat warnings) to facilitate community action for cooling/warming centres, increasing hrs for recreational water facilities &amp; shelters. MLHU advocates for public health strategies to be incorporated into muni. policy, as it relates to matters under municipal jurisdiction, land use planning, &amp; the built environment.</li> </ul>	<ul style="list-style-type: none"> <li>MLHU</li> </ul>	12/31/23		
		<ul style="list-style-type: none"> <li>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.</li> </ul>	<ul style="list-style-type: none"> <li>MLHU</li> </ul>	12/31/23		

OUTCOMES

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

<ul style="list-style-type: none"> <li>Increase access to transportation options</li> </ul>	<ul style="list-style-type: none"> <li>Build more infrastructure for walking and bicycling.</li> </ul>	<ul style="list-style-type: none"> <li>Implement capital contract to construct new sidewalks.</li> </ul>	<ul style="list-style-type: none"> <li>EES</li> </ul>	12/31/23		Potential for delay constructing some sidewalks in 2020 due to provincial COVID-19 related emergency order restrictions.
		<ul style="list-style-type: none"> <li>Implement capital contracts to construct new bike lanes as guided by the Cycling Master Plan.</li> </ul>	<ul style="list-style-type: none"> <li>EES</li> </ul>	12/31/23		
		<ul style="list-style-type: none"> <li>Implement capital contracts to construct new protected bike lanes as guided by the Cycling Master Plan.</li> </ul>	<ul style="list-style-type: none"> <li>EES</li> </ul>	12/31/23		

Expected Results	Strategies	Actions	Action Service Area	Action Target End Date	Action Accomplishments	Action Variance
	<p>— Continue to expand options and programs to increase mobility.</p>	<p>↑ Undertake background details and community engagement on bike parking challenges, opportunities, priorities and implementation plans.</p>	<ul style="list-style-type: none"> <li>• EES</li> </ul>	<p>12/31/20</p>		
		<p>■ Prepare background methodology, an approach to monitoring and implement.</p>	<ul style="list-style-type: none"> <li>• EES</li> </ul>	<p>12/31/19</p>		<p>The actions and budget required to increase mobility in the city was approved by Council on March 2, 2020 as part of the multi-year budget. The background methodology and monitoring approach was partially complete in December 2019 but placed on hold until direction was set for the next 4 years including what should be measured. Work will resume in July. Revised Target End Date is 12/31/2020.</p>

Expected Results	Strategies	Actions	Action Service Area	Action Target End Date	Action Accomplishments	Action Variance
		 Undertake background details, business community engagement and implementation strategies for a Transportation Management Association(s).	<ul style="list-style-type: none"> <li>• EES</li> </ul>	6/30/20		This project is in progress however all activities stopped in mid-March due to COVID-19. This is a Public Transit Infrastructure Fund (PTIF) and has been extended by the Federal Government until summer 2021. Revised target end date is 6/30/2021.
		 Undertake background details, community engagement, potential stakeholder engagement and develop Business Case for Bike Share.	<ul style="list-style-type: none"> <li>• EES</li> </ul>	12/31/19	On November 27, 2019, the Province announced details on a five year e-scooter pilot program for Ontario effective January 1, 2020. In January 2020, Council approved adding e-scooters to the process to develop a broader business case for bike share and potentially for e-scooters as many vendors have integrated both services. The process will include a revised Request for Proposals (RFP) that includes additional operational requirements to address pandemics from a hygiene perspective.	This project is in progress however all activities stopped in mid-March due to COVID-19. Partial activities set to resume in July and into the fall. Revised target end date is 3/30/2021.
		 Share progress made towards implementing the transportation demand management actions.	<ul style="list-style-type: none"> <li>• EES</li> </ul>	12/31/23		

Expected Results	Strategies	Actions	Action Service Area	Action Target End Date	Action Accomplishments	Action Variance
	<ul style="list-style-type: none"> <li>Develop a strategic plan for a future with connected and autonomous vehicles.</li> </ul>	<ul style="list-style-type: none"> <li>Develop and Finalize Strategy.</li> </ul>	<ul style="list-style-type: none"> <li>EES</li> </ul>	12/31/20	Community consultation survey via Get Involved London webpage completed in early 2020.	Delay due to COVID-19 related City and partner organization reassignment of resources to essential response. Revised target end date Q3 2021.
	<ul style="list-style-type: none"> <li>Support Londoners to access affordable public transit where they live and work.</li> </ul>	<ul style="list-style-type: none"> <li>Evaluate the income-related subsidized transit program.</li> </ul>	<ul style="list-style-type: none"> <li>NCFS</li> <li>LTC</li> </ul>	12/31/19		
		<ul style="list-style-type: none"> <li>Develop a sustainable business plan with LTC to support affordable transit programs for Londoners and submit through the Multi-Year Budget process.</li> </ul>	<ul style="list-style-type: none"> <li>NCFS</li> <li>LTC</li> </ul>	3/31/20	Integrated Subsidized Transit Business Model approved through 2020-2023 Multi-Year Budget Process. Business Model will be phased in over two years.	
		<ul style="list-style-type: none"> <li>Implement a sustainable business plan with LTC to support affordable transit programs for Londoners.</li> </ul>	<ul style="list-style-type: none"> <li>NCFS</li> <li>LTC</li> </ul>	12/31/23		The City of London and LTC will implement the approved business plan in 2021 and 2022. This phased in approach has been delayed 1 year due to COVID-19.
		<ul style="list-style-type: none"> <li>Allocate funding to continue to support these programs.</li> </ul>	<ul style="list-style-type: none"> <li>NCFS</li> </ul>	12/31/23	Through the 2020-2023 Multi-Year Budget, Council approved a business case for \$3,608,000 to continue to support five subsidized transit programs (Visually Impaired, Seniors, Children 12 and under, Youth 13 to 17, and Income-Related).	
	<ul style="list-style-type: none"> <li>Implement the London Transit Commission (LTC) 5 year Specialized Service Plan.</li> </ul>	<ul style="list-style-type: none"> <li>Approve associated budgets to allow for implementation of the 5 year plan.</li> </ul>	<ul style="list-style-type: none"> <li>LTC</li> </ul>	12/31/23		2020 Plan deferred for consideration in 2021 due to COVID-19 related impacts.



Expected Results	Strategies	Actions	Action Service Area	Action Target End Date	Action Accomplishments	Action Variance
	<ul style="list-style-type: none"> <li>Implement the LTC Ridership Growth Strategy.</li> </ul>	<ul style="list-style-type: none"> <li>Approve associated budgets to allow for implementation of the targeted Ridership Growth Strategy initiatives.</li> </ul>	<ul style="list-style-type: none"> <li>LTC</li> </ul>	12/31/23		2020 Plan deferred for consideration in 2021 due to COVID-19.
	<ul style="list-style-type: none"> <li>Implement a rapid transit system to improve the reliability and capacity of existing transit service and support London Plan city building.</li> </ul>	<ul style="list-style-type: none"> <li>Construct Rapid Transit Corridors in accordance with the approved RT Initiative Environmental Assessment.</li> </ul>	<ul style="list-style-type: none"> <li>EES</li> </ul>	12/31/23		
		<ul style="list-style-type: none"> <li>Implement Bus Rapid Transit System along constructed Rapid Transit Corridors.</li> </ul>	<ul style="list-style-type: none"> <li>EES</li> </ul>	12/31/28		
	<ul style="list-style-type: none"> <li>Implement the LTC 5 year Conventional Service Plan.</li> </ul>	<ul style="list-style-type: none"> <li>Approve associated budgets to allow for implementation of the 5 year plan.</li> </ul>	<ul style="list-style-type: none"> <li>LTC</li> </ul>	12/31/23		2020 Plan deferred for consideration in 2021 due to COVID-19 related impacts.
<ul style="list-style-type: none"> <li>Manage congestion and travel times</li> </ul>	<ul style="list-style-type: none"> <li>Continue to improve the traffic signal system for the benefit of all road users.</li> </ul>	<ul style="list-style-type: none"> <li>Operationalize Transportation Management Centre.</li> </ul>	<ul style="list-style-type: none"> <li>EES</li> </ul>	9/30/21		
		<ul style="list-style-type: none"> <li>Implement a new Advanced Traffic Management System.</li> </ul>	<ul style="list-style-type: none"> <li>EES</li> </ul>	12/31/22		
	<ul style="list-style-type: none"> <li>Implement the strategic program of road improvements identified in the Smart Moves Transportation Master Plan.</li> </ul>	<ul style="list-style-type: none"> <li>Construct Bradley Avenue Extension, Jalna to Wharnccliffe.</li> </ul>	<ul style="list-style-type: none"> <li>EES</li> </ul>	9/30/23		Potential for delay in property acquisition and environmental studies due to COVID-19 related restrictions.
		<ul style="list-style-type: none"> <li>Construct Southdale Road West Improvements.</li> </ul>	<ul style="list-style-type: none"> <li>EES</li> </ul>	9/30/23		Potential for delay in property acquisition and environmental studies due to COVID-19 related restrictions.

Expected Results	Strategies	Actions	Action Service Area	Action Target End Date	Action Accomplishments	Action Variance
		<ul style="list-style-type: none"> <li>↑ Construct Adelaide / CPR Grade Separation.</li> <li>↑ Construct Wharncliffe / CN Grade Separation.</li> </ul>	<ul style="list-style-type: none"> <li>• EES</li> <li>• EES</li> </ul>	<ul style="list-style-type: none"> <li>6/30/23</li> <li>12/31/23</li> </ul>		<ul style="list-style-type: none"> <li>Potential for delay in property acquisition due to COVID-19 related restrictions.</li> <li>Potential for delay in property acquisition due to COVID-19 related restrictions.</li> </ul>
<ul style="list-style-type: none"> <li>— Improve safety for all modes of transportation</li> </ul>	<ul style="list-style-type: none"> <li>— Implement infrastructure improvements and programs to improve road safety.</li> </ul>	<ul style="list-style-type: none"> <li>↑ Implement Vision Zero London Road Safety Strategy Actions.</li> <li>▢ Update the Vision Zero Road Safety Strategy.</li> </ul>	<ul style="list-style-type: none"> <li>• EES</li> <li>• EES</li> </ul>	<ul style="list-style-type: none"> <li>12/31/23</li> <li>3/31/21</li> </ul>		<ul style="list-style-type: none"> <li>Delay starting due to COVID-19 related reassignment of resources to essential COVID response by the City and other partners on the London Middlesex Road Safety Committee. Annual actions continue based on current strategy. Revised target completion date: Q4 2021.</li> </ul>
<ul style="list-style-type: none"> <li>— Improve the quality of pedestrian environments to support healthy and active lifestyles</li> </ul>	<ul style="list-style-type: none"> <li>— Plant more trees to increase the city's tree canopy cover.</li> </ul>	<ul style="list-style-type: none"> <li>↑ Implement annual tree planting program.</li> </ul>	<ul style="list-style-type: none"> <li>• EES</li> </ul>	<ul style="list-style-type: none"> <li>12/31/23</li> </ul>		<ul style="list-style-type: none"> <li>Reduced tree planting in 2020 likely due to provincial emergency order restrictions.</li> </ul>

Expected Results	Strategies	Actions	Action Service Area	Action Target End Date	Action Accomplishments	Action Variance
	Respond to changing participation patterns and emerging activities by adapting public spaces and programs.	↑ Install new benches within parks to support expanded passive use.	• P&R	12/31/23	20 new park benches were installed fall 2019 on new park construction projects.	
		↑ Install new light systems in parks to support extended use.	• P&R	12/31/23	White Oaks Park, North London Athletic Fields and Vanderlinder Parkette in Talbot Village have received updated lighting.	
		↑ Reconstruct sections of pathway to improve surfacing and/or width to accommodate new/more users.	• P&R	12/31/23	A number of pedestrian bridges were improved using Federal Infrastructure Funding (including pedestrian bridges along Stoney Creek).	
	Increase pedestrian amenities on streets.	↑ Implement the Mobility policies of The London Plan.	• City Planning	12/31/23	Staff continue to implement the mobility policies of the London Plan, as well as the approved Complete Streets Manual through the detailed design of street projects, improving pedestrian, cycling and transit amenities.	
		↑ Implement annual tree planting program.	• EES	12/31/23		Reduced tree planting in 2020 likely due to provincial emergency order restrictions.
		↑ Respond to neighbourhood street lighting projects as requested by Londoners.	• EES	12/31/23		Reduced implementation in 2020 likely due to COVID-19 related community restrictions that make it difficult for neighbours to organize local improvement petitions.

