

TO:	CHAIR AND MEMBERS STRATEGIC PRIORITIES AND POLICY COMMITTEE MEETING ON NOVEMBER 17, 2020
FROM:	LYNNE LIVINGSTONE CITY MANAGER
SUBJECT:	STRATEGIC PLAN: SEMI-ANNUAL PROGRESS REPORT

That, on the recommendation of the City Manager, the report including the attached Semi-Annual Progress Report, the 2020 Report to the Community **BE RECEIVED** for information.

PREVIOUS REPORTS PERTINENT TO THIS MATTER
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- Strategic Priorities and Policy Committee (SPPC): December 17, 2018, January 14, 2019, January 25, 2019, March 4, 2019, April 1, 2019, November 25, 2019, June 23, 2020, October 20, 2020.

BACKGROUND

On April 23, 2019, Council set the 2019-2023 Strategic Plan for the City of London. This is a critical document that identifies Council's vision, mission, and the strategic areas of focus for 2019-2023. It 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 November 2020 Semi Annual Progress Report for the 2019-2023 Strategic Plan. It also presents the [2020 Report to the Community](#) which will be available on November 17, 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.

November 2020 Semi-Annual Progress Report

The November 2020 Semi-Annual Progress Report is attached [Appendix A](#).

As of November 2020, 93.3% of all actions are complete or on target. The percentage of completed actions has increased by 1.0% since May, 2020.

The following table compares the status of performance indicators from the May 2020 reporting period to that of the November 2020 reporting period as both a number and percent.

Status Indicator	May 2020	November 2020
Complete	54 (9.2%)	60 (10.2%)
On Target	462 (78.8%)	487 (83.1%)
Caution	46 (7.9%)	15 (2.6%)
Below Plan	0 (0.0%)	0 (0.0%)
Not Defined*	24 (4.1%)	24 (4.1%)
Total	586	586

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

Since the May 2020 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 decreased by 5.3%. This reduction is a result of changes to end dates that were made to reflect more realistic timelines in light of COVID-19 impacts. These changes were made following Municipal Council’s approval of the May 2020 Semi-Annual Progress Report on June 29, 2020.

Factors contributing to those actions marked as “caution” include: scope changes; and, continuing impacts of COVID-19 such as programming delays, field work restrictions as a result of provincial orders, changing priorities, and the delay and/or cancellation of planned events and activities.

The impacts of COVID-19 are also noted for many annual actions that have a status of “on target”. The planned actions for this reporting period have continued, however, adjustments have occurred to accommodate the impacts of the pandemic. These adjustments are noted throughout the report as variances.

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.

2020 Report to the Community

Released every November, the Report to the Community highlights key activities and accomplishments from the past 12 months. This document does not provide an update on every strategy, rather, it compliments the Progress Report by providing a shorter list of key actions and accomplishments from the past year.

CONCLUSION

Council’s 2019-2023 Strategic Plan holds a vision of London as “A leader in commerce, culture and innovation – our region’s connection to the World.” The November 2020 Semi-Annual Progress Report and the 2020 Report to the Community demonstrate that progress is being made and substantial work is occurring to advance Council’s vision, mission and strategies areas of focus.

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

cc. Senior Management Team
Strategic Thinkers Table



APPENDIX A

November 2020 Semi-Annual Progress Report

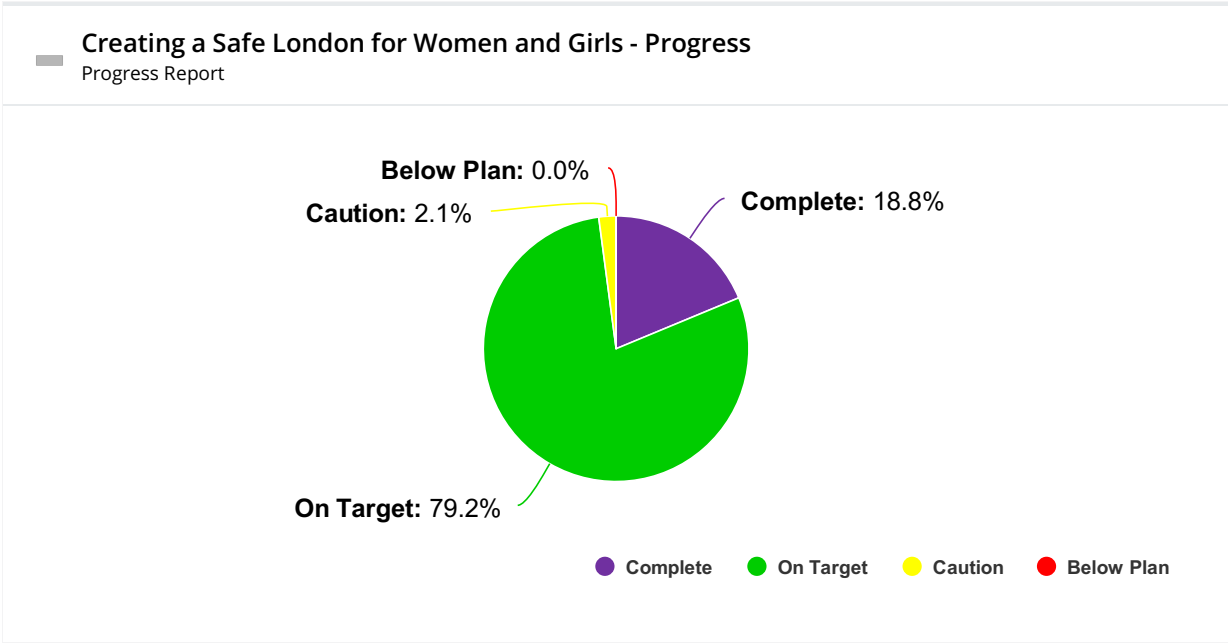
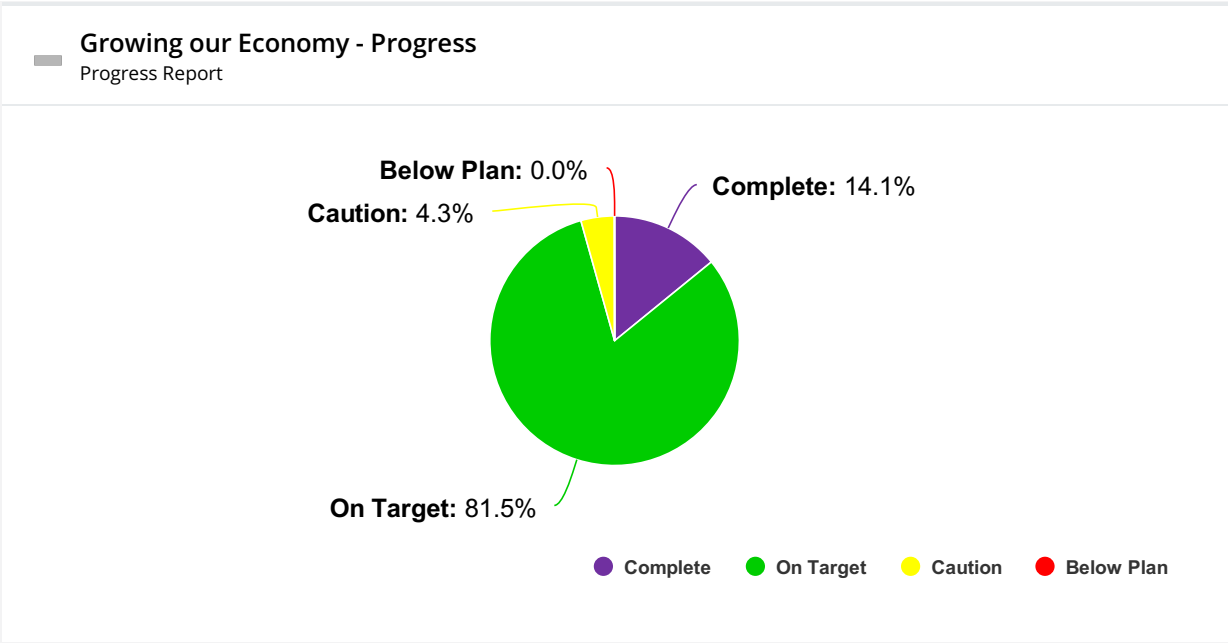
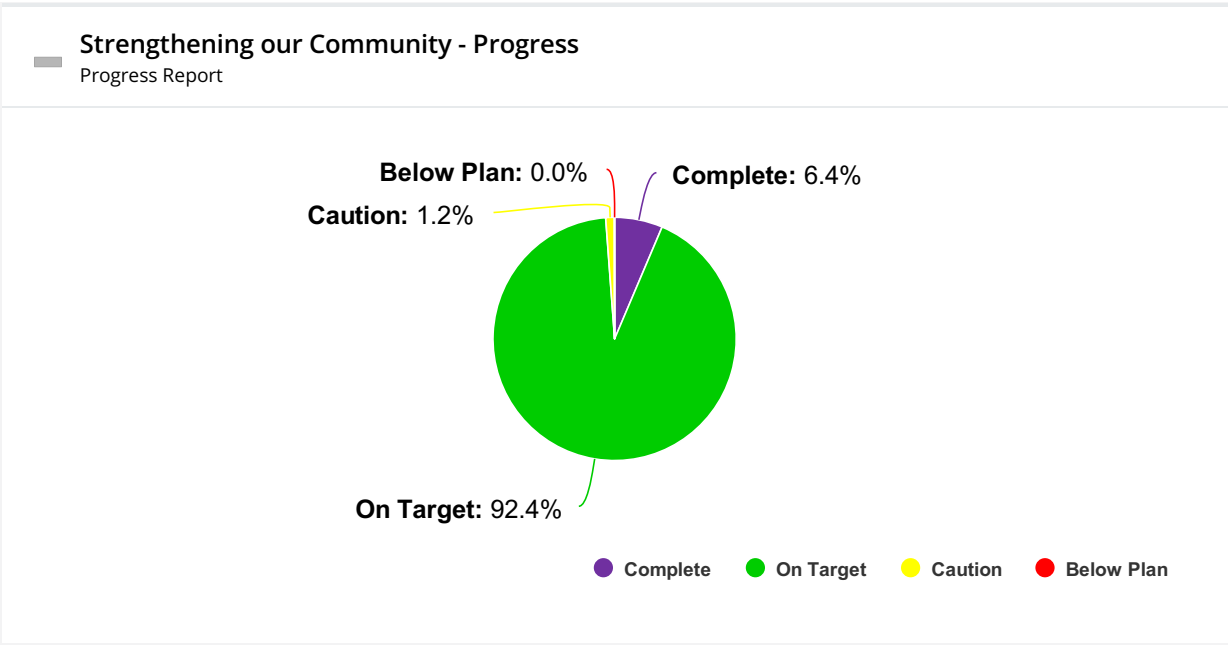
2019-2023

Strategic Plan for the City of London

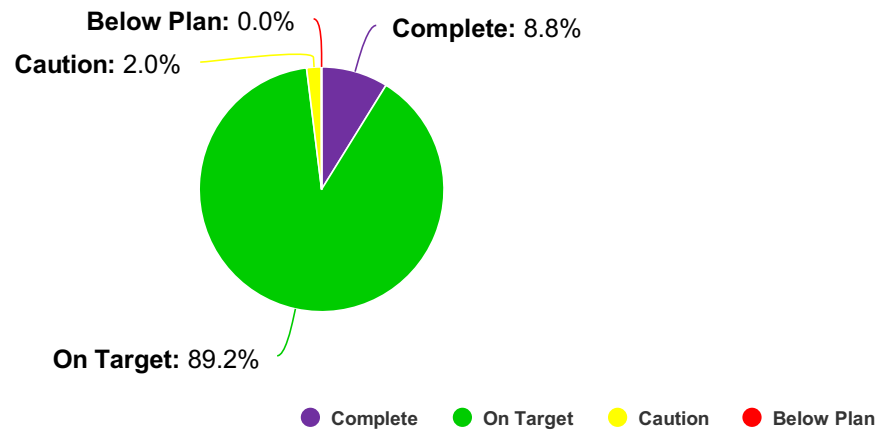


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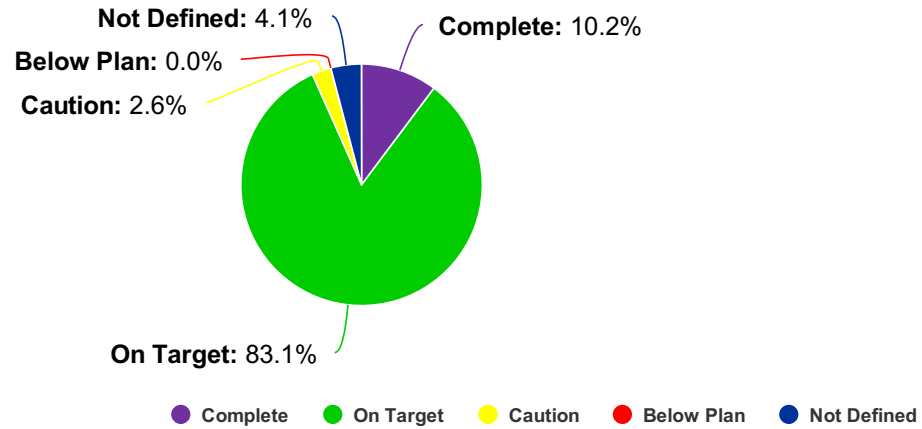
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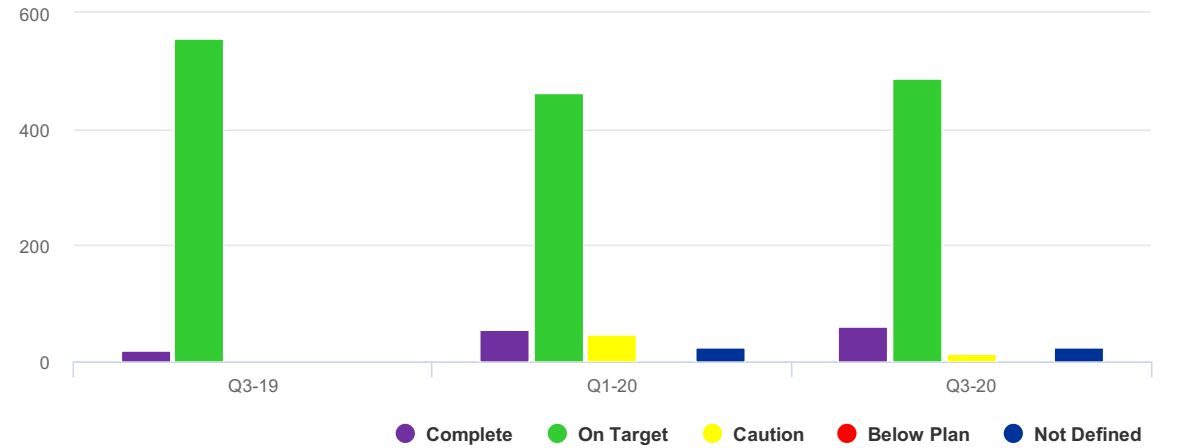
Leading in Public Service - Progress
Progress Report



Strategic Plan - Results



Progression over time



Metric Data

Last Calculated 22 minutes ago

Period	Status	Complete	On Target	Caution	Below Plan	Not Defined
Q3-19	Not Defined	20	557	0	0	0
Q1-20	Not Defined	54	462	46	0	24
Q3-20	Not Defined	60	487	15	0	24
Q1-21	Not Defined	0	0	0	0	586
Q3-21	Not Defined	0	0	0	0	586
Q1-22	Not Defined	0	0	0	0	586
Q3-22	Not Defined	0	0	0	0	586
Q1-23	Not Defined	0	0	0	0	586
Q3-23	Not Defined	0	0	0	0	586

Introduction

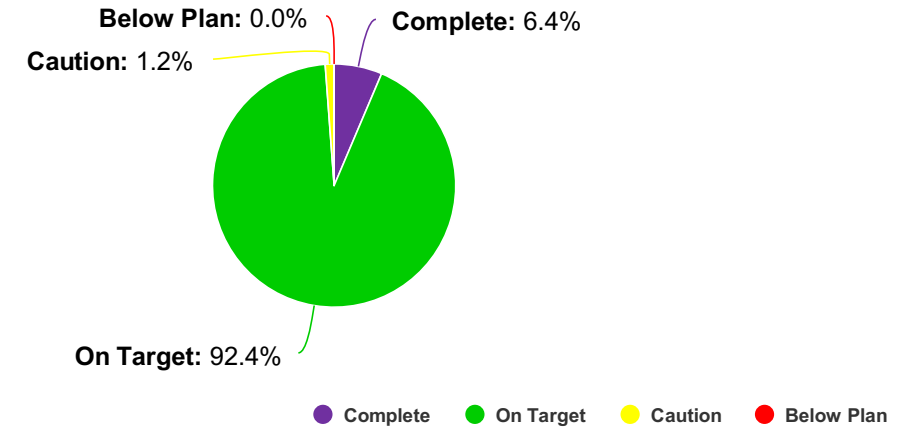
STRENGTHENING our Community

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:**
 - 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	Service Area	Action Target End Date	Accomplishments	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"> LMCH 	12/31/23	LMCH continues to work on the social regeneration approach. Established a Tenant Engagement Strategy and a communications plan for Regeneration.	
		 Develop and implement LMCH's Regeneration Strategy.	<ul style="list-style-type: none"> LMCH 	12/31/23	LMCH has created the Affordable Rental Rate Policy, as well as the Tenant Relocation Policy. The Regeneration project schedule is being finalized as well as the Memorandum of Understanding between LMCH, HDC and Housing Services. Lead site selection approval is forthcoming.	
		 Explore alternative corporate structures, including; Articles of Incorporation and Shareholder Declaration.	<ul style="list-style-type: none"> LMCH 	12/31/21	The Board Governance Review is currently underway.	
Increase affordable and quality housing options	Increase supportive and specialized housing options for households experiencing chronic homelessness.	 Develop Coordinated Access System for individuals and families experiencing homelessness prioritizing individuals and families with the highest need to the most intensive resources.	<ul style="list-style-type: none"> HSSDH 	12/31/23	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. The Coordinated Access Priority List is in place and is being used. The List will be updated by the community on an annual basis.	
		 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.	<ul style="list-style-type: none"> HSSDH 	12/31/23	All Housing allowance dollars are allocated and being spent. The 2020 allocation for the program is expected to be fully expended by December.	

Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
		 Partner strategically with key stakeholders to ensure that chronic homelessness is a priority for intake to supportive housing units.	<ul style="list-style-type: none"> HSSDH HDC 	12/31/23	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.	
		 Establish a regular cycle for specialized housing new unit development supporting one specialized build every two years.	<ul style="list-style-type: none"> HDC 	12/31/23		
		 Invest through an annual contribution to a capital reserve to leverage other funding supporting new bi-annual development.	<ul style="list-style-type: none"> HDC 	12/31/23		
Increase affordable and quality housing options	Strengthen the support for individuals and families in need of affordable housing.	 Develop and implement New Housing Supplement Program to support individuals and families.	<ul style="list-style-type: none"> HSSDH 	12/31/23	<p>Housing Services implemented the Community Housing Bridge Program (CHBP) in May and continue to on-board eligible applicants.</p> <p>This portable housing allowance is paid directly to individuals and families that are currently on the social housing waitlist, which allows participants greater choice in where they live while they remain active on the waitlist for social housing.</p> <p>Regular updates of this initiative continue to be provided through the Housing Quarterly Report.</p>	




Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
		 Develop and implement the Homeless Prevention and Housing Plan for London & Middlesex County.	<ul style="list-style-type: none"> • HSSDH • HDC 	12/31/23	<p>The 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>The implementation of the Housing Stability Action Plan is guided by a municipal housing lead table (Housing Services, Homeless Prevention, HDC and LMCH) with regular updates provided through the Housing Quarterly Reports.</p> <p>The municipal housing lead table continued to meet on a regular basis throughout the year to review the implementation plan and to develop annual outcome reporting tools.</p>	
		 Improve and implement LMCH's tenant survey.	<ul style="list-style-type: none"> • LMCH 	3/31/20		
		 Complete LMCH's 2017-2020 Strategic Plan	<ul style="list-style-type: none"> • LMCH 	12/31/23		
		 Envision and establish a new LMCH strategic plan.	<ul style="list-style-type: none"> • LMCH 	12/31/20		<p>The current LMCH Strategic Plan includes the 2017-2020 time period. The development of the next LMCH Strategic Plan will be initiated following the completion of the Board Governance Review. Suggested new end date: Q2, 2021.</p>



Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
		<p>Regular maintenance of facility/housing inventories for correspondence, inspection work, health hazard investigations, community collaborations. PHIs provide public health interventions for clients living in substandard living conditions or individuals who are at increased risk to adverse health outcomes at facilities where they are exposed. Interventions also include providing education and awareness, inspection and investigation work and assistance through collaboration, community referrals.</p>	<ul style="list-style-type: none"> MLHU 	12/31/23		
Increase affordable and quality housing options	Utilize innovative regulations and investment to facilitate affordable housing development.	<p>✓ Affordable housing Community Improvement Plan completed.</p>	<ul style="list-style-type: none"> City Planning HDC 	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.	
		<p>✓ Establish CIP fund for advancing new affordable housing.</p>	<ul style="list-style-type: none"> City Planning HDC 	3/31/21	Approximately 3 million dollars was approved in the Multi-Year Budget to implement an Affordable Housing loan program.	
		<p>↑ Affordable Housing Development Toolkit completed.</p>	<ul style="list-style-type: none"> City Planning 	12/31/20	The Affordable Housing Toolkit was approved by Council on July 21, 2020. This toolkit is a living document will be continuously monitored and may be updated as new tools are identified.	
		<p>↑ Inclusionary Zoning By-law completed.</p>	<ul style="list-style-type: none"> City Planning 	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.	

Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
		<p>↑ Implement Closed School Strategy.</p>	<ul style="list-style-type: none"> City Planning HDC 	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.	
		<p>↑ Analyze all available surplus school lands (and other similar government/strategic lands) for potential development, inclusive of affordable housing, in accordance with Council policy.</p>	<ul style="list-style-type: none"> HDC 	12/31/23	All available surplus school lands have been analyzed.	This is an annual ongoing activity. The target end date has been amended to 12/31/23 to reflect this.
		<p>↑ Advance land acquisition and development strategies where appropriate on all suitable surplus school (and similarly defined) lands.</p>	<ul style="list-style-type: none"> HDC 	12/31/23	HDC has assessed and acquired 2 surplus school sites as of November 17, 2020.	This is an annual ongoing activity. The target end date has been amended to 12/31/23 to reflect this.
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.	<p>↑ Increase affordable housing stock through the creation of new units in partnership with community partners and developers.</p>	<ul style="list-style-type: none"> HDC 	12/31/23	New units created in partnership with community partners and developers include: 72 supportive housing units at 744 Dundas Street. Negotiations are currently under way for an additional 30-40 units under Section 37 Bonusing. HDC also continues to work with the Homeless Prevention Team on urgent housing.	This is an annual ongoing activity. The target end date has been amended to 12/31/23 to reflect this.
		<p>↑ Establish a secondary suite and other single unit conversions/development program (partnership between HDC and City).</p>	<ul style="list-style-type: none"> HDC 	12/31/21		
Reduce the number of individuals and families experiencing chronic homelessness or at risk of becoming homeless	Implement coordinated access to mental health and addictions services and supports.	<p>↑ Continue to implement and monitor approaches aimed at housing stability for individuals and families experiencing chronic homelessness.</p>	<ul style="list-style-type: none"> HSSDH 	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.	


Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
		 Monitor emergency shelter use trends through London's Emergency Shelter Progress Report.	<ul style="list-style-type: none"> HSSDH 	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.	
		 Implement a Coordinated Access System for individuals and families experiencing homelessness.	<ul style="list-style-type: none"> HSSDH 	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.	
Reduce the number of individuals and families experiencing chronic homelessness or at risk of becoming homeless	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"> HSSDH 	12/31/23	A Housing with Supports program was approved by Council in April 2020. These three additional programs will complement 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"> HSSDH 	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"> HSSDH 	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"> MLHU 	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"> MLHU 	12/31/23		


Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
		<ul style="list-style-type: none"> Advocate for and support cultural safety and trauma-informed care training to agencies and organizations. 	<ul style="list-style-type: none"> MLHU 	12/31/23		
		<ul style="list-style-type: none"> Increase public awareness of existing treatment information and pathways to treatment services in Middlesex-London. 	<ul style="list-style-type: none"> MLHU 	12/31/23		
		<ul style="list-style-type: none"> Provide a supervised and hygienic space for people who use drugs (PWUD) to use their drugs. 	<ul style="list-style-type: none"> MLHU 	12/31/23		
		<ul style="list-style-type: none"> Provide a space for clients to connect with community services (e.g. housing supports, mental health, addiction services) and peer support services as requested. 	<ul style="list-style-type: none"> MLHU 	12/31/23		
		<ul style="list-style-type: none"> Provide referral to health and social services in the community as needed. 	<ul style="list-style-type: none"> MLHU 	12/31/23		
		<ul style="list-style-type: none"> Establish trusting relationships with clients. 	<ul style="list-style-type: none"> MLHU 	12/31/23		
		<ul style="list-style-type: none"> Provide access to Naloxone. 	<ul style="list-style-type: none"> MLHU 	12/31/23		
		<ul style="list-style-type: none"> Provision of harm reduction supplies, including, but not limited to needles, syringes and other safe drug use equipment. 	<ul style="list-style-type: none"> MLHU 	12/31/23		
		<ul style="list-style-type: none"> Collaborate across service areas in the City of London and with community partners. 	<ul style="list-style-type: none"> HSSDH 	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	Service Area	Action Target End Date	Accomplishments	Variance
		 Maintain and strengthen collaborative efforts of Informed Response.	<ul style="list-style-type: none"> • HSSDH 	12/31/23	With Multi-Year Budget investment, Coordinated Informed Response program has been able to continue to assist those who are living unsheltered. The overall number of known unique individuals living unsheltered as of April 2020 is approximately 135 people.	
		 Strengthen partnership with Canadian Mental Health Association (CMHA).	<ul style="list-style-type: none"> • LPL 	12/31/23	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.	The closure of libraries during the Pandemic paused this service. Upon re-opening, the continuation of this partnership will be vital.
		 Continue partnerships with post secondary institutions and community service providers (e.g. London CARES).	<ul style="list-style-type: none"> • LPL 	12/31/23	Collaborative meetings were underway with community service providers and post-secondary institutions.	The closure of libraries during the Pandemic paused this service. Upon re-opening, the continuation of this partnership will be vital.



Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
Decrease the number of London residents experiencing poverty	Continue to support and develop collaborative approaches to end poverty.	 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.	<ul style="list-style-type: none"> • HSSDH • NCFS 	12/31/23	Through the Child and Youth Network's Ending Poverty priority, 14,744 meals were delivered to individuals in need during the pandemic. In addition, community partners offered virtual income tax services to support Londoners with low incomes.	
		 Report London's poverty rate annually.	<ul style="list-style-type: none"> • HSSDH • NCFS 	6/30/23	Civic Administration has collected the poverty rate using the most recent data available for the 'London Census Metropolitan Area', which includes London and surrounding communities: Low Income Measure (2017): 17% (Ontario 16.9%) Low Income Cutoff After Tax (2015): 11.6% (Ontario 9.8%)	


Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
<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>	<p>↑ Reviews of reported sexual assaults.</p>	<ul style="list-style-type: none"> LPS 	<p>12/31/23</p>	<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>	<p>The review group has not met in 2020. Meetings were suspended due to Covid-19 and no meetings are scheduled at this time.</p>
		<p>↑ Develop protocol for response to specific communities under specific circumstances.</p>	<ul style="list-style-type: none"> LPS 	<p>12/31/21</p>	<p>The LPS has commenced or continued the following initiatives in order to better serve specific communities with specific challenges:</p> <ul style="list-style-type: none"> The referral form process for our Victim Services has been automated so that victim information is provided to victim service workers quicker. The list of mandatory investigations that require a victim services referral now includes all Missing Persons investigations in order to provide support to vulnerable persons and/or their families or care givers. A deaf/hearing impaired communications card has been developed and is being disseminated to patrol officers to ease and facilitate communications with deaf/hearing impaired persons. All officers in the Community Mobilization and Support Branch are currently completing a 12 week Indigenous Training course through the University of Alberta (online). 	




Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
					<ul style="list-style-type: none"> • All LPS School Officers have completed training in Trauma Informed Practices to better facilitate how they draft their lesson plans. • The LPS has received board approval to develop and implement a Community Outreach and Support Team (COAST) which will pair up officers with mental health professionals to provide proactive and therapeutic responses to individuals in mental health crises. • The LPS Diversity Team now provides diversity training to all new recruits prior to them commencing their road training. • The LPS has joined the London & Middlesex Local Immigration Partnership (LMLIP) which is a consortium of local organizations striving to provide new immigrants to our community with supports, information about services and to ease their transition to Canadian/London living. 	
		 Deliver diversity and inclusion training to all members.	<ul style="list-style-type: none"> • LPS 	12/31/19		






Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
<p>Increase opportunities for individuals and families</p>	<p>Fund and partner with the London Public Library to increase opportunities for people to access the services they need.</p>	<p> Increase targeted purchasing to reduce wait times for high demand materials.</p>	<ul style="list-style-type: none"> LPL 	<p>12/31/23</p>	<p>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.</p> <p>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.</p>	<p>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%. Demand continues to grow with Digital Circulation averaging approximately 100,000 circulations for June, July, and August. Funds have been reallocated from the print collection to meet the increase demand for digital resources, which encompasses e-books, e-audio books, digital magazines, online courses, and streaming music and video.</p>





Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
		<p> Advocate in partnership with the Canadian Urban Libraries Council (CULC) for competitive market pricing on e-resources.</p>	<ul style="list-style-type: none"> LPL 	12/31/23	<p>On January 10, 2020, Mayor Holder joined mayors across North America in supporting the Canadian Urban Libraries Council (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.</p>	<p>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.</p>
		<p> Strengthen and expand partnerships with First Nations and Indigenous service partners.</p>	<ul style="list-style-type: none"> LPL 	12/31/23	<p>Programming with First Nations and Indigenous service partners was ongoing. We hosted a Truth & Reconciliation Speaker Series, aiming to strengthen relationships, deepen understanding and prompt action towards reconciliation and resolution of critical Indigenous and Canadian issues. Each presentation 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>In person programs and partnerships will be evaluated for start up in 2021.</p>







Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
		<p> Increase materials in the collection that reflect Indigenous knowledge and culture.</p>	<ul style="list-style-type: none"> LPL 	12/31/23	Continued purchase of materials reflective of Indigenous knowledge and culture. Materials include decolonizing subject headings, spotlighting Indigenous titles, authors, and issues.	Some materials may not be available in digital formats. Building a strong Indigenous Collection continues to be a priority for LPL. For Orange Shirt Day a curated digital collection of Indigenous authors was promoted across various LPL social media platforms.
		<p> Continue to offer relevant programs in partnership with First Nations.</p>	<ul style="list-style-type: none"> LPL 	12/31/23	Ongoing programming with First Nations and Indigenous service partners had been continuing.	In person programs at the library have been cancelled until the end of 2020. LPL is providing some limited virtual programs. In 2021 the Library will evaluate the possibility of offering in person programs.




Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
<p>Increase opportunities for individuals and families</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"> • NCFS 	<p>12/31/23</p>		<p>Due to COVID-19, licensed child care operators were ordered closed from March 17th to June 12th 2020. Emergency child care was offered at four locations for a designated group of essential workers during the closure period. In the summer of 2020, a number of centres began to slowly re-open with additional mandated health and safety measures. These health and safety measures have resulted in the need for additional staffing and the staffing impact has made it challenging for operators to return to full operating capacity. Many families have not returned to licensed care due to a variety of reasons, resulting in very low enrollment in the sector overall.</p>

Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
		 Share progress made towards implementing the London-Middlesex Child Care and Early Years Service System Plan 2019-2023 annually with Londoners.	<ul style="list-style-type: none"> • NCFS 	12/31/23		
Increase opportunities for individuals and families	Work collectively with community partners to improve outcomes and integrated responses for children, youth, families, and older adults.	 Implement London's Child and Youth Agenda 2017 - 2021.	<ul style="list-style-type: none"> • NCFS 	12/31/21	Highlights to date include: <ul style="list-style-type: none"> • Subsidized 1,050 London Good Food Boxes to families in need during the pandemic. • Partners completed a permanent story stroll display in White Oaks Park. • Partners contributed to the development and delivery of 400 physical activity kits as a relief effort during the pandemic. • The Family-Centred Service System pivoted quickly at the start of the pandemic towards virtual EarlyON and On ya va programming, with over 2,400 hours of programming delivered per month. 	
		 Implement the Age Friendly London Action Plan 2017 - 2020.	<ul style="list-style-type: none"> • NCFS 	12/31/21	Recent accomplishments include: <ul style="list-style-type: none"> • Hosted webinar for 30 Job Developers on supporting older workers, in partnership with Employment Sector Council and Western University. • Distributed 100 community connector bags (containing information on supports and services) to isolated older adults in the community. • Supported 20 seniors through the Leisure Buddies program with weekly phone calls with volunteers and telephone-based social activities. In-person activities resumed in September 2020. 	





Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
		 Evaluate Child and Youth Agenda 2017 - 2021 and the Age Friendly London Action Plan 2017 - 2020.	<ul style="list-style-type: none"> NCFS 	12/31/21	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.	
		 Develop strategies to support children, youth, family, and older adults and identify opportunities to integrate strategies to achieve outcomes.	<ul style="list-style-type: none"> NCFS 	12/31/22		
		 Implement strategies to support children, youth, family, and older adults and identify opportunities to integrate strategies to achieve outcomes.	<ul style="list-style-type: none"> NCFS 	12/31/23		
		 Continue participation in the Age Friendly Network and its initiatives.	<ul style="list-style-type: none"> LPL 	12/31/23	The launch of "Ease into Leisure" program and other initiatives had been well received by the community. The Library continues to participate and support the Age Friendly network in its current format during the Pandemic.	
		 Continue participation in Seniors satellite programs.	<ul style="list-style-type: none"> LPL 	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.

Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
		 Continue participation in the Child & Youth Network (CYN) and its initiatives.	<ul style="list-style-type: none"> LPL 	12/31/23	<p>LPL staff lead the Literacy Priority and support and provide programming at Family Centres.</p> <p>LPL staff will continue to support CYN and develop initiatives that focus on literacy development for children and families. LPL has developed literacy programming that is hosted on various virtual platforms: Books for Babies, Storytimes, Kids and Teens Bookclubs, and R.E.A.D program for struggling readers. LPL also offered outdoor literacy programs at some of our Branch Locations: Outdoor Story Stroll, Story Times and Books for Babies. LPL continued its partnership with Frontier College this Fall to offer virtual sessions of online homework help.</p>	
		 Expand STEM programming system wide.	<ul style="list-style-type: none"> LPL 	12/31/23	<p>LPL was in the process of implementing 3D printing system wide, which support school curriculum in the areas of science and technology.</p> <p>Library staff are offering virtual STEM programming. Summer staff offered the virtual program Steam Attack with The Labs. Six sessions were offered with attendance of 572.</p>	In person programming is cancelled for the remainder of 2020.
Increase opportunities for individuals and families	Increase programming and activities for residents and families at Dearness Home.	 Conduct enhancements to programming space.	<ul style="list-style-type: none"> HSSDH 	12/31/21	Worked with Facilities Division and established a timeline for preparation and construction when budgeted funds become available in 2021.	
		 Deliver a multitude of programming and events to engage and mobilize residents and their families.	<ul style="list-style-type: none"> HSSDH 	12/31/23		Some programming has been paused and only essential visitors are permitted into the home during the COVID-19 response.

Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
Improve the health and well-being of Londoners	Continue to provide access to planned and managed pathway systems and nature trails within parks and open spaces.	 Install additional and update existing equipment to count pathway users.	<ul style="list-style-type: none"> P&R 	12/31/23	Continue to improve upon existing counting equipment along pathway system. Upgrades in 2020 include new counters and digital/web based tracking for all counters.	
		 Construct new pathways in new geographic areas and continue to maintain existing infrastructure.	<ul style="list-style-type: none"> P&R 	12/31/23	Several pathway upgrades were completed and new recreational pathways have been constructed in numerous growth areas (ex. Stoney Creek, Lambeth, etc.) across the City.	Some lifecycle renewal of existing pathways has been moderately delayed due to Provincial COVID project shut-down earlier in 2020. Some of these repair projects have also been purposely delayed due to anticipated infrastructure funding that will become available for active transportation projects in 2021.
		 Install new trails in new areas and continue to maintain existing infrastructure. Implement Conservation Master Plans for ESAs.	<ul style="list-style-type: none"> P&R City Planning 	12/31/23	Significant improvements to existing trails/boardwalk in Highland Woods Fall 2020.	
		 Complete Byron Valley Trail.	<ul style="list-style-type: none"> City Planning 	12/31/21	Species at Risk screening report completed in partnership with UTRCA approval.	
		 Implement Conservation and Restoration Master Plans.	<ul style="list-style-type: none"> City Planning 	12/31/23	Meadowlily Woods Environmental Significant Area Master Plan Phase 1 complete.	
		 Complete construction of the North Branch Gap and complete the EA for the Main Branch link- Springbank to Riverbend.	<ul style="list-style-type: none"> P&R 	12/31/21	The completion of the North Branch Thames Valley Parkway Bridge Connection between Adelaide St. and Richmond Street as an important step in eliminating a major gap in the trail system.	

Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
Improve the health and well-being of Londoners	Create programs and exhibitions to foster health and well-being.	 Continue to emphasize physical activity and physical literacy for residents of all ages and abilities through program opportunities.	<ul style="list-style-type: none"> • NCFS 	12/31/23	<ul style="list-style-type: none"> • Offered new physical activity programs for the 2019-2020 school year (hiking, new Seniors' Satellite fitness programs, expanded martial arts offerings). • Ran a "Rec At Home" Facebook campaign April-May to encourage people of all ages to take part in physical activity while isolating at home. Activity suggestions included "get fit as you sit" ideas from ParticipACTION, balance and cardio activities from the Canadian Centre for Activity and Aging, and children's yoga from Cosmic Kids Yoga. 	
		 Expand staff training in regards to promoting recreation benefits and mental health.	<ul style="list-style-type: none"> • NCFS 	12/31/23	<ul style="list-style-type: none"> • With the creation of a new protocol manual, subsequent staff training for modified summer and fall staff included the topics of staff and camper/participant mental health considerations during the pandemic. • Provided approximately 250 summer staff and 600 camp families with community mental health resources specific to COVID-19. 	
		 Introduce new recreation programs focused on connecting people to nature through implementing the Parks and Recreation Master Plan.	<ul style="list-style-type: none"> • NCFS 	12/31/23	<ul style="list-style-type: none"> • Summer camp casual staff training focused on importance and mental health benefits of being outside in nature, along with the health and safety benefits of outdoor activity during COVID-19. • Added new hands-on "nature discovery" programming elements to summer camps. 	

Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
Improve the health and well-being of Londoners	Deliver health protection and promotion programs guided by population health surveillance.	<ul style="list-style-type: none"> Surveillance, inspection, investigation, education, enforcement and reporting requirements with respect to infection prevention and control (IPAC). 	<ul style="list-style-type: none"> MLHU 	12/31/23		
		<ul style="list-style-type: none"> Immunization clinics at MLHU offices and school based clinics. 	<ul style="list-style-type: none"> MLHU 	12/31/23		
		<ul style="list-style-type: none"> Surveillance Awareness, Education and Training Risk Assessment and Inspection of food premises Complaint and outbreak investigation Food Recall DineSafe Disclosure Enforcement 	<ul style="list-style-type: none"> MLHU 	12/31/23		
		<ul style="list-style-type: none"> Inspections and enforcement of the Smoke-Free Ontario Act. 	<ul style="list-style-type: none"> MLHU 	12/31/23		
		<ul style="list-style-type: none"> Home visiting for women in the prenatal through to school entry period. 	<ul style="list-style-type: none"> MLHU 	12/31/23		






Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
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.	 Recruit volunteers to lead the CDIS implementation process.	• NCFS	12/31/23	Currently, the implementation body is comprised of 106 volunteers who have committed to a term from 2019 to 2021. Volunteer applications are accepted on an ongoing basis.	
		 Work with volunteers and community partners to implement the CDIS.	• NCFS	12/31/23	Recent accomplishments include: <ul style="list-style-type: none"> • Completed research on discrimination in London. • Worked in partnership with Rogers TV to create 7 part series on diversity and inclusion in London. • Worked with Accessibility Advisory Committee and Age Friendly London to address accessibility issues in the community. • Collaborated with the LMLIP Employment Sub-Council on strategies related to immigrant employment. 	
		 Share progress made towards implementing the Community Diversity and Inclusion Strategy annually with Council and Londoners.	• NCFS	12/31/23	Presented update report to the Strategic Priorities and Policy Committee outlining progress made to date and intended next steps, including the creation of a new 6th Priority to address anti-Black racism in 2021.	
		 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.	




Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
		<ul style="list-style-type: none"> Report annually on the retention of newcomers to London. 	<ul style="list-style-type: none"> HSSDH 	12/31/23	Annual net retention rate for 2017 was 78% of total gross annual flow. Note: latest available source data are from 2017.	
Increase the number of residents who feel welcomed and included	Strengthen understanding of and ability to engage in practices that promote cultural safety.	<ul style="list-style-type: none"> Implementation of reconciliation plan. 	<ul style="list-style-type: none"> MLHU 	12/31/23		
		<ul style="list-style-type: none"> Health equity staff capacity building. 	<ul style="list-style-type: none"> MLHU 	12/31/23		
		<ul style="list-style-type: none"> Deliver training sessions - Intercultural Competency Program to City of London Employees. 	<ul style="list-style-type: none"> CMO 	12/31/23		
		<ul style="list-style-type: none"> Liaise with ABCs to receive information regarding participants in training program. 	<ul style="list-style-type: none"> CMO 	12/31/23		
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.	<ul style="list-style-type: none"> Continue to develop and implement enhanced targeted engagement strategies for London residents to support the Neighbourhood Decision Making program. 	<ul style="list-style-type: none"> NCFS 	12/31/23		All Neighbourhood Decision Making activities were put on hold due to COVID-19 in 2020.
		<ul style="list-style-type: none"> Continue to support the resident-led implementation of London Strengthening Neighbourhoods Strategy. 	<ul style="list-style-type: none"> NCFS 	12/31/23	Virtual Place Matters Conference successfully completed with over 200 registrants; planning was led by a resident committee.	Resident committee work on London Strengthening Neighbourhoods Strategy actions paused due to COVID-19.

Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
		<ul style="list-style-type: none"> Implement City Planning Education and Outreach Strategy. 	<ul style="list-style-type: none"> City Planning 	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. Public consultation is the next stage moving forward.	
		<ul style="list-style-type: none"> Create an engagement framework to better serve residents living in new neighbourhoods. 	<ul style="list-style-type: none"> DCS 	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"> Implement the engagement framework to better serve residents living in new neighbourhoods. 	<ul style="list-style-type: none"> DCS 	12/31/23		
Increase the number of meaningful opportunities for residents to be connected in their neighbourhood and community	Support neighbourhood festivals, cultural events, and activities across the city.	<ul style="list-style-type: none"> Maintain support to activities with NeighbourGood resources. 	<ul style="list-style-type: none"> NCFS 	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"> Create opportunities for new neighbourhoods to participate. 	<ul style="list-style-type: none"> NCFS 	12/31/23		Resources continue to be available on NeighbourGood website; however, no events supported due to COVID-19.

Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
		<p>↑ Maintain support to events with NeighbourGood resources.</p>	<ul style="list-style-type: none"> NCFS 	12/31/23		Resources continue to be available on NeighbourGood website; however, no events supported due to COVID-19.
		<p>↑ Expand NeighbourGood with new tools that support Neighbourhood activities.</p>	<ul style="list-style-type: none"> NCFS 	12/31/23		
		<p>↑ Allocate municipal funding through programs such as the London Community Grants Program and the Neighbourhood Small Events Fund to advance priorities outlined in the Strategic Plan for the City of London.</p>	<ul style="list-style-type: none"> NCFS 	12/31/23		2020 Neighbourhood Small Events Fund on hold due to COVID-19.
		<p>↑ Continue to support the resident-led implementation of London Strengthening Neighbourhoods Strategy.</p>	<ul style="list-style-type: none"> NCFS 	12/31/23	Virtual Place Matters Conference successfully completed with over 200 registrants; planning was led by a resident committee.	Resident committee work on London Strengthening Neighbourhoods Strategy actions paused due to COVID-19.
		<p>↑ Work with special event operators to provide a safe and inclusive experience for Londoners.</p>	<ul style="list-style-type: none"> P&R 	12/31/23	<p>Worked with 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.</p> <p>For runs/walks that proceeded after Sept.19, 2020, worked with the organizer to ensure appropriate COVID protocols are in place for the event.</p>	



Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
		<ul style="list-style-type: none"> Continue the streamlining of processes and procedures for Special Event requests. 	<ul style="list-style-type: none"> P&R 	6/30/21	Online special event application process created for 2020 season.	
		<ul style="list-style-type: none"> Create relationships with festival coordinators to retain annual commitment of festivals. 	<ul style="list-style-type: none"> Covent Garden Market 	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.
		<ul style="list-style-type: none"> Continue to provide space and promote events that meet community needs. 	<ul style="list-style-type: none"> Western Fair 	12/31/23	In response to the COVID-19 pandemic, a field hospital was created at the Western Fair District Agriplex.	
		<ul style="list-style-type: none"> Establish the Business of Music Committee to coordinate events hosted and/or supported by the Culture Office. 	<ul style="list-style-type: none"> P&R City Planning 	12/31/23	There have been 4 Business of Music Committee meetings held since December 2019.	
		<ul style="list-style-type: none"> Implement the Music, Entertainment, and Culture Districts Strategy. 	<ul style="list-style-type: none"> City Planning 	12/31/23	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. In 2020, a grant program was introduced to eliminate patio application, licensing and noise permit fees in the Downtown.	

Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
Increase the number of meaningful opportunities for residents to be connected in their neighbourhood and community	Expand Social Services client feedback and participation in service delivery design in their community.	 Track and incorporate participant feedback into service delivery design.	<ul style="list-style-type: none"> HSSDH 	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.
		 Conduct site specific and demographic client focus groups.	<ul style="list-style-type: none"> HSSDH 	12/31/23		Delayed due to COVID-19, but able to meet target end date.
Increase the number of meaningful opportunities for residents to be connected in their neighbourhood and community	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"> NCFS 	12/31/23	Seniors Satellite programming changes seasonally based on member engagement in each neighbourhood. Increased program service level in the West London planning district through summer and fall months (modified camps and modified fall programming).	
		 Increase resident awareness and marketing of recreation opportunities and information.	<ul style="list-style-type: none"> NCFS 	12/31/23		
Increase the number of meaningful opportunities for residents to be connected in their neighbourhood and community	Promote and invest in urban agriculture initiatives.	 Implement Urban Agriculture Strategy.	<ul style="list-style-type: none"> City Planning 	12/31/23	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.	






Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	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	12/31/20	Worked collaboratively with Western University, University Students' Council and with Fanshawe to develop communications related to the potential for an unsanctioned street gathering. Regular contact with each of these organizations continues related to COVID-19 community focused communications.	
		 Strengthen relationships with post-secondary institutional partners.	• CMO	12/31/23	In August 2020, the City of London launched the London Community Recovery Network. The Network includes numerous representatives from Western and Fanshawe. Much of this work will involve strategic advocacy on shared community issues.	
		 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	Service Area	Action Target End Date	Accomplishments	Variance
		<p>↑ Plan and execute inclusive and diverse public programming including classes and curriculum-based educational programming.</p>	<ul style="list-style-type: none"> Museum London 	12/31/23	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"> Museum London 	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"> Museum London 	12/31/23	Two in-person oral histories conducted for permanent London artifact exhibition conducted. Launched online surveys.	
Continue to invest in culture	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"> P&R 	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"> P&R 	12/31/23	Funds were distributed in 2020.	
Continue to invest in culture	Invest in Dundas Place.	<p>↑ Work with partners to animate, activate and program Dundas Place.</p>	<ul style="list-style-type: none"> P&R 	12/31/23	Working with community and business partners for 2020 season. Dundas Place Fieldhouse construction continues and is currently scheduled to be completed in October to support Dundas Place activities.	COVID-19 has impacted participation.







Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
		 Market Dundas Place to attract dynamic events that engage Londoners.	<ul style="list-style-type: none"> P&R 	12/31/23		
Continue to invest in culture	Maintain the heritage resources of Eldon House to foster an appreciation of London's community and cultural heritage.	 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"> Eldon House 	12/31/23	Additional security enhancements have been implemented to safeguard the site and its assets, while collections management initiatives have ensured the up to date organization and preservation of museum artifacts.	
		 Create a year-round downtown oasis by diversifying public programming, outreach, and digital engagements with the public.	<ul style="list-style-type: none"> Eldon House 	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"> Eldon House 	12/31/23	Community and visitor feedback is being sought on an ongoing basis to ensure that the Eldon House message is accessible to Londoners, as the museum aims to remain relevant, inclusive and diverse. Partnerships and collaboration with community and cultural organizations are increasing on target.	
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"> P&R 	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.	





Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
		<p>↑ Expand the variety, frequency, location, and promotion of free and sponsored drop-in programs.</p>	<ul style="list-style-type: none"> • P&R • NCFS 	12/31/23	Launched Seniors' Centres Without Walls free programming in April to connect with isolated seniors and engage them in social interactions, mindfulness, and guest presenters. Expanded throughout summer months to run 5 days per week with an average of 18 participants per day.	
		<p>↑ Continue to support affordable community garden plot options for low income Londoners.</p>	<ul style="list-style-type: none"> • NCFS 	12/31/23	<ul style="list-style-type: none"> • Subsidized 41% of garden plots, supporting 191 Londoners to grow their own plants and fresh, healthy food. • Despite the pandemic, all garden plots were allocated to gardeners for the 2020 season. 	
		<p>↑ Improve accessibility at gardens identified by the community.</p>	<ul style="list-style-type: none"> • NCFS 	12/31/23	Reservoir Garden construction completed with 4 accessible gardens. Bulletin boards were installed at 5 gardens, allowing for increased communication.	
		<p>↑ Install fully accessible play area surfacing at district parks when structures are being replaced.</p>	<ul style="list-style-type: none"> • P&R 	12/31/23	No district level play equipment replaced in 2020. Future replacements are expected to include fully accessible/rubber safety surface. Rubber tiles used at Blackwell Park fall 2020.	
		<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"> • Museum London 	12/31/23	Promotion of onsite tours in other languages when museum reopens to the public.	




Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
<p>Increase participation in recreation, sport, and leisure activities</p>	<p>Increase the number of recreation, sport, and leisure opportunities.</p>	<p>↑ Continue to support Neighbourhood Hubs by ensuring community centres are safe and welcoming spaces where people can gather and connect, and used as access points for information.</p>	<ul style="list-style-type: none"> • NCFS 	<p>12/31/23</p>	<p>Key highlights include:</p> <ul style="list-style-type: none"> • Made improvements to welcoming spaces including the main atrium at Carling Heights Optimist Community Centre. • Increased security at several locations. • 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. • Connected with colleagues from other service areas to better promote their programs and services at community centres. 	
		<p>↑ Increase resident awareness and marketing of parks, recreation, and sport opportunities and information.</p>	<ul style="list-style-type: none"> • NCFS 	<p>12/31/23</p>	<ul style="list-style-type: none"> • 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>↑ Continue to construct new parks and open spaces as the city grows.</p>	<ul style="list-style-type: none"> • NCFS • P&R 	<p>12/31/23</p>	<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>	

Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
		<p>↑ Continue to leverage existing places and spaces to improve access to program delivery.</p>	<ul style="list-style-type: none"> • NCFS • P&R 	12/31/23	<ul style="list-style-type: none"> • Added new summer program opportunities in Huron Heights, East London, and West London planning districts (North London Optimist Community Centre, Boyle Community Centre, Kiwanis Seniors Community Centre). • Added new Fall modified programming opportunities in Lambeth and West London planning districts (Lambeth Community Centre, Kiwanis Seniors Community Centre). 	
		<p>↑ Increase resident awareness and marketing of parks, recreation, and sport opportunities and information.</p>	<ul style="list-style-type: none"> • NCFS • P&R 	12/31/23	<ul style="list-style-type: none"> • Advertising for modified summer camps and fall programming included a comprehensive Q&A section in order to increase resident awareness regarding how recreation programs will safely operate during the pandemic. 	
		<p>↑ Expand the variety, frequency, location, and promotion of drop-in programs through the use of community centres, neighbourhood locations, and parks.</p>	<ul style="list-style-type: none"> • NCFS • P&R 	12/31/23	<ul style="list-style-type: none"> • Introduced free, modified neighbourhood-based programming for all ages October-December at eight community centres suitable to safely accommodate COVID-19 guidelines and restrictions, with locations opening in two waves. Offering approximately 200 program options per week when at full capacity. 	
		<p>↑ Expand the senior satellite service model in consultation with stakeholders, with a view toward coordinated service delivery at the neighbourhood level.</p>	<ul style="list-style-type: none"> • NCFS 	12/31/23		




Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
		<ul style="list-style-type: none"> Continue to implement the London Community Gardens Program Strategic Plan. 	<ul style="list-style-type: none"> NCFS P&R 	12/31/23	17 resident members of the Gardens Advisory Committee continue to meet virtually and are assisting staff with guidance and updates to the program.	
		<ul style="list-style-type: none"> Work with sport organizations to obtain and monitor the number of volunteers and the hours contributed to support the sport system. 	<ul style="list-style-type: none"> P&R 	12/31/23	This information will start to be collected as part of the 2021 annual allocation process for outdoor sports.	
		<ul style="list-style-type: none"> Continue to monitor participant numbers in all sports to ensure facility provision meets demand. 	<ul style="list-style-type: none"> P&R 	12/31/23	Continue to collect this information as part of the annual allocation process.	
Increase participation in recreation, sport, and leisure activities	Work with community partners to create a leading sustainable sport development model.	<ul style="list-style-type: none"> Continue to increase access to sporting amenities on lands not owned by the City of London. 	<ul style="list-style-type: none"> P&R 	12/31/23	Continue to work with partners such as Western University and Fanshawe College.	
		<ul style="list-style-type: none"> Increase the number of formal agreements to provide further clarity on expectations for all parties involved in supporting positive sporting experiences. 	<ul style="list-style-type: none"> P&R 	12/31/23	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.	<ul style="list-style-type: none"> Construct new seating areas in parks. 	<ul style="list-style-type: none"> P&R 	12/31/23	The Construction of the new setting/community gathering areas in a new category of urban park in Talbot Village, Sherwood Forest Park, East Lions Park, and Lorne Avenue Park.	
		<ul style="list-style-type: none"> Implement Neighbourhood CIPs. 	<ul style="list-style-type: none"> City Planning 	12/31/23	In partnership with the London Arts Council, the city is increasing the number of traffic signal box art wraps in the core area by adding an additional 10 wraps above and beyond the existing program.	


Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
		 Implement Hamilton Road Tree-trunk Program.	<ul style="list-style-type: none"> BIAs 	12/31/23	The Hamilton Road BIA continues to expand their tree truck tour in partnership with local businesses. In 2020, they have taken the tour online with a series of videos. On October 23rd the BIA unveiled their newest sculpture on Facebook live in partnership with the Victoria Family Medical Centre.	
		 Implement Closed School Strategy.	<ul style="list-style-type: none"> City Planning 	12/31/23	All closed schools sites have been reviewed since approval of the strategy. Lorne Ave Park is currently under construction and two additional sites are in the planning process that will include new public park space.	
		 Continue to implement the London Community Gardens Program Strategic Plan.	<ul style="list-style-type: none"> NCFS 	12/31/23	17 resident members of the Gardens Advisory Committee continue to meet virtually and are assisting staff with guidance and updates to the program.	
		 Implement the Parks and Recreation Master Plan by taking steps to introduce a new mid-size multi-use community centre, with a focus on geographic gap areas.	<ul style="list-style-type: none"> P&R NCFS 	12/31/23	Awaiting Investing in Canada Infrastructure Program (ICIP) funding decision by the Provincial and Federal Governments in 2020.	
Increase resident use of community gathering spaces	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"> P&R CMO 	12/31/23		
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"> NCFS 	3/31/19		


Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
		 Develop and finalize Community Safety and Well-Being Plan and Metrics.	• NCFS	12/31/21		
		 Publish and implement Community Safety and Well-Being Plan.	• NCFS	12/31/23		
Increase neighbourhood safety	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.	• CMO	12/31/19		
		 Deliver Training on the Program.	• CMO	12/31/23		This program is dependent on our ability to engage and interact with the public. Unfortunately, due to COVID-19 we have been unable to implement the public education program in schools. Virtual options for public engagement, such as the Citizens' Academy, are being considered.





Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
Increase neighbourhood safety	Promote and support fire safety through increased public education and prevention, utilizing all the resources of the London Fire Department.	 Enhance efficiency through deployment model improvements and latest technology.	<ul style="list-style-type: none"> NCFS 	12/31/23	<ul style="list-style-type: none"> Implemented new Fire Prevention module in digital records management system, assisting with data-driven decision making and streamlining reporting processes. Implementation continues, including modules for inventory, rostering, GPS, and incidents. At the outset of the pandemic, use of technology was quickly enhanced to include webcams, Teams meetings, microphones, cell phones/laptops, and remote connectivity. 	
		 Create and improve public education strategies for targeted populations.	<ul style="list-style-type: none"> NCFS 	12/31/23	<ul style="list-style-type: none"> Participated in "Build a Dream" event for girls who are interested in trades / emergency services, with over 1,000 attending. Held "Coffee with a Firefighter" events to provide members of the public an opportunity to speak with members of London Fire. Participated in community events at fairs, markets, shows, and events throughout the community as requested. Fire Safety Plan templates created in multiple languages for ESL residents in four of the target populations. 	
Increase neighbourhood safety	Reduce collision-related injuries and fatalities through public education and enhanced traffic enforcement.	 Develop and implement traffic campaigns with emphasis on distracted, aggressive and impaired driving and lack of seatbelt use.	<ul style="list-style-type: none"> LPS 	12/31/19		









Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
		✓ Train Drug Recognition Experts.	• LPS	12/31/19		
		✓ Train officers in Standardized Field Sobriety Testing.	• LPS	12/31/19		
		↑ Enhance and expand Commercial Motor Vehicle enforcement through joint-agency inspections and media plan.	• LPS	12/31/21	<p>19-21 February 2020: Three Traffic Management Unit (TMU) officers were trained in frontline officer Commercial Motor Vehicle (CMV) course. A TMU officer is now a qualified instructor for this course and can teach it to other LPS officers.</p> <p>April to June 2020: COVID-19 put a damper on running Joint CMV inspections this quarter.</p> <p>13 August 2020: Joint CMV blitz was conducted with the OPP: In total, 10 CMVs were inspected. Of those inspected, five of them were taken out of service (50%). There were 11 charges laid and 5 warnings.</p> <p>24 Sept 2020: Joint CMV blitz was conducted with the OPP: In total, 12 CMVs were inspected. Of those inspected, four of them were taken out of service (33%). There were 7 charges laid and 5 warnings. Results from CMV inspections continue to be published through media releases.</p>	
Increase neighbourhood safety	Reduce crime through increased visibility of community patrols and partnership with other agencies to address multi-jurisdictional criminal activity.	↑ Implement contemporary policing model.	• LPS	12/31/21		
		↑ Deploy patrols based on analysis of calls for service, crime trends, criminal intelligence and community concerns.	• LPS	12/31/21		
		↑ Monitor regional crime trends to determine need to create Joint Forces Operations to address trends.	• LPS	12/31/21		

Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
Increase neighbourhood safety	Reduce victimization/revictimization through public education, promotion and encouragement of public engagement in crime prevention strategies.	 Develop and launch human trafficking awareness initiative/campaign.	<ul style="list-style-type: none"> LPS 	12/31/21	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.	Implementation had been planned for September 2020. With delays caused by COVID-19 pandemic, implementation will be pushed into 2021 TBD.
		 Develop and Implement Internet child exploitation education awareness campaign.	<ul style="list-style-type: none"> LPS 	12/31/20	The London Police Service is currently examining the feasibility of entering into a protocol with the Canadian Centre for Child Protection Inc. This agency currently provides proactive educational awareness programs across Canada regarding internet child exploitation issues and would enhance awareness in this area for the London Community.	
		 Develop and Implement presentations in high schools addressing Human Trafficking/Extremism.	<ul style="list-style-type: none"> LPS 	9/30/20		No further action has been taken during 2020 due to the COVID-19 pandemic. Schools were shut down from March through to the end of June 2020. The hope is that we can revisit this area and have HT programming in place for the 21-22 academic year. Suggested new end date: 9/30/21.

Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
		 <p>Expand the use/adoption of Crime Prevention Through Environmental Design (CPTED) principles through education and on-site visits to community members and the business community.</p>	<ul style="list-style-type: none"> LPS 	12/31/21	<p>During the COVID-19 pandemic LPS Crime Prevention officers proactively reached out to all of the City's BIAs offering our assistance in this difficult time. In the near future, we will be conducting an on-line webinar for the London Downtown BIA . This will include CPTED information, as well as addressing other concerns in and around their businesses. If this program is well received, then we will look to expand and offer it to other city BIA's/organizations.</p>	

Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
		<p> Conduct safety audits in student housing neighbourhoods.</p>	<ul style="list-style-type: none"> LPS 	12/31/21		<p>No further action has been taken during 2020 due to the COVID-19 pandemic. Post-secondary education was essentially transitioned to on-line learning through the end of the 19-20 academic year. The 20-21 academic has commenced in a largely online format as well. As a result, there are less post-secondary students living in the City of London. Due to the pandemic, the LPS Auxiliary Section ceased temporarily and the Crime Prevention officers were transferred out to assist with frontline calls for service. Once we reach a post-pandemic stage, we hope to re-establishing the Problem Oriented initiatives and proactive work with the post-secondary institutions towards crime prevention.</p>

Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
Increase neighbourhood safety	Improve emergency response through the development and implementation of the Fire Master Plan and new technology.	 Develop and finalize Community Risk Assessment and Fire Master Plan.	<ul style="list-style-type: none"> NCFS 	6/30/21	Completed draft Community Risk Assessment and Community Risk Mitigation Strategies documents in consultation with key stakeholders across the City of London; assessment data will inform the development of an updated Master Fire Plan in 2021.	
		 Implement Community Risk Assessment and Fire Master Plan.	<ul style="list-style-type: none"> NCFS 	12/31/23	<ul style="list-style-type: none"> Completed draft Community Risk Assessment and Community Risk Mitigation Strategies documents. Master Fire Plan is in development. 	
Increase neighbourhood safety	Promote pedestrian safety and active transportation.	 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.	<ul style="list-style-type: none"> MLHU 	12/31/23		
		 Review, provide recommendations to various land development applications/initiatives regarding healthy community design – Official Plans, Area Plans, Secondary Plans, Master Plans, EAs. Advocate for continued support for infrastructure that supports physical activity & active transportation in the City of London, Middlesex County and its municipalities. Increase awareness, support and implementation of healthy community design with planners/developers & public including school communities.	<ul style="list-style-type: none"> MLHU 	12/31/23		

Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
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.	 Implement Official Plan policies and urban design guidelines in the review of development proposals.	• 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.	
		 Complete City-wide Urban Design Guidelines.	• City Planning	3/31/21	Draft City-wide Urban Design Guidelines have been circulated for comment. Staff continue to work with stakeholders on refinements to the draft.	
		 Complete Infill and Intensification Urban Design Guidelines.	• City Planning	12/31/21	This project is on track to begin in Q1 2021.	
		 Complete Tall Building Urban Design Guidelines.	• City Planning	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.	 Complete Heritage Places 2.0.	• City Planning	12/31/20	Heritage Places 2.0 was completed at the end of 2019. This plan outlines priorities for future heritage district studies.	
		 Complete Municipally owned heritage buildings conservation master plan.	• City Planning	12/31/21	A consultant has been retained to complete the study.	
		 Implement Municipally owned heritage buildings conservation master plan.	• City Planning	12/31/23	Implementation of the municipally-owned heritage building conservation master plan will begin once the plan is approved.	
		 Implement Official Plan policies, heritage conservation district plans and guidelines in the review of development proposals.	• City Planning	12/31/23	Staff continue to implement heritage conservation policies through the review of development applications, planning studies and municipal projects.	

Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
		<ul style="list-style-type: none"> Review alterations to heritage properties. 	<ul style="list-style-type: none"> City Planning 	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"> Complete Great Talbot HCD. 	<ul style="list-style-type: none"> City Planning 	12/31/23	Background work on the Great Talbot Heritage Conservation District has begun.	
		<ul style="list-style-type: none"> Complete Gibbons Park HCD. 	<ul style="list-style-type: none"> City Planning 	12/31/23	The Gibbons Park Heritage Conservation District plan is on track to begin in 2022.	
		<ul style="list-style-type: none"> Update Municipal Register of Heritage Resources. 	<ul style="list-style-type: none"> City Planning 	12/31/24	Staff continue to update the register of heritage resources regularly. In 2020, no new properties have been added and 4 have been removed. LACH approval is required to add buildings to the Register and the committee has not been meeting during Covid-19.	
		<ul style="list-style-type: none"> Conserve heritage properties through heritage designation. 	<ul style="list-style-type: none"> City Planning 	12/31/23	In 2019, 3 new properties were designated under Part IV of the Ontario Heritage Act.	
		<ul style="list-style-type: none"> Identify & conserve archeological resources through assessment. 	<ul style="list-style-type: none"> City Planning 	12/31/23	Staff continue to review archaeological potential through development applications, planning studies and municipal projects.	
		<ul style="list-style-type: none"> Update Archeological Mapping. 	<ul style="list-style-type: none"> City Planning 	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"> Implement Closed School Strategy. 	<ul style="list-style-type: none"> P&R City Planning 	12/31/23	All closed schools sites have been reviewed since approval of the strategy. Lorne Ave Park is currently under construction and two additional sites are in the planning process that will include new public park space.	

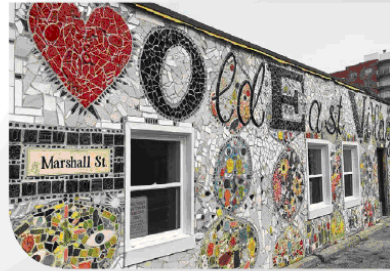
Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
		 Continue to implement the London Community Gardens Program Strategic Plan.	<ul style="list-style-type: none"> • NCFS 	12/31/23	17 resident members of the Gardens Advisory Committee continue to meet virtually and are assisting staff with guidance and updates to the program.	
		 Implement the Parks and Recreation Master Plan by taking steps to introduce a new mid-size multi-use community centre, with a focus on geographic gap areas.	<ul style="list-style-type: none"> • P&R • NCFS 	12/31/23	Awaiting Investing in Canada Infrastructure Program (ICIP) funding decision by the Provincial and Federal Governments in 2020.	

Introduction

BUILDING a Sustainable City

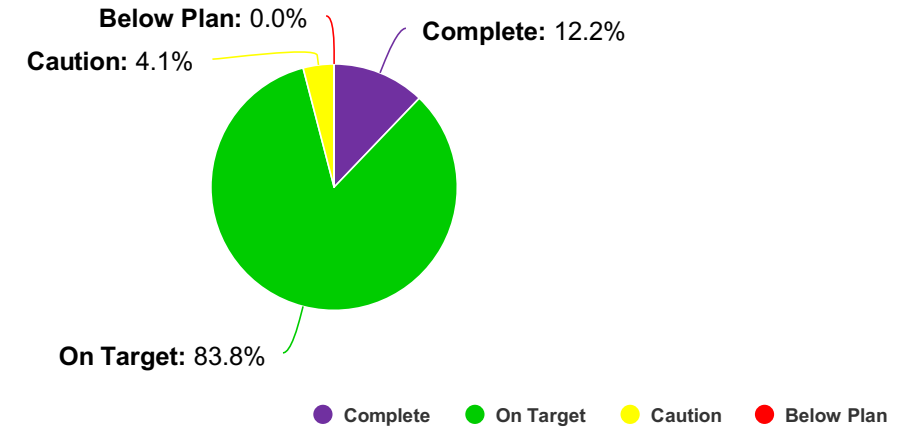
OUTCOMES:

- 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	Service Area	Action Target End Date	Accomplishments	Variance
OUTCOMES						
London's infrastructure is built, maintained, and operated to meet the long-term needs of our community.						
Maintain or increase current levels of service	Continue to develop the City's Public Art/Monument program.	 Maintain and restore public art and monuments.	<ul style="list-style-type: none"> P&R 	12/31/23	Three pieces of public art being restored (Bell Carillon, Pro Patria and Charley Fox). A new piece of public art has been installed at the Bostwick Community Centre, YMCA, and Library.	
		 Create and acquire public art and monuments.	<ul style="list-style-type: none"> P&R 	12/31/23	In the process of creating and acquiring three public art projects.	
Maintain or increase current levels of service	Develop and document current levels of service and identify proposed level of services.	 Inform Council on the current levels of service through the 2019 Asset Management Plan.	<ul style="list-style-type: none"> F&CS 	9/30/19	Municipal Council approved the 2019 Corporate Asset Management Plan which included current levels of service on August 27, 2019.	
		 Monitor the Corporate Asset Management Plan implementation.	<ul style="list-style-type: none"> F&CS 	9/30/23	Approval of the 2019 Corporate Asset Management Plan was the first step to commence with regard to the monitoring of the plan. Municipal Council received an update in September 2020.	
		 Inform Council on the proposed levels of service through the 2023 Asset Management Plan.	<ul style="list-style-type: none"> F&CS 	9/30/23	Preliminary work has begun on the 2023 Asset Management Plan that will include information on proposed levels of service.	

Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
Maintain or increase current levels of service	Regenerate and revitalize LMCH/Community Housing sites.	 Develop London & Middlesex Housing Corporation's (LMHC) Asset Management Plan.	<ul style="list-style-type: none"> LMCH 	6/30/20	<p>LMCH Asset Management plan is complete, this is a comprehensive document detailing risk assessment and evaluation tools as well as financial strategies developed in consultation with City of London staff to address the current infrastructure gap.</p> <p>LMCH is the first Board at the City to have an AMP meeting the new Asset Management regulation (O. Reg 588/17) requirement and have achieved early compliance of the forthcoming Asset Management Plan legislative requirements in effect as of 2023.</p>	
		 Manage the delivery of Social Housing Apartment Improvement Program (SHAIP).	<ul style="list-style-type: none"> LMCH 	6/30/20	<p>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. The retrofits include: lighting and air make up unit upgrades; and the installation of cladding and solar walls on all of the buildings.</p>	
Build infrastructure to support future development and protect the environment	Complete Waste Disposal Strategy (including the Environmental Assessment for the expansion of the W12A Landfill).	 Implement the Provincial approved Terms of Reference (technical studies) along with a community engagement strategy.	<ul style="list-style-type: none"> EES 	3/31/22		
		 Submit and receive Provincial Environmental Assessment approval.	<ul style="list-style-type: none"> EES 	12/31/22		
		 Undertake community engagement and finalize the long Term Waste Disposal Strategy coupled with the Resource Recovery Strategy.	<ul style="list-style-type: none"> EES 	3/31/21	Multi-approach Community Engagement Program is reaching the intended audiences.	


Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
		 Submit and receive Provincial Environmental Protection Act approvals.	<ul style="list-style-type: none"> EES 	6/30/23		
Build infrastructure to support future development and protect the environment	Work with multi-sectors to finalize the Climate Change/Severe Weather Adaptation Strategy for London's built infrastructure.	 Undertake multi-sector engagement on built environment challenges, opportunities, priorities and implementation plans.	<ul style="list-style-type: none"> EES 	9/30/21		
		 Share progress made towards implementing Climate Change/Severe Weather Adaptation Strategy for London's built infrastructure.	<ul style="list-style-type: none"> EES 	12/31/23		
		 Complete actions assigned to Conservation Authorities between 2020 and 2023.	Conservation Authorities	12/31/23		
Build infrastructure to support future development and protect the environment		Renew, expand, and develop parks and recreation facilities, and conservation areas in appropriate locations to address existing gaps.	 Implement the Parks and Recreation Master Plan by introducing a new mid-size multi-use community centre.	<ul style="list-style-type: none"> P&R NCFS 	12/31/23	Awaiting Investing in Canada Infrastructure Program (ICIP) funding decision by the Provincial and Federal Governments in 2020.
	 Continue to add new parks as the city grows.		<ul style="list-style-type: none"> P&R 	12/31/23	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.	
	 Implement the Parks and Recreation Master Plan recommendations.		<ul style="list-style-type: none"> P&R NCFS 	12/31/23		
	 Continue to add new conservation areas or expand the use of existing conservation areas, as the city grows.		Conservation Authorities	12/31/23		

Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
Build infrastructure to support future development and protect the environment	Continue annual reviews of growth infrastructure plans to balance development needs with available funding.	 Administer the annual Growth Management Implementation Strategy Update.	<ul style="list-style-type: none"> DCS 	12/31/23	The draft 2021 Development Charges Background Study was tabled at a Public Participation Meeting on July 14, 2020.	
		 Expand the annual Growth Management Implementation Strategy Update to include built area works.	<ul style="list-style-type: none"> DCS 	6/30/21		
		 Develop opportunities to receive stakeholder feedback on the annual Growth Management Implementation Strategy Update.	<ul style="list-style-type: none"> DCS 	12/31/20	Options for stakeholder feedback are presently being examined by staff.	
		 Implement opportunities to receive stakeholder feedback on the annual Growth Management Implementation Strategy Update.	<ul style="list-style-type: none"> DCS 	12/31/23		
Manage the infrastructure gap for all assets	Prioritize investment in assets to implement the Asset Management Plan.	 Adopt a Council Strategic Asset Management Policy to guide the management of city infrastructure.	<ul style="list-style-type: none"> F&CS 	6/30/19		
		 Inform Council on the state of the infrastructure through the development of the 2019 Corporate Asset Management Plan.	<ul style="list-style-type: none"> F&CS 	9/30/19	Municipal Council approved the 2019 Corporate Asset Management Plan which included the State of Infrastructure on August 27, 2019.	
		 Monitor the Corporate Asset Management Plan implementation.	<ul style="list-style-type: none"> F&CS 	9/30/23	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 provided the first annual update in September 2020.	
		 Approval of Capital Budget through the 2020 to 2023 Multi-Year Budget process.	<ul style="list-style-type: none"> F&CS 	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.	









Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
		 Adjustments to capital budget made through the Annual Budget update process.	<ul style="list-style-type: none"> F&CS 	12/31/23	The Annual Budget Update process will occur for 2021, 2022 and 2023. The 2021 Budget Update is scheduled to be tabled on November 17, 2020 with deliberations occurring in December 2020.	
		 Develop Asset Management Plan (AMP), including priorities, project milestones and timelines.	<ul style="list-style-type: none"> LPL 	12/31/21	Ongoing consultations with City's CAM and Facilities teams are underway to discuss best practices and next steps. Goal of completing a Facility Condition Assessment in late 2020/early 2021, with levels of service being developed in the first half of 2021.	
		 Implement AMP.	<ul style="list-style-type: none"> LPL 	12/31/23	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 need to be extended, possibly to 2022 due to the closure.	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.







Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
		 Explore potential partnerships.	<ul style="list-style-type: none"> LPL 	12/31/23	Ongoing discussions with community partners in hopes of creating a multi-use facility (similar to Bostwick and Stoney Creek). Discussions with the City are still ongoing. But we anticipate delays in planning and construction due to COVID-19.	Delays in planning process due to COVID-19. This will ultimately impact the construction timelines as well.
		 Develop functional plan and undertake construction of new Southeast branch.	<ul style="list-style-type: none"> LPL 	12/31/22		Ongoing discussions with community partners in hopes of creating a multi-use facility (similar to Bostwick and Stoney Creek). Delays in planning and construction due to COVID-19.
		 Develop functional plan and undertake construction of new Northwest branch.	<ul style="list-style-type: none"> LPL 	12/31/22		Ongoing discussions with community partners in hopes of creating a multi-use facility (similar to Bostwick and Stoney Creek). Delays in planning and construction due to COVID-19.
		 Interior/Exterior LCR Renovations - Refurbish Lower Washrooms - Retrofit Electrical System - Renovation to Storage Vaults - Retrofit HVAC System	<ul style="list-style-type: none"> Museum London 	12/31/23	New accessible and refurbished washrooms, and sanitation final phase completed.	







Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
		<ul style="list-style-type: none"> ↑ Develop master site plan. 	<ul style="list-style-type: none"> Western Fair 	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.
		<ul style="list-style-type: none"> ↑ Continue to invest in maintaining Conservation Authority assets. 	Conservation Authorities	12/31/23		
Manage the infrastructure gap for all assets	Monitor the infrastructure gap to inform the management of City assets.	<ul style="list-style-type: none"> ↑ Monitor the progress of the Asset Management Plan, reporting out to Council. 	<ul style="list-style-type: none"> F&CS 	9/30/23	Civic Administration reported out on the progress of Asset Management Plan in September 2020 given the approval of the 2020-2023 Multi-Year Budget.	
		<ul style="list-style-type: none"> ✓ Inform Council on the state of the infrastructure through the development of 2019 Corporate Asset Management Plan. 	<ul style="list-style-type: none"> F&CS 	9/30/19	Municipal Council approved the 2019 Corporate Asset Management Plan which included the State of Infrastructure on August 27, 2019 which identified an overall 'good' condition however there is a current infrastructure gap of \$167.9 million.	
		<ul style="list-style-type: none"> ↑ Adjustments to capital budget made through the Annual Budget update process. 	<ul style="list-style-type: none"> F&CS 	12/31/23	The Annual Budget Update process will occur for 2021, 2022 and 2023. The 2021 Budget Update is scheduled to be tabled on November 17, 2020 with deliberations occurring in December 2020.	
Manage the infrastructure gap for all assets	Communicate the consequences of the infrastructure gap.	<ul style="list-style-type: none"> ↑ Explore opportunities to increase community awareness of the state of the City's infrastructure. 	<ul style="list-style-type: none"> F&CS 	9/30/23	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	Service Area	Action Target End Date	Accomplishments	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"> City Planning 	<p>12/31/20</p>	<p>Draft Climate Emergency Action Plan (CEAP) is in progress and on target for Q2 2021 completion, currently engaging Londoners on its creation.</p> <p>CEAP update report provided to Council Aug 24, 2020.</p> <p>Climate Emergency Screening tool finalization and training for City Staff underway.</p>	<p>The objectives of the Green City Strategy are captured in the November 2019 Climate Emergency Update Report resolution commitments and the pending CEAP creation and implementation. A report providing further detail is pending for the end of 2020 to amend this item's language.</p>

Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
		<ul style="list-style-type: none"> Implement Green City Strategy. 	<ul style="list-style-type: none"> City Planning 	12/31/23	Will initiate CEAP implementation in 2021.	The objectives of the Green City Strategy are captured in the November 2019 Climate Emergency Update Report resolution commitments and the pending CEAP creation and implementation. A report providing further detail is pending for the end of 2020 to amend this item's language.
		<ul style="list-style-type: none"> Complete Resiliency Strategy. 	<ul style="list-style-type: none"> City Planning 	3/31/22	Planning to initiate in 2021.	
		<ul style="list-style-type: none"> Implement Resiliency Strategy. 	<ul style="list-style-type: none"> City Planning 	12/31/23	Implementation will begin following approval of the Resiliency Strategy.	
		<ul style="list-style-type: none"> Complete Conservation Authority led low impact development (LID) projects, education and awareness initiatives. 	Conservation Authorities	12/31/23	This action is led by UTRCA who has completed several training sessions for practitioners.	
Direct growth and intensification to strategic locations	Advance the growth and development policies of the London Plan through enhanced implementations tools and investments in infrastructure.	<ul style="list-style-type: none"> Complete Phase 1 of ReThink Zoning work plan. 	<ul style="list-style-type: none"> City Planning 	12/31/20	Project update report and the launch of the public engagement program is on track for November 30, 2020.	
		<ul style="list-style-type: none"> Complete Phase 2 of ReThink Zoning work plan. 	<ul style="list-style-type: none"> City Planning 	12/31/23	Phase 2 to be initiated upon completion of Phase 1.	








Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
		 Complete appeal process for the London Plan.	• City Planning	12/31/22	Phase 1 hearing is complete, with a decision received on October 23, 2020. This decision brings the total proportion of policies in-force to 89%. Phase 2 and 3 remain to be scheduled.	
		 Implement London Plan farmland policies.	• City Planning	12/31/23	London Plan policies being applied where possible given scheduling of London Plan Appeals process.	
		 Complete review of Urban Growth Boundary.	• City Planning	12/31/23	London Plan policies being applied where possible given scheduling of London Plan appeals process.	
		 Implement London Plan growth framework.	• City Planning	12/31/23	London Plan policies being applied where possible given scheduling of London Plan appeals process.	
		 Implement Environmental Policies of the London Plan.	• City Planning	12/31/23	London Plan policies being applied where possible given scheduling of London Plan appeals process.	
		 Update Environmental Management Guidelines.	• City Planning	12/31/20	First draft completed with additional external resource groups engagement underway.	Due to COVID19 and tragic events affecting staff resourcing, the engagement requirement for this work was delayed, resulting in a project delay of approximately 4 months. PEC report of Oct. 5 shifted the completion date to early 2021.
		 Complete Meadowlily CMP - Ph 1.	• City Planning	12/31/20	Phase 1 complete with report coming in 2020.	
		 Complete Meadowlily CMP - Ph 2.	• City Planning	12/31/21	Phase 2 of Meadowlily CMP awaiting acquisition of land.	

Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
		 Complete Medway Valley CMP.	• City Planning	12/31/22	Draft CMP review and additional consultation is underway.	
		 Establish performance measures for permit ready lots and on the market units.	• DCS	12/31/20	Performance measures for permit ready lots were confirmed with development stakeholders in May 2020. Implementation of the measures will occur with the Annual Development Report in February 2021.	
		 Create and implement a framework for the Annual Development Report.	• DCS	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.	
Direct growth and intensification to strategic locations	Prepare detailed plans for strategic locations.	 Complete OEV Secondary Plan.	• City Planning	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.	
		 Complete Victoria Park Secondary Plan.	• City Planning	12/31/20	Significant public and stakeholder engagement has occurred for the Victoria Park Secondary Plan. Additional consultation is occurring in 2020.	This project was referred back to staff for additional public and stakeholder consultation. Due to Covid-19, consultation opportunities are limited. New target date: Q2 2021.
		 Complete Byron Pits Secondary Plan.	• City Planning	6/30/22	Ongoing discussions with consultants to determine development options.	






Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
		 Complete Masonville Transit Village Secondary Plan.	• City Planning	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.	• City Planning	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.	• City Planning	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.	• City Planning	12/31/23	This project is on track to be initiated by 2023.	
		 Complete the Lambeth Area CIP.	• City Planning	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.	
Direct growth and intensification to strategic locations	Revitalize London's downtown and urban areas.	 Implement Downtown CIP.	• City Planning	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. A grant was introduced in 2020 to eliminate application and licensing fees for sidewalk patios.	


Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
		↑ Implement OEV CIP.	• City Planning	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.	
		↑ Implement SoHo CIP.	• City Planning	12/31/23	Staff continue to implement the vision of the Community Improvement Plan. The Request for Qualifications for a developer for Phase 2 of the redevelopment of the Old Victoria Hospital Lands closed on October 30.	
Direct growth and intensification to strategic locations	Monitor city building outcomes with the London Plan.	↑ Develop London Plan Monitoring Program.	• City Planning	12/31/20	Developing metrics to monitor the London Plan implementation. On track to report out in 2020.	
		↑ Complete annual London Plan monitoring.	• City Planning	12/31/23	To be implemented on an annual basis following the initial report to determine metrics.	
Direct growth and intensification to strategic locations	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).	✓ Develop financial options to consider the construction of a standalone parking structure or partnerships with developments involving parking accommodations.	• DCS	12/31/22	RFP presented to Council in Q2 2020 and no action taken.	
OUTCOMES						
London has a strong and healthy environment.						
Increase waste reduction, diversion, and resource recovery	Work with residents and organizations to implement the 60% Waste Diversion Action Plan.	↑ Engage groups and organizations and share progress towards Targets.	• EES	12/31/21		
		↑ Prepare background methodology and an approach to reporting data. Share progress towards Targets.	• EES	12/31/20		

Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
		<ul style="list-style-type: none"> Share progress towards Targets (Residential waste diverted from landfill). 	<ul style="list-style-type: none"> EES 	12/31/23		
		<ul style="list-style-type: none"> Share progress towards Targets (Reduction in per capita waste generation). 	<ul style="list-style-type: none"> EES 	12/31/23		
		<ul style="list-style-type: none"> Share progress towards Targets (Households participating in the Green Bin Program). 	<ul style="list-style-type: none"> EES 	12/31/23		
		<ul style="list-style-type: none"> Share progress towards Targets (Industrial, commercial and institutional waste diverted from landfill). 	<ul style="list-style-type: none"> EES 	12/31/23		
Increase community knowledge and action to support the environment	Collaborate on environmental actions with community groups through the London Environmental Network (LEN) and businesses as part of Green Economy London.	<ul style="list-style-type: none"> Engage businesses/institutions and share progress towards Targets. 	<ul style="list-style-type: none"> EES 	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).	
		<ul style="list-style-type: none"> Engage community groups, establish collaborative projects and share progress towards Targets. 	<ul style="list-style-type: none"> EES 	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).	
Increase community knowledge and action to support the environment	Increase community environmental outreach for the built environment through CityGreen.	<ul style="list-style-type: none"> Share progress towards Targets (CityGreen activities hosted). 	<ul style="list-style-type: none"> EES 	12/31/23		
		<ul style="list-style-type: none"> Provide opportunities for public environmental education. 	Conservation Authorities	12/31/23		COVID-19 has created impacts due to school closings and cancellation of major education events.






Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
Protect and enhance waterways, wetlands, and natural areas	Implement strategies, policies, and programs to conserve natural areas and features.	 Complete Byron Valley Trail.	• City Planning	12/31/21	Species at Risk screening report complete with UTRCA endorsement.	
		 Complete Meadowlily CMP - Ph 1.	• City Planning	12/31/20	Phase 1 complete with report coming to Council in 2020.	
		 Complete Meadowlily CMP - Ph 2.	• City Planning	12/31/21	Phase 2 of Meadowlily CMP awaiting acquisition of land.	
		 Complete Medway Valley CMP.	• City Planning	12/31/22	Draft CMP review and additional consultation is underway.	
		 Complete Killaly Ecological Restoration Plan.	• City Planning	12/31/20	Plan is complete and implementation continues with high level of community support.	
		 Implement the Invasive Plant Management Strategy.	• City Planning • P&R	12/31/23	Implementation continues with Phragmites, dog-strangling vine and other invasive species targeted in ESAs. Staff received letter of commendation from the National Invasive Species Centre for efforts in Killaly Meadows ESA.	
		 Implement Environmental Policies of the London Plan.	• City Planning	12/31/23	Staff continue to implement the policies through development application reviews and through larger planning exercises.	









Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
		<p>↑ Update Environmental Management Guidelines.</p>	<ul style="list-style-type: none"> • City Planning 	12/31/20	First draft completed with additional external resource groups engagement underway.	<p>Due to COVID19 and tragic events affecting staff resourcing, the engagement requirement for this work was delayed, resulting in a project delay of approximately 4 months.</p> <p>PEC report of Oct. 5 shifted the completion date to early 2021.</p>
		<p>↑ Implement Official Plan policies and environmental management guidelines in the review of development proposals.</p>	<ul style="list-style-type: none"> • DCS 	12/31/23		
		<p>↑ Improve Environmental Impact Study monitoring compliance for applicable developments.</p>	<ul style="list-style-type: none"> • DCS 	6/30/21		
		<p>↑ Strengthen post-development environmental monitoring through a City-led consulting contract and annual reviews.</p>	<ul style="list-style-type: none"> • DCS 	12/31/22		
		<p>↑ Undertake actions to conserve natural areas and features.</p>	Conservation Authorities	12/31/23		<p>COVID-19 has reduced tree numbers due to restrictions to programs and suppliers.</p>

Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
Protect and enhance waterways, wetlands, and natural areas	Improve water quality in the Thames River.	 Take the targeted number of Thames River water quality samples.	<ul style="list-style-type: none"> EES 	12/31/23	Annual water quality sampling target has been reached with over 9,400 completed as of October 1, 2020.	
		 Work with homeowners and process homeowner grant applications.	<ul style="list-style-type: none"> EES 	12/31/23	57 basement flooding grant applications approved as of Oct 2020.	
		 Construct new sewers through the Infrastructure Renewal Program.	<ul style="list-style-type: none"> EES 	12/31/23	Richmond Street sewer separation project almost complete with completion expected by the end of 2020. This project includes all of 2020's targeted combined sewer replacement works.	
		 Operate the wastewater treatment plants in a way to reduce sewage released to the Thames River.	<ul style="list-style-type: none"> EES 	12/31/23	Thanks to enhanced treatment and storage capability at the Greenway Wastewater Treatment Plant, 113 million litres of raw sewage was treated instead of being directly bypassed to the Thames River in spring 2020. Since then, a further 6.4 million litres has been treated rather than bypassed to the River.	
		 Improve capacity in the wastewater treatment plants to reduce sewage released to the Thames River.	<ul style="list-style-type: none"> EES 	12/31/23	Design of improvements at the Pottersburg Wastewater Treatment Plant are underway. The consultant assignment for improvements at Adelaide Wastewater Treatment Plant was approved in May 2020. The consultant assignment for improvements at Vauxhall Wastewater Treatment Plant was approved in October 2020.	







Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
Protect and enhance waterways, wetlands, and natural areas	Bring Londoners 'Back to the River' by revitalizing the Thames River radiating from the Forks.	 Complete the detailed design and construction of the inaugural project.	<ul style="list-style-type: none"> • EES • City Planning 	12/31/23		<p>The project was deferred for consideration as part of a future update of the 2020-2023 Multi-Year Budget. The city has since been notified by London Community Foundation that their donors have withdrawn their support for the project at this time given the circumstances of COVID-19. This project will be reconsidered at a future time.</p>





Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
		<p>↑ Complete the SoHo Back to the River Environmental Assessment process.</p>	<ul style="list-style-type: none"> • EES • City Planning 	12/31/24		<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.</p>
		<p>↑ Complete the detailed design and construction of the SoHo inaugural project.</p>	<ul style="list-style-type: none"> • EES • City Planning 	12/31/23		<p>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.</p>
<p>Protect and enhance waterways, wetlands, and natural areas</p>	<p>Implement recommendations associated with the River Management Plan and One River Environmental Assessment.</p>	<p>↑ Implement projects identified in the One River Management Plan component of the One River Environmental Assessment.</p>	<ul style="list-style-type: none"> • P&R 	12/31/23	<p>Scope of work is being developed.</p>	








Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
Conserve energy and increase actions to respond to climate change and severe weather	Develop and implement the next Corporate Energy Management Conservation & Demand Management (CDM) Strategy.	 Undertake multi-division engagement on energy management challenges, opportunities, priorities and implementation plans.	• EES	12/31/19	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.	
		 Share progress made towards implementing the next Corporate Energy Management CDM Strategy.	• EES	12/31/23		
		 Undertake multi-division engagement on green fleet management challenges, opportunities, priorities and implementation plans.	• EES	12/31/19	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.	
		 Undertake actions to reduce energy use on a per person basis.	• EES	12/31/23		
		 Undertake actions to reduce greenhouse gas generation from 2007 levels.	• EES	12/31/23		

Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
Conserve energy and increase actions to respond to climate change and severe weather	Work with multi-sectors to develop and implement the next Community Energy Action Plan (CEAP).	 Undertake community engagement and finalize the next CEAP.	<ul style="list-style-type: none"> EES 	9/30/21	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.	
		 Share progress made towards implementing the next CEAP.	<ul style="list-style-type: none"> EES 	12/31/23		
		 Undertake actions to reduce greenhouse gas generation on per person basis.	<ul style="list-style-type: none"> EES 	12/31/23		
		 Undertake actions to reduce energy use from 1990 levels.	<ul style="list-style-type: none"> EES 	12/31/23		
		 Engage stakeholder organizations, groups or businesses in CEAP.	<ul style="list-style-type: none"> EES 	12/31/23		
		 Undertake actions to reduce greenhouse gas generation.	<ul style="list-style-type: none"> EES 	12/31/23		
		 Share progress made towards implementing the next CEAP.	Conservation Authorities	12/31/23		
		Conserve energy and increase actions to respond to climate change and severe weather	Update flood forecast and warning system to address a changing climate.	 Undertake annual flood forecast and warning system update	Conservation Authorities	12/31/23






Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
Conserve energy and increase actions to respond to climate change and severe weather	Assess health vulnerability to climate change.	<p>Reducing exposures to health hazards & promoting development of healthy built and natural environments. MLHU communicates extreme weather events (cold weather alerts & heat warnings) to facilitate community action for</p> <ul style="list-style-type: none"> ■ cooling/warming centres, increasing hrs for recreational water facilities & shelters. MLHU advocates for public health strategies to be incorporated into muni. policy, as it relates to matters under municipal jurisdiction, land use planning, & the built environment. 	<ul style="list-style-type: none"> • MLHU 	12/31/23		
		<ul style="list-style-type: none"> ■ Comprised of larval mosquito surveillance and identification, larviciding, adult mosquito trapping and viral testing, human surveillance, source reduction, public education, responding to public inquiries, and passive and active tick surveillance. 	<ul style="list-style-type: none"> • MLHU 	12/31/23		




Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
OUTCOMES						
Londoners can move around the city safely and easily in a manner that meets their needs.						
Increase access to transportation options	Build more infrastructure for walking and bicycling.	 Implement capital contract to construct new sidewalks.	• EES	12/31/23	Progress is continuing with implementation of sidewalks through capital contracts.	
		 Implement capital contracts to construct new bike lanes as guided by the Cycling Master Plan.	• EES	12/31/23	Large capital program delivered through several capital contracts.	COVID effects are influencing some construction schedules.
		 Implement capital contracts to construct new protected bike lanes as guided by the Cycling Master Plan.	• EES	12/31/23	Large capital program delivered through several capital contracts.	COVID effects are influencing some construction schedules.
Increase access to transportation options	Continue to expand options and programs to increase mobility.	 Undertake background details and community engagement on bike parking challenges, opportunities, priorities and implementation plans.	• EES	12/31/20		
		 Prepare background methodology, an approach to monitoring and implement.	• EES	12/31/20		
		 Undertake background details, business community engagement and implementation strategies for a Transportation Management Association(s).	• EES	6/30/21		

Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
		 Undertake background details, community engagement, potential stakeholder engagement and develop Business Case for Bike Share.	<ul style="list-style-type: none"> EES 	3/31/21	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.	
		 Share progress made towards implementing the transportation demand management actions.	<ul style="list-style-type: none"> EES 	12/31/23		
Increase access to transportation options	Develop a strategic plan for a future with connected and autonomous vehicles.	 Develop and Finalize Strategy.	<ul style="list-style-type: none"> EES 	9/30/21	Community consultation survey via Get Involved London webpage completed in early 2020. Internal strategy creation continues with available resources.	
Increase access to transportation options	Support Londoners to access affordable public transit where they live and work.	 Evaluate the income-related subsidized transit program.	<ul style="list-style-type: none"> NCFS LTC 	12/31/19		
		 Develop a sustainable business plan with LTC to support affordable transit programs for Londoners and submit through the Multi-Year Budget process.	<ul style="list-style-type: none"> NCFS LTC 	3/31/20		

Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
		 Implement a sustainable business plan with LTC to support affordable transit programs for Londoners.	<ul style="list-style-type: none"> • NCFS • LTC 	12/31/23		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.
		 Allocate funding to continue to support these programs.	<ul style="list-style-type: none"> • NCFS 	12/31/23		
Increase access to transportation options	Implement the London Transit Commission (LTC) 5 year Specialized Service Plan.	 Approve associated budgets to allow for implementation of the 5 year plan.	<ul style="list-style-type: none"> • LTC 	12/31/23		2020 Plan deferred for consideration in 2021 due to COVID-19 related impacts.
Increase access to transportation options	Implement the LTC Ridership Growth Strategy.	 Approve associated budgets to allow for implementation of the targeted Ridership Growth Strategy initiatives.	<ul style="list-style-type: none"> • LTC 	12/31/23		2020 Plan deferred for consideration in 2021 due to COVID-19.
Increase access to transportation options	Implement a rapid transit system to improve the reliability and capacity of existing transit service and support London Plan city building.	 Construct Rapid Transit Corridors in accordance with the approved RT Initiative Environmental Assessment.	<ul style="list-style-type: none"> • EES 	12/31/23	Design of Downtown Loop progressing. Design assignments for East London Link and Wellington Gateway awarded by Council.	
		 Implement Bus Rapid Transit System along constructed Rapid Transit Corridors.	<ul style="list-style-type: none"> • EES 	12/31/28		
Increase access to transportation options	Implement the LTC 5 year Conventional Service Plan.	 Approve associated budgets to allow for implementation of the 5 year plan.	<ul style="list-style-type: none"> • LTC 	12/31/23		2020 Plan deferred for consideration in 2021 due to COVID-19 related impacts.

Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
Manage congestion and travel times	Continue to improve the traffic signal system for the benefit of all road users.	↑ Operationalize Transportation Management Centre.	• EES	9/30/21	Transportation Management Centre is mostly complete. Process to staff is underway.	
		↑ Implement a new Advanced Traffic Management System.	• EES	12/31/22	Development of new advanced traffic management system and associated communications, signal controllers and video management system continues.	
Manage congestion and travel times	Implement the strategic program of road improvements identified in the Smart Moves Transportation Master Plan.	↑ Construct Bradley Avenue Extension, Jalna to Wharnclyffe.	• EES	9/30/23		
		↑ Construct Southdale Road West Improvements.	• EES	9/30/23		
		↑ Construct Adelaide / CPR Grade Separation.	• EES	6/30/23	Advanced utility relocations and railway track work commenced.	
		↑ Construct Wharnclyffe / CN Grade Separation.	• EES	12/31/23	Design, property acquisition and coordination of utility relocations progressing.	Potential for delay related to property acquisition due to COVID-19 related complications.
Improve safety for all modes of transportation	Implement infrastructure improvements and programs to improve road safety.	↑ Implement Vision Zero London Road Safety Strategy Actions.	• EES	12/31/23	Implementation underway of 2020 safety measures including the first phase of 40 km/h area speed limits, 30 km/h speed limit on Dundas Place, new pedestrian crossovers, new pedestrian signals, accessibility upgrades and rail crossing measures.	

Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
		 Update the Vision Zero Road Safety Strategy.	<ul style="list-style-type: none"> EES 	12/31/21		New strategy creation is impeded by diversion of resources from the London Middlesex Road Safety Committee due to COVID. Annual implementation of road safety measures continues based on current strategy and best practices.
Improve the quality of pedestrian environments to support healthy and active lifestyles	Plant more trees to increase the city's tree canopy cover.	 Implement annual tree planting program.	<ul style="list-style-type: none"> EES 	12/31/23	Fall plant progressing.	Spring tree planting program was shortened by provincial emergency order restrictions.
Improve the quality of pedestrian environments to support healthy and active lifestyles	Respond to changing participation patterns and emerging activities by adapting public spaces and programs.	 Install new benches within parks to support expanded passive use.	<ul style="list-style-type: none"> P&R 	12/31/23	New benches have been installed at 15 parks by Fall 2020.	
		 Install new light systems in parks to support extended use.	<ul style="list-style-type: none"> P&R 	12/31/23	New lighting installed at East Lions Park, North London Athletic Fields and White Oaks Park.	
		 Reconstruct sections of pathway to improve surfacing and/or width to accommodate new/more users.	<ul style="list-style-type: none"> P&R 	12/31/23	Existing pathways were improved in the Hyde Park area. Planning progressed and Federal Infrastructure Funding applications submitted in 2020 to support significant improvements in 2021.	

Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
Improve the quality of pedestrian environments to support healthy and active lifestyles	Increase pedestrian amenities on streets.	 Implement the Mobility policies of The London Plan.	<ul style="list-style-type: none"> 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.	<ul style="list-style-type: none"> EES 	12/31/23	Fall planting program progressing. Tree giveaway event was recently hosted with ReForest London.	Reduced Tree Me programs due to provincial emergency order restrictions.
		 Respond to neighbourhood street lighting projects as requested by Londoners.	<ul style="list-style-type: none"> 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

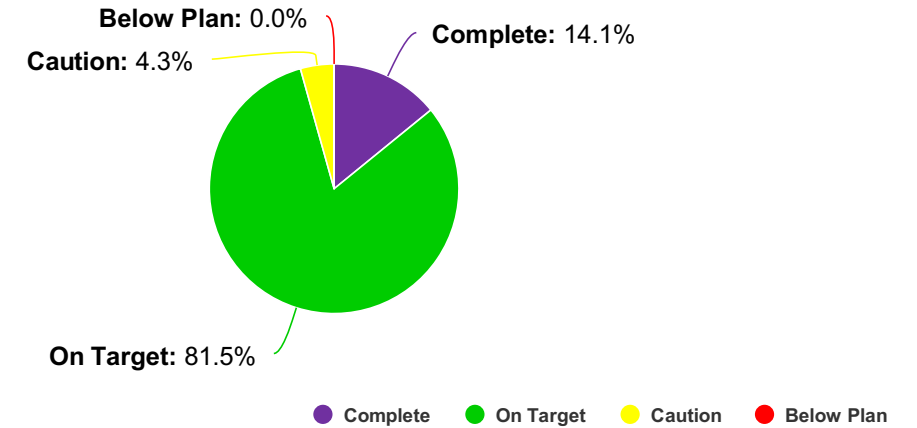
OUTCOMES:

- 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	Service Area	Action Target End Date	Accomplishments	Variance
OUTCOMES						
London will develop a top quality workforce.						
Increase access employers have to the talent they require	Increase employers' access to resources to help achieve best practices in talent recruitment and retention.	 Strengthen existing industry clusters and identify new emerging areas.	<ul style="list-style-type: none"> LEDC HSSDH 	12/31/23	SkillsAdvance Ontario project Skills2Succeed launched in October 2020. 15 participants in first cohort.	
		 Facilitate effective labour matching for employers through the Business Momentum Series and other programs.	<ul style="list-style-type: none"> LEDC HSSDH 	12/31/23	Moving to virtual job fairs, webinars and online channels for 2020.	
		 Match employers needs to candidate pools and employment support agencies and educational providers.	<ul style="list-style-type: none"> LEDC HSSDH 	12/31/23	Moving to virtual job fairs, webinars and online channels for 2020.	
Increase access employers have to the talent they require	Increase Ontario Works client participation within employment activities.	 Develop and implement the annual Ontario Works Service Plan.	<ul style="list-style-type: none"> HSSDH 	9/30/19	2019-2020 Ontario Works Service plan completed June 21, 2019.	
		 Report annual employment outcomes and performance metrics to the Ministry of Children, Community, and Social Services.	<ul style="list-style-type: none"> HSSDH 	3/31/20	Achieving targets set for 2020 with year to date average of 23.23% exiting to employment.	
		 Monitor and Report to Council on caseload trends as part of the Ontario Works Participant Profile.	<ul style="list-style-type: none"> HSSDH 	12/31/20	85.4% of Ontario Works participants have an active outcome plan.	Active participation has been significantly impacted by COVID-19 as participation in employment was made voluntary through declaration of State of Emergency.





Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
Increase access employers have to the talent they require	Increase the employment rate for Londoners who are not currently participating in the workforce.	 Continue to support the London Job's Now initiative.	<ul style="list-style-type: none"> HSSDH City Planning 	12/31/23	Participating in Mayor's Taskforce for Economic Impact and Recovery and supporting London's Community Recovery Network.	
		 Monitor and evaluate London's employment trends.	<ul style="list-style-type: none"> HSSDH City Planning 	12/31/23	The London Community Recovery Network will work with community partners to advance many on-going initiatives and create new initiatives to assist Londoners' impacted by the COVID-19 pandemic both economically and socially.	
Increase opportunities between potential employers, post-secondary institutions, and other employment and training agencies	Increase the number of local internship opportunities for post-secondary students.	 Implement Internship Program.	<ul style="list-style-type: none"> CMO 	12/31/23		
		 Engage Western University and Fanshawe College as partners with the Corporation's internship programs for international students.	<ul style="list-style-type: none"> CMO 	12/31/23		
Increase opportunities between potential employers, post-secondary institutions, and other employment and training agencies	Increase the number of connections between employers, post-secondary students, newcomers, and other employment and training agencies.	 Facilitate effective labour matching for employers.	<ul style="list-style-type: none"> LEDC 	12/31/23	Moving to virtual job fairs, webinars and online channels for 2020.	
		 Match employers needs to candidate pools and employment support agencies and educational providers.	<ul style="list-style-type: none"> LEDC 	12/31/23	Moving to virtual job fairs, webinars and online channels for 2020.	






Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
		 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.	<ul style="list-style-type: none"> Museum London 	12/31/23	Virtual internship for student teachers who developed curriculum-based museum programming after Museum closed.	
Increase opportunities between potential employers, post-secondary institutions, and other employment and training agencies	Attract, retain, and integrate international students, and newcomer skilled workers, and entrepreneurs.	 Promote London to potential newcomers.	<ul style="list-style-type: none"> HSSDH 	12/31/23	The London & Middlesex Immigration Portal is being revised and moved to a new platform.	
		 Host and support events to encourage integration and retention.	<ul style="list-style-type: none"> HSSDH 	12/31/23	Creation of Mayor's welcome letter in English and French.	
		 Report annually on the retention of newcomers to London.	<ul style="list-style-type: none"> 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.	
OUTCOMES London is a leader in Ontario for attracting new jobs and investments.						
Increase partnerships that promote collaboration, innovation, and investment	Expand opportunities and activities through the London Waste to Resources Innovation Centre.	 Engage companies, implement pilot projects and share progress towards targets.	<ul style="list-style-type: none"> EES 	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.	
		 Engage companies, establish collaborative projects and share progress towards targets.	<ul style="list-style-type: none"> EES 	12/31/19		

Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
		 Engage companies, establish collaborative ideas and projects, and sign an MOU.	<ul style="list-style-type: none"> EES 	12/31/19		
Increase partnerships that promote collaboration, innovation, and investment	Implement the Smart City Strategy.	 Complete a Smart City Strategy.	<ul style="list-style-type: none"> City Planning 	12/31/20	Reviewing the Smart City Strategy scope based on multi-year budget impacts.	Staff are reviewing the program based on multi-year budget impacts. New target: Q4 2021
		 Complete a Smart City Implementation Plan.	<ul style="list-style-type: none"> City Planning 	12/31/21	Reviewing the Smart City Strategy scope based on multi-year budget impacts.	
		 Implement the Smart City Strategy.	<ul style="list-style-type: none"> City Planning 	12/31/23	Reviewing the Smart City Strategy scope based on multi-year budget impacts.	
		 Create a Smart City Steering Committee.	<ul style="list-style-type: none"> City Planning 	12/31/20	Reviewing the Smart City Strategy scope based on multi-year budget impacts.	
Increase partnerships that promote collaboration, innovation, and investment	Seek out and develop new partnerships and opportunities for collaboration.	 Participate in City Studio.	<ul style="list-style-type: none"> City Planning 	12/31/23	During the Fall Semester 2020, 24 projects are in progress, collaborating virtually with local Post-Secondary Institutions on civic challenges.	
Increase partnerships that promote collaboration, innovation, and investment	Plan for High Speed Rail.	 Monitor provincial activity for opportunities to initiate local action.	<ul style="list-style-type: none"> City Planning EES 	12/31/23	We continue to monitor and advocate towards opportunities to initiate local action.	
Increase partnerships that promote collaboration, innovation, and investment	Collaborate with regional partners on international missions for new investment attraction.	 Identify new emerging areas that can leverage London's core competencies and unique value proposition.	<ul style="list-style-type: none"> LEDC 	12/31/23	Continue to work with partners in government, public and private sector to identify new emerging areas.	




Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
		<p>↑ Participate on regional alliances such as the Ontario Food Cluster, and Ontario Manufacturing Communities Alliance and the Southwestern Ontario Marketing Alliance.</p>	<ul style="list-style-type: none"> LEDC 	12/31/23	Continue to participate on regional alliances involving regional partners.	
		<p>↑ Raise visibility for job creation opportunities.</p>	<ul style="list-style-type: none"> LEDC 	12/31/23	www.LondonJobsNow.ca has been created to provide Londoner's an interactive job board to help raise visibility for job opportunities.	
Increase partnerships that promote collaboration, innovation, and investment	Undertake regional planning partnerships with neighbouring municipalities and promote regional connectivity.	<p>↑ Engage in regional planning discussions with area municipalities.</p>	<ul style="list-style-type: none"> 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.	
Increase partnerships that promote collaboration, innovation, and investment	Grow tourism revenues through initiatives that build awareness and interest in London.	<p>↑ Ongoing SEO, Content Marketing, Digital, Radio and Social sector and attraction specific campaigns to bolster tourism - demographic specific with the Millennial Tourist being the primary demographic.</p>	<ul style="list-style-type: none"> P&R 	12/31/23	<p>Increased partnerships for experiential tourism workshops.</p> <p>Increase in virtual visitor contacts.</p> <p>Shortlisted for several future international events.</p>	
Increase partnerships that promote collaboration, innovation, and investment	Support tourism by facilitating local, provincial, and national stakeholders to encourage community economic development, business partnerships, product development and legacy development for London.	<p>↑ Ongoing communication and collaborative partnerships with large organizations with common objectives to leverage resources such as with Downtown London or major venues, festivals or attractions.</p>	<ul style="list-style-type: none"> P&R 	12/31/23	Continue to partner with organizations to continue to grow and enrich events that occur in London.	
Increase partnerships that promote collaboration, innovation, and investment	Support the development of agricultural industry and promote its value to the urban community through the establishment of an Agricultural Centre of Excellence.	<p>↑ Work with industry participants to produce meaningful annual tradeshows.</p>	<ul style="list-style-type: none"> Western Fair 	12/31/23		
		<p>↑ Partner with investors to leverage WFA capital commitments.</p>	<ul style="list-style-type: none"> Western Fair 	6/30/23	On target and continues to be a key priority for Western Fair.	

Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
		 Attract agri-entrepreneurs that align with WFA mandate and objectives.	<ul style="list-style-type: none"> 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.	<ul style="list-style-type: none"> Western Fair 	12/31/23		
Increase partnerships that promote collaboration, innovation, and investment	Work with multi-sector stakeholders to develop a Screen-Based Industry Strategy.	 Continue to work with the Screen Industry Partner Committee and sector stakeholders on the development of an action plan in-line with municipal best practices.	<ul style="list-style-type: none"> P&R 	12/31/23	Stakeholder engagement and information gathering of industry best practices along with a more streamlined permit process has occurred.	
Maintain viability in key global markets	Continue to engage the community to attract conventions, conferences, and multi-day events to London contributing to the community's economic prosperity.	 Leverage the new RBC Place London brand with a successful execution of the annual marketing plan working with key partners of Tourism London, Downtown London, Western University and Fanshawe College.	<ul style="list-style-type: none"> RBC Place 	12/31/20	Ongoing relationship with RBC. Promoting Food Bank lunch program via social media (single serving lunches delivered to those living rough daily from May to August).	As of March 15, 2020, RBC Place London was closed and remains closed as of Sept 30, 2020. Events have been cancelled through to and including most of November 2020 due to COVID-19 restrictions, limiting further accomplishment on this action.
		 Finalize plan to enhance the space and experience of RBC Place London creating a future gathering place for everyone.	<ul style="list-style-type: none"> RBC Place 	12/31/21	Second floor upgrade completed in 2019. Planning for future enhancement of King St park area delayed.	Plans to enhance King St patio area on hold pending available capital funding.

Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
		 Continue to enhance the guest experience by executing on the RBC Place London Guest (GX) and Associate (AX) Experience strategies.	<ul style="list-style-type: none"> RBC Place 	12/31/21	2020 was projected to be a growth year in events hosted.	As of March 15, 2020, RBC Place London was closed due to COVID-19. All events through to and including November 2020 cancelled or postponed with 90% of team laid off. During the closure, communication and outreach has continued with associates and clients. Achieving this action in 2021 will depend provincial regulations on group size and public confidence to gather again.
Maintain viability in key global markets	Create a vibrant entertainment district in the City of London.	 Continue to provide space and promote events that meet community needs.	<ul style="list-style-type: none"> Western Fair 	12/31/23	In response to the COVID-19 pandemic, a field hospital was created at the Western Fair District Agriplex.	
		 Monitor the number of licensed outdoor patios with amplified sound.	<ul style="list-style-type: none"> P&R 	12/31/23	Numbers will be recorded for comparison annually.	
		 Monitor the number of private music venues in the City of London.	<ul style="list-style-type: none"> P&R 	12/31/23	Numbers will be recorded for comparison annually.	




Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
Increase public and private investment in strategic locations	Revitalize London's downtown and urban areas.	 Develop Metrics and Targets to monitor the performance of CIPs.	<ul style="list-style-type: none"> City Planning 	12/31/20	Significant work has been completed to establish baseline data for monitoring Community Improvement Plans. The initial metrics will be for the Downtown and Old East Village programs, as the most popular incentives.	A report with preliminary recommendations is on target for Q4 2020. After further consultation a final recommendation will come forward for the Downtown and Old East Village CIPs. New Target: Q2 2021.
		 Implement CIP incentive programs.	<ul style="list-style-type: none"> City Planning 	12/31/23	Staff continue to process incentives including both loans and grants. To-date in 2020, 9 loans have been issued for a total of approximately \$1,050,000.	
		 Report on the State of the Downtown bi-annually.	<ul style="list-style-type: none"> City Planning 	12/31/23	Data collection and analysis is underway for the 2018-2019 State of the Downtown Report.	
		 Contribute to a fund for property acquisition within Community Improvement Plan areas.	<ul style="list-style-type: none"> City Planning 	12/31/23	\$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.	
		 Increase target marketing where appropriate to increase traffic in market.	<ul style="list-style-type: none"> Covent Garden Market 	12/31/23	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 significant reduction of staffing in office buildings in the downtown area.	







Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
		<ul style="list-style-type: none"> ↑ Maintain level of tenant satisfaction to lower turnover. 	<ul style="list-style-type: none"> Covent Garden Market 	12/31/23	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.	
		<ul style="list-style-type: none"> ↑ Fill vacancies with the right tenants for long lasting success. 	<ul style="list-style-type: none"> Covent Garden Market 	12/31/23	From November 2019 to June 2020, there were no vacancies to be filled. Currently one vacancy to be filled. Diligently pursuing those who would be the right fit for the Market.	
Increase public and private investment in amenities that attract visitors, a talented workforce and investment	Invest in city building projects.	<ul style="list-style-type: none"> ↑ Implement Our Move Forward: London's Downtown Plan. 	<ul style="list-style-type: none"> City Planning 	12/31/23	In 2020, a portion of Richmond Street, south of Dundas is under construction to improve the pedestrian experience and amenity. Detailed design is on-going for the Rapid Transit projects as well as upgrades to services on a number of downtown streets that provide the opportunity for public realm improvements.	
		<ul style="list-style-type: none"> ↑ Continue the procurement process for the Old Victoria Hospital Lands. 	<ul style="list-style-type: none"> City Planning 	12/31/23	The rezoning of the Old Victoria Hospital was approved by Council in September 2020. The Request for Qualification for qualified developers to undertake the Phase 2 lands closed on October 30.	
Increase public and private investment in amenities that attract visitors, a talented workforce and investment	Increase partnership funding, sponsorships, and donations to recreation services and amenities.	<ul style="list-style-type: none"> ↑ Continue to implement the Council approved policies related to sponsorship and advertising. 	<ul style="list-style-type: none"> P&R NCFS 	12/31/23	Sponsorship of the Lorne Avenue Park sensory garden by the Central Lions Club of London.	No activity in Q2 and Q3 and all contracts postponed as most buildings/assets were not in use due to COVID-19. Starting up program as buildings come back on line in a limited manner.






Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
		 Continue to implement the Adopt a Park program.	<ul style="list-style-type: none"> NCFS 	12/31/23		Annual community park clean ups scheduled for the Spring of 2020 did not happen due to COVID-19.
Maintain foreign investment attraction, local retention, and growth and entrepreneurship support programs	Ensure job growth through attraction of new capital from a diverse range of markets and industries.	 Identify new emerging areas that can leverage London's core competencies and unique value proposition.	<ul style="list-style-type: none"> LEDC 	12/31/23	Continue to work with partners in government, public and private sector to identify new emerging areas.	
		 Invest and develop job creation opportunities in target markets best suited to match London's key sectors.	<ul style="list-style-type: none"> LEDC 	12/31/23	Moving to virtual job fairs, webinars and online channels for 2020.	

OUTCOMES








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

Increase access to supports for entrepreneurs and small businesses, and community economic development	Revitalize London's Downtown and urban areas.	 Support Business Improvement Areas.	<ul style="list-style-type: none"> City Planning 	12/31/23	City Staff have established a quarterly all-BIA meeting to help in sharing information and providing support to BIAs. BIAs have been collaborating on the Digital Mainstreet grant program.	
		 Review Regeneration Tools for Hyde Park area.	<ul style="list-style-type: none"> City Planning 	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.	
		 Implement CIP Incentive Programs.	<ul style="list-style-type: none"> City Planning 	12/31/23	Staff continue to process incentives including both loans and grants. To-date in 2020, 9 loans have been issued for a total of approximately \$1,050,000.	




Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
		 Complete the Lambeth Area CIP.	<ul style="list-style-type: none"> City Planning 	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.	
		 Develop Metrics and Targets to monitor the performance of CIPs.	<ul style="list-style-type: none"> BIAs 	12/31/20	Significant work has been completed to establish baseline data for monitoring Community Improvement Plans. The initial metrics will be for the Downtown and Old East Village programs, as the most popular incentives.	A report with preliminary recommendations is on target for Q4 2020. After further consultation a final recommendation will come forward for the Downtown and Old East Village CIPs. New Target: Q2 2021.
		 Report on the State of the Downtown bi-annually.	<ul style="list-style-type: none"> 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.	<ul style="list-style-type: none"> BIAs 	3/31/20	Old East Village BIA received funding through the Multi-year Budget process.	
Increase access to supports for entrepreneurs and small businesses, and community economic development	Support entrepreneurs, start-up, and scale-up companies.	 Create a business friendly municipal environment.	<ul style="list-style-type: none"> 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.	<ul style="list-style-type: none"> LEDC 	12/31/23	Moving to virtual job fairs, webinars and online channels for 2020.	

Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
		 Connect entrepreneurs to share best practices and experiences through programs such as the Founders' Network.	<ul style="list-style-type: none"> LEDC 	12/31/23	Moving to virtual job fairs, webinars and online channels for 2020.	
		 Implement the London Music Strategy by providing artist entrepreneurs with performance opportunities.	<ul style="list-style-type: none"> P&R 	12/31/23	4 artist performance opportunities created prior to the pandemic. 2020 featured 9 Industry Professionals that were mentored through the Music Amplifier Program. The Folk Music Alliance featured one showcase opportunity for London artists in January 2020.	
		 Implement the London Music Strategy by hosting workshops and networking opportunities for artist entrepreneurs.	<ul style="list-style-type: none"> P&R 	12/31/23	There was 1 Showcase (4 artists at Folk Music Alliance held Jan 23, 2020).	
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.	<ul style="list-style-type: none"> 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.	<ul style="list-style-type: none"> 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	Service Area	Action Target End Date	Accomplishments	Variance
		<p>↑ Update the Sidewalk Patio Manual for Dundas Place.</p>	<ul style="list-style-type: none"> City Planning 	12/31/20	<p>Staff have been actively engaging businesses on Dundas Place to encourage patios. Patio fees were waived city-wide in 2020, and many patios were permitted to expand further. The City is experimenting with the extension of patio season into the colder months.</p>	<p>As part of the Back 2 Business initiative, the City is experimenting with larger patios and the extension of the patio season into the colder months. These pilots will inform changes to the Sidewalk Patio Manual. New target: Q2 2021.</p>
		<p>↑ Implement a review of existing by-laws with a risk-based protocol focussing on municipal purposes.</p>	<ul style="list-style-type: none"> DCS 	12/31/23		<p>Reports outlining principles and rationale presented to Committee. PPMs will follow in Q4 2020, or in 2021.</p>
		<p>↑ Conduct focused reviews of all major building processes.</p>	<ul style="list-style-type: none"> DCS 	12/31/23	<p>Lean Six Sigma Zoning Review commenced. Pilot opportunities for concurrent re-zoning and site plan review underway.</p>	
		<p>↑ Implement continuous improvement initiatives for all major building review processes.</p>	<ul style="list-style-type: none"> DCS 	12/31/23	<p>Digital drawing review implemented for subdivisions and site plans. Digital signatures for site plans and development agreements finalized and implemented.</p>	

Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
		 Enhance current permit processing methods by implementing electronic media for multiple and concurrent reviews of building permit applications.	<ul style="list-style-type: none"> DCS 	12/31/22	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.
		 Improve capacity to engage the community and perform a regulatory role in the review of development applications.	<ul style="list-style-type: none"> DCS 	12/31/23		
		 Conduct focused reviews of all major development review processes.	<ul style="list-style-type: none"> DCS 	12/31/23	Internal Audit of Assumptions and Securities processes has commenced.	
		 Implement continuous improvement initiatives for all major development review processes.	<ul style="list-style-type: none"> DCS 	12/31/23	Several "rapid improvement" sessions have been conducted by the Site Plan group, including digital signatures as a means of expediting approvals turnaround times.	
		 Rezone the Hamilton Road Corridor to streamline approval processes.	<ul style="list-style-type: none"> 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.	<ul style="list-style-type: none"> City Planning 	12/31/21	This project is on track to begin in 2021.	
		 Remove Priority Listings from the Heritage Register.	<ul style="list-style-type: none"> 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.	

Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
		✓ 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.	
Increase efficiency and consistency for administrative and regulatory processes	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		
		↑ 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	12/31/21	Project to be initiated in 2020, for completion in 2021.	
		↑ Continue to develop, market and sell industrial land.	• DCS	12/31/23	Approximately 34 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.	

Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
		 Support existing and potential industrial clients to create and sustain jobs.	<ul style="list-style-type: none"> 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.	<ul style="list-style-type: none"> DCS 	12/31/23		
		 Invest in the maintenance and acquisition of industrial land in strategic locations.	<ul style="list-style-type: none"> DCS 	12/31/23		

Introduction

CREATING a Safe London for Women and Girls

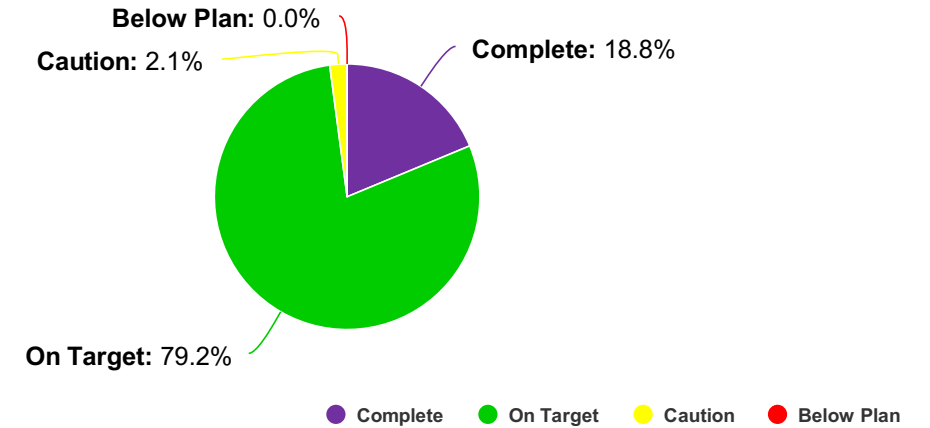
OUTCOMES:

- 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	Service Area	Action Target End Date	Accomplishments	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"> • CMO 	<p>9/30/20</p>	<p>The London Coordinating Committee to End Woman Abuse has established a Working Group, of which the City of London is a member. The focus of the Working Group is on advancing the work of the Creating a Safe London for Women and Girls Strategic Area of Focus. The establishment of a Three Pillared Framework is foundational to all other strategies within this area of focus. The work will also help to inform aspects of the new Anti-Racism and Anti-Oppression Lens.</p>	<p>This work is foundational to all Creating a Safe London for Women and Girls strategies. Additional time is required to complete this collaborative work. This work will also be aligned with the development of the new Anti-Racism and Anti-Oppression Lens. Suggested new end date: Q3, 2021.</p>





Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
		<p>↑ Present draft three pillared framework to Council.</p>	<ul style="list-style-type: none"> • CMO 	12/31/20		<p>This work is foundational to all Creating a Safe London for Women and Girls strategies. Additional time is required to complete this collaborative work. This work will also be aligned with the development of the new Anti-Racism and Anti-Oppression Lens. Suggested new end date: Q3, 2021.</p>
		<p>↑ Implement three pillared framework for public awareness.</p>	<ul style="list-style-type: none"> • CMO 	12/31/21		
<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>Ensure women and girls with lived experience, including but not exclusive to Indigenous and newcomer women and girls, are included in the development of policies, by-laws, and programs that affect them.</p>	<p>↑ Through consultation develop action plan to ensure women and girls with lived experience, including but not exclusive to Indigenous and newcomer women and girls, are included in the development of policies, by-laws, and programs that affect them.</p>	<ul style="list-style-type: none"> • CMO 	9/30/20	<p>Civic Administration is in the process of building an action plan to ensure that women and girls with lived experience are included in the development of policies, by-laws, and programs that affect them. This work must be aligned with the development of the Three Pillared Framework as well as the new Anti-Racism and Anti-Oppression Lens. As a starting point the Public Engagement Forum, an internal community of practice focused on advancing community engagement across the organization, will be engaged in how to advance this strategy.</p>	
		<p>↑ Implement action plan.</p>	<ul style="list-style-type: none"> • CMO 	12/31/23		<p>This is an ongoing, annual activity. The end date has been adjusted to 12/31/23.</p>





Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
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	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.	✓ Finalize Respectful Workplace Policy and Complaint and Resolution Procedures.	• CMO	12/31/19	Council approval December 2019.	
		✓ Implement Respectful Workplace Policy.	• CMO	12/31/23		
		↑ Update Template for Annual Report to City Council and update metrics.	• CMO	12/31/20		
		↑ Annual Report to City Council.	• CMO	12/31/23		
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	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.	↑ 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.	• CMO	12/31/20	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. "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.	
		↑ Deliver updated "I Step Forward" and "It Starts with Me" training.	• CMO	12/31/21	Updated "It Starts with Me" training incorporated into Corporate Orientation program as of May, 2020.	
		✓ Develop Respectful Workplace training which will include training on the updated Respectful Workplace Policy and Workplace Culture.	• CMO	3/31/20	Completed website for Respectful Workplace, training video, and management tool, as well as a management training course.	








Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
		✓ Deliver Respectful Workplace training.	• CMO	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.	• CMO	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.	
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	Increase the number of women in senior management positions and other positions of power.	↑ Develop a Mentorship Program for women.	• CMO	3/31/21		
		↑ Implement Mentorship Program.	• CMO	12/31/23		






Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
		<ul style="list-style-type: none">  Review and update current Succession Plan with gender equity lens. 	<ul style="list-style-type: none"> CMO 	9/30/20		<p>The review and update of the Succession Plan with the use of the Gender Equity Lens has started. However, Civic Administration is working to redesign the Succession Plan to align with recommendations of the September 22, 2020 report to the Strategic Priorities and Policy Committee regarding the Steps Towards Anti-Racism and Anti-Oppression at the City of London. This significantly changes the scope of work. Suggested new end date: Q4, 2021.</p>
		<ul style="list-style-type: none">  Implement Updated Succession Plan. 	<ul style="list-style-type: none"> CMO 	12/31/23		





Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
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	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.	 Install bus stop amenities.	<ul style="list-style-type: none"> LTC 	12/31/23		Project start on hold due to COVID-related business shutdowns. Project start may be delayed until 2021.
		 Develop a sustainable business plan with LTC to support affordable transit programs for Londoners and submit through the Multi-Year Budget process.	<ul style="list-style-type: none"> LTC NCFS 	3/31/20		
		 Implement a sustainable business plan with LTC to support affordable transit programs for Londoners.	<ul style="list-style-type: none"> LTC NCFS 	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	Service Area	Action Target End Date	Accomplishments	Variance
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	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.	 Through consultation and enhanced partnership with local VAW agencies, discuss current discrimination that impacts women and girls from accessing affordable housing.	<ul style="list-style-type: none"> HSSDH 	12/31/23	<p>In August 2020, the City's Housing leads met with the London Coordinating Committee to End Women Abuse (LCCEWA) to engage the group to support the development of an annual workplan. As a result, the LCCEWA established a Working Group (which will be supported by the City's Housing leads) to develop a workplan and associated targets.</p> <p>The LCCEWA working group had their first meeting on September 22 with subsequent meetings scheduled to continue to develop an annual workplan.</p>	
		 Develop an action plan to address the current discrimination faced by women and girls trying to access affordable housing.	<ul style="list-style-type: none"> HSSDH 	12/31/23	Housing Services continues to analyze and consider the scope in order to effectively develop the action plan.	
		 Connect with the VAW agencies annually to update action plan as needed.	<ul style="list-style-type: none"> HSSDH 	12/31/23	To be coordinated at year-end.	
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	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.	 Enhance partnerships with local VAW programs and shelters to support a housing first philosophy for rapidly re-housing abused women and children.	<ul style="list-style-type: none"> HSSDH 	12/31/23	In April 2020, Municipal 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.	

Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
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	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.	 Through consultation and enhanced partnership with local VAW agencies, discuss current discrimination that impacts women and girls from accessing affordable housing.	<ul style="list-style-type: none"> HSSDH 	12/31/23	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.	
		 Develop an action plan to address the current discrimination faced by women and girls trying to access affordable housing.	<ul style="list-style-type: none"> HSSDH 	12/31/23	Housing Services continues to analyze and consider the scope in order to effectively develop the action plan.	
		 Connect with the VAW agencies annually to update action plan as needed.	<ul style="list-style-type: none"> HSSDH 	12/31/23	To be coordinated at year-end.	
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	Recognize London as a sex trafficking hub and take action to work collaboratively towards solutions.	 Assess outcomes of LPS involvement in Street Level Women at Risk (SLWAR) community plan.	<ul style="list-style-type: none"> LPS 	6/30/20	<p>The following are two separate evaluations which indicate positive outcomes: External Partnership Audit re: LPS Persons at Risk (PAR) 2019 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 Street Level Women at Risk Evaluation Report Jan 2020 88% of women achieved one or more goals they set for themselves during their involvement in SLWAR.</p> <p>There are no new evaluations that were conducted in 2020.</p>	

Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
		 Refer Persons at Risk (history/risk of survival sex work/trafficking) to Street Level Women at Risk (SLWAR) when intake is available.	<ul style="list-style-type: none"> LPS 	12/31/21		
		 Collaboratively work with local agencies to work towards solutions for Persons at Risk (history/risk of survival sex work/trafficking).	<ul style="list-style-type: none"> LPS 	12/31/21		
		 Collaboratively work with local agencies to assist trafficked women to exit their situation and to prosecute those responsible.	<ul style="list-style-type: none"> LPS 	12/31/21		
		 Work with neighbouring police services to combat Human Trafficking across jurisdictions.	<ul style="list-style-type: none"> LPS 	12/31/21		
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	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.	 Investigate Global Every Woman Treaty.	<ul style="list-style-type: none"> CMO 	6/30/20	Research on the Global Every Woman Treaty has been completed.	
		 Develop advocacy strategies regarding Global Every Woman Treaty.	<ul style="list-style-type: none"> CMO 	12/31/20		
		 Support advocacy regarding the Global Every Woman Treaty with AMO, FCM and other provincial associations, the governments of each province and the federal government.	<ul style="list-style-type: none"> CMO 	6/30/23		

Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
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	Include male violence against women and girls in discussions and decisions made at the Town and Gown Committee.	 Include male violence against women and girls as a standing item on the Town and Gown Committee agenda.	<ul style="list-style-type: none"> • CMO 	12/31/23		
		 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"> • CMO 	12/31/23		
		 Recognize the safety of women and girls in preparing operational plans involving near-campus issues.	<ul style="list-style-type: none"> • DCS 	12/31/23	Discussions are ongoing with all partners, focusing on unsanctioned street parties.	
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	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"> • NCFS 	6/30/19		
		 Support organizations to apply for the London Community Grants Program and other municipal funding opportunities.	<ul style="list-style-type: none"> • NCFS 	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	Service Area	Action Target End Date	Accomplishments	Variance
		 Support Anova to complete UN Safe Cities Interim Report.	<ul style="list-style-type: none"> • CMO 	9/30/20	<p>The United Nation’s Safe Cities and Safe Public Spaces Scoping Study was developed in 2019 and completed in early 2020. This Scoping Study establishes the local context related to targeted acts of violence experienced by women and girls, including violence in public spaces, as well as factors that influence the perceptions of safety for women and girls. The study sets the foundation for how the community partners will move forward in establishing the strategic and operational frameworks for this work.</p>	
		 Support Anova in completion of final draft scoping study and next steps to Council for consideration.	<ul style="list-style-type: none"> • CMO 	12/31/20	<p>The City, Anova and community partners continue to work together to take the findings of the Scoping Study to develop a strategic framework (identification of priorities areas, outcomes, expected results and strategies) as well as an operating model which will establish roles and responsibilities that are grounded in a collective impact approach.</p>	
		 Support Anova in the implementation of next steps as outlined in UN Safe Cities Interim Report.	<ul style="list-style-type: none"> • CMO 	12/31/23		
		 Pending Council direction, support implementation of UN Safe Cities Initiative.	<ul style="list-style-type: none"> • CMO 	12/31/23		

Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
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	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	 Develop Trauma and Violence Lens.	<ul style="list-style-type: none"> • CMO 	12/31/20	The City is collaborating with the Violence Against Women sector to establish a framework for a trauma and violence lens. This will be informed by the development of the Three Pillared Framework. It will also inform the development of the new Anti-Racism and Anti-Oppression Lens.	The Three Pillared Framework is foundational to all Creating a Safe London for Women and Girls strategies. Additional time is required to complete this collaborative work. This work will also be aligned with the development of the new Anti-Racism and Anti-Oppression Lens. Suggested new end date: Q3, 2021.
		 Deliver Trauma and Violence Lens training to employees involved in the review and development of policies and procedures.	<ul style="list-style-type: none"> • CMO 	6/30/23		
		 Apply Trauma and Violence Lens to implementation of Council's 2019-2023 Strategic Plan.	<ul style="list-style-type: none"> • CMO 	12/31/23		

Introduction

LEADING in Public Service

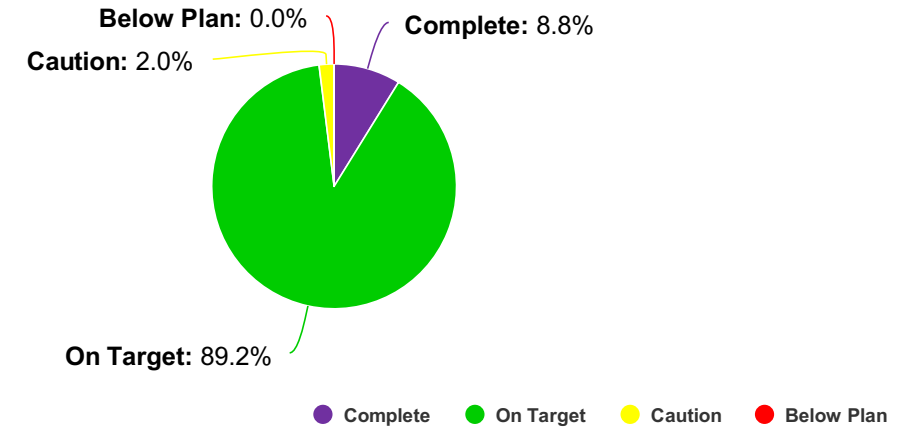
OUTCOMES:

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









Leading in Public Service - Progress




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	Service Area	Action Target End Date	Accomplishments	Variance
OUTCOMES						
The City of London is trusted, open, and accountable in service of our community.						
Increase opportunities for residents to be informed and participate in local government	Develop and deliver a corporate communications strategy, including staff training and tools to enhance communications and public engagement.	 Develop a comprehensive Corporate Communications Strategy through research, consultation, and engagement.	• CMO	6/30/21	Successfully launched the new london.ca website on Oct 7. It will connect users to City services and information more effectively and better meet the needs of our customers, residents and community.	
		 Implement the Corporate Communications Strategy.	• CMO	12/31/23		
		 Develop and deliver a media relations training module.	• CMO	12/31/23		
		 Establish and facilitate an internal public engagement forum.	• CMO	12/31/23		
		 Create a standardized survey to measure resident satisfaction with public engagement.	• CMO	12/31/23		
		 Complete a City Planning Outreach and Education Strategy.	• City Planning	12/31/21	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. Public consultation is the next stage moving forward.	










Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
		 Implement the City Planning Outreach and Education Strategy.	<ul style="list-style-type: none"> • City Planning 	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.	
		 Continue to develop and implement enhanced or targeted engagement strategies for London residents to support the Neighbourhood Decision Making Program.	<ul style="list-style-type: none"> • NCFS 	12/31/23		
		 Develop and implement a comprehensive engagement strategy for the Multi-Year Budget and annual updates.	<ul style="list-style-type: none"> • F&CS 	12/31/23	<p>The comprehensive engagement strategy for the 2020-2023 Multi-Year Budget included:</p> <ol style="list-style-type: none"> 1. Eight "pop up" events throughout the City to gather face-to-face feedback; 2. Hosted two community open houses; 3. Attended multiple Councillor ward meetings; 4. Attended community group events as invited; 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; 6. Created a social media campaign to raise awareness and drive traffic to the website; and, 7. Used radio advertising to drive traffic to open house and other engagement opportunities. <p>The team is reviewing the success of the past strategy and enhancing the strategy for the 2021 Budget Update, noting that the COVID-19 pandemic will require modifications to the engagement plan for 2021.</p>	



Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
		 Partner with community organizations for enhanced engagement through the Multi-Year Budget process.	<ul style="list-style-type: none"> F&CS 	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.	
Improve public accountability and transparency in decision making	Measure and publicly report on corporate performance.	 Compile and submit data for defined measures.	<ul style="list-style-type: none"> CMO 	12/31/23		
		 Update actions and metrics identified in Council's Strategic Plan.	<ul style="list-style-type: none"> CMO 	12/31/23	The Annual Performance Report, which answers the question 'Did we do what we set out to do?', was presented to Strategic Priorities and Policy Committee (SPPC) on October 20, 2020. The November Semi-Annual Progress Report and 2020 Report to the Community will be presented at the November 17, 2020, SPPC.	
		 Communicate annual citizen perceptions of service delivery, and municipal accomplishments, to the public.	<ul style="list-style-type: none"> CMO 	12/31/23		The Annual Citizen Satisfaction survey will not be conducted in 2020 due to the impacts of COVID-19.
Improve public accountability and transparency in decision making	Increase access to information to support community decision making.	 Conduct review of City's Open Data initiative.	<ul style="list-style-type: none"> CMO 	12/31/19		
		 Launch City data in a visual and user friendly format.	<ul style="list-style-type: none"> CMO 	12/31/19		




Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
		<ul style="list-style-type: none"> Identify and approve new datasets for release. 	<ul style="list-style-type: none"> CMO 	12/31/23	Requests for data are continually monitored and assessed to determine if the City's Open Data Portal is meeting the needs and expectations of residents, academic institutions, and businesses.	
		<ul style="list-style-type: none"> Survey community to prioritize datasets for release. 	<ul style="list-style-type: none"> CMO 	12/31/23	Through the CityStudio program, Fanshawe students conducted a literature review of best practices in open data management. The findings will be used to help inform future releases.	
Build relationships with Indigenous peoples that are respectful, transparent, responsive, and accountable	This strategy must be developed in partnership with Indigenous peoples, including local First Nations.	<ul style="list-style-type: none"> Deliver training sessions - Intercultural Competency Program to City of London Employees. 	<ul style="list-style-type: none"> CMO 	12/31/23		
		<ul style="list-style-type: none"> Actions to be developed in partnership with Indigenous peoples, including local First Nations. 	<ul style="list-style-type: none"> CMO 	12/31/23		
		<ul style="list-style-type: none"> Implementation of reconciliation plan. 	<ul style="list-style-type: none"> MLHU 	12/31/23		
		<ul style="list-style-type: none"> Health equity staff capacity building. 	<ul style="list-style-type: none"> MLHU 	12/31/23		
		<ul style="list-style-type: none"> Hire an Indigenous Relations position. 	<ul style="list-style-type: none"> CMO 	12/31/20	Civic Administration initiated dialogue with the Indigenous Leaders Circle, N'Amerind and the Community Diversity and Inclusion Strategy Priority #1 Action Table to inform the development of the Indigenous Community Liaison position. Recruitment will take place in 2020.	
		<ul style="list-style-type: none"> Develop an internal mechanism to identify and track City-led initiatives supporting reconciliation. 	<ul style="list-style-type: none"> CMO 	12/31/20	An internal working group held a meeting in March 2020 to begin the process of monitoring progress being made across the organization.	



Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
Increase the effectiveness of London's strategic advocacy	Promote London's intergovernmental priorities through Municipal Associations.	 Support London's representatives on the boards of various municipal associations.	<ul style="list-style-type: none"> • CMO 	12/31/23	City of London input helped to shape numerous submissions from FCM and AMO toward the development of the Safe Restart Agreement.	
Increase the effectiveness of London's strategic advocacy	Increase the awareness of, and support of, Council's strategic advocacy priorities.	 Develop 2019-2023 Strategic Advocacy Framework.	<ul style="list-style-type: none"> • CMO 	12/31/20	The Framework has been refined to be reflective of the immediate impacts of COVID-19 on the City of London's advocacy priorities.	
		 Implement 2019-2023 Strategic Advocacy Framework.	<ul style="list-style-type: none"> • CMO 	12/31/23		


Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
OUTCOMES						
Londoners experience exceptional and valued customer service.						
Increase community and resident satisfaction of their service experience with the City	Create new and/or enhance opportunities for residents and neighbourhood groups to engage on program and service needs.	 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.	<ul style="list-style-type: none"> • NCFS • P&R 	12/31/21	Currently tabulating 2020 survey results. Key patron comments from 2020 Centres visitor surveys include: <ul style="list-style-type: none"> • "Personally I don't think it can be improved. They are open long hours giving everyone the chance to come." • "Love the welcoming staff and the encouraging instructor." • "I love that we have books at the foyer." • "It's great especially for the price we pay." • "The place is great for exercising and socializing; as a senior you need place to make friends." 	
		 Continue research and engagement to identify new and emerging program trends.	<ul style="list-style-type: none"> • NCFS • P&R 	12/31/23	<ul style="list-style-type: none"> • Historical registration information informed modified Fall program plan and locations of summer camps; summer camp utilization rate for our new modified programs was 96%. • A new youth leadership program is being developed for 2021. 	
		 Increase resident awareness and marketing of parks, recreation, and sport opportunities and information.	<ul style="list-style-type: none"> • NCFS • P&R 	12/31/23	Educated Seniors Centres Without Walls participants about recreation and leisure opportunities in the community that may be of interest to them, including new City of London modified Fall programs.	




Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
Increase responsiveness to our customers	Research and respond to emerging planning trends and issues.	 Report on and respond to legislative changes.	• City Planning	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.	• City Planning	12/31/23	Information reports have been prepared on emergent planning issues including the updated Provincial Policy Statement.	
Increase responsiveness to our customers	Streamline customer intake and follow-up across the corporation.	 Continue to develop customer service training initiatives.	• CMO	12/31/23		
		 Develop survey strategy for relevant customer service counters.	• CMO	12/31/23		
		 Track service request planned completion data in Dynamics CRM.	• CMO	12/31/23	Service London regularly monitors requests that are nearing, or have passed, the defined planned completion date. Reports are provided to service areas and staff work to ensure Service Level Agreements are realized.	
		 Monitor and Report outcome measures to the Ministry of Children, Community, and Social Services.	• HSSDH	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.	• HSSDH	12/31/23	88% of Ontario Works clients access intake within 5 minutes.	
		 Implement continuous improvement initiatives for all major development and building permit review processes.	• DCS	12/31/23	Internal Audit of Assumptions and Securities processes has commenced.	
		 Monitor and track Service Request Records.	• CMO	12/31/23		
Increase efficiency and effectiveness of service delivery	Implement customer service standards.					






Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
		<p> Increase awareness of customer service information and standards.</p>	<ul style="list-style-type: none"> • CMO 	12/31/23	<p>Initial set of Customer Service Standards published on City of London website, Q4, 2019. Internally efforts are ongoing to formally define service levels for various phone queues and regularly report on performance.</p>	
<p>Increase efficiency and effectiveness of service delivery</p>	<p>Conduct targeted service reviews.</p>	<p> Conduct targeted zero-based budget reviews annually.</p>	<ul style="list-style-type: none"> • F&CS 	9/30/23	<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 service impacts and changing priorities associated with the COVID-19 pandemic, no additional zero-based reviews have been conducted in this reporting period. It is anticipated that zero-based reviews will resume in 2021, subject to the return to more normal operations.</p>








Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
		<p> Conduct targeted additional reviews annually.</p>	<ul style="list-style-type: none"> F&CS 	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 service impacts and changing priorities associated with the COVID-19 pandemic, no additional service reviews have been conducted in this reporting period. It is anticipated that reviews will resume in 2021, subject to the return to more normal operations.</p>
		<p> Update Council on the service review program through the annual Service Review Update report.</p>	<ul style="list-style-type: none"> F&CS 	12/31/23		<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>Increase efficiency and effectiveness of service delivery</p>	<p>Promote and strengthen continuous improvement practices.</p>	<p> Implement Continuous Improvement Framework.</p>	<ul style="list-style-type: none"> CMO 	12/31/23	<p>The Continuous Improvement (CI) framework including the City's CI vision, mission, values and communication plan have been successfully implemented. Roles & responsibilities, key performance indicators and a governing CI Team have been formed to support the City as it matures along its continuous improvement journey.</p>	








Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
		 <p data-bbox="801 240 1231 354">Provide City of London staff with knowledge, tools and resources to build and support a culture of continuous improvement.</p>	<ul data-bbox="1303 240 1392 267" style="list-style-type: none"> <li data-bbox="1303 240 1392 267">• CMO 	12/31/23	<p data-bbox="1688 248 2287 532">Since inception, 420 employees have received formal training at various levels, including 33 staff formally trained in 2020 as of Q3. Standard work, visual management and team huddles continue to be supported within a number of Service Areas to improve service delivery. Additional tools and resources for all employees have been added to the Continuous Improvement CityHub page.</p>	
		 <p data-bbox="801 565 1266 678">Improve corporate processes through Continuous Improvement practices such as rapid improvement events, team huddles and green belt projects.</p>	<ul data-bbox="1303 565 1392 592" style="list-style-type: none"> <li data-bbox="1303 565 1392 592">• CMO 	12/31/23	<p data-bbox="1688 573 2274 784">6 rapid improvement events, 3 yellow belt and 2 green belt projects have been completed in 2020 as of Q3, with several others on track to be completed by the end of the year. Team huddles have been implemented in 3 Service Areas amongst various teams.</p> <p data-bbox="1688 808 2274 1052">Significant work has been done to shift Continuous Improvement tools and resources to virtual formats. Rapid improvements, team huddles and training will now take place virtually using new technology and providing a seamless transition to Continuous Improvement support across the Corporation.</p>	<p data-bbox="2333 573 2583 1369">As of Q3 only 6 of the targeted 20 rapid improvement events and 3 of the targeted 20 yellow belts have been successfully completed. Completions are off track due to the impacts of COVID-19, however, new virtual facilitation tools are being implemented to allow the ongoing collaboration of improvement practices with various teams across the organization.</p>

Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
		 Review existing processes within Finance that may be informed by annual reporting and annual financial system upgrades.	<ul style="list-style-type: none"> F&CS 	9/30/23	<p>The Finance team's ability to conduct process reviews has been limited, although a review of the user fee compilation and reporting process was undertaken in this reporting period. This review resulted in a more streamlined process and the elimination of non-value added steps in the process, which will result in significantly reduced review time for City staff.</p>	<p>Due to the service impacts and changing priorities associated with the COVID-19 pandemic, the capacity to review, update and operationalize process improvements in Finance will be limited in 2020.</p>
		 Update and operationalize process improvements.	<ul style="list-style-type: none"> F&CS 	12/31/23	<p>The Finance team is currently in the process of implementing the improved user fee process to compile the required information to support the October 2020 report to Council on the proposed 2021 user fees.</p>	<p>Due to the service impacts and changing priorities associated with the COVID-19 pandemic, the capacity to review, update and operationalize process improvements in Finance will be limited in 2020.</p>
		 Support internal and external customers to complete continuous improvement projects.	<ul style="list-style-type: none"> CMO 	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>	

Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
Increase efficiency and effectiveness of service delivery	Demonstrate leadership and accountability in the management and provision of quality programs, and services.	 Report the results of satisfaction with City services to Council annually.	<ul style="list-style-type: none"> • CMO 	9/30/23		The Annual Citizen Satisfaction survey will not be conducted in 2020 due to the impacts of COVID-19.
		 Participate in national benchmarking initiative.	<ul style="list-style-type: none"> • CMO 	12/31/23	The City is a member of the Municipal Benchmarking Network of Canada (MBNC), a partnership between Canadian municipalities who believe in the power of measurement to inspire continuous improvement in the delivery of services to our communities. Expert Panel members from across the corporation are working on their 2019 Data Collection and continue to collaborate with colleagues throughout the MBNC network.	
		 Include "customer service objective" as a component of individual performance plans.	<ul style="list-style-type: none"> • CMO 	12/31/23		







Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
		 Train employees on Continuous Improvement practices.	<ul style="list-style-type: none"> • CMO 	12/31/23	Varying degrees of Lean training have been developed and made available to all employees and leaders within the corporation. I-Learn offers staff the opportunity to sign-up for White Belt and Yellow Belt certifications. Significant work has been done to shift these training modules to online formats.	The City is not on track to meet the annual target of 150 formally trained staff as a result of the impacts of COVID-19. However, new virtual training programs are being implemented which will allow the team to increase the overall number of staff trained per year on a go forward basis.
Increase efficiency and effectiveness of service delivery	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"> • F&CS 	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.	
Increase efficiency and effectiveness of service delivery	Improve animal welfare by encouraging more animal adoption.	 Foster partnerships with individuals and community groups to enhance adoption opportunities for companion animals.	<ul style="list-style-type: none"> • DCS 	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.	
Increase efficiency and effectiveness of service delivery	Improve residents' satisfaction with winter road and sidewalk maintenance.	 Execute winter maintenance level of service.	<ul style="list-style-type: none"> • EES 	6/30/23	Winter maintenance carried out in accordance with budget and policies.	
		 Implement communications and education related to service levels.	<ul style="list-style-type: none"> • EES 	6/30/22	Content updated and refined in coordination with new website creation.	




Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
Reduce barriers to access city services and information	Enhance collaboration between Service Areas and community stakeholders to assist residents to access services and supports.	 Develop and implement processes for better information sharing across Service Areas; including tracking cross functional teams, and tools for collaboration.	• CMO	12/31/23		
		 Track and update Social Services / Housing training tracking report.	• HSSDH	12/31/23	During 2019, Housing Services supported training focusing on Dealing With Difficult Situations, Intercultural Competencies, Trauma-Informed Approach, Human Trafficking and Mental Health First Aid.	
		 Participate in annual inter-departmental initiatives to enhance customer service.	• HSSDH	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.	
Reduce barriers to access city services and information	Implement the 2018 to 2021 Multi Year Accessibility Plan.	 Annual Status Updates.	• CMO	12/31/19		
		 Accessibility Compliance Report.	• CMO	12/31/23	Accessibility Compliance Reports are completed and submitted to the Province of Ontario. The 2019 Compliance Report was submitted and the next required Compliance Report will be filed in 2021.	
		 Develop 2022 - 2025 Multi Year Accessibility Plan.	• CMO	12/31/21		
		 Implement 2022 - 2025 Multi Year Accessibility Plan.	• CMO	12/31/23		





Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
Reduce barriers to access city services and information	Implement ways to improve access to services and information.	 Collaborate with departments and divisions in bringing additional services to customer service counters.	<ul style="list-style-type: none"> P&R CMO 	12/31/23	Parks & Recreation Services and Service London have started to investigate additional services that can be offered at service counters.	
		 Engage internal stakeholders in translating tools and resources.	<ul style="list-style-type: none"> CMO 	12/31/23		
		 Continue to implement Service London initiatives.	<ul style="list-style-type: none"> CMO 	12/31/23	Service London continues to make enhancements to the Microsoft Dynamics Customer Relationship Management (CRM) platform. Enhancements include version upgrades, the addition of new areas of service and improvements to mapping and reporting.	
		 Increase education about and awareness and use of service channels to make sure that people are getting the service they need when they need it.	<ul style="list-style-type: none"> CMO 	12/31/23	Service London and Communications have established a Communications Plan that uses seasonal data on service requests to inform social media content.	
		 Develop a policy for use of digital billboards and promote their availability.	<ul style="list-style-type: none"> CMO 	12/31/23		
Increase the use of technology to improve service delivery	Continue to maintain, build, and enhance a high-performing and secure computing environment.	 Review, investigate and successfully resolve technical service requests and incidents.	<ul style="list-style-type: none"> CMO 	12/31/23	ITS has successfully completed 8,678 service requests and incidents essential to the delivery of public service in the City of London from April 1 to September 30, 2020.	
		 Perform tens of thousands of tasks annually resulting in the successful delivery of a managed computing environment.	<ul style="list-style-type: none"> CMO 	12/31/23	ITS has successfully completed 13,657 tasks for service requests and incidents essential to the delivery of public service in the City of London from April 1 to September 30, 2020.	




Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
		<p>↑ After each customer interaction through the incident and service request processes, ITS requests qualitative feedback on service performance. ITS receives over 2000 responses per year that are reviewed and analyzed to support service improvement.</p>	<ul style="list-style-type: none"> • CMO 	12/31/23	ITS has provided exceptional customer service; surpassing the established 96% customer satisfaction target.	





Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	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.						
<p>Increase the diversity of the city's workforce</p>	<p>Update and implement an Equity and Inclusion Plan.</p>	<p>↑ Update to City Council - metrics and activities associated with workforce diversity/demographics and the implementation of the Workplace Diversity and Inclusion Plan.</p>	<ul style="list-style-type: none"> CMO 	<p>3/31/23</p>	<p>The September 22, 2020 report to the Strategic Priorities and Policy Committee entitled 'Steps Toward Anti-Racism and Anti-Oppression at the City of London' outlined the current state of workforce metrics as well as recommended next steps. Next steps included: updating language to be clear, direct and inclusive; expanding the data collected through the Employee Census and Employee Demographic Survey and establishing new metrics to track how employees move through the organization, including how they are developed, advanced and made to feel valued and supported; collecting disaggregated data; regularly reviewing and updating workforce metrics; and using data to build and strengthen systems and supports and actionable items that address systemic racism and oppression; and, proactively taking steps to build meaningful relationships with communities and establish career pathways, skillsets and qualifications for working at the City of London.</p> <p>Improving workforce metrics will be an iterative process. Work will begin immediately with the first round of improvements to be reflected in the 2021 annual report to Council on workforce metrics. This work must be done with the guidance of, and in partnership with the new Anti-Racism and Anti-Oppression unit.</p>	

Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
		 Develop and Finalize updated 2021 to 2026 Equity and Inclusion Plan .	<ul style="list-style-type: none"> • CMO 	12/31/20		The development of an updated Equity and Inclusion Plan will be aligned with the work of the new Anti-Racism and Anti-Oppression Unit. Suggested new end date: Q3, 2021.
		 Implement updated 2021 to 2026 Equity and Inclusion Plan.	<ul style="list-style-type: none"> • CMO 	12/31/26		
Attract and retain a talented workforce	Develop and implement a People Plan.	 Develop and Finalize People Plan and Metrics.	<ul style="list-style-type: none"> • CMO 	12/31/20	<ul style="list-style-type: none"> • Quantitative and Qualitative data collection completed including survey and focus groups. • Data analysis and identification of People Plan Areas of Focus, Expected Results and Actions completed. • Framework to validate, Areas of Focus, Expected Results and Actions completed. 	
		 Implement People Plan.	<ul style="list-style-type: none"> • CMO 	12/31/23		
Maintain a safe and healthy workplace	Develop and implement a People Plan.	 Develop and Finalize People Plan and Metrics.	<ul style="list-style-type: none"> • CMO 	12/31/20	<ul style="list-style-type: none"> • Quantitative and Qualitative data collection completed including survey and focus groups. • Data analysis and identification of People Plan Areas of Focus, Expected Results and Actions completed. • Framework to validate, Areas of Focus, Expected Results and Actions completed. 	
		 Implement People Plan.	<ul style="list-style-type: none"> • CMO 	12/31/23		




Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
Maintain London's finances in a transparent and well-planned manner to balance equity and affordability over the long term	Plan, conduct, and support annual internal and external audits.	 Support external auditors through the financial statement audit process.	<ul style="list-style-type: none"> F&CS 	6/30/23	The City's external audit for the 2019 year end was completed in September 2020.	
		 Support internal auditors in executing the internal audit plan.	<ul style="list-style-type: none"> F&CS 	12/31/23	The 2020 - 2022 internal audit plan from Deloitte was approved by Audit Committee on November 6, 2019. As of September, 2020, the three (3) audits for 2020 were 'complete', and three (3) new projects were added/ moved forward.	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.
Maintain London's finances in a transparent and well-planned manner to balance equity and affordability over the long term	Continue to ensure the strength and sustainability of London's finances.	 Complete annual review process by Moody's Investor Services.	<ul style="list-style-type: none"> F&CS 	12/31/23	The 2020 Moody's review has been completed, with the City of London retaining the Aaa credit rating for the 44th consecutive year.	
		 Develop and approve the 2020-2023 Multi-Year Budget and annual updates.	<ul style="list-style-type: none"> F&CS 	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 tabled on November 17, 2020 with deliberations occurring in December 2020.	
		 Implement the Corporation's approved financial policies.	<ul style="list-style-type: none"> F&CS 	12/31/23	The Corporation's financial policies continue to be reviewed annually, and adherence with those policies is monitored on an ongoing basis.	

Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
Maintain London's finances in a transparent and well-planned manner to balance equity and affordability over the long term	Establish and monitor targets for reserves and reserve funds.	 Report to Council on the establishment and monitoring of reserve and reserve fund targets.	<ul style="list-style-type: none"> F&CS 	12/31/23	Targets for the Capital Asset Renewal and Replacement category of reserve funds were developed and endorsed by Council in September 2020. This represents the 2nd category of reserves and reserve funds with formal target balances, following the completion of the reserve portfolio in 2018.	
Maintain London's finances in a transparent and well-planned manner to balance equity and affordability over the long term	Maximize investment returns, adhering to the City's investment policy.	 Implement and monitor the City's investment strategy.	<ul style="list-style-type: none"> F&CS 	12/31/23	A comprehensive investment strategy has been developed and is in the process of being implemented with the aim of enhancing investment returns while still maintaining liquidity and security of the capital invested. 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.	
		 Update Council on investment performance through the annual Investment Report.	<ul style="list-style-type: none"> F&CS 	9/30/23	The 2019 Investment Report was received by Council in July 2020.	
Maintain London's finances in a transparent and well-planned manner to balance equity and affordability over the long term	Review and update the City's financial strategic planning, principles, and policies.	 Review the Corporation's financial policies annually.	<ul style="list-style-type: none"> F&CS 	6/30/23	The Corporation's financial policies continue to be reviewed annually, and adherence with those policies is monitored on an ongoing basis.	

Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
		 Update the Corporation's Strategic Financial Plan.	<ul style="list-style-type: none"> F&CS 	12/31/21	Preliminary work has commenced on the update to the Corporation's Strategic Financial Plan.	Due to the service impacts and changing priorities associated with the COVID-19 pandemic, the completion date for the update of the Corporation's Strategic Financial Plan is expected to be delayed. Suggested new end date: 12/31/22.
<p>Maintain London's finances in a transparent and well-planned manner to balance equity and affordability over the long term</p>	<p>Develop and monitor the Multi-Year Budget to align financial resources with Council's Strategic Plan.</p>	 <p>Develop and approve the 2020-2023 Multi-Year Budget and annual updates.</p>	<ul style="list-style-type: none"> F&CS 	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 tabled on November 17, 2020 with deliberations occurring in December 2020.	
		 <p>Regularly monitor budget performance through the semi-annual Operating and Capital Budget Monitoring Reports.</p>	<ul style="list-style-type: none"> F&CS 	12/31/23	Semi-annual operating and capital budget monitoring reports completed, with the 2020 Mid-Year Operating and Capital Monitoring reports presented to the Strategic Priorities and Policy Committee on September 22, 2020, inclusive of a comprehensive update on the City's projected 2020 budget position as a result of COVID-19.	

Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
Maintain London's finances in a transparent and well-planned manner to balance equity and affordability over the long term	Adhere to City of London limit on authorized debt (internal debt cap).	 Review the City's internal debt cap annually.	• F&CS	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.	
		 Develop and approve the 2020-2023 Multi-Year Budget and annual updates.	• F&CS	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 tabled on November 17, 2020 with deliberations occurring in December 2020.	
Maintain London's finances in a transparent and well-planned manner to balance equity and affordability over the long term	Develop tax policy to align with Council priorities of the Strategic Plan.	 Report out to Council on the impact of tax policy on property classes.	• F&CS	6/30/19	2020 Tax Policy was approved by Municipal Council on April 21, 2020.	
		 Develop future tax policy objectives.	• F&CS	6/30/22	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.	It was anticipated that by the summer of 2020, the impact of the Municipal Property Assessment Corporations Re-assessment would be known. However due to COVID-19, the re-assessment has been postponed and no further information is known at this time.

Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
		<p>↑ Implement tax policy through the setting of property class tax ratios.</p>	<ul style="list-style-type: none"> F&CS 	6/30/23	2020 Tax Policy was approved by Municipal Council on April 21, 2020.	
Enhance the ability to respond to new and emerging technologies and best practices	Deliver and maintain innovative digital solutions to increase efficiency and effectiveness across the Corporation.	<p>↑ Digital solutions are reviewed and ranked by the Corporate IT steering committee through an established criteria and process. Digital solutions are then managed and updated through the ITS project management methodology across the project lifecycle: Initiation, Planning, Execution, Monitoring and Closing.</p>	<ul style="list-style-type: none"> CMO 	12/31/23	ITS delivered 25 digital solutions from April 1 to September 30, 2020 that provided key digital solutions to residents and supported improved public service efficiency.	
		<p>↑ As part of the ITS project management methodology, all ITS projects require the completion of a lessons learned review for the purpose of enhancing project management.</p>	<ul style="list-style-type: none"> CMO 	12/31/23	A lessons learned review is conducted at the completion of each project. The findings of these are used to inform and improve future processes.	
		<p>↑ As part of the ITS project management methodology, all ITS application projects undergo a success review to address the connection of project scope to delivered solutions through an Efficiency and Effectiveness lens.</p>	<ul style="list-style-type: none"> CMO 	12/31/23		
		<p>↑ All ITS resources are expected to account for labour on an hourly basis. This process allows for a labour focus aggregation and review from which management then makes allocation decisions to maximize project labour without impacting operations.</p>	<ul style="list-style-type: none"> CMO 	12/31/23	45% of ITS labour in the Applications work area was directed to the delivery of digital solutions from April 1 to September 30, 2020.	
		<p>↑ Work in partnership and collaboration with our internal and external enforcement agencies to reduce physical records (Paperless trials).</p>	<ul style="list-style-type: none"> L&CS 	12/31/23		
		<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"> L&CS 	12/31/23		

Expected Results	Strategies	Actions	Service Area	Action Target End Date	Accomplishments	Variance
		 Develop foundational requirements for converting to digital application tracking from manual processes.	<ul style="list-style-type: none"> DCS 	3/31/20	Business readiness and process mapping completed by consulting firm. Multi-year Budget business case prepared and approved by Council.	
		 Complete foundational requirements for converting to digital application tracking from manual processes.	<ul style="list-style-type: none"> DCS 	6/30/21	Consulting engagement being finalized to assist with additional "business readiness" requirements to identify what is required to move from manual to digital processes.	
		 Implement preferred software solution for digital application tracking.	<ul style="list-style-type: none"> DCS 	6/30/23		