Introduction

# GROWING our Economy

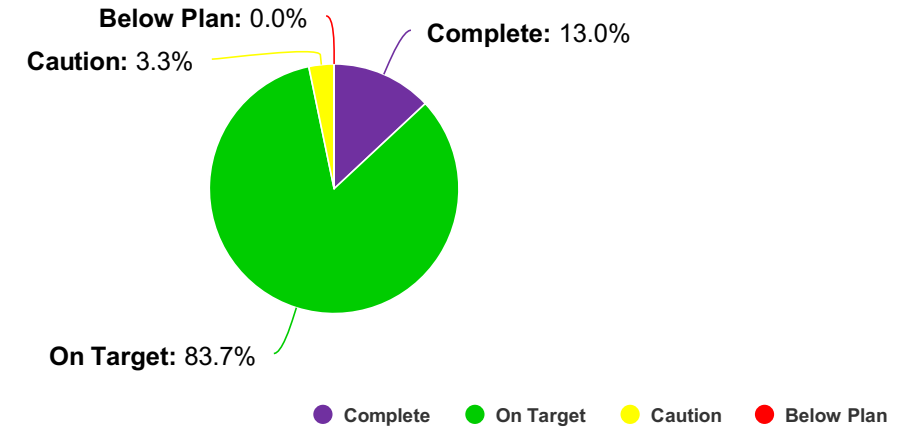
OUTCOMES:

- 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

Progress Report



### 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

Expected Results	Strategies	Actions	Action Service Area	Action Target End Date	Action Accomplishments	Action Variance
OUTCOMES						
London will develop a top quality workforce.						
<p>— Increase access employers have to the talent they require</p>	<p>— Increase employers' access to resources to help achieve best practices in talent recruitment and retention.</p>	<p>↑ Strengthen existing industry clusters and identify new emerging areas.</p>	<ul style="list-style-type: none"> <li>LEDC</li> <li>HSSDH</li> </ul>	12/31/23	SkillsAdvance Ontario project secured for London-Middlesex effective March 30, 2020.	
		<p>↑ Facilitate effective labour matching for employers through the Business Momentum Series and other programs.</p>	<ul style="list-style-type: none"> <li>LEDC</li> <li>HSSDH</li> </ul>	12/31/23	Moving to virtual job fairs, webinars and online channels for 2020.	
		<p>↑ Match employers needs to candidate pools and employment support agencies and educational providers.</p>	<ul style="list-style-type: none"> <li>LEDC</li> <li>HSSDH</li> </ul>	12/31/23	Moving to virtual job fairs, webinars and online channels for 2020.	
	<p>— Increase Ontario Works client participation within employment activities.</p>	<p>✓ Develop and implement the annual Ontario Works Service Plan.</p>	<ul style="list-style-type: none"> <li>HSSDH</li> </ul>	9/30/19	2019-2020 Ontario Works Service plan completed June 21, 2019.	
		<p>✓ Report annual employment outcomes and performance metrics to the Ministry of Children, Community, and Social Services.</p>	<ul style="list-style-type: none"> <li>HSSDH</li> </ul>	3/31/20	Exceeded target for 2019 year. 28% of clients exiting Ontario Works achieved employment.	
		<p>■ Monitor and Report to Council on caseload trends as part of the Ontario Works Participant Profile.</p>	<ul style="list-style-type: none"> <li>HSSDH</li> </ul>	6/30/20	As of March 2020, 71% of adults held Active Participation Agreements.	Participant and Service Delivery Profile report has been distorted by COVID-19. A delayed report will provide a more accurate reflection of caseload trends and will factor in the longer term impacts of COVID-19. Suggested new end date: 12/31/20.

Expected Results	Strategies	Actions	Action Service Area	Action Target End Date	Action Accomplishments	Action 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"> <li>• HSSDH</li> <li>• City Planning</li> </ul>	12/31/23	<p>Participating in London Jobs Now initiative and Mayor's Taskforce for Economic Impact and Recovery.</p> <p>Secured a Labour Market Partnership agreement with Ministry of Labour, Training and Skills Development to investigate participation in the region.</p>	
		<p>↑ Monitor and evaluate London's employment trends.</p>	<ul style="list-style-type: none"> <li>• HSSDH</li> <li>• City Planning</li> </ul>	12/31/23	<p>In partnership with the LEDC and the Elgin Middlesex Oxford Workforce Planning Board we continue to monitor and evaluate London's employment trends.</p> <p>Secured a Labour Market Partnership agreement with Ministry of Labour, Training and Skills Development to investigate labour market participation in the region.</p>	
<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"> <li>• CMO</li> </ul>	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"> <li>• CMO</li> </ul>	12/31/23		
	<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"> <li>• LEDC</li> </ul>	12/31/23	Moving to virtual job fairs, webinars and online channels for 2020.	
		<p>↑ Match employers needs to candidate pools and employment support agencies and educational providers.</p>	<ul style="list-style-type: none"> <li>• LEDC</li> </ul>	12/31/23	Moving to virtual job fairs, webinars and online channels for 2020.	

Expected Results	Strategies	Actions	Action Service Area	Action Target End Date	Action Accomplishments	Action Variance
		<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> <p>↑</p>	<ul style="list-style-type: none"> <li>Museum London</li> </ul>	12/31/23	Virtual internship for student teachers who developed curriculum-based museum programming after Museum closed.	
	<p>Attract, retain, and integrate international students, and newcomer skilled workers, and entrepreneurs.</p> <p>—</p>	<p>Promote London to potential newcomers.</p> <p>↑</p>	<ul style="list-style-type: none"> <li>HSSDH</li> </ul>	12/31/23	Conducted preliminary work on re-design of London & Middlesex Immigration Portal.	
		<p>Host and support events to encourage integration and retention.</p> <p>↑</p>	<ul style="list-style-type: none"> <li>HSSDH</li> </ul>	12/31/23	Creation of Mayor's welcome letter in English and French.	
		<p>Report annually on the retention of newcomers to London.</p> <p>↑</p>	<ul style="list-style-type: none"> <li>HSSDH</li> </ul>	12/31/23	Annual net retention rate for 2017 was 78% of total gross annual flow. Note: latest available source data are from 2017.	

OUTCOMES

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









<p>Increase partnerships that promote collaboration, innovation, and investment</p> <p>—</p>	<p>Expand opportunities and activities through the London Waste to Resources Innovation Centre.</p> <p>—</p>	<p>Engage companies, implement pilot projects and share progress towards targets.</p> <p>✓</p>	<ul style="list-style-type: none"> <li>EES</li> </ul>	12/31/19	The London Waste to Resources Innovation Centre is in operation through various collaborations and partnerships with Western University, businesses and business associations. Projects range from managing hard-to-recycle plastics, organic materials and municipal solid waste to creating new products such as bio chars, oils, fuels and durable goods.	
		<p>Engage companies, establish collaborative projects and share progress towards targets.</p> <p>✓</p>	<ul style="list-style-type: none"> <li>EES</li> </ul>	12/31/19		
		<p>Engage companies, establish collaborative ideas and projects, and sign an MOU.</p> <p>✓</p>	<ul style="list-style-type: none"> <li>EES</li> </ul>	12/31/19		

Expected Results	Strategies	Actions	Action Service Area	Action Target End Date	Action Accomplishments	Action Variance
	<ul style="list-style-type: none"> <li>Implement the Smart City Strategy.</li> </ul>	<ul style="list-style-type: none"> <li>Complete a Smart City Strategy.</li> </ul>	<ul style="list-style-type: none"> <li>City Planning</li> </ul>	12/31/20	Reviewing the Smart City Strategy scope based on multi-year budget impacts.	
		<ul style="list-style-type: none"> <li>Complete a Smart City Implementation Plan.</li> </ul>	<ul style="list-style-type: none"> <li>City Planning</li> </ul>	12/31/21	Reviewing the Smart City Strategy scope based on multi-year budget impacts.	
		<ul style="list-style-type: none"> <li>Implement the Smart City Strategy.</li> </ul>	<ul style="list-style-type: none"> <li>City Planning</li> </ul>	12/31/23	Reviewing the Smart City Strategy scope based on multi-year budget impacts.	
		<ul style="list-style-type: none"> <li>Create a Smart City Steering Committee.</li> </ul>	<ul style="list-style-type: none"> <li>City Planning</li> </ul>	12/31/20	Reviewing the Smart City Strategy scope based on multi-year budget impacts.	
	<ul style="list-style-type: none"> <li>Seek out and develop new partnerships and opportunities for collaboration.</li> </ul>	<ul style="list-style-type: none"> <li>Participate in City Studio.</li> </ul>	<ul style="list-style-type: none"> <li>City Planning</li> </ul>	12/31/23	<p>23 Projects completed through collaboration of various service areas and post-secondary students.</p> <p>The program is set to expand, with 39 projects planned for 2020/21 post-secondary school year.</p>	
	<ul style="list-style-type: none"> <li>Plan for High Speed Rail.</li> </ul>	<ul style="list-style-type: none"> <li>Monitor provincial activity for opportunities to initiate local action.</li> </ul>	<ul style="list-style-type: none"> <li>City Planning</li> <li>EES</li> </ul>	12/31/23	We continue to monitor and advocate towards opportunities to initiate local action.	
	<ul style="list-style-type: none"> <li>Collaborate with regional partners on international missions for new investment attraction.</li> </ul>	<ul style="list-style-type: none"> <li>Identify new emerging areas that can leverage London's core competencies and unique value proposition.</li> </ul>	<ul style="list-style-type: none"> <li>LEDC</li> </ul>	12/31/23	Continue to work with partners in government, public and private sector to identify new emerging areas.	
		<ul style="list-style-type: none"> <li>Participate on regional alliances such as the Ontario Food Cluster, and Ontario Manufacturing Communities Alliance and the Southwestern Ontario Marketing Alliance.</li> </ul>	<ul style="list-style-type: none"> <li>LEDC</li> </ul>	12/31/23	Continue to participate on regional alliances involving regional partners.	
		<ul style="list-style-type: none"> <li>Raise visibility for job creation opportunities.</li> </ul>	<ul style="list-style-type: none"> <li>LEDC</li> </ul>	12/31/23	<a href="http://www.LondonJobsNow.ca">www.LondonJobsNow.ca</a> has been created to provide Londoner's an interactive job board to help raise visibility for job opportunities.	



Expected Results	Strategies	Actions	Action Service Area	Action Target End Date	Action Accomplishments	Action Variance
	Undertake regional planning partnerships with neighbouring municipalities and promote regional connectivity.	↑ Engage in regional planning discussions with area municipalities.	• City Planning	12/31/23	Staff continue to meet with other regional municipalities as needed. This includes on topics such as agriculture and regional economic development and employment.	
	Grow tourism revenues through initiatives that build awareness and interest in London.	↑ 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&R	12/31/23	Increased partnerships for experiential tourism workshops. Increase in virtual visitor contacts. Shortlisted for several future international events.	
	Support tourism by facilitating local, provincial, and national stakeholders to encourage community economic development, business partnerships, product development and legacy development for London.	↑ 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&R	12/31/23	Continue to partner with organizations to continue to grow and enrich events that occur in London.	
	Support the development of agricultural industry and promote its value to the urban community through the establishment of an Agricultural Centre of Excellence.	↑ Work with industry participants to produce meaningful annual tradeshows.	• Western Fair	12/31/23		
↑ Partner with investors to leverage WFA capital commitments.		• Western Fair	6/30/23	On target and continues to be a key priority for Western Fair.		
↑ Attract agri-entrepreneurs that align with WFA mandate and objectives.		• Western Fair	12/31/23	First virtual agri-food week hosted. Working with industry partners to create additional opportunities.		
↑ Develop programming with ACoE partners that fulfil needs of the community.		• Western Fair	12/31/23			












Expected Results	Strategies	Actions	Action Service Area	Action Target End Date	Action Accomplishments	Action Variance
	<ul style="list-style-type: none"> <li>Work with multi-sector stakeholders to develop a Screen-Based Industry Strategy.</li> </ul>	<ul style="list-style-type: none"> <li>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.</li> </ul>	<ul style="list-style-type: none"> <li>P&amp;R</li> </ul>	12/31/23	Stakeholder engagement and information gathering of industry best practices along with a more streamlined permit process has occurred.	
<ul style="list-style-type: none"> <li>Maintain viability in key global markets</li> </ul>	<ul style="list-style-type: none"> <li>Continue to engage the community to attract conventions, conferences, and multi-day events to London contributing to the community's economic prosperity.</li> </ul>	<ul style="list-style-type: none"> <li>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.</li> </ul>	<ul style="list-style-type: none"> <li>RBC Place</li> </ul>	12/31/20	At 2019 year end, RBC Place London hosted 323 events with 107,120 delegate days contributing 10,531 hotel rooms and \$18.4 million in direct spend. As of March 15, 2020, RBC Place London was closed and remains closed.	As of March 15, 2020, RBC Place London was closed and remains closed. All events have been cancelled through to and including most of August 2020 due to COVID-19 restrictions, limiting further accomplishment on this action at the present time.
		<ul style="list-style-type: none"> <li>Finalize plan to enhance the space and experience of RBC Place London creating a future gathering place for everyone.</li> </ul>	<ul style="list-style-type: none"> <li>RBC Place</li> </ul>	12/31/21	Second floor upgrade of new carpet, paint, wall coverings completed on time and on budget in 2020.	Plans to enhance King St patio area on hold pending available capital funding.

Expected Results	Strategies	Actions	Action Service Area	Action Target End Date	Action Accomplishments	Action Variance
		<p> Continue to enhance the guest experience by executing on the RBC Place London Guest (GX) and Associate (AX) Experience strategies.</p>	<ul style="list-style-type: none"> <li>RBC Place</li> </ul>	12/31/20	At 2019 year end, building utilization was 68% with an improvement in associate survey score and positive feedback from event organizers.	As of March 15, 2020, RBC Place London was closed due to COVID-19 All events have been cancelled, impacting accomplishment on this action in 2020. During the closure, communication and outreach has continued with both associates and clients. Achieving this action in 2021 will be dependent on when events will be allowed to resume.  Suggested new end date: 12/31/21.
	<p> Create a vibrant entertainment district in the City of London.</p>	<p> Continue to provide space and promote events that meet community needs.</p>	<ul style="list-style-type: none"> <li>Western Fair</li> </ul>	12/31/23	In response to the COVID-19 pandemic, a field hospital was created at the Western Fair District Agriplex.	
		<p> Monitor the number of licensed outdoor patios with amplified sound.</p>	<ul style="list-style-type: none"> <li>P&amp;R</li> </ul>	12/31/23	Numbers will be recorded for comparison annually.	
		<p> Monitor the number of private music venues in the City of London.</p>	<ul style="list-style-type: none"> <li>P&amp;R</li> </ul>	12/31/23	Numbers will be recorded for comparison annually.	
<p> Increase public and private investment in strategic locations</p>	<p> Revitalize London's downtown and urban areas.</p>	<p> Develop Metrics and Targets to monitor the performance of CIPs.</p>	<ul style="list-style-type: none"> <li>City Planning</li> </ul>	12/31/20	Significant work has been completed to establish baseline data for monitoring Community Improvement Plans. A final report is on track to be completed in 2020.	

Expected Results	Strategies	Actions	Action Service Area	Action Target End Date	Action Accomplishments	Action Variance
		<p>↑ Implement CIP incentive programs.</p>	<ul style="list-style-type: none"> <li>City Planning</li> </ul>	12/31/23	<p>Staff continue to process incentives including both loans and grants. In 2019, 24 loans were issued for a total of over \$900,000. To-date in 2020, 7 loans have been issued for a total of over \$845,000.</p>	
		<p>↑ Report on the State of the Downtown bi-annually.</p>	<ul style="list-style-type: none"> <li>City Planning</li> </ul>	12/31/23	<p>Data collection and analysis is underway for the 2018-2019 State of the Downtown Report.</p>	
		<p>↑ Contribute to a fund for property acquisition within Community Improvement Plan areas.</p>	<ul style="list-style-type: none"> <li>City Planning</li> </ul>	12/31/23	<p>\$400,000 has been approved through the Multi-year Budget to be contributed to a reserve fund to allow the City to purchase lands within CIP Areas. Opportunities will be reviewed as they arise.</p>	
		<p>↑ Increase target marketing where appropriate to increase traffic in market.</p>	<ul style="list-style-type: none"> <li>Covent Garden Market</li> </ul>	12/31/23	<p>Target marketing yielded a positive impact on increased traffic in the market from November 2019 until March 2020. Although the market was only closed for 2 weeks due to COVID-19 restrictions, traffic has been significantly lower since the market reopened on April 6th due to closures of office buildings in the downtown area.</p>	
		<p>↑ Maintain level of tenant satisfaction to lower turnover.</p>	<ul style="list-style-type: none"> <li>Covent Garden Market</li> </ul>	12/31/23	<p>Tenant satisfaction was high from November 2019 to March 2020. From March to June 2020, tenant satisfaction is still high due to the Market's actions to help with rent amidst the COVID-19 restrictions.</p>	
		<p>↑ Fill vacancies with the right tenants for long lasting success.</p>	<ul style="list-style-type: none"> <li>Covent Garden Market</li> </ul>	12/31/23	<p>From November 2019 to June 2020, there were no vacancies to be filled.</p>	












Expected Results	Strategies	Actions	Action Service Area	Action Target End Date	Action Accomplishments	Action 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"> <li>• City Planning</li> </ul>	12/31/23	The Dundas Place transformational project has been completed. In 2020 construction on a portion of Richmond Street, south of Dundas will commence to improve the quality of the pedestrian realm.	
		<p>↑ Continue the procurement process for the Old Victoria Hospital Lands.</p>	<ul style="list-style-type: none"> <li>• City Planning</li> </ul>	12/31/23	Procurement process is underway, including the rezoning of the property.	
	<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"> <li>• P&amp;R</li> <li>• NCFS</li> </ul>	12/31/23	To date, \$187,000 in sponsorship, donations and advertising.	
		<p>↑ Continue to implement the Adopt a Park program.</p>	<ul style="list-style-type: none"> <li>• NCFS</li> </ul>	12/31/23		Annual community park clean ups scheduled for the Spring of 2020 did not happen due to COVID-19.
<p>— Maintain foreign investment attraction, local retention, and growth and entrepreneurship support programs</p>	<p>— Ensure job growth through attraction of new capital from a diverse range of markets and industries.</p>	<p>↑ Identify new emerging areas that can leverage London's core competencies and unique value proposition.</p>	<ul style="list-style-type: none"> <li>• LEDC</li> </ul>	12/31/23	Continue to work with partners in government, public and private sector to identify new emerging areas.	
		<p>↑ Invest and develop job creation opportunities in target markets best suited to match London's key sectors.</p>	<ul style="list-style-type: none"> <li>• LEDC</li> </ul>	12/31/23	Moving to virtual job fairs, webinars and online channels for 2020.	









Expected Results	Strategies	Actions	Action Service Area	Action Target End Date	Action Accomplishments	Action Variance
OUTCOMES						
London creates a supportive environment where entrepreneurs, businesses, and talent can thrive.						
<ul style="list-style-type: none"> <li> <ul style="list-style-type: none"> <li>Increase access to supports for entrepreneurs and small businesses, and community economic development</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li> <ul style="list-style-type: none"> <li>Revitalize London's Downtown and urban areas.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li> <ul style="list-style-type: none"> <li> <ul style="list-style-type: none"> <li>Support Business Improvement Areas.</li> </ul> </li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li> <ul style="list-style-type: none"> <li> <ul style="list-style-type: none"> <li>City Planning</li> </ul> </li> </ul> </li> </ul>	12/31/23	City Staff have established a quarterly all-BIA meeting to help in sharing information and providing support to BIAs. Funding was also approved through the Multi-year Budget to support the administration of the Old East Village BIA.	
		<ul style="list-style-type: none"> <li> <ul style="list-style-type: none"> <li> <ul style="list-style-type: none"> <li>Review Regeneration Tools for Hyde Park area.</li> </ul> </li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li> <ul style="list-style-type: none"> <li> <ul style="list-style-type: none"> <li>City Planning</li> </ul> </li> </ul> </li> </ul>	12/31/20	A comprehensive study of the Hyde Park area was completed. The area showed healthy growth. Staff continue to work with the BIA to improve communication and education to local businesses.	
		<ul style="list-style-type: none"> <li> <ul style="list-style-type: none"> <li> <ul style="list-style-type: none"> <li>Implement CIP Incentive Programs.</li> </ul> </li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li> <ul style="list-style-type: none"> <li> <ul style="list-style-type: none"> <li>City Planning</li> </ul> </li> </ul> </li> </ul>	12/31/23	Staff continue to process incentives including both loans and grants. In 2019, 24 loans were issued for a total of over \$900,000. To-date in 2020, 7 loans have been issued for a total of over \$845,000.	
		<ul style="list-style-type: none"> <li> <ul style="list-style-type: none"> <li> <ul style="list-style-type: none"> <li>Complete the Lambeth Area CIP.</li> </ul> </li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li> <ul style="list-style-type: none"> <li> <ul style="list-style-type: none"> <li>City Planning</li> </ul> </li> </ul> </li> </ul>	12/31/19	The Lambeth Community Improvement Plan was approved in 2019. The Plan encourages better connectivity throughout the area, an improved main street commercial district and financial incentives are now available to support local businesses in improving facade and signage.	
		<ul style="list-style-type: none"> <li> <ul style="list-style-type: none"> <li> <ul style="list-style-type: none"> <li>Develop Metrics and Targets to monitor the performance of CIPs.</li> </ul> </li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li> <ul style="list-style-type: none"> <li> <ul style="list-style-type: none"> <li>BIAs</li> </ul> </li> </ul> </li> </ul>	12/31/20	Significant work has been completed to establish baseline data for monitoring Community Improvement Plans. A final report is on track to be completed in 2020.	

Expected Results	Strategies	Actions	Action Service Area	Action Target End Date	Action Accomplishments	Action Variance	
		 Report on the State of the Downtown bi-annually.	• BIAs	12/31/23	Data collection and analysis is underway for the 2018-2019 State of the Downtown Report.		
		 Invest in BIA's in the multi-year budget.	• BIAs	3/31/20	Old East Village BIA received funding through the Multi-year Budget process.		
	 Support entrepreneurs, start-up, and scale-up companies.	 Create a business friendly municipal environment.	• LEDC	12/31/23	By analyzing impacts of COVID-19, business services continue to expand to best service emerging needs.		
		 Foster scale-up activity with existing business and support long-term growth.	• LEDC	12/31/23	Moving to virtual job fairs, webinars and online channels for 2020.		
		 Connect entrepreneurs to share best practices and experiences through programs such as the Founders' Network.	• LEDC	12/31/23	Moving to virtual job fairs, webinars and online channels for 2020.		
		 Implement the London Music Strategy by providing artist entrepreneurs with performance opportunities.	• P&R	12/31/23	16 artist performance opportunities created.		
		 Implement the London Music Strategy by hosting workshops and networking opportunities for artist entrepreneurs.	• P&R	12/31/23	Ten music workshops and networking opportunities have been created.		
		 Increase efficiency and consistency for administrative and regulatory processes	 Improve administrative and regulatory processes and by-law requirements to enhance London's competitiveness.	 Prepare BIA creation/expansion manual.	• City Planning	12/31/21	A BIA creation and expansion manual is currently in development. This procedure will assist both staff and prospective BIAs by providing educational information and streamlining the process.
	 Update Incentive Marketing Materials.			• City Planning	12/31/20	Staff continue to update educational and marketing materials for financial incentives. Incentive postcards were created and distributed to the Hamilton Road area, Lambeth area and Downtown (uplighting grant) to increase business and property owner awareness of the programs.	

Expected Results	Strategies	Actions	Action Service Area	Action Target End Date	Action Accomplishments	Action Variance
		<ul style="list-style-type: none"> <li>Update the Sidewalk Patio Manual for Dundas Place.</li> </ul>	<ul style="list-style-type: none"> <li>City Planning</li> </ul>	12/31/20	Staff have been actively engaging businesses on Dundas Place to encourage patios.	
		<ul style="list-style-type: none"> <li>Implement a review of existing by-laws with a risk-based protocol focussing on municipal purposes.</li> </ul>	<ul style="list-style-type: none"> <li>DCS</li> </ul>	12/31/23		Reports outlining principles and rationale presented to Committee. PPMs will follow in Q4 2020, or in 2021.
		<ul style="list-style-type: none"> <li>Conduct focused reviews of all major building processes.</li> </ul>	<ul style="list-style-type: none"> <li>DCS</li> </ul>	12/31/23	Lean Six Sigma Zoning Review commenced. Pilot opportunities for concurrent re-zoning and site plan review underway.	
		<ul style="list-style-type: none"> <li>Implement continuous improvement initiatives for all major building review processes.</li> </ul>	<ul style="list-style-type: none"> <li>DCS</li> </ul>	12/31/23	Digital drawing review implemented for subdivisions and site plans. Digital signatures for site plans and development agreements finalized and implemented.	
		<ul style="list-style-type: none"> <li>Enhance current permit processing methods by implementing electronic media for multiple and concurrent reviews of building permit applications.</li> </ul>	<ul style="list-style-type: none"> <li>DCS</li> </ul>	12/31/21	Established an online building permit application process for all building types allowing for concurrent plan review availability and reduction of current building permit processing times.	The full implementation of electronic media for multiple and concurrent reviews of building permits has been delayed due to the move to minimal operations. Suggested new end date: 12/31/22.
		<ul style="list-style-type: none"> <li>Improve capacity to engage the community and perform a regulatory role in the review of development applications.</li> </ul>	<ul style="list-style-type: none"> <li>DCS</li> </ul>	12/31/23		
		<ul style="list-style-type: none"> <li>Conduct focused reviews of all major development review processes.</li> </ul>	<ul style="list-style-type: none"> <li>DCS</li> </ul>	12/31/23		



Expected Results	Strategies	Actions	Action Service Area	Action Target End Date	Action Accomplishments	Action Variance
		 Implement continuous improvement initiatives for all major development review processes.	• DCS	12/31/23		
		 Rezone the Hamilton Road Corridor to streamline approval processes.	• City Planning	12/31/19	The Hamilton Road corridor has been rezoned to allow for compatible intensification along the corridor. Permitted uses, parking requirements and setback have also been amended to make it easier and more affordable to open and expand desirable businesses.	
		 Rezone the Lambeth Main Street Corridor to streamline approval processes.	• City Planning	12/31/21	This project is on track to begin in 2021.	
		 Remove Priority Listings from the Heritage Register.	• City Planning	3/31/19	Priority levels were removed from the Register in 2019 to clarify the equal importance of reviewing all potential heritage assets.	
		 Heritage Alteration Permit Process Review.	• City Planning	12/31/20	The Heritage Alteration Permit process was reviewed in 2019 and improvements have been successfully implemented.	
		 Revise the Archaeological holding provision in the Zoning Bylaw.	• City Planning	6/30/20	A review was completed to simplify and combine the archaeological holding provisions in the Zoning Bylaw in order to provide greater clarity to the development community and staff.	
	 Improve access and navigation of City services and supports through Service London Business.	 Continue to collaborate with external partners in regulatory workshops.	• DCS	12/31/23	Quarterly presentations provided to the industry, Fanshawe & Western.	
		 Engage internal stakeholders to identify and complete customer journeys.	• DCS	12/31/23		
		 Create awareness of the Service London Business Hub.	• DCS	12/31/23		
		 Communicate business success stories to Londoners.	• DCS	12/31/23		

Expected Results	Strategies	Actions	Action Service Area	Action Target End Date	Action Accomplishments	Action Variance
		 Create awareness of online resources for businesses.	• DCS	12/31/23		
 Increase the availability of serviced land in strategic locations	 Continue to invest in land acquisition and servicing to recruit and retain new industrial employees.	 Update the Industrial Land Development Strategy.	• City Planning	12/31/20	Project to be initiated in 2020, for completion in 2021.	This project has been moved to a future work plan, and now has a targeted end date of 12/31/21.
		 Continue to develop, market and sell industrial land.	• DCS	12/31/23	On target (with caution) approximately 9 acres sold to date - New SWMF in Huron/VMP area to support STM outlet for Huron Industrial Lands and VMP drainage - Estimated contract value of approximately \$5M.  Innovation Phase 2-4 Assumption Works - Estimated contract value of \$3.75M - Currently finalizing drawings and tender documents.	
		 Support existing and potential industrial clients to create and sustain jobs.	• DCS	12/31/23	On target (with caution due to Covid-19). ILDS team continue to work with LEDC and industrial clients.	
		 Help existing and potential industrial clients to grow the tax base.	• DCS	12/31/23		
		 Invest in the maintenance and acquisition of industrial land in strategic locations.	• DCS	12/31/23		

Introduction

# CREATING a Safe London for Women and Girls

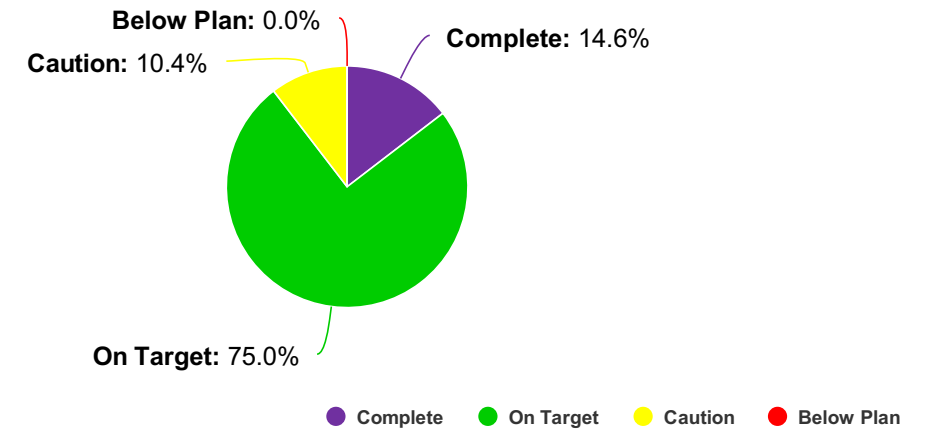
OUTCOMES:

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



## Creating a Safe London for Women and Girls - Progress

Progress Report



### Status Definitions



**Complete:** Action is done



**On Target:**

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



**Caution:**








- o Action is delayed by 1 quarter
- o 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

Expected Results	Strategies	Actions	Action Service Area	Action Target End Date	Action Accomplishments	Action Variance	
OUTCOMES							
London has enhanced the potential for women and girls to live safe lives.							
<p>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</p>	<p>Apply a three pillared framework (legislation, public awareness, and funded services) in policy and by-law development.</p>	<p>Develop a three pillared framework (legislation, public awareness, and funded services) through research, consultation and engagement.</p>	<ul style="list-style-type: none"> <li>CMO</li> </ul>	9/30/20	Initial discussions on the three pillared framework have occurred with the VAW sector. Research on best practices and key learnings from other municipalities and jurisdictions is in progress.		
		<p>Present draft three pillared framework to Council.</p>	<ul style="list-style-type: none"> <li>CMO</li> </ul>	12/31/20			
		<p>Implement three pillared framework for public awareness.</p>	<ul style="list-style-type: none"> <li>CMO</li> </ul>	12/31/21			
	<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"> <li>CMO</li> </ul>	9/30/20			
		<p>Implement action plan.</p>	<ul style="list-style-type: none"> <li>CMO</li> </ul>	12/31/20			
	<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"> <li>CMO</li> </ul>	12/31/19	Council approval December 2019.	
			<p>Implement Respectful Workplace Policy.</p>	<ul style="list-style-type: none"> <li>CMO</li> </ul>	12/31/23	Policy in effect March 2020.	

Expected Results	Strategies	Actions	Action Service Area	Action Target End Date	Action Accomplishments	Action Variance
		<ul style="list-style-type: none"> <li>Update Template for Annual Report to City Council and update metrics.</li> </ul>	<ul style="list-style-type: none"> <li>CMO</li> </ul>	12/31/19		<p>Subsequent decision made to complete template report after Respectful Workplace Policy in effect (March, 2020). 2019 Annual Report will be going to Council June/July 2020 advising Council that the new Report Template will be used for the 2021 Annual Report.</p> <p>Suggested Target Date be amended to December 31, 2020.</p>
		<ul style="list-style-type: none"> <li>Annual Report to City Council.</li> </ul>	<ul style="list-style-type: none"> <li>CMO</li> </ul>	12/31/23		
	<ul style="list-style-type: none"> <li>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.</li> </ul>	<ul style="list-style-type: none"> <li>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.</li> </ul>	<ul style="list-style-type: none"> <li>CMO</li> </ul>	3/31/20	<p>Consulted with London Abused Women's Centre regarding content of the revised training program for I Step Forward which addresses intimate partner violence, sexual violence including sex trafficking and non-state torture.</p> <p>It Starts with Me Program updated to include information regarding intimate partner violence, sexual violence (including sex trafficking and non-state torture) and sexual harassment.</p>	<p>Additional time required to review and validate I Step Forward Program with community partners, including LAWC, and those with lived experiences. Suggested new end date: 12/31/20.</p>

Expected Results	Strategies	Actions	Action Service Area	Action Target End Date	Action Accomplishments	Action Variance
		 Deliver updated "I Step Forward" and "It Starts with Me" training.	<ul style="list-style-type: none"> <li>• CMO</li> </ul>	3/31/20	Updated It Starts with Me training incorporated into Corporate Orientation program as of May, 2020.	Additional time required to complete in part due to COVID-19 minimal operations/restrictions. Delivery of I Step Forward program to commence Q4 2020 with a completion date of 12/31/21, and on-going thereafter. Suggested new end date: 12/31/21.
		 Develop Respectful Workplace training which will include training on the updated Respectful Workplace Policy and Workplace Culture.	<ul style="list-style-type: none"> <li>• CMO</li> </ul>	3/31/20	Completed website for Respectful Workplace, training video, and management tool, as well as a management training course.	
		 Deliver Respectful Workplace training.	<ul style="list-style-type: none"> <li>• CMO</li> </ul>	3/31/20	Phase 1 of training has been delivered. Video sent to all employees in March, 2020. As a refresher, video will be resent to all employees in Q3 2020.	
		 Deliver enhanced Respectful Workplace Training.	<ul style="list-style-type: none"> <li>• CMO</li> </ul>	12/31/23	Training for managers has been developed. In-depth training for all managers to commence in Q3 2020 with a completion date of 12/31/2020.	This is a new ongoing, annual activity that has been added to the Implementation Plan.
	 Increase the number of women in senior management positions and other positions of power.	 Develop a Mentorship Program for women.	<ul style="list-style-type: none"> <li>• CMO</li> </ul>	3/31/21		
		 Implement Mentorship Program.	<ul style="list-style-type: none"> <li>• CMO</li> </ul>	12/31/23		

Expected Results	Strategies	Actions	Action Service Area	Action Target End Date	Action Accomplishments	Action Variance
		<ul style="list-style-type: none"> <li>↑ Review and update current Succession Plan with gender equity lens.</li> </ul>	<ul style="list-style-type: none"> <li>• CMO</li> </ul>	9/30/20		
		<ul style="list-style-type: none"> <li>↑ Implement Updated Succession Plan.</li> </ul>	<ul style="list-style-type: none"> <li>• CMO</li> </ul>	12/31/23		
	<ul style="list-style-type: none"> <li>— 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.</li> </ul>	<ul style="list-style-type: none"> <li>↑ Install bus stop amenities.</li> </ul>	<ul style="list-style-type: none"> <li>• LTC</li> </ul>	12/31/23		Project start on hold due to COVID-related business shutdowns. Project start may be delayed until 2021.
		<ul style="list-style-type: none"> <li>✓ Develop a sustainable business plan with LTC to support affordable transit programs for Londoners and submit through the Multi-Year Budget process.</li> </ul>	<ul style="list-style-type: none"> <li>• LTC</li> <li>• NCFS</li> </ul>	3/31/20	Integrated Subsidized Transit Business Model approved through 2020-2023 Multi-Year Budget Process. Business Model will be phased in over two years.	
		<ul style="list-style-type: none"> <li>↑ Implement a sustainable business plan with LTC to support affordable transit programs for Londoners.</li> </ul>	<ul style="list-style-type: none"> <li>• LTC</li> <li>• NCFS</li> </ul>	12/31/23		The City of London and LTC will implement the approved business plan in 2021 and 2022. This phased in approach has been delayed 1 year due to COVID-19.





Expected Results	Strategies	Actions	Action Service Area	Action Target End Date	Action Accomplishments	Action Variance
	<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"> <li>HSSDH</li> </ul>	<p>12/31/23</p>	<p>As part of the City's Housing Stability Action Plan, the City's housing services areas continue to develop an implementation plan which includes enhancing the partnership with local VAW agencies. In an effort to continue to support local VAW agencies, Housing Services has received Ministry approval to increase the Average Market Rent used by housing subsidy programs which will provide additional financial support to those supported by VAW agencies.</p> <p>Housing Services have engaged the VAW sector to work through current challenges related to accessing the Canada-Ontario Housing Benefit (portable benefit) and developed a media release for a 'call to action' for the community to identify affordable rental units during the pandemic.</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"> <li>HSSDH</li> </ul>	<p>12/31/23</p>	<p>Housing Services continues to analyze and consider the scope in order to effectively develop the action plan.</p>	
		<p>↑ Connect with the VAW agencies annually to update action plan as needed.</p>	<ul style="list-style-type: none"> <li>HSSDH</li> </ul>	<p>12/31/23</p>	<p>To be coordinated at year-end.</p>	







Expected Results	Strategies	Actions	Action Service Area	Action Target End Date	Action Accomplishments	Action 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"> <li>• HSSDH</li> </ul>	<p>12/31/23</p>	<p>In April 2020, council approved 3 additional housing support programs with Anova being one of the successful providers. These programs will compliment the existing housing first programs and will focus on community priorities which include women and children fleeing violence. The program works to rapidly house individuals experiencing homelessness in accordance with the City's coordinated access system.</p>	
	<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"> <li>• HSSDH</li> </ul>	<p>12/31/23</p>	<p>As part of the City's Housing Stability Action Plan, the City's housing services areas continue to develop an implementation plan which includes enhancing the partnership with local VAW agencies. In an effort to continue to support our local VAW agencies, Housing Services has received Ministry approval to increase the Average Market Rent used by housing subsidy programs which will provide additional financial support to those supported by VAW agencies.</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"> <li>• HSSDH</li> </ul>	<p>12/31/23</p>	<p>Housing Services continues to analyze and consider the scope in order to effectively develop the action plan.</p>	
		<p>↑ Connect with the VAW agencies annually to update action plan as needed.</p>	<ul style="list-style-type: none"> <li>• HSSDH</li> </ul>	<p>12/31/23</p>	<p>To be coordinated at year-end.</p>	

Expected Results	Strategies	Actions	Action Service Area	Action Target End Date	Action Accomplishments	Action Variance
	<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"> <li>LPS</li> </ul>	<p>6/30/20</p>	<p>The following are two separate evaluations which indicate positive outcomes:</p> <p><u>External Partnership Audit re: LPS Persons at Risk (PAR) 2019</u></p> <p>There were 9 external agencies who participated in the audit/survey. The average external rating of satisfaction with the collaborative process with the LPS was 6.2 out of 7 which is an excellent rating. Rating Scale 1 to 7: 1= Extremely Dissatisfied 7=Extremely Satisfied</p> <p><u>Street Level Women at Risk Evaluation Report Jan 2020</u></p> <p>88% of women achieved one or more goals they set for themselves during their involvement in SLWAR.</p>	
		<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"> <li>LPS</li> </ul>	<p>12/31/21</p>	<p>During 2019, the LPS Persons at Risk (PAR) Co-ordinator referred 28 PARs to SLWAR. Note that does not mean that all 28 followed through to intake.</p> <p>As of March 2020, there were 134 identified PARs (accumulation since 2005). Ongoing support/safety with the vast majority is provided by the LPS PAR Coordinator.</p>	<p>This is an ongoing, annual activity. The end date has been adjusted to 12/31/21 to reflect this and is aligned with the current LPS 3 Year Business Plan.</p>
		<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"> <li>LPS</li> </ul>	<p>12/31/21</p>	<p>During 2019, the LPS Persons at Risk Co-ordinator collaborated regularly with approximately 20 local agencies to work towards solutions for Persons at Risk.</p>	<p>This is an ongoing, annual activity. The end date has been adjusted to 12/31/21 to reflect this and is aligned with the current LPS 3 Year Business Plan.</p>

Expected Results	Strategies	Actions	Action Service Area	Action Target End Date	Action Accomplishments	Action Variance
		<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"> <li>LPS</li> </ul>	12/31/21	During 2019, members from the LPS Human Trafficking Unit met consistently with community partners to assist trafficked women to exit their situation.	This is an ongoing, annual activity. The end date has been adjusted to 12/31/21 to reflect this and is aligned with the current LPS 3 Year Business Plan.
		<p>↑ Work with neighbouring police services to combat Human Trafficking across jurisdictions.</p>	<ul style="list-style-type: none"> <li>LPS</li> </ul>	12/31/21	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.	This is an ongoing, annual activity. The end date has been adjusted to 12/31/21 to reflect this and is aligned with the current LPS 3 Year Business Plan.
	<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"> <li>CMO</li> </ul>	6/30/20	Research on the Global Every Woman Treaty has been completed.	
		<p>↑ Develop advocacy strategies regarding Global Every Woman Treaty.</p>	<ul style="list-style-type: none"> <li>CMO</li> </ul>	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"> <li>CMO</li> </ul>	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"> <li>CMO</li> </ul>	12/31/23		

Expected Results	Strategies	Actions	Action Service Area	Action Target End Date	Action Accomplishments	Action Variance
		 Update the Town and Gown Committee on community initiatives, such as UN Safe Cities Initiative, addressing male violence against women and girls.	<ul style="list-style-type: none"> <li>• CMO</li> </ul>	12/31/23		
		 Recognize the safety of women and girls in preparing operational plans involving near-campus issues.	<ul style="list-style-type: none"> <li>• DCS</li> </ul>	12/31/23	Discussions are ongoing with all partners, focusing on unsanctioned street parties.	
	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).	 Update London Community Grants Program Policy to align with Council's Strategic Plan Strategic Areas of Focus.	<ul style="list-style-type: none"> <li>• NCFS</li> </ul>	6/30/19		
		 Support organizations to apply for the London Community Grants Program and other municipal funding opportunities.	<ul style="list-style-type: none"> <li>• NCFS</li> </ul>	12/31/23	\$147,000 allocated annually through London Community Grants Multi-Year Program to four local not-for-profit organizations; two organizations new to receiving City of London funding.	

Expected Results	Strategies	Actions	Action Service Area	Action Target End Date	Action Accomplishments	Action Variance
		 Support Anova to complete UN Safe Cities Interim Report.	<ul style="list-style-type: none"> <li>• CMO</li> </ul>	3/31/20		<p>Anova, the City of London and numerous community partners have worked collaboratively to complete the UN Safe Cities Interim Report. The report was scheduled to go to the March 31, 2020 Community and Protective Services Committee. However, due to COVID-19 this report has been delayed. Suggested new end date: September 30, 2020.</p>
		 Support Anova in completion of final draft scoping study and next steps to Council for consideration.	<ul style="list-style-type: none"> <li>• CMO</li> </ul>	6/30/20		<p>Due to the impacts of COVID-19, it is anticipated that this action will be delayed. Suggested new end date: December 31, 2020.</p>
		 Support Anova in the implementation of next steps as outlined in UN Safe Cities Interim Report.	<ul style="list-style-type: none"> <li>• CMO</li> </ul>	12/31/23		
		 Pending Council direction, support implementation of UN Safe Cities Initiative.	<ul style="list-style-type: none"> <li>• CMO</li> </ul>	12/31/23		

Expected Results	Strategies	Actions	Action Service Area	Action Target End Date	Action Accomplishments	Action Variance
	<p>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</p>	<p>↑ Develop Trauma and Violence Lens.</p>	<ul style="list-style-type: none"> <li>• CMO</li> </ul>	<p>12/31/20</p>		
		<p>↑ Deliver Trauma and Violence Lens training to employees involved in the review and development of policies and procedures.</p>	<ul style="list-style-type: none"> <li>• CMO</li> </ul>	<p>6/30/23</p>		
		<p>↑ Apply Trauma and Violence Lens to implementation of Council's 2019-2023 Strategic Plan.</p>	<ul style="list-style-type: none"> <li>• CMO</li> </ul>	<p>12/31/23</p>		

Introduction

# LEADING in Public Service

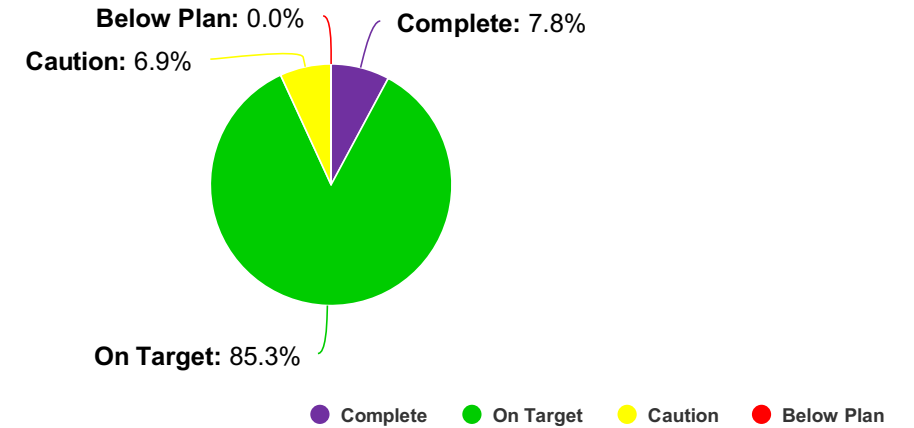
OUTCOMES:

- 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

Progress Report











### 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

Expected Results	Strategies	Actions	Action Service Area	Action Target End Date	Action Accomplishments	Action Variance
OUTCOMES						
The City of London is trusted, open, and accountable in service of our community.						
<p>— Increase opportunities for residents to be informed and participate in local government</p>	<p>— Develop and deliver a corporate communications strategy, including staff training and tools to enhance communications and public engagement.</p>	<p>■ Develop a comprehensive Corporate Communications Strategy through research, consultation, and engagement.</p> <p>↑ Implement the Corporate Communications Strategy.</p> <p>↑ Develop and deliver a media relations training module.</p> <p>↑ Establish and facilitate an internal public engagement forum.</p> <p>↑ Create a standardized survey to measure resident satisfaction with public engagement.</p> <p>↑ Complete a City Planning Outreach and Education Strategy.</p>	<ul style="list-style-type: none"> <li>• CMO</li> <li>• CMO</li> <li>• CMO</li> <li>• CMO</li> <li>• CMO</li> <li>• City Planning</li> </ul>	<p>12/31/20</p> <p>12/31/23</p> <p>12/31/23</p> <p>12/31/23</p> <p>12/31/23</p> <p>12/31/21</p>	<p>Launched a pilot media relations training program. Work on a new web site is on track.</p> <p>Best practices research has begun, and a number of conversations with stakeholders and staff have occurred. This strategy will aim to provide education on planning and development concepts, and create a toolkit for planners to better engage with the public in both digital and traditional ways.</p>	<p>Communications resources have been focused on COVID-19 related initiatives since this emerged as an issue at the beginning of 2020. New expected end date of 6/30/2021.</p>



Expected Results	Strategies	Actions	Action Service Area	Action Target End Date	Action Accomplishments	Action Variance
		 <b>Implement the City Planning Outreach and Education Strategy.</b>	<ul style="list-style-type: none"> <li>• City Planning</li> </ul>	12/31/23	Through the development of the Engagement Strategy to date, staff have implemented a number of new and innovative engagement techniques for various planning projects, including walking tours, virtual reality, community showcases and hold office hours in local libraries.	
		 <b>Continue to develop and implement enhanced or targeted engagement strategies for London residents to support the Neighbourhood Decision Making Program.</b>	<ul style="list-style-type: none"> <li>• NCFS</li> </ul>	12/31/23	Three year evaluation completed. Highlights include over 44,000 votes, 51 projects funded, 22 winning ideas in 22 planning districts and participation in 38 planning districts; results helped us to identify targeted neighbourhoods and strategies to increase engagement in Neighbourhood Decision Making program.	
		 <b>Develop and implement a comprehensive engagement strategy for the Multi-Year Budget and annual updates.</b>	<ul style="list-style-type: none"> <li>• F&amp;CS</li> </ul>	12/31/23	The comprehensive engagement strategy for the 2020-2023 Multi-Year Budget included: <ol style="list-style-type: none"> <li>1. Eight "pop up" events throughout the City to gather face-to-face feedback;</li> <li>2. Hosted two community open houses;</li> <li>3. Attended multiple Councillor ward meetings;</li> <li>4. Attended community group events as invited;</li> <li>5. Utilized the Get Involved London site to allow residents to submit their feedback on the proposed business cases/services areas of importance to them;</li> <li>6. Created a social media campaign to raise awareness and drive traffic to the website; and,</li> <li>7. Used radio advertising to drive traffic to open house and other engagement opportunities.</li> </ol> The team is reviewing the success of the past strategy and enhancing the strategy for the 2021 Budget Update.	












Expected Results	Strategies	Actions	Action Service Area	Action Target End Date	Action Accomplishments	Action Variance
		<p> Partner with community organizations for enhanced engagement through the Multi-Year Budget process.</p>	<ul style="list-style-type: none"> <li>F&amp;CS</li> </ul>	12/31/23	Civic Administration partnered with community organizations to promote and obtain feedback, contributing to more than 500 participants at the "pop up" events, open houses, ward meetings and community organization events for the 2020-2023 Multi-Year Budget. The team will continue to enhance this process for the 2021 Budget Update.	
<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"> <li>CMO</li> </ul>	12/31/23		<p>Due to the impacts of COVID-19, London's participation in the 2019 data call for the Municipal Benchmarking Network of Canada (MBNC) has been put on hold. We continue to work with the MBNC Program Office to assess and establish a modified approach for this reporting period.</p>
		<p> Update actions and metrics identified in Council's Strategic Plan.</p>	<ul style="list-style-type: none"> <li>CMO</li> </ul>	12/31/23	The second Strategic Plan Progress Report goes to the Strategic Priorities and Policy Committee on June 23, 2020.	

Expected Results	Strategies	Actions	Action Service Area	Action Target End Date	Action Accomplishments	Action Variance
		<p> Communicate annual citizen perceptions of service delivery, and municipal accomplishments, to the public.</p>	<ul style="list-style-type: none"> <li>• CMO</li> </ul>	12/31/23		<p>The Annual Citizen Satisfaction survey will not be conducted in Q2 2020 due to the impacts of COVID-19. Options to conduct the full survey at another time or to conduct a more targeted survey later this year will be assessed.</p>
	<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"> <li>• CMO</li> </ul>	12/31/19		
		<p> Launch City data in a visual and user friendly format.</p>	<ul style="list-style-type: none"> <li>• CMO</li> </ul>	12/31/19	<p>The City of London launched its new Open Data Portal on November 22, 2019 in collaboration with Western University's Hack Western student run hackathon event. With close to 200 datasets available, the new Portal allows for quicker and easier public access to City data, by allowing data to be viewed through the Portal and downloaded in multiple formats. A key feature of the Open Data portal is real-time updates ensuring access to live data.</p>	
		<p> Identify and approve new datasets for release.</p>	<ul style="list-style-type: none"> <li>• CMO</li> </ul>	12/31/23		
		<p> Survey community to prioritize datasets for release.</p>	<ul style="list-style-type: none"> <li>• CMO</li> </ul>	12/31/23		

Expected Results	Strategies	Actions	Action Service Area	Action Target End Date	Action Accomplishments	Action Variance
<ul style="list-style-type: none"> <li>Build relationships with Indigenous peoples that are respectful, transparent, responsive, and accountable</li> </ul>	<ul style="list-style-type: none"> <li>This strategy must be developed in partnership with Indigenous peoples, including local First Nations.</li> </ul>	<ul style="list-style-type: none"> <li>↑ Deliver training sessions - Intercultural Competency Program to City of London Employees.</li> </ul>	<ul style="list-style-type: none"> <li>• CMO</li> </ul>	12/31/23		
		<ul style="list-style-type: none"> <li>↑ Actions to be developed in partnership with Indigenous peoples, including local First Nations.</li> </ul>	<ul style="list-style-type: none"> <li>• CMO</li> </ul>	12/31/23		
		<ul style="list-style-type: none"> <li>▬ Implementation of reconciliation plan.</li> </ul>	<ul style="list-style-type: none"> <li>• MLHU</li> </ul>	12/31/23		
		<ul style="list-style-type: none"> <li>▬ Health equity staff capacity building.</li> </ul>	<ul style="list-style-type: none"> <li>• MLHU</li> </ul>	12/31/23		
		<ul style="list-style-type: none"> <li>▬ Hire an Indigenous Relations position.</li> </ul>	<ul style="list-style-type: none"> <li>• CMO</li> </ul>	6/30/20		<p>All hiring has been delayed as a result of COVID-19. When recruitment resumes, this will be a priority. Suggested new end date: 12/31/20.</p>
<ul style="list-style-type: none"> <li>Increase the effectiveness of London's strategic advocacy</li> </ul>	<ul style="list-style-type: none"> <li>Promote London's intergovernmental priorities through Municipal Associations.</li> </ul>	<ul style="list-style-type: none"> <li>↑ Support London's representatives on the boards of various municipal associations.</li> </ul>	<ul style="list-style-type: none"> <li>• CMO</li> </ul>	12/31/23	<p>An internal working group held a meeting in March 2020 to begin the process of monitoring progress being made across the organization.</p>	<p>Formalizing this, and developing tools to support this group has been delayed by COVID-19.</p>





Expected Results	Strategies	Actions	Action Service Area	Action Target End Date	Action Accomplishments	Action Variance
	<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"> <li>• CMO</li> </ul>	6/30/20		<p>The preliminary work done on the City's advocacy framework has been reframed to support advocacy efforts related to COVID-19. The COVID-19 advocacy strategy was reported to Council at the April 28 SPPC meeting. Work on the long term framework has been delayed as a result. Suggested new end date: 12/31/20.</p>
		<p>↑ Implement 2019-2023 Strategic Advocacy Framework.</p>	<ul style="list-style-type: none"> <li>• CMO</li> </ul>	12/31/23		




Expected Results	Strategies	Actions	Action Service Area	Action Target End Date	Action Accomplishments	Action Variance
OUTCOMES						
Londoners experience exceptional and valued customer service.						
<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"> <li>• NCFS</li> <li>• P&amp;R</li> </ul>	12/31/21	<p>Key highlights include:</p> <ul style="list-style-type: none"> <li>• Made improvements to welcoming spaces including the main atrium at Carling Heights Optimist Community Centre.</li> <li>• Increased security at several locations.</li> <li>• Broadened the number of ways information is communicated to Londoners including screens, bulletin boards, marketing material and information about community centres on the new Play Your Way online system.</li> <li>• Connected with colleagues from other service areas to better promote their programs and services at community centres.</li> </ul>	
		<p>↑ Continue research and engagement to identify new and emerging program trends.</p>	<ul style="list-style-type: none"> <li>• NCFS</li> <li>• P&amp;R</li> </ul>	12/31/23	<p>New programs are added each season based on a review of trends and feedback from both general public and program participants, which includes feedback from program participant surveys and connecting with neighbourhood event attendees to find out what new programs they would like to see in their neighbourhood.</p> <p>A new youth leadership program is being developed for 2021.</p>	

Expected Results	Strategies	Actions	Action Service Area	Action Target End Date	Action Accomplishments	Action Variance
		 Increase resident awareness and marketing of parks, recreation, and sport opportunities and information.	<ul style="list-style-type: none"> <li>• NCFS</li> <li>• P&amp;R</li> </ul>	12/31/23	Information about parks, recreation and sport opportunities included on screens/bulletin boards at community centres; new nature-based Facebook campaign Dec 2019 to Feb 2020 around outdoor-based winter recreation opportunities, engaging over 900 families.	
 Increase responsiveness to our customers	 Research and respond to emerging planning trends and issues.	 Report on and respond to legislative changes.	<ul style="list-style-type: none"> <li>• City Planning</li> </ul>	12/31/23	Information reports have been prepared for significant changes to planning legislation, including Bill 108.	
		 Report on and recommend action for emergent planning issues.	<ul style="list-style-type: none"> <li>• City Planning</li> </ul>	12/31/23	Information reports have been prepared on emergent planning issues including the updated Provincial Policy Statement.	
	 Streamline customer intake and follow-up across the corporation.	 Continue to develop customer service training initiatives.	<ul style="list-style-type: none"> <li>• CMO</li> </ul>	12/31/23	Service London working with Corporate Training to leverage existing Customer Service Training where possible; continued development of Knowledgebase Articles and Process Maps.	
		 Develop survey strategy for relevant customer service counters.	<ul style="list-style-type: none"> <li>• CMO</li> </ul>	12/31/23	Investigation of point-of-transaction survey kiosks is underway.	
		 Track service request planned completion data in Dynamics CRM.	<ul style="list-style-type: none"> <li>• CMO</li> </ul>	12/31/23	Continued work with operational areas using CRM to establish and track Planned Completion Dates.	
		 Monitor and Report outcome measures to the Ministry of Children, Community, and Social Services.	<ul style="list-style-type: none"> <li>• HSSDH</li> </ul>	6/30/20	Met and exceeded expectations with eligibility decisions made in 4 days for an average of 75% of cases.	
		 Monitor and update Ontario Works service delivery model.	<ul style="list-style-type: none"> <li>• HSSDH</li> </ul>	12/31/23	Transitioned to new software system in January 2020 to better track client statistics.	
		 Implement continuous improvement initiatives for all major development and building permit review processes.	<ul style="list-style-type: none"> <li>• DCS</li> </ul>	12/31/23	Provided an online building permit process tracking tool allowing applicants to monitor the progress of permit application reviews.	






Expected Results	Strategies	Actions	Action Service Area	Action Target End Date	Action Accomplishments	Action Variance
<ul style="list-style-type: none"> <li>■ Increase efficiency and effectiveness of service delivery</li> </ul>	<ul style="list-style-type: none"> <li>■ Implement customer service standards.</li> </ul>	<ul style="list-style-type: none"> <li>▲ Monitor and track Service Request Records.</li> </ul>	<ul style="list-style-type: none"> <li>• CMO</li> </ul>	12/31/23	Development of PowerBI Dashboards to monitor service requests has been initiated; Service London continuing to work with CRM user groups.	
		<ul style="list-style-type: none"> <li>▲ Increase awareness of customer service information and standards.</li> </ul>	<ul style="list-style-type: none"> <li>• CMO</li> </ul>	12/31/23	Initial set of Customer Service Standards published on City of London website, Q4, 2019.	
	<ul style="list-style-type: none"> <li>■ Conduct targeted service reviews.</li> </ul>	<ul style="list-style-type: none"> <li>▲ Conduct targeted zero-based budget reviews annually.</li> </ul>	<ul style="list-style-type: none"> <li>• F&amp;CS</li> </ul>	9/30/23		<p>Due to the 2020-2023 Multi-Year Budget process and transition to minimal, essential services due to the COVID-19 pandemic that followed shortly thereafter, only one zero-based budget review has been conducted in this reporting period. This review focused on the charges for administrative services provided by the City of London to the water and wastewater utilities, as well as the joint water boards. The timing of future zero-based reviews will be dependent on the timing of the return to more normal operations.</p>



Expected Results	Strategies	Actions	Action Service Area	Action Target End Date	Action Accomplishments	Action Variance
		<p> <b>Conduct targeted additional reviews annually.</b></p>	<ul style="list-style-type: none"> <li>F&amp;CS</li> </ul>	12/31/23	<p>Finance staff have been focused on completing reviews of projected financial impacts of COVID-19, monitoring cash flow on a daily basis, and identifying strategies and financial measures to help offset the anticipated financial pressures on the City's 2020 budget.</p>	<p>Due to the 2020-2023 Multi-Year Budget process and transition to minimal, essential services due to the COVID-19 pandemic that followed shortly thereafter, no additional service reviews have been conducted in this reporting period. The timing of future reviews will be dependent on the timing of the return to more normal operations.</p>
		<p> <b>Update Council on the service review program through the annual Service Review Update report.</b></p>	<ul style="list-style-type: none"> <li>F&amp;CS</li> </ul>	12/31/23		<p>As noted above, the timing of future reports on the results of the service review program will be dependent on the timing of the return to more normal operations.</p>
	<p> <b>Promote and strengthen continuous improvement practices.</b></p>	<p> <b>Implement Continuous Improvement Framework.</b></p>	<ul style="list-style-type: none"> <li>CMO</li> </ul>	12/31/23		

Expected Results	Strategies	Actions	Action Service Area	Action Target End Date	Action Accomplishments	Action Variance
		 Provide City of London staff with knowledge, tools and resources to build and support a culture of continuous improvement.	<ul style="list-style-type: none"> <li>• CMO</li> </ul>	12/31/23	To date 260 employees have received formal training. Standard work, visual management and team huddles continue to be supported within a number of Service Areas to improve service delivery.	
		 Improve corporate processes through Continuous Improvement practices such as rapid improvement events, team huddles and green belt projects.	<ul style="list-style-type: none"> <li>• CMO</li> </ul>	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 amongst various teams and 19 rapid improvements have been completed across the corporation. A total of 144 employees have been engaged in rapid improvement events.	
		 Review existing processes within Finance that may be informed by annual reporting and annual financial system upgrades.	<ul style="list-style-type: none"> <li>• F&amp;CS</li> </ul>	9/30/23	<p>Limited process reviews and enhancements were performed, most notably the implementation of reloadable payment cards for Ontario Works recipients. This enhancement reduces the time required to process and replace lost/stolen/damaged cheques, enhances security and improves social inclusion for recipients.</p> <p>Another process improvement implemented in this reporting period is enhanced cash flow modeling, including more detailed tracking of cash flows by week instead of by month, and rolling (as opposed to fixed) 12-month forecasts.</p>	Due to the 2020-2023 Multi-Year Budget process and the transition to minimal, essential services due to the COVID-19 pandemic that followed shortly thereafter, the capacity to review, update and operationalize process improvements in Finance may be limited in 2020.

Expected Results	Strategies	Actions	Action Service Area	Action Target End Date	Action Accomplishments	Action Variance
		<p>↑ Update and operationalize process improvements.</p>	<ul style="list-style-type: none"> <li>F&amp;CS</li> </ul>	12/31/23	<p>Reloadable payment cards for Ontario Works recipients is in the process of being implemented and will reduce the time required to process and replace lost/stolen/damaged cheques, enhance security and improves social inclusion for recipients.</p> <p>Enhanced cash flow modeling, including more detailed tracking of cash flows by week instead of by month, and rolling (as opposed to fixed) 12-month forecasts was implemented in March/April to support cash flow impacts and enhanced monitoring as a result of COVID-19.</p>	<p>Due to the 2020-2023 Multi-Year Budget process and the transition to minimal, essential services due to the COVID-19 pandemic that followed shortly thereafter, only limited process reviews and enhancements have been performed.</p>
		<p>↑ Support internal and external customers to complete continuous improvement projects.</p>	<ul style="list-style-type: none"> <li>CMO</li> </ul>	12/31/23	<p>196 Improvements have been implemented throughout the corporation. Leader standard work, team huddles and audits have been implemented to support the sustainability of improvements.</p>	
	<p>— Demonstrate leadership and accountability in the management and provision of quality programs, and services.</p>	<p>↑ Report the results of satisfaction with City services to Council annually.</p>	<ul style="list-style-type: none"> <li>CMO</li> </ul>	9/30/23		<p>The Annual Citizen Satisfaction survey will not be conducted in Q2 2020 due to the impacts of COVID-19. Options to conduct the full survey at another time or to conduct a more targeted survey later this year will be assessed.</p>

Expected Results	Strategies	Actions	Action Service Area	Action Target End Date	Action Accomplishments	Action Variance
		 Participate in national benchmarking initiative.	<ul style="list-style-type: none"> <li>• CMO</li> </ul>	12/31/23	The City is a member of 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.	Due to the impacts of COVID-19, London's participation in the 2019 data call for the Municipal Benchmarking Network of Canada (MBNC) has been put on hold. We continue to work with the MBNC Program Office to assess and establish a modified approach for this reporting period.
		 Include "customer service objective" as a component of individual performance plans.	<ul style="list-style-type: none"> <li>• CMO</li> </ul>	12/31/23		
		 Train employees on Continuous Improvement practices.	<ul style="list-style-type: none"> <li>• CMO</li> </ul>	12/31/23	Varying degrees of Lean training have been developed and made available to all employees and leaders within the corporation. I-Learn offers staff the opportunity to sign-up for White Belt and Yellow Belt certifications. With the COVID-19 pandemic we have been able to offer continued training and C.I improvements virtually for Service Areas and staff members.	
	 Accommodate long-term space needs for the City of London and optimize service delivery locations.	 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"> <li>• F&amp;CS</li> </ul>	12/31/19	A business case to develop new administrative space and consolidate occupancy through the implementation of a master accommodation plan was approved by Council with the 2020-2023 Multi-Year Budget on March 2, 2020.	

Expected Results	Strategies	Actions	Action Service Area	Action Target End Date	Action Accomplishments	Action Variance
	<ul style="list-style-type: none"> <li>Improve animal welfare by encouraging more animal adoption.</li> </ul>	<ul style="list-style-type: none"> <li>Foster partnerships with individuals and community groups to enhance adoption opportunities for companion animals.</li> </ul>	<ul style="list-style-type: none"> <li>DCS</li> </ul>	12/31/23	Phased re-opening of veterinary hospital to re-introduce spay, neuter of companion animals, with an end goal of rescues re-establishing adoption program. Planned reopening of City Adoption Centre.	
	<ul style="list-style-type: none"> <li>Improve residents' satisfaction with winter road and sidewalk maintenance.</li> </ul>	<ul style="list-style-type: none"> <li>Execute winter maintenance level of service.</li> </ul>	<ul style="list-style-type: none"> <li>EES</li> </ul>	6/30/23	Winter maintenance carried out in accordance with budget and policies.	
		<ul style="list-style-type: none"> <li>Implement communications and education related to service levels.</li> </ul>	<ul style="list-style-type: none"> <li>EES</li> </ul>	6/30/22		

Expected Results	Strategies	Actions	Action Service Area	Action Target End Date	Action Accomplishments	Action Variance
<p>Reduce barriers to access city services and information</p>	<p>Enhance collaboration between Service Areas and community stakeholders to assist residents to access services and supports.</p>	<p>↑ Develop and implement processes for better information sharing across Service Areas; including tracking cross functional teams, and tools for collaboration.</p>	<ul style="list-style-type: none"> <li>CMO</li> </ul>	12/31/23		
		<p>↑ Track and update Social Services / Housing training tracking report.</p>	<ul style="list-style-type: none"> <li>HSSDH</li> </ul>	12/31/23	During 2019, Housing Services supported training focusing on Dealing With Difficult Situations, Intercultural Competencies, Trauma-Informed Approach, Human Trafficking and Mental Health First Aid.	
		<p>✓ Participate in annual inter-departmental initiatives to enhance customer service.</p>	<ul style="list-style-type: none"> <li>HSSDH</li> </ul>	12/31/19	Four initiatives developed: 1) Developed shared consent model with Housing Access Centre. 2) Worked with Parks & Recreation to increase number of payment locations for Ontario Works clients. 3) Established a joint customer services team at CitiPlaza. 4) Promoted multi-service use of a data collection and case management system to support vulnerable, homeless individuals.	
	<p>Implement the 2018 to 2021 Multi Year Accessibility Plan.</p>	<p>✓ Annual Status Updates.</p>	<ul style="list-style-type: none"> <li>CMO</li> </ul>	12/31/19		
		<p>↑ Accessibility Compliance Report.</p>	<ul style="list-style-type: none"> <li>CMO</li> </ul>	12/31/23		
		<p>↑ Develop 2022 - 2025 Multi Year Accessibility Plan.</p>	<ul style="list-style-type: none"> <li>CMO</li> </ul>	12/31/21		
		<p>↑ Implement 2022 - 2025 Multi Year Accessibility Plan.</p>	<ul style="list-style-type: none"> <li>CMO</li> </ul>	12/31/23		

Expected Results	Strategies	Actions	Action Service Area	Action Target End Date	Action Accomplishments	Action Variance
	<ul style="list-style-type: none"> <li>Implement ways to improve access to services and information.</li> </ul>	<ul style="list-style-type: none"> <li>Collaborate with departments and divisions in bringing additional services to customer service counters.</li> </ul>	<ul style="list-style-type: none"> <li>P&amp;R</li> <li>CMO</li> </ul>	12/31/23	Parks & Recreation Services and Service London have started to investigate additional services that can be offered at service counters.	
		<ul style="list-style-type: none"> <li>Engage internal stakeholders in translating tools and resources.</li> </ul>	<ul style="list-style-type: none"> <li>CMO</li> </ul>	12/31/23		
		<ul style="list-style-type: none"> <li>Continue to implement Service London initiatives.</li> </ul>	<ul style="list-style-type: none"> <li>CMO</li> </ul>	12/31/23	CRM Phase 5 completed in Q4, 2019. Ongoing enhancements to Service London Portal, CRM in progress.	
		<ul style="list-style-type: none"> <li>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.</li> </ul>	<ul style="list-style-type: none"> <li>CMO</li> </ul>	12/31/23	Service London and Communications have established a Communications Plan that uses seasonal data on service requests to inform social media content.	
		<ul style="list-style-type: none"> <li>Develop a policy for use of digital billboards and promote their availability.</li> </ul>	<ul style="list-style-type: none"> <li>CMO</li> </ul>	12/31/23	Over 40 digital billboards have been deployed since October 2019.	
<ul style="list-style-type: none"> <li>Increase the use of technology to improve service delivery</li> </ul>	<ul style="list-style-type: none"> <li>Continue to maintain, build, and enhance a high-performing and secure computing environment.</li> </ul>	<ul style="list-style-type: none"> <li>Review, investigate and successfully resolve technical service requests and incidents.</li> </ul>	<ul style="list-style-type: none"> <li>CMO</li> </ul>	12/31/23	ITS has successfully completed 9,916 service requests and incidents essential to the delivery of public service in the City of London from December 2019 to April 30 2020.	This is an annual program. Updating Action Target End Date section to 2023.
		<ul style="list-style-type: none"> <li>Perform tens of thousands of tasks annually resulting in the successful delivery of a managed computing environment.</li> </ul>	<ul style="list-style-type: none"> <li>CMO</li> </ul>	12/31/23	ITS has successfully completed 17,869 tasks for service requests and incidents essential to the delivery of public service in the City of London from December 2019 to April 30, 2020.	This is an annual program. Updating Action Target End Date section to 2023.
		<ul style="list-style-type: none"> <li>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.</li> </ul>	<ul style="list-style-type: none"> <li>CMO</li> </ul>	12/31/23	ITS has provided exceptional customer service; surpassing the established 96% customer satisfaction target.	This is an annual program. Updating Action Target End Date section to 2023.



Expected Results	Strategies	Actions	Action Service Area	Action Target End Date	Action Accomplishments	Action Variance
OUTCOMES						
The City of London is a leader in public service as an employer, a steward of public funds, and an innovator of service.						
<ul style="list-style-type: none"> <li>— Increase the diversity of the city's workforce</li> </ul>	<ul style="list-style-type: none"> <li>— Update and implement an Equity and Inclusion Plan.</li> </ul>	<ul style="list-style-type: none"> <li>↑ Update to City Council - metrics and activities associated with workforce diversity/demographics and the implementation of the Workplace Diversity and Inclusion Plan.</li> </ul>	<ul style="list-style-type: none"> <li>• CMO</li> </ul>	3/31/23		
		<ul style="list-style-type: none"> <li>↑ Develop and Finalize updated 2021 to 2026 Equity and Inclusion Plan .</li> </ul>	<ul style="list-style-type: none"> <li>• CMO</li> </ul>	12/31/20		
		<ul style="list-style-type: none"> <li>↑ Implement updated 2021 to 2026 Equity and Inclusion Plan.</li> </ul>	<ul style="list-style-type: none"> <li>• CMO</li> </ul>	12/31/26		
<ul style="list-style-type: none"> <li>— Attract and retain a talented workforce</li> </ul>	<ul style="list-style-type: none"> <li>— Develop and implement a People Plan.</li> </ul>	<ul style="list-style-type: none"> <li>■ Develop and Finalize People Plan and Metrics.</li> </ul>	<ul style="list-style-type: none"> <li>• CMO</li> </ul>	3/31/20	<ul style="list-style-type: none"> <li>• Quantitative and Qualitative data collection completed including survey and focus groups.</li> <li>• Data analysis and identification of People Plan Areas of Focus, Expected Results and Actions completed.</li> <li>• Framework to validate, Areas of Focus, Expected Results and Actions completed.</li> </ul>	Suggested new end date: 12/31/20. Additional time required to ensure Areas of Focus, Expected Results and Actions are communicated effectively to employees prior to employee validation.
		<ul style="list-style-type: none"> <li>↑ Implement People Plan.</li> </ul>	<ul style="list-style-type: none"> <li>• CMO</li> </ul>	12/31/23		








Expected Results	Strategies	Actions	Action Service Area	Action Target End Date	Action Accomplishments	Action Variance
<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>	<ul style="list-style-type: none"> <li>• CMO</li> </ul>	3/31/20	<ul style="list-style-type: none"> <li>• Quantitative and Qualitative data collection completed including survey and focus groups.</li> <li>• Data analysis and identification of People Plan Areas of Focus, Expected Results and Actions completed.</li> <li>• Framework to validate, Areas of Focus, Expected Results and Actions completed.</li> </ul>	Additional time required to ensure Areas of Focus, Expected Results and Actions are communicated effectively to employees prior to employee validation. Suggested new end date: 12/31/20.
		<p>↑ Implement People Plan.</p>	<ul style="list-style-type: none"> <li>• CMO</li> </ul>	12/31/23		Target end date amended to 12/31/23 to be consistent with action noted above.
<p>— Maintain London's finances in a transparent and well-planned manner to balance equity and affordability over the long term</p>	<p>— Plan, conduct, and support annual internal and external audits.</p>	<p>↑ Support external auditors through the financial statement audit process.</p>	<ul style="list-style-type: none"> <li>• F&amp;CS</li> </ul>	6/30/23	The City's external auditor is currently working on the 2019 year end audit. This is scheduled to be completed in the summer of 2020.	
		<p>↑ Support internal auditors in executing the internal audit plan.</p>	<ul style="list-style-type: none"> <li>• F&amp;CS</li> </ul>	12/31/23	The 2020 - 2022 internal audit plan from Deloitte was approved by Audit Committee on November 6, 2019. As of March 2, 2020, the five audits for 2020 were 'on track'.	Due to minimal, essential service delivery due to the COVID-19 pandemic, any internal audits are on hold and will be dependent on the timing of the return to more normal operations.
	<p>— Continue to ensure the strength and sustainability of London's finances.</p>	<p>↑ Complete annual review process by Moody's Investor Services.</p>	<ul style="list-style-type: none"> <li>• F&amp;CS</li> </ul>	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.	


Expected Results	Strategies	Actions	Action Service Area	Action Target End Date	Action Accomplishments	Action Variance
		<ul style="list-style-type: none"> <li>Develop and approve the 2020-2023 Multi-Year Budget and annual updates.</li> </ul>	<ul style="list-style-type: none"> <li>F&amp;CS</li> </ul>	3/31/23	Municipal Council approved the 2020-2023 Multi-Year Budget on March 2, 2020. Budget Updates will occur for 2021, 2022 and 2023. The 2021 Budget Update is scheduled to be brought forward in Fall 2020.	
		<ul style="list-style-type: none"> <li>Implement the Corporation's approved financial policies.</li> </ul>	<ul style="list-style-type: none"> <li>F&amp;CS</li> </ul>	12/31/23	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"> <li>Establish and monitor targets for reserves and reserve funds.</li> </ul>	<ul style="list-style-type: none"> <li>Report to Council on the establishment and monitoring of reserve and reserve fund targets.</li> </ul>	<ul style="list-style-type: none"> <li>F&amp;CS</li> </ul>	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"> <li>Maximize investment returns, adhering to the City's investment policy.</li> </ul>	<ul style="list-style-type: none"> <li>Implement and monitor the City's investment strategy.</li> </ul>	<ul style="list-style-type: none"> <li>F&amp;CS</li> </ul>	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. The strategy will be implemented on a limited basis in 2020 due to the need to maintain sufficient levels of liquidity as a result of the financial impacts of the COVID-19 pandemic.	
		<ul style="list-style-type: none"> <li>Update Council on investment performance through the annual Investment Report.</li> </ul>	<ul style="list-style-type: none"> <li>F&amp;CS</li> </ul>	9/30/23	The 2019 Investment Report is scheduled to be received by Council in July 2020.	
	<ul style="list-style-type: none"> <li>Review and update the City's financial strategic planning, principles, and policies.</li> </ul>	<ul style="list-style-type: none"> <li>Review the Corporation's financial policies annually.</li> </ul>	<ul style="list-style-type: none"> <li>F&amp;CS</li> </ul>	6/30/23	The Corporation's financial policies continue to be reviewed annually, and adherence with those policies is monitored on an ongoing basis.	

Expected Results	Strategies	Actions	Action Service Area	Action Target End Date	Action Accomplishments	Action Variance
		<ul style="list-style-type: none"> <li>Update the Corporation's Strategic Financial Plan.</li> </ul>	<ul style="list-style-type: none"> <li>F&amp;CS</li> </ul>	12/31/21	Preliminary work has commenced on the update to the Corporation's Strategic Financial Plan. Due to the transition to minimal, essential services as a result of the COVID-19 pandemic, the completion date for the update of the Corporation's Strategic Financial Plan may be delayed.	
	<ul style="list-style-type: none"> <li>Develop and monitor the Multi-Year Budget to align financial resources with Council's Strategic Plan.</li> </ul>	<ul style="list-style-type: none"> <li>Develop and approve the 2020-2023 Multi-Year Budget and annual updates.</li> </ul>	<ul style="list-style-type: none"> <li>F&amp;CS</li> </ul>	3/31/23	Municipal Council approved the 2020-2023 Multi-Year Budget on March 2, 2020. Budget Updates will occur for 2021, 2022 and 2023. The 2021 Budget Update is scheduled to be brought forward in Fall 2020.	
		<ul style="list-style-type: none"> <li>Regularly monitor budget performance through the semi-annual Operating and Capital Budget Monitoring Reports.</li> </ul>	<ul style="list-style-type: none"> <li>F&amp;CS</li> </ul>	12/31/23	Semi-annual operating and capital budget monitoring reports completed, with the 2019 Year End Operating and Capital Monitoring reports presented to the Corporate Services Committee on May 11, 2020.	
	<ul style="list-style-type: none"> <li>Adhere to City of London limit on authorized debt (internal debt cap).</li> </ul>	<ul style="list-style-type: none"> <li>Review the City's internal debt cap annually.</li> </ul>	<ul style="list-style-type: none"> <li>F&amp;CS</li> </ul>	12/31/23	The 2020-2023 Multi-Year Budget was approved with an internal property tax supported debt cap of \$36 million/year on average, which will be reviewed annually throughout the Multi-Year Budget period.	
		<ul style="list-style-type: none"> <li>Develop and approve the 2020-2023 Multi-Year Budget and annual updates.</li> </ul>	<ul style="list-style-type: none"> <li>F&amp;CS</li> </ul>	3/31/23	Municipal Council approved the 2020-2023 Multi-Year Budget on March 2, 2020. Budget Updates will occur for 2021, 2022 and 2023. The 2021 Budget Update is scheduled to be brought forward in Fall 2020.	
	<ul style="list-style-type: none"> <li>Develop tax policy to align with Council priorities of the Strategic Plan.</li> </ul>	<ul style="list-style-type: none"> <li>Report out to Council on the impact of tax policy on property classes.</li> </ul>	<ul style="list-style-type: none"> <li>F&amp;CS</li> </ul>	6/30/19	2020 Tax Policy was approved by Municipal Council on April 21, 2020.	

Expected Results	Strategies	Actions	Action Service Area	Action Target End Date	Action Accomplishments	Action Variance
		 <b>Develop future tax policy objectives.</b>	<ul style="list-style-type: none"> <li>F&amp;CS</li> </ul>	6/30/20	Civic Administration brought forward multiple reports to the Corporate Services Committee on October 22, 2019, February 18, 2020, and April 14, 2020 which addressed a number of items that impact tax policy such as ratio setting for the farm property class, parking and vacant land, Business Education Taxes, and subclass reductions.	On March 25, 2020, the Ministry of Finance announced that as part of Ontario's Action Plan: Responding to COVID-19, the planned property tax reassessment for 2021 was postponed. Knowing the impacts of the reassessment will be key in determining future tax policy objectives. It is anticipated that new reassessment values will apply beginning with the 2022 taxation year, however the new valuation base year has not yet been decided. Suggested new end date: June 30, 2022.
		 <b>Implement tax policy through the setting of property class tax ratios.</b>	<ul style="list-style-type: none"> <li>F&amp;CS</li> </ul>	6/30/23	2020 Tax Policy was approved by Municipal Council on April 21, 2020.	

Expected Results	Strategies	Actions	Action Service Area	Action Target End Date	Action Accomplishments	Action 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"> <li>CMO</li> </ul>	<p>12/31/23</p>	<p>ITS delivered 52 digital solutions to City Services, Agencies, Boards and Commissions in 2019. These digital solutions supported improved public service efficiency and business management opportunities.</p>	<p>Delivery of this action will be impacted by the COVID-19 emergency.</p> <p>The associated metric represents cumulative results for all four years associated with this action. Updating Target End Date section to 2023.</p>
		<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"> <li>CMO</li> </ul>	<p>12/31/23</p>	<p>ITS is on-track to exceed the total number of project lessons learned resulting in the continuous improvement of ITS project management.</p>	<p>The associated metric represents cumulative results for all four years associated with this action. Updating Target End Date section to 2023.</p>
		<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"> <li>CMO</li> </ul>	<p>12/31/23</p>		<p>This is an annual program. Updating Action Target End Date section to 2023.</p>

Expected Results	Strategies	Actions	Action Service Area	Action Target End Date	Action Accomplishments	Action Variance
		 <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"> <li>• CMO</li> </ul>	12/31/23	45% of ITS labour in the Applications work area was directed to the delivery of technological projects. This accomplishment represents an over 5% increase in project focused labour resulting in additional public service enhancements.	<p>Delivery of this action will be impacted by the COVID-19 emergency.</p> <p>This is an annual program. Updating Action Target End Date section to 2023.</p>
		 <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"> <li>• L&amp;CS</li> </ul>	12/31/23		This is an ongoing, annual activity. The target end date has been amended to 12/31/23.
		 <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"> <li>• L&amp;CS</li> </ul>	12/31/23		This is an ongoing, annual activity. The target end date has been amended to 12/31/23.
		 <p>Develop foundational requirements for converting to digital application tracking from manual processes.</p>	<ul style="list-style-type: none"> <li>• DCS</li> </ul>	3/31/20	Business readiness and process mapping completed by consulting firm. Multi-year Budget business case prepared and approved by Council.	
		 <p>Complete foundational requirements for converting to digital application tracking from manual processes.</p>	<ul style="list-style-type: none"> <li>• DCS</li> </ul>	12/31/20		Delivery of this action will be impacted by the COVID-19 emergency. Action target end date to be changed to 6/30/21.

Expected Results	Strategies	Actions	Action Service Area	Action Target End Date	Action Accomplishments	Action Variance
		 Implement preferred software solution for digital application tracking.	<ul style="list-style-type: none"> <li>DCS</li> </ul>	6/30/23